UNPRME – Sharing Information on Progress 2017

UTS Business School
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1. Commitment to PRME Principles

UTS Business School recognises the Gadigal people of the Eora nation as the traditional owners and holders of knowledge of the places where our campus stands. We acknowledge elders both past and present and recognise the contribution that Indigenous people make to the academic and cultural life of the university.

1.1 A Message from the Dean and Associate Dean (Education)

UTS Business School’s commitment to the six PRME Principles is evidenced by the emphasis it places on ethical decision making, corporate social responsibility and the need for environmental sustainability in the strategic management and operations of business. Specialised knowledge in the key discipline areas is overlaid with an awareness of the broader, boundary-crossing issues of diversity, creativity and global impact. Within our supportive University environment we endeavour to provide a soundly based understanding of the changing world in which business and organisations operate, and of the challenges this brings.

The School actively seeks to prepare its students, faculty, professional staff and alumni to meet future global challenges through its integrative and practice-oriented business education, innovative and internationally recognised research and engagement with business and the community.

Australia’s first on-campus MBA in Entrepreneurship (the UTS MBAe), was launched by the Assistant Minister for Innovation and the strong demand from women (45%) in the first intake in 2016, was noted. The introduction of a Bachelor of Business Administration with enrolment restricted to Indigenous and Torres Strait Island students was another important development for the Business School. During 2016 the School secured business support for a scholarship for an indigenous candidate for this degree as well as business support for indigenous entrepreneurial start-ups. These initiatives are an indication of the School’s commitment to promoting equity, diversity and social justice. Further, in 2016, the Business School appointed five Scholarly Teaching Fellows; these focused appointments enhance our ability to provide effective learning experiences in accord with Principle 3.

UTS Business School has established itself in its 5-star Green Star rated Dr Chau Chak Wing Building and the sustainability aspects of the building and its systems have proved to be a valuable teaching and learning tool for staff and students. The Business School’s contemporary and collaborative approach to responsible management education has been embodied in the design of its new home.

UTS Business School is pleased to present this 2017 Sharing Information on Progress (SIP) report. Our contributions and strengthening commitment to the PRME principles are highlighted in the report and we continue to set our goals and strategy to reflect these principles.
1.2 Our Mission, Vision and Values

As part of the 2015 Building the Future strategic planning, UTS Business School reviewed its vision and mission. Following consultation with key stakeholders, both internal and external, the School's current vision and mission were developed and subsequently adopted. The values as well as the new vision and mission, align with the overall UTS mission, philosophy and model of learning and reflect the PRME Principles.

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<th>MISSION</th>
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| To be a leader among business schools, advancing knowledge with impact. | To provide integrative and practice-oriented business education, to be internationally recognised for relevant and innovative research, and to engage actively with business and the community. | • Discover  
• Engage  
• Empower  
• Deliver  
• Sustain |

The values that guide our performance and our interactions with each other, with students, our partners and the wider community:

- **Discover** and share new knowledge and new ways to lead through our teaching, research, intellectual debate and use of technology.
- **Engage** and collaborate with each other, our students, alumni, partners, professions and communities, locally and internationally.
- **Empower** each other and our students to grow, contribute, challenge and make a difference.
- **Deliver** on our obligations to each other, our students, our partners and communities while maintaining high standards and ethical behaviour.
- **Sustain** our local and global environment, organisational health and our ability to create a positive, viable future.
2. The United Nation’s Principles for Responsible Management Education

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.

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.

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

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.

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.

6. **Dialogue:** We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.
Principle 1: PURPOSE

UTS is a dynamic and cosmopolitan university that marks the gateway to Sydney — Australia’s economic, multicultural and creative global city.

The UTS Strategic Plan (2009-2018) is comprised of four strategic objectives:

Objective 1: Inspire Graduate Success – Engage our students in creative and inspiring learning that enables them to build strong professional identities, future-focused graduate capabilities and global citizenship.

Objective 2: Enhance our Research Performance – Increase the scale, quality and impact of research in our discipline fields.

Objective 3: Connect and Engage – Leverage our environment to connect students, staff, alumni, industry and the community to create sustained opportunities for collaborative learning, innovative research and enduring relationships.

Objective 4: Adapt and Thrive – Lead UTS into a sustainable future; fostering creativity, agility and resilience in our people, processes and systems.

These Strategic Objectives set specific outcomes for the benefit of our students, our industry, our community partners and our staff in order to promote responsible management education. Objectives 3 and 4 are of particular relevance to our commitment to 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 economy.

“We value the diversity of our student community and the knowledge and skills they bring to UTS.” “While our students arrive at UTS with considerable civic capacity, we also recognise our institutional role as an enabler in this space. By creating supportive environments and providing capacity-building and experiential opportunities, UTS empowers students to take up their personal and social responsibility and further enhance and grow their social impact” (UTS Social Justice Report 2016, p.38).

Deepa Gupta (left) had a full-time cadetship with the Sydney office of PricewaterhouseCoopers (PwC), the world’s second largest professional services firm, while she studied part-time for a Bachelor of Business at UTS Business School. Deepa learned skills including marketing, project planning, project management and accounting – all of which helped her to set up not-for-profits. While at UTS Business School she joined the university’s environmental collective and particularly “Flick my Switch”. This campaign encouraged students and staff to cut energy consumption and switch to renewables. Using Facebook and postcards, the collective gathered more than 5,000 signatures. UTS sponsored Deepa to attend UN climate change conferences in Poznań, Poland, in 2008 then Copenhagen the following year. In her third year, she took a semester off university to co-found the Indian Youth Climate Network and then spent every university holiday in India supporting its activities. Soon after graduating, she helped launch Greenpeace India’s mobile advocacy platform, one of the first in India, and Change.org’s India office in 2011.

Alumna Deepa Gupta campaigns for social justice. Since graduating from UTS, she’s helped establish two grassroots advocacy organisations in India – the Indian Youth Climate Network and Jhatkaa, meaning “jolt” – jolt the status quo. Jhatkaa holds corporate, cultural and
government leaders to account; it seeks meaningful political change towards justice, inclusivity, sustainability and equality in India. So far, its 300,000 members have won more than 12 campaigns and achieved significant milestones in dozens of others. Successful campaigns include persuading a multinational company to compensate 950 workers affected by mercury poisoning, saving trees from urban development and making emergency contraceptives available over the counter.

Indigenous education is not only about creating opportunities for Indigenous people; it is equally about creating opportunities for all Australians to gain a deeper understanding of Indigenous Australia. It’s about our future; it’s about nation building. In 2016, UTS appointed Professor Michael McDaniel as the university’s inaugural Pro Vice-Chancellor (Indigenous Leadership and Engagement). This new senior role re-emphasises the university’s commitment to placing Indigenous education and engagement at the heart of the university’s identity. For over five years now, UTS has adopted a whole-of-university approach to promoting Indigenous education and employment. Our Indigenous Education and Employment Policy aligns UTS’s Indigenous initiatives with national Indigenous higher education priorities, as well as international principles relating to Indigenous peoples. The Jumbunna Institute for Indigenous Education and Research supports the academic, social, cultural and emotional well-being of Aboriginal and Torres Strait Islander students at UTS. Our vision is to create a place where all Indigenous Australians can access education and be supported to succeed.

UTS Business School recognises that improving outcomes for Indigenous Australians is everyone’s responsibility. The targets in our Indigenous Education Strategy and Wingara Indigenous Employment Strategy keep us focused and accountable, and we commit to including Indigenous perspectives and Indigenous considerations in all major strategic plans, both at an organisational and local level.

Sustainability principles are at the core of the University’s City Campus Master Plan; a $1 billion, ten-year capital works upgrade of our campus. One of the buildings in the master plan is the Frank Gehry designed Dr Chau Chak Wing Building (DCCW). This building has been the home of the Business School since 2015. The building is a 5-Star Green Star building that incorporates features such as high-performance glazing, energy efficient building services, water efficient fixtures, a 20,000-litre rainwater tank, sustainably sourced timber, 160 undercover bicycle racks and end-of-trip facilities, and digital signage communicating the building’s sustainability features. The sustainability aspects of the building and its systems are proving to be a valuable teaching and learning tool for the staff and students of the Business School.

UTS Business School academics, Professor Suzanne Benn (left), Dr Paul Brown, Dr Patrick Crittenden, and Professor David Brown working with the NSW Government, won an international award for improving business understanding of energy efficiency. The Energy Efficiency Training Program won a Best Practice Award from the Energy Smart Communities Initiative (ESCI) of the Asia Pacific Economic Forum (APEC). The education resources, developed as a result of the research, feed into the Business School courses.
Principle 2: VALUES

CONTINUOUS IMPROVEMENT

UTS Business School has recently undergone a Continuous Improvement Review and has been granted another five years accreditation by the Association to Advance Collegiate Schools of Business (AACSB International). The Business School believes in, and maintains, the AACSB Accreditation Standards that challenge post-secondary educators to pursue excellence and continuous improvement throughout their business programs.

THE SOCIAL IMPACT FRAMEWORK

As public purpose institutions, universities have a critical responsibility to contribute to the community through research, education and practice. At UTS, the concept of social justice is key to our core and purpose – we are committed to driving social change in the world beyond our campus.

This commitment is reflected by a diverse set of institution wide social justice initiatives that have expanded in scope and depth since UTS was established. Our student-based programs, focused research and innovative teaching practices deliver education and research opportunities to create a more just and equitable world.

In order to formalise our social justice agenda and further articulate and structure our future endeavours in this space, in 2016 we began developing the UTS Social Impact Framework. At the heart of the Social Impact Framework is a shared vision for UTS’s role as a public purpose institution. Informed by the voice of our community, the framework sees UTS acting as an agent for social change, transforming communities through research, education and practice. As a public purpose institution that generates new knowledge, develops capacity and has a footprint in its local and global community, UTS has a responsibility and a desire to act for positive social change. Through our core areas of practice, we seek to contribute to increased public good and increased social mobility and equity; and we seek to support the creation of enabling environments for communities to thrive. We believe that by positively influencing and enabling the public, the individual and the systemic forces that impact justice, UTS can contribute to a healthy, sustainable and socially just society. Through a collective effort, we have developed our initial theory for how this desired vision for UTS can become a reality. The draft framework that has emerged as a result of these deliberations identifies three areas of concurrent focus: six domains of change, key external influences, and trust and social capital as the foundation for enabling significant change in communities. The six domains of change we need to see are:

1. Increased numbers of equity target groups successfully completing a higher education degree at UTS
2. Students having the agency to enact personal and social responsibility
3. Staff being supported to maximise their social impact
4. Targeted research, teaching and program outcomes having social impact and actively contributing to communities
5. UTS being an advocate, critical voice and thought leader on issues that concern and impact communities
6. UTS business operations and strategies reflecting a long-term, independent commitment to social impact.

EQUITY & DIVERSITY

The University Equity & Diversity Unit promotes social inclusion and widening participation initiatives at UTS, including:

- Access to education and employment for people from diverse backgrounds;
- Grievance handling advice and assistance for matters relating to discrimination and harassment;
- Design and facilitation of equity and diversity training; and
- Guest lectures and presentations on equity and diversity issues to student and staff groups.

UTS integrates equity and diversity principles within all of its decisions and operations. An annual equity report The Social Justice Report is compiled each year reflecting the University's commitment to social justice, diversity and human rights.

DIVERSITY WEEK

Valuing diversity and inclusivity saw the establishment of UTS Diversity Week in 2015. In 2016, the week of events delved into issues around mental health, gender binary, disability and immigration detention, and highlighted the varied texture and fabric of our university community. UTS invited students to help dismantle the stigma around mental health with a sharing of personal stories and strategies to help mental well-being, while a public screening of the controversial documentary Chasing Asylum featured never-before-seen footage from inside Australia's offshore detention camps. The screening, held in conjunction with Amnesty UTS, also raised money for Gifts For Manus and Nauru Incorporated who send parcels of much-needed items to those living in detention.

Racism Stops at UTS collaborated with the UTS Society of Communications student club and the UTS Students’ Association to raise awareness of this national initiative that empowers Australians to stand up to racism. In a powerful video for campus screens and social media, Vice-Chancellor Professor Attila Brungs stated UTS’s zero tolerance for racism on campus. These efforts saw UTS awarded August Supporters of the Month by the Australian Human Rights Commission. The Tower Concourse was taken over by UTS Amnesty, UTS Women's Collective, UTS Queer Collective and the Indigenous Literacy Foundation Great Book Swap for the Social Justice Markets, while lunchtime talk, Beyond Binary – Recognising Gender Identity, explored activist Norrie May-Welby’s journey for legal recognition of people who are neither male or female. Wheelchair quidditch and a guided tour of UTS’s Indigenous art collection were also on offer to staff and students. The highlight of the week was the biennial UTS Human Rights Awards. National Mental Health Commissioner Professor Pat Dudgeon was keynote speaker for the awards, which celebrated the contributions of UTS staff and students advancing social justice. Professor Dudgeon reflected on the need for strong leadership and culturally-appropriate programs and services in Indigenous communities, including esteem-building opportunities around employment and education. “You can’t be wrong if you’re right,” she said. “You don’t stop fighting for justice simply because those around you don’t like it. Just keep on fighting.” Race Discrimination Commissioner Dr Tim Soutphommasane, a former guest speaker at the 2014 awards, returned as a selection panel member in 2016; his participation strengthens UTS’s ongoing relationship with the Australian Human Rights Commission.

UTS BUSINESS SCHOOL INCLUSION BY DESIGN

A UTS workshop and walking tour in July provided an opportunity for accessibility consultants to explore universal design processes and outcomes within the UTS precinct. Organised by the UTS Equity and Diversity Unit and UTS Business School in conjunction with the Association of Consultants in Access Australia (ACAA), participants were challenged to look for features within the local area that contribute to inclusive access while also searching for areas of improvement. “The session helped to ensure access and
inclusion is more than a set of words on planning documents; it must become operationalised in spaces and places so that people with all types of disabilities are able to access their rights of citizenship,” says Professor Simon Darcy of the UTS Business School. Darcy’s expertise lies in developing inclusive organisational approaches to diversity groups. A founding member of the ACAA and now Vice-President, Darcy provided an overview on the day of the global context based on current research. “Universal design covers all disability types, including mental health,” says Darcy. “Previous design work on access and inclusion has been criticised for being clinical and aesthetically unpleasing. More contemporary approaches attempt to seamlessly integrate access inclusions within the broader design considerations to be inclusive of all senses and embodiments so as to capture the essence of space and place.” While inclusions for people with mobility, vision and hearing disabilities is well understood by the general public, others like those with, for example, autistic spectrum disorders are less so. Tactility and shaded quieter spaces are considerations that play an important role, while green spaces themselves are shown to have a calmer therapeutic effect on positive wellbeing.

SOCIAL JUSTICE

UTS launched the UTS Humanitarian Scholarship, an initiative that marks UTS’s commitment to social justice. The University has established the Humanitarian Scholarship to support undergraduate study for students holding Asylum Seeker Bridging Visas or Temporary Protection Visas. The whole of university commitment provides scholarships to asylum seekers unable to access Commonwealth Supported Places or loan schemes in each of UTS’s eight faculties. There are up to 16 places with two available each year to the Business School. As part of the scholarship, UTS will provide tuition fees and a grant from the Aspire Motivate Believe Foundation (a registered charity that seeks to assist disadvantaged persons in accessing education) to assist with learning and living expenses.

ETHICAL VALUES

Since the 2008 Global Financial Crisis, public trust in business education has been falling.

UTS Business School academics Natalia Nikolova and Walter Jarvis (left) have been reimagining contemporary business education at UTS. They’re moving away from teaching practices that reduce business to incentivising and prizing shareholder profits, towards those that foster moral accountability and public trust. They believe passionately in a business system that recognises the importance of all business stakeholders – customers, suppliers, employees, the community and government – and the responsibility that businesses have to recognise and respond to broader and deeper societal needs.

UTS Business School’s postgraduate subject Managing, Leading and Stewardship (MLS), a compulsory subject in the Master of Business Administration and Master of Management programs, is pushing students to put their views on ethics front and centre. The subject foregrounds the stewardship of public trust in challenging students to make, defend and be morally accountable for their judgments and to guide others to meet collective responsibility in morally challenging situations.

Students are also encouraged to question and challenge the role of the charismatic leader, as opposed to championing the notion of the follower, and the responsibilities of followers and citizens to hold leaders to account. A series of tailored activities have been developed that are based on principles of active and experiential learning.

One key activity, based on a real-life event, recreates a sudden and unexpected factory closure in regional Australia – the result of a cost-cutting directive from the overseas parent company. Students are asked to take on different roles, such as the managing director, factory manager, and the now-jobless employees, and try to imagine and then play out their
responses. The activity is followed by an in-depth discussion about managerial responsibility, alternative and broader perspectives.

SOCIAL RESPONSIBILITY

UTS Business School incorporates global social responsibility into all its academic activities including research. Recently a group of management academics conducted research on the relatively high rate of occupational suicide and the vital role the workplace has in building bonds that help keep people well and safe.

The World Health Organization estimates that over 800,000 people die by suicide each year – one person every 40 seconds. Up to 25 times as many again make a suicide attempt. In Australia Suicide Prevention Australia says more than 2500 people die each year, and one estimate is that about 17 per cent of those deaths could be work-related.

“That work can kill the will to live is a fundamental ethical problem that we must attend to,” says researcher Professor Stewart Clegg of UTS Business School. “Creating organisations where solidarity is expressed in a healthy, functional way is imperative,” says Clegg. “We need to understand how to construct compassionate organisations that give people a healthy sense of community.”

From an examination of two “extreme” examples of occupational suicide – the well-known cases of Foxconn in China and France Telecom in Europe – Clegg and his co-researchers drew lessons for managers everywhere. Clegg says these examples tell us:

- organisations should remember they are not just workplaces but also “human communities”;
- Managers should avoid destructive patterns of work, such as excessive pace that leads to unacceptable levels of stress; and
- the bargains some companies drive with their suppliers can adversely affect the conditions of workers further down their supply chains. “Companies must also ensure their suppliers meet the highest standards of care for their workers.”

At a higher level, government and regulators should examine, diagnose and discourage dangerous management practice not only because workers deserve protection but also because of the economic implications of mounting health-care costs. Identifying acceptable working conditions that should be applied globally also helps create a level playing field in trade.

SUSTAINABLE BUSINESS

Net Impact, is an international network of over 80,000 students and professionals helping create positive social and environmental change in businesses. In 2015 Tim Lee completed an MBA at UTS with electives in sustainability. In November 2015 he helped launch the UTS chapter of Net Impact. “I came to the realisation I don’t what to be someone leaving the responsibility to others. I want to help make the world a better place and it doesn’t matter if that is by doing even the smallest things, at least I am doing something,” said Tim. Net Impact UTS provides opportunities for students to network with other like-minded individuals from university and industry, as well as engage the local community through events, conferences and more.
Principle 3: METHOD

UTS inspires graduate success by engaging students in creative learning that enables them to build strong professional identities, future-focussed graduate capabilities and global citizenship. UTS has a longstanding reputation for professional education. Our vision and purpose make it critical that we maintain dynamic, creative and informed ways of engaging students with practice. UTS Business School has created educational frameworks through international field trips, exchange, study abroad and internships to further enhance the learning experience for responsible leadership.

2016 marked the second year of operation of the Bachelor of Business Administration (BBA), designed specifically for Aboriginal and Torres Strait Islander professionals. The program builds upon students’ current academic and professional skills, supporting them to become exceptional managers, strong leaders and change agents within the wider Australian community. In 2016:

- Two BBA students – brothers Michael and Ray Ingrey – were among the 21 Indigenous people recognised at the Prime Minister’s Reception for Indigenous Innovators and Entrepreneurs.
- Michael manages the La Perouse Youth Haven Program and the LAPA Deadlys Leadership Group. He uses the knowledge from his degree to develop best practices and sustainable services in Aboriginal enterprises to feed into the wider community. Ray is Chairperson of the Eastern Zone Gujaga Aboriginal Corporation and is on the board of the La Perouse Local Aboriginal Land Council. Ray’s community involvement is motivated by the belief that education is the key to self-determination and economic prosperity for his people.
- Christian Hampson, who manages the Heritage Near Me Program in the NSW Office of Environment and Heritage, received the inaugural Accounting for Good prize. The prize is awarded annually to the top student in the BBA program and is offered by financial management services firm Accounting for Good, which partners with not-for-profit organisations.
- BBA student Amy Rust became the South Australian (SA) State Finalist for 2017 Young Australian of the Year. Rust is co-founder of Adelaide charity Essentials 4 Women SA, which provides women in need with basic feminine hygiene items. Rust was also named a semi-finalist for the 2016 Women’s Weekly Women of the Future Award.

UTS Business School’s EMBA program includes practical, “experiential” learning – students work on real-world challenges under the guidance of a Project Executive.

UTS EMBA candidates Adrian Bancilhon and Jenna French (left) finished their 2016 year with a wildlife project as part of their Global Business Practice Subject. Typically business is about building markets, but this international effort by postgraduate students from Australia, the United States and Africa is aimed at destroying one – the market for animal parts such as ivory. This illicit trade is a pressing environmental issue as poaching threatens already endangered species with extinction. Estimates suggest the world’s elephant population has fallen from 10 million in 1979 to about 350,000 today, while rhinos have fallen from 500,000 in 1970, to less than 30,000 today.
Despite longstanding efforts to fight the illicit trade in wild animal parts," says Bancilhon. “Efforts to disrupt supply are not working fast enough or have failed.” That means the opportunities must lie on the demand side. “If you kill the demand, you kill the market,” he says. The UTS team says this has not just environmental impacts but also economic, health and security impacts.

While raw ivory fetches more than $2000 a kilogram in China, a live elephant attracts an estimated $23,000 a year in tourism in the wild in Africa or $1.6 million over its life. Wildlife tourism accounts for 80 per cent of the $37 billion tourism industry across the continent, Bancilhon says. “What will African countries do if that revenue is no longer there?” In addition, the team found “bush meat” has been linked to the spread of diseases such as ebola, and there is evidence that some proceeds of poaching are being used to fund terrorism.

The UTS team identified the need to address deep-seated attitudes among consumers of animal parts particularly in South-East Asia. In countries like Vietnam and China, access to something expensive and illicit like rhino horn is a symbol of status and power, as well as being part of a belief system around medicinal properties. “The consumer behaviour is complicated and multidimensional, so simple interventions will fail,” French says. The group identified the use of trendsetters or “influencers” as an important tool for behavioural change. Examples cited include:

the consumption of shark fin soup, which fell noticeably after celebrities such as Chinese basketballer Yao Ming and actor Jackie Chan became involved in campaigns; and entrepreneur Richard Branson was able to secure pledges from peers in Asia not to use products from endangered species in business ceremonies.

In the next phase of the project, MBA students from Temple University’s Fox Business School will use the framework the UTS team has developed to produce a marketing strategy. Lastly, it is proposed that MBA candidates from a university in Africa will develop a financing model to fund the strategic plan.

NOT FOR PROFIT AND SOCIAL ENTERPRISE

The UTS Business School program now known as the Master of Not-for-Profit and Social Enterprise began life in 1986 as the Community Management Program. Co-founded by Professor Jennifer Onyx and the late Mark Lyons, it was the first accredited, tertiary-level management program for non-profits in Australia and has graduated more than 1000 social justice leaders. The program has armed hundreds of people with the skills needed to make a difference in the challenging NFP sector. In addition Onyx’s work on measuring social capital, in particular, has achieved international attention and impacted on policy development at State and Commonwealth Government levels.

Emeritus Professor Jenny Onyx’s (right) contribution over the last 30 years through the international recognition that her work has had, and the significant community impact of the program were celebrated in 2016.

Emeritus Professor Onyx says of the students she worked with in those early days: “I was totally in awe of the way ordinary citizens came together collaboratively to identify their common needs, to plan services to meet those needs … and then the way all players co-operated to actually make these infant projects come to fruition.”  “Many of those original projects and organisations are now, 30 years later, multimillion-dollar, non-profit community businesses, community centres, and hubs for local development.”

Today, the Australian NFP sector includes an estimated 700,000 organisations, accounting for 9.3 per cent of Australian jobs, says Associate Professor Dalton. A further 4 million people are volunteers. Collectively, NFPs account for nearly 5 per cent of Australia’s economic activity – more than major industries such as defence and agriculture. Associate Professor Dalton says the alumni and students of the NFP program are
exemplars of UTS's commitment to social justice. "They dedicate their lives to championing social causes and giving a voice to, and addressing, the needs of marginalised, under-served, and under-represented populations across Australia and internationally," she says. "Their efforts and unwavering commitment to bringing about a more civil society and advocating for the values we hold dear – such as equality, justice, and human rights – are worthy of celebration."

NEW VENTURES

Early stage ventures founded or co-founded by UTS students and recent graduates can be launched with the help of UTS Hatchery+. Start-up teams are provided with a collaborative and supported co-working space and a 3 month program that includes mentorship with leading experts from the start-up ecosystem, alongside relevant workshops and master classes.

It was the issue of access to kitchen space that brought UTS Business School student, James Jordan, and UTS Business School graduate Caroline Lepron together. Jordan was running an on-demand food delivery business in which he sourced and rented local kitchens and delivered food locally. Seeing the potential of renting out spaces he decided to do away with the catering component. Lepron on the other hand had reluctantly walked away from a business because she couldn't secure kitchen space. When she met Jordan through a startup event, she immediately saw the possibilities of his venture. The two joined forces. Sprout Kitchen, a startup in the UTS accelerator Hatchery+ rents out underutilised café and restaurant kitchen space.

By the end of 2016 Sprout Kitchen had 45 kitchens signed up and had partnered with takeaway delivery company Deliveroo to help it access local kitchens. Sprout Kitchen provides cooks with insurance and security and takes a 15 per cent cut for brokering the space. It ensures all operators have food safety certificates and their details are registered.

Sprout Kitchen entered and was awarded the prestigious Foodbytes! Sydney Judges' Choice Award. Sprout Kitchen was singled out by the judges for its industry creativity, sustainable practices, growth potential and social innovation. What particularly appealed to the panel was the huge potential for the sharing economy.

Jordan (centre) and Lepron (right) accept the Foodbytes! judges' choice award with Sprout Kitchen intern Ian Cheng.

EDUCATIONAL ENVIRONMENT

Through mobility scholarships, on campus workshops and volunteering opportunities, Beyond UTS International Leadership Development (BUiLD) delivers a diverse range of leadership development programs in Australia and overseas for students from UTS. From learning about micro-finance in Vietnam to social business in India, BUILD students have the opportunity to develop a rich understanding of the complex problems facing the international development space and how to work with communities to generate positive change. These experiences develop students' skills, broaden their horizons and build their leadership potential.

In addition, the Federal Government’s New Colombo Plan (NCP) program allows successful undergraduates to study and undertake internships in the Indo Pacific region. The Business School recently gained the following NCP Mobility Grants:
• ten International internships in Indonesia commencing the end of the 2016 academic year;
• International Management field trip (120 students over three years starting in 2017); and
• Innovators and Entrepreneurs internships in Beijing as part of a UTS cohort of 45 over three years starting in 2017.

Also three Business School students have received NCP scholarships (worth up to $67,000 each) to study in another country for a semester/year on exchange followed by an internship. The cultural immersion and understanding gained from the NCP program has grown the students’ global understanding and knowledge of the region.

UTS Shopfront Community Program champions social justice and the scholarship of community engagement. As well as enabling organisations to build on their expertise, the program allows UTS students to gain valuable experience in a professional environment, and to see alternative career paths into the community sector. Over 200 postgraduate students in the UTS Business School subjects Management Consulting and Pricing and Revenue Management completed projects for nearly 60 clients in collaboration with the UTS Shopfront Community Program. The skills and expertise of these students and academics were connected with Community-based organisations.

For example Studio A, a social enterprise that supports artists living with intellectual disability, was one of the organisations that sought the expertise of postgraduate UTS Business School students through UTS Shopfront. The students were asked to develop a pricing strategy for Studio A’s Artisan Props Collective program which provides custom-made sculptures and props for corporate or private events.

Studio A’s Artistic Director Gabrielle Mordy said “We have been producing decorative sculptures for events for around three years, but we don’t have any thorough market research or strategy in place to inform the prices we’re charging.”

Students in the UTS Business School subject Pricing and Revenue Management conducted extensive research to determine a financially viable and sustainable pricing strategy. The group surveyed 30 in-house event managers and studied target segments and consumer behaviour at each stage of the purchase process, as part of their research. They found that the difficulty with pricing Studio A’s Artisan Props service is that there are so many variables involved.

“Each product has different costs and parameters – the size, materials used, if installation is required and the level of complexity to produce the item,” team member Cesar Baptista said. We came up with a Price-Cost Simulator tool that can easily be used to determine the price of all Studio A’s client jobs. All they have to do is insert the information and requirements of each product and the tool will calculate the optimised price.”

The student group also proposed

• a bottom-up approach to pricing: how much are customers willing to pay and what can Studio A offer for that price;
• a pay-what-you-want strategy to generate additional revenue from Studio A’s range of ready-made, rather than customised products; and
• bundling options for corporate clients that want to support artists with an intellectual disability.
“The group’s report and recommendations are excellent,” Studio A’s Online Marketing and Development Coordinator Harriet Body said. “Not only did they present us with the user-friendly Price Cost Simulator, which we are excited about and will definitely be trialing, they also had a deep understanding of the Arts sector and the difficulties we face in pricing.”

UTS became the first Australian business school to join the crowd-funding micro finance platform Kiva. Fifty-two students on the Kiva team in 2016 provided 159 micro-loans totaling $4,550 to support activities ranging from food stalls to farming, in countries as diverse as Armenia and Yemen. Engagement in these activities helps create more globally aware and community-focused students who will be better-rounded leaders for the future.

Associate Professor Bronwen Dalton (left) is committed to furthering Australia-Korea relations. Dalton received a full scholarship to the University of Oxford from the Korea Foundation to do her PhD thesis on corruption in South Korean politics. A UTS Research Equity Fellowship in 2016 has allowed Dalton to focus on generating research outputs with real impact. She and Dr Kyungja Jung from the Faculty of Arts and Social Sciences were the first to map the economic activity and role of women in the emerging capitalist economy in North Korea. Dalton had witnessed the extent of suffering facing North Koreans during her travels. She was critical in bringing UTS:INSEARCH together with the Australian Department of Foreign Affairs and Trade and the South Korean Ministry of Unification to offer English language scholarships worth $200,000 per year over five years to North Korean refugees living in South Korea. "This is the type of initiative UTS and both governments can be proud of as it touches on values Koreans and Australians share – a genuine commitment to helping each country find innovative solutions to social disadvantage, and ensuring young people of all backgrounds are given the chance to realise their potential," says Dalton. Dalton has been appointed as a board member by both the Australian and Korean governments in their respective diplomatic agencies.
Principle 4: RESEARCH

UTS Business School Centre for Business and Social Innovation (CBSI) was established in January 2017. This Centre brings together a cross-discipline team of researchers at UTS to take a holistic perspective on innovation, integrating the technical, the economic and the social. It will operate as a hub where researchers from UTS Business School engage with members of other faculties to conduct innovative research on: The Future of Business in Society; The Future of Work, Organising and the Corporation; The Future of Innovation and Innovative systems.

REFUGEE ENTREPRENEURSHIP

A study of the Ignite Small Business Start-ups Program by UTS Business School Professor Jock Collins (left) found that refugee entrepreneurs have the potential to make a significant economic contribution. The study identified savings of $880,000 a year in Government/Centrelink benefits among a group of 35 refugee entrepreneurs who took part in the research. In addition, the Ignite entrepreneurs had created 20 jobs and those who had achieved profitability were generating tax revenue. Professor Collins said there was international interest in the Ignite program, given the unprecedented movement of refugees in the past few years.

EQUITY

NRL Women in League committee (right) at the UN Women’s International Women’s Day breakfast

UTS business student Margot Harley’s Master of Sport Management research identifies the challenges experienced by women working in professional roles in the National Rugby League (NRL), and what inspires them to stay in the game.

The first NRL Women in League ‘Health Check’ has found significant challenges and limited opportunities for professional women working in the industry. The newly formed Women in League Sub-Committee aims to increase visibility of female leaders and increase positive communication, greater resilience, self-belief and self-support systems for women across the game. Harley’s research has been used to develop a strategy for 2016-2020.

NARROW VIEW OF LEADERSHIP MUST CHANGE

Dr Helena Liu’s research examines how gender, race and class impact our understanding of what or who a leader is. Her doctoral thesis looked at the ways leadership is portrayed in the media through the prism of the Big Four bank CEOs, who at the time included Gail Kelly of Westpac.

“Part of my analysis critiqued the stereotypically gendered ways Gail Kelly was portrayed and treated in the print media compared to her male peers,” says Dr Liu, from the Management Discipline Group. During the global financial crisis, Kelly was described as “vain and greedy” when Westpac raised interest rates before
the other banks. In contrast, the male CEOs were expected to be strong and assertive in dealing with the crisis. This carried on right up to the point of Kelly’s departure, it seems, with Australia’s financial newspaper declaring Kelly “stays mum on career moves” as she announced her resignation.

A recent study by Catalyst Australia found that at the beginning of this year Australia’s 50 largest public companies had more CEOs named Andrew (five) or Michael (four) than women (three).

**UTS CENTRE FOR HEALTH ECONOMICS RESEARCH AND EVALUATION**

Researchers focused on making a real-world impact on vaccine safety, maternal and reproductive health and on strengthening the Medicare system were honoured at the Sax Institute’s 2016 Research Action Awards in December 2016. The Sax Institute is an independent, non-profit Australian leader committed to helping decision makers find and make best use of research to solve real-world health and social problems. Associate Professor Kees van Gool, Deputy Director of the UTS Centre for Health Economics Research and Evaluation (a Centre in the UTS Business School) was recognised for work that exemplifies how research can help address social issues. van Gool has investigated the Extended Medicare Safety Net since its creation in 2004, with a focus on making it more equitable, sustainable and efficient. His research has identified major cost and equity issues with the Medicare Safety Net, and was key to the Federal Government introducing caps on certain Safety Net items in 2010. He has now secured a three-year grant from the Australian Research Council to re-examine the Safety Net program.
Principle 5: PARTNERSHIP

INDIGENOUS BUSINESSES IN THE SUPPLY CHAIN

A collaboration between UTS Business School and Supply Nation – Australia’s leader in supplier diversity – is investigating barriers to effective partnerships between Indigenous businesses and their corporate and government buyers. Dean Jarrett (left), a 2015 Fulbright Scholar and UTS Business PhD candidate, says the survey he is conducting “will provide a greater understanding of the costs for Indigenous suppliers doing business with major corporations, which should support the development of more effective supplier diversity initiatives.” “For Indigenous suppliers, these costs include not only the business costs but the very personal costs of doing business in an environment where cultural and racial bias may be present,” he says.

Despite considerable growth in the number and size of Indigenous-owned companies providing goods and services to large organisations, often such goods and services are procured as part of an organisation’s commitment to “supplier diversity” – a strategic business process that aims to provide companies owned by Indigenous peoples and minorities an equal opportunity to become suppliers to major corporations.

ENTREPRENEURSHIP FOR PEOPLE WITH A DISABILITY

People with a disability face considerable economic and social exclusion in Australia but a new research project is looking at how they are taking control and creating their own jobs by becoming entrepreneurs.

Project chief investigators Professor Simon Darcy and Professor Jock Collins (left) from UTS Business School and a number of partners in the disability services sector, have secured a $235,000 Linkage Grant from the Australian Research Council (ARC).

“People with a disability have a rate of entrepreneurship 50 per cent higher than the Australian average yet we know very little about their story – the barriers they have faced, the strategies they have used to overcome these barriers, the dynamics of their business enterprises and the economic and social contribution they make,” says Professor Jock Collins, one of the chief investigators on the study. The research project aims to contribute to that in a very real way by piloting a program to help people with a disability start their own enterprises.

“We hope to contribute to developing a process to assist a new generation of disability entrepreneurs,” says Professor Simon Darcy, the other chief investigator on the project and himself a power wheelchair user.
Settlement Services International (SSI), National Disability Services (NDS) and Break Thru People Solutions are also partners in the project. The industry partners are contributing $139,500 in cash and $140,000 of in-kind resources to the project.

Ross Lewis, Managing Director of Break Thru, says people with a disability often experience “the soft bigotry of low expectations”. “As the leader of an organisation that courageously promotes the value, potential and inclusion of all people in the life of their community, I appreciate the importance of this research in shining a light on the valued role of entrepreneurship,” he says. “At a time of significant change in the disability services sector this project will provide valuable insight into this underexplored area of vocational potential.” This is particularly important at a time when employment rates in the government sector – historically, the largest employer of people with disability – have declined.

SHANGHAI

UTS’s programs in China were recognised in the 2016 AustCham Westpac Australia-China Business Awards, securing the Business Excellence Award for Education and Training. The long standing partnership with Shanghai University was deemed of significant value for its curriculum, connections with industry and 100% employment rate of graduating students;

IDEAS FOR THE FUTURE

Left are the participants in the NSW Universities Future Vision project, with His Excellency General The Honourable David Hurley, Governor of NSW

Some of the state’s “best and brightest” young academics - including three from UTS - presented ideas for the future of NSW to His Excellency General The Honourable David Hurley AC DSC (Ret’d), Governor of New South Wales. The topics covered were as wide-ranging as innovation, citizen participation and the emergence of the “caring” economy. Dr Danielle Logue, Associate Professor Michael Bremner and Dr James Meese from UTS, addressed the theme of innovation.

“It was a ‘knowledge foresight’ exercise,” says Professor Roy Green, Dean of UTS Business School, who led the project for the NSWVCC. “They were asked to visualise what the NSW economy might look like in a post mining boom and post fossil fuels era. We wanted them to look at new ways of tackling old problems, to identify emerging new opportunities.”

WORKING TOGETHER TO HELP SYRIAN REFUGEES

A million-dollar, Australian-led global study, will track the experiences of refugees from the Syrian conflict as they seek to rebuild their lives here and in six other countries. The international government and research collaborators are:

- Immigration, Refugees and Citizenship, Canada
- Migration Institute, Finland
- Max Planck Institute for the Study of Religious and Ethnic Diversity, Germany
- Massey University, New Zealand
- Malmo Institute for Studies of Diversity and Welfare, Sweden
- Home Office, UK
Professor Collins of UTS Business School along with Professor Carol Reid from Western Sydney University and Dr Dimitria Groutsis of the University of Sydney will lead the study in Australia. "We hope this research will improve employment, education and settlement outcomes for refugees from the Syrian conflict – and for other refugees in the future," Collins says. "The Syrian conflict has generated an unprecedented flow of refugees across Europe and other countries, including Australia. This has given rise to resettlement challenges, including how to provide these new arrivals with employment and education in the best way to achieve social inclusion and integration." Germany has received more than 1 million refugees from the Syrian conflict, while Canada has already settled 30,000, Collins says. “Finland is an example of a smaller European country dealing with unprecedented refugee intakes, while, as a close neighbour, New Zealand is a partner with us on immigration.”

While many Syrian-conflict refugees have tertiary qualifications, finding work is difficult, he says. One study found that a third of refugees remained unemployed after three years of settlement and many of those who did find work experienced “occupational skidding” – taking low-skilled and low-paid jobs not commensurate with their qualifications. “Yet, employment is acknowledged as the centre piece of successful settlement,” Prof Collins notes.

The study will also look at the experiences of the children of refugees. As well as targeting suburbs and towns with high populations of Syrian-conflict refugees, researchers will focus on schools with a high number of children from this group.

The project is being funded by the Australian Government through the ARC’s Linkage Projects scheme. It is being conducted in collaboration with community organisations SSI, Access Community Services, AMES Australia and MDA Ltd, who are providing $180,000 in cash and $510,000 of 'in-kind' support.
Principle 6: DIALOGUE

- UTS Business School’s contribution to dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders is evidenced through:

- the School’s leveraging of its new facilities and proximity to the city. In 2016 it hosted more than 80 functions in the Dr Chau Chak Wing building in conjunction with numerous professional bodies, government, and the business and local community;

- appearances in the media (print, broadcast, online); articles in The Conversation\(^2\); articles in the Sydney Morning Herald insert Brink\(^3\); and articles in the Business School News page. In addition, e-newsletters are sent to alumni and to business, government and community and the School disseminates news about its research and education on social media channels such as Twitter, Facebook, Instagram and LinkedIn;

- UTS Business School academics actively contributing to campus-based Community Radio 2SER, in particular its programs On the Money, think sustainability, and The Wire;

- ‘#think’ public lecture series (started in 2015) features academics and guests from government and industry presenting perspectives on contemporary issues, including innovation, sustainable supply chains, ethics in finance and bringing science and business together; and

- the Business School’s hosting of several high profile conferences with industry and academic participation:
  - the 2016 Australasia Meeting of the Econometric Society, with plenary speakers Peter Phillips (Yale), Robert Porter (Northwestern), Tom Palfrey (Caltech), Victor Chernozukhov (MIT), and Yeon-Koo Che(Columbia);
  - UTS Accounting Discipline Group hosted a joint Accounting Conference with Singapore Management University and the University of New South Wales;
  - the Australian Accounting Standards Board (AASB) inaugural Research Forum that brought together a wide range of financial reporting stakeholders, including policy makers, preparers, auditors, analysts, directors academics and standard-setters to discuss implications from recent academic research and its contribution to future financial reporting;
  - the annual UTS Australian Summer Accounting Conference that regularly attracts distinguished accounting researchers and presenters from leading institutions in North America, Europe and Asia;
  - the Academy of International Business Australia and New Zealand Chapter Symposium which attracted a number of delegates from outside the region;
  - the Future of Manufacturing: Global Value Chains, Smart Specialisation and Flexibility 2016 conference. This Conference provided a global forum for practitioners, policy makers, academics and other researchers to share their practical experiences, knowledge and insights into the evolution, formulation and implementation of theoretical and practical strategies and models for implementing flexibility in Global Value Chains; and

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\(^2\) The Conversation, of which UTS is a co-founder, is an independent source of news and views, sourced from the academic and research community, edited by a team of journalists, and delivered direct to the public under creative commons. It is now one of Australia’s leading news and commentary sites, and today has branches in the US, UK and elsewhere.

\(^3\) Brink was produced by journalists for UTS and published as a monthly insert in the Sydney Morning Herald print edition, as well as SMH online. It ceased publishing at the end of 2015.
INNOVATION DRIVING SOCIAL GOOD

An exploration of how the common good and large-scale collaboration can be the key to social impact innovation was the focus of Doing Social Good, a UTSpeaks Shapeshifters public lecture in 2016. For every one per cent the gap is narrowed between rich and poor, there is a 0.38 per cent rise in economic growth. "It's really worth investing in a more equal society where people's needs are met," says Deputy Director of the Designing out Crime Research Centre, Rodger Watson, who headlined the event along with Dr Melissa Edwards from UTS Business School and external speaker Murray Bunton, Executive Director of design studio Agency. With social impact projects ranging from setting up an educational facility in a high security jail to preventing the poaching of wildlife, Watson and his team begin a project by asking themselves, what is the common good? "It's usually around a core human value," explains Watson. "So, in the example of poaching, rather than looking at arresting culprits – which is a value of punishment – we would approach the communities the poachers live in and explore what can be done to make life more economically sustainable."

Edwards, an expert in sustainability, management and social impact, takes a similar approach to research that combines complexity theory, design thinking and appreciative inquiry. "Rather than focus on the problem itself, we look more broadly and work on the assumption that there is no optimal solution. But the purpose must be clearly focused on inclusive social and restorative environmental impacts. It switches your thinking to consider the context of the issue in relation to the bigger picture," she says. With some companies and organisations reluctant to change their mode of operation, Edwards is gathering case studies of social impact innovation that works. "When the social and environmental benefits are clear, the business case emerges and change starts to occur. I’m hopeful, that over time, thinking will change."

UTS AT DISRUPTIVE INNOVATION FESTIVAL

UTS joined a select group of leading universities from around the world in hosting a Big Top Tent as part of the worldwide Disruptive Innovation Festival in 2016. The Disruptive Innovation Festival (DiF), curated by the UK-based Ellen MacArthur Foundation, uses a mix of online and face-to-face events where participants share and explore the ways they are challenging the linear ‘take, make and dispose’ model of the economy.

The transdisciplinary UTS session, A Network Tear-Down Workshop: restorative design for knowledge production and consumption, invited participation from people interested in improving how we share and produce knowledge in education. "A knowledge production and consumption system based on Circular Economy principles is restorative by design." Professor of Sustainable Enterprise at UTS Business School, Suzanne Benn says: “The UTS Big Top Tent allows us to share with a global audience our research into new ways of operating that challenge the traditional linear approach. These approaches are being taken up by future-oriented organisations that are pursuing sustainability agendas."

UTS Business School has put circular economy at the core of work it is doing in the area of sustainability. UTS is part of the Wealth from Waste Cluster, which leads research to identify new, circular business models and transition pathways for Australian firms to generate value from re-using and recycling metal contained in waste products and infrastructure.

PERFECT MATCH

In a twist to the classic ‘speed-dating’ format, over 140 people met at a speed networking event for student volunteers and community not-for-profits. Perfect Match, organised by UTS Shopfront alongside UTS Business School, UTS Careers and the UTS SOUL leadership program, focused on introducing and matching potential student volunteers with partnered not-for-profits (NFPs). Perfect Match has been run twice a year since 2013.
As part of the theme for this year’s event, all NFP representatives were UTS alumni, in particular graduates of the UTS BusinessNFP and Social Enterprise Program. Program Manager of UTS Shopfront Lisa Andersen said this showcased the great contribution UTS graduates were making in the community.

After the nine featured NFPs introduced and promoted their volunteering opportunities students were able to determine which organisations best matched their values and interests. The “high-energy environment” meant the NFPs could walk away with more than 20 new volunteers signed up, Ms Andersen said. “It was inspiring for current students to meet those alumni, now serious experts in their field.”

“Not-for-profit organisations employ more than 1 million people, which is nearly 10% of the Australian workforce, so volunteering also looks good on [a student’s] CV,” Ms Andersen said.

RESPONSIBLE SUPPLY CHAINS: FROM REACTIVE TO PRO-ACTIVE

UTS Business School recently hosted a panel discussion and dialogue on Responsible Supply Chains: From Reactive to Proactive. The event was organised by the UTS Centre for Business and Social Innovation (CBSI) and its partner CSR Asia’s parent company ELEVATE. A presentation from Baptist World Aid Australia on the Modern Slavery inquiry and their Behind the Barcode project on ethical shopping, to end worker exploitation was also featured.

One of the themes of the event focused on the gap in the governance and implementation of labour standards in global supply chains. Head of CBSI Professor Emmanuel Josserand said the main causes of these gaps were cost pressures, fragmentation of production, corruption, lack of democracy, failure of audits and issues with union representation.

ELEVATE presented the top 10 Trends in responsible supply chain programs. They also shared their approach to grievance mechanisms, showing how they support clients and factories implement some of these mechanisms. Grievance mechanisms can take various forms, including using existing social media or apps to provide for workers’ grievance. This can provide feedback to the brands or retailers who are trying to support better social standards and practices along their supply chains.

Baptist World Aid Australia’s “Behind the Barcode” research shed light onto the issue in an Australian context. Their reports grade over 400 brands on the strength of their systems that are implemented to protect their supply chain workers from exploitation, forced labour and child labour. According to their 2017 Ethical Fashion Report, 59% of companies assessed in 2016 had improved their ethical systems grade. Baptist World Aid says helping Australians shop ethically allows them to “advocate with their wallets.”

TIME FOR ETHICAL LEADERS TO STEP UP IN GLOBAL SPORT SYSTEM

“Global sport institutions have failed to take decisive collective action with problematic issues that have been around for many years,” Dr Nico Schulenkorff and Dr Stephen Frawley of UTS Business School say in their new book: Critical Issues in Global Sport Management. These issues include the detrimental effects of the rise of sports betting and the gender gap in sport leadership. “While some of these issues have started to be addressed, it remains to be seen how sport managers around the world will find innovative solutions to implement much-needed social, cultural, technological,
economic and managerial change," they say. In the book more than 30 leading international sport management experts discuss issues ranging from match fixing, doping, bribery and corruption to new media and sport data analytics. Drawing on cutting-edge research from the US, UK, Australia, Europe and South America, they pose questions such as whether the search for a “mythical exactness” in sport, via technology, could be at the expense of fairness; whether social media has a role not only in fan engagement but in keeping bad behaviour under public scrutiny; and about the future of sport-for-development at a time when government funding support is declining.

MBA WOMEN’S ALUMNI NETWORK

Established in 2016, the MBA Women’s Network committee is a community for connecting, accelerating, and developing female leadership. Since its launch, the committee has delivered a number of initiatives including a mentoring platform, a women in leadership forum, and a diversity and inclusion hack.

Evidence suggests that women are marginalised in business school curriculum, from the language used in classrooms, to representations in boardrooms and at the CEO level through to entrepreneurship in research and practice. It is even reflected in faculty representations where the gender gap is evident – typically only 15-25% of business school academics are women. How these challenges are tackled has implications that have a ripple effect in the wider ecosystem. For example, business schools play a major role in developing the leadership pipeline. If we continue to use male dominated learning examples and representations, it becomes more difficult to challenge the male dominant narrative. We also know that curating a more inclusive learning environment is not just about striving for equity for women and other marginalised groups – it also makes commercial sense.

Partner and Diversity and Inclusion Consultant at Deloitte, Juliet Bourke presented on her approach to developing a diverse and inclusive organisation at the inaugural MBA Women’s Alumni Network event. The MBA program at UTS has a strong focus on leadership, and leadership skills development, and Juliet focussed on what she considered to be the essentials of Inclusive Leaders. UTS MBA alumni, Caroline Spence, who participated in the event, reported Bourke covered 6 areas:

1. Having a link to personal values
2. Being backed up by business goals
3. Dedicated time and resources
4. Demonstrate both courage and humility
5. Know weak spots and being able to self-regulate
6. Deep curiosity and able to take on other perspectives.

Spence said she found these values interesting as they stretch beyond just the area of Diversity and Inclusion, and draw on elements of Mindful Leadership and EQ. They capture the values of great leaders. Spence also commented the presentation motivated the question: if we have better leaders who authentically demonstrate these values, do we start to create a culture that doesn’t just tick the diversity and inclusion box, but truly lives it, and benefits from it?
3. Review and Future Plans – UTS Business School

The UTS Energy and Greenhouse Plan runs through to 2020-21, to coincide with the timeframe of the UTS target to reduce greenhouse gas emissions by 30% between 2007 and 2020-21. We continue to seek promising future initiatives that UTS can explore and programs that will engage the UTS community in saving energy and reducing greenhouse gas emissions.

As indicated in our last report we have now introduced a sub-major Sustainable Enterprise and Responsible Management that is available in the Master of Business Administration program. This sub-major develops competencies for leading strategic sustainability management, responsible governance and management, and the development and implementation of sustainable business models across operations and value networks. The sub-major prepares leaders to enable change and adaptation in an increasingly complex business environment. It appeals to those seeking to undertake a sustainability-specific role or for developing competencies to manage for sustainability across all business functions. Included in the sub-major is the new subject, Ethics and Sustainability in Finance that was signalled as being introduced in 2016 in our 2015 report.

The introduction of the BBA(I) for Indigenous and Torres Strait Islanders was a significant step in recognising the diversity within our community and student population. In the past twelve months we have secured business support for a scholarship for an indigenous candidate for this degree as well as business support for indigenous entrepreneurial start-ups.

The launching of UTS Humanitarian Scholarships to support students holding Asylum Seeking Bridging Visa or Temporary Protection Visas, combined with our ongoing research that seeks to help Syrian Refugees rebuild their lives, are but two examples of how UTS engages with global social issues. The aim in this instance is to achieve social inclusion and integration for new arrivals to Australia and ultimately countries around the world.

We continue to audit all business subjects with the aim of strengthening the presence of the PRME principles in our courses. The importance we place on our graduate attribute ‘Attitudes and values’ was evident when appropriate academics from our Sustainable Working group were used as moderators of the assessment results from this particular graduate attribute. This proved to be an effective way of evaluating the success of their earlier work of embedding sustainability and ethics into the curriculum.

The development of a UTS Social Impact Framework will ensure the university continues to develop as an agent for social change, transforming communities through research, education and practice. The draft framework that has emerged from the deliberations so far has identified six domains of change that we will strive to achieve or improve on in the future:

1. Increased numbers of equity target groups successfully completing a higher education degree at UTS
2. Students having the agency to enact personal and social responsibility
3. Staff being supported to maximise their social impact
4. Targeted research, teaching and program outcomes having social impact and actively contributing to communities
5. UTS being an advocate, critical voice and thought leader on issues that concern and impact communities

6. UTS business operations and strategies reflecting a long-term, independent commitment to social impact.

The PRME Principles are clearly reflected in these domains of change.