LETTER OF RENEWED COMMITMENT

One of the six key goals identified in the Business Group Strategic Plan 2013–17 is ‘to be a business school with sustainability and corporate social responsibility at its core’. Since signing up to the Principles for Responsible Management Education (PRME) in 2007, Griffith Business School has worked towards incorporating this goal into all that we do.

We are delighted that Dr Rob Hales, newly appointed Program Director of the Griffith Centre for Sustainable Enterprise (GCSE), is charged with the responsibility of progressing sustainability at Griffith Business School in the areas of sustainability research, teaching and learning for sustainability, and the School’s sustainable operations. We look forward to working with our partner PRME signatories to further develop the uptake of PRME in the Australia/New Zealand region.

GCSE, a specialist academic centre within Griffith Business School, continues to generate productive dialogue around responsible leadership, the transition to a sustainable enterprise economy, climate change mitigation and adaptation, and practical solutions to other sustainability related issues.

Sustainability is consistent with the core values of the School and its MBA program. GCSE, together with the Griffith MBA, ensure that our colleagues are aware of the need to incorporate PRME into all that we do in our teaching, research and engagement activities.

Griffith Business School’s commitment to equipping current business professionals with an understanding of responsible leadership and sustainable business practices demonstrates our desire to share core values of PRME with our students, alumni and staff.

The School will continue to work towards a vision of being recognised as a scholarly community that creates and disseminates knowledge that has an impact on building a more sustainable future, while considering the appropriate social, environmental and economic factors.

Professor David Grant
Pro Vice Chancellor (Business)
Griffith University
INTRODUCTION FROM SUSTAINABILITY REPRESENTATIVE

Global concerns over climate change, environmental degradation and social inequality indicate how critical it is for business leaders to be prepared for this new business environment. The world now faces severe economic, social and environmental risks and business-as-usual is not an option. A new way of doing business that incorporates these risks into its practices, strategies and culture is needed—this is sustainable enterprise. A sustainable enterprise flourishes within environmentally sustainable limits, enhances social equity and embraces a sense of futurity.

The Griffith Centre for Sustainable Enterprise (GCSE) was setup to inform and assist the development of sustainable enterprise through innovative research, teaching and engagement activities. A highly collaborative entity with strong national and international connections to industry, academia, government and non-government organisations, we take a global perspective while focusing on the Asia-Pacific region.

Griffith University, and in turn Griffith Business School, has a long history of offering progressive education. That progressive nature is encapsulated in the vision for our business school ‘to develop globally responsible business leaders’. To help ensure this vision is driven through the business school and into all of the programs and courses we offer, the GCSE and the Griffith MBA lead the way, working hand-in-hand. These two vehicles draw heavily upon the PRME values to inform and guide the direction of development. In this regard, the PRME initiative is and continues to be of critical importance to Griffith Business School and its ongoing development.

GCSE will continue to work towards a more sustainable future by incorporating into our research and teaching the values of responsibility sustainability and an understanding of the requirements to succeed in the Asia-Pacific region. These values are the values of the business school and point towards the challenges of the 21st century.

Dr Rob Hales
Program Director
Griffith Centre for Sustainable Enterprise
ABOUT THE SCHOOL

Griffith Business School was established in January 2004. Since its establishment, the School has grown in size, success and impact in teaching, research and outreach. Griffith Business School is the largest business school in Queensland, Australia, with more than 11,000 students. The quality of the School and our programs was affirmed in January 2009, with the announcement of the initial accreditation of our undergraduate, graduate and doctoral programs by the Association to Advance Collegiate Schools of Business (AACSB) — International. Griffith Business School was the fifth business school in Australia to be recognised in this way. Today, only 12 business schools in Australia are accredited by AACSB.

Griffith Business School now represents approximately one-third of the University’s total student enrolments. The School has presence on four of the University’s five campuses across the Brisbane to Gold Coast corridor. GBS is recognised as a pioneer in areas such as Asian studies, international business, financial planning, franchising, employment relations, and tourism. The School offers a distinct portfolio of business and management education at undergraduate and masters level. It provides a range of 21 industry-current professional specialisations and specific expertise in management, sustainable enterprise, tourism, commerce and international relations. The significant breadth and diversity of our programs, in a range of professional and academic areas, which is uncharacteristic amongst business schools nationally, offers students unrivalled choice in their areas of interest. Coupled with flexible degree structures, it allows students to pursue their passion.

Griffith Business School continues to affirm itself as a leader in business research, learning and teaching. In the QS World University Subject Rankings, ‘politics and international studies’ at Griffith has ranked in the top 100 globally for three years running. Additionally, Griffith’s MBA ranked among Australia’s leading MBA programs in CEO Magazine’s 2016 MBA Rankings, appearing fifth in the top tier of Australian programs. The rankings are compiled by the International Graduate Forum and are designed to present a 360-degree view of the world’s leading business schools.

The Griffith MBA is the only Queensland program to feature in the top 10. It is also the highest-ranking Australian MBA in the Aspen Institute’s Centre for Business Education’s most recent Beyond Grey Pinstripes Global Top 100, ranked at number 26. Griffith was awarded this ranking for its focus on responsible leadership, sustainable business practices and the Asia-Pacific. It was also acknowledged as one of Australia’s best, ranking fourth in Australia in the 2015 Financial Review BOSS Magazine MBA Survey.

The School’s strategic directions align with the Griffith 2020 agenda, which seeks to develop our position as a university of influence locally and internationally, particularly in the Asian region. Griffith Business School is committed to:

- providing an excellent educational experience to attract and retain students who, regardless of their background, will succeed at university and become graduates of influence
- creating knowledge through research, thereby delivering positive outcomes for business, government and the community
- further enhancing industry and alumni engagement
- attracting, retaining, rewarding and supporting excellent staff who through their teaching, research and professional support will contribute to Griffith’s development as a university of influence
- being a business school that places sustainability at its core
- strengthening engagement with the Asia-Pacific region in teaching, research and outreach.

Figure 1. Griffith Business School undergraduate program portfolio
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.

Our interpretation of responsible management education is reflected in our School’s vision: ‘to be respected locally and internationally as an innovative learning community creating and disseminating knowledge that makes a difference’.

In our pursuit to progress this vision, we have embedded PRME into Griffith Business School through a stand-alone sustainability strategy. Since 2005, the School has signalled an increasing commitment to integrating sustainability into its core activities of teaching, research and operations. It has indicated this commitment through its mission statement, its core values, partnering with leading organisations in this area, engaging with the wider community, reorienting entire programs, developing program specialisations and courses around sustainability, and the establishment of a dedicated academic centre on sustainable enterprise, called the Griffith Centre for Sustainable Enterprise (GCSE).

GCSE is under the direction of Dr Rob Hales and under management of the Dean (Academic), Griffith Business School, Professor Linda Trenberth. The Centre was setup to inform and assist the development of sustainable enterprise through innovative research, teaching and engagement activities. The Centre also maintains strong national and international connections to industry, academia, government and non-government organisations.

Griffith Business School focuses on embedding sustainability into four main areas, including operations, research, learning and teaching, and community engagement. GCSE oversees the development of sustainability within each of these areas. Through staff engagement and consultation across the School, the Centre assists with progressing the School’s sustainability objectives, including:

- Develop research that promotes social, financial and environmental approaches that lead to sustainable businesses and communities
- Enhance the embedding of sustainability into curricula
- Increase student exposure to sustainability
- Increase staff engagement in sustainability
- Reduce the environmental impacts of GBS operations and the buildings the School occupies

The School also offers capacity development programmes on PRME-related topics for students, staff and faculty. Our Student Leadership Program reflects the School’s commitment in developing globally responsible leaders. This two-year program gives selected students from the Nathan and Gold Coast campuses the opportunity to participate in a variety of leadership development and mentoring activities.

Our MBA for Life initiative also provides continuous education for current and past students alike. MBA for Life was formulated in conjunction with GCSE, providing a platform where our values are centre-stage, along with contemporary theories and understandings that will enable individuals to effect change. The MBA for Life program provides students with the most up-to-date trends and developments in the business world with a monthly update from the MBA Program Director. They also have access to articles, events, networking opportunities and preview access to resources relevant to the MBA and its core values of responsible leadership, sustainable business practices, and a contextual understanding of the Asia-Pacific region.
PRINCIPLE 2: VALUES

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

The Griffith Business School mission, vision and values outlined in the Business Group Strategic Plan 2013–17 reflect and enhance the PRME and ensure that students graduate with employable attributes and standards:

Our mission
Developing tomorrow's globally responsible leaders.

Our values
Performance excellence
Recognising, encouraging and enabling staff and students to achieve at the highest level.

Responsible leadership
Supporting staff and students to become responsible leaders who demonstrate the highest levels of integrity and ethical behaviour.

Sustainable business practices
Creating value through social, financial and environmental approaches that lead to sustainable businesses and communities.

Respect for others
Embracing diversity and demonstrating respect for different backgrounds, points of view and discipline areas.

Global orientation
Preparing global citizens, with a special focus on the Asia Pacific region.

The MBA core values also complement the mission, vision and values of the School:

Students enrolled in the MBA undertake subjects that explore these aspects and learn about new opportunities created by sustainable business practices and responsible and effective change management. Our MBA's sustainability credentials were recognised by Australasian Campuses Towards Sustainability when it was awarded the 2013 Green Gown Award in the Learning and Teaching category.

Further, we work to increase the participation of equity groups in key programs or across the School by promoting equity scholarships which include: the Griffith Business School Aboriginal and Torres Strait Islander Peoples Scholarships; the MBA Scholarship for Aboriginal and Torres Strait Islander Peoples; and the MBA Scholarship for women.

The School is also an active partner in the Globally Responsible Leadership Initiative (GRLI) and a signatory to the UN Global Compact. The vision of GRLI is to catalyse globally responsible leadership and practice in organisations and societies worldwide. Partnership with GRLI means that Griffith Business School is leading the discourse on what globally responsible leadership and practice represent beyond current mainstream experience. Combined with our accreditation to AACSB, the School demonstrates a commitment to address, engage and respond to current and emerging corporate social responsibility issues through its policies, procedures, curricula, research and/or outreach activities.

The values of global social responsibility are incorporated into the culture of the School through different channels, including sub-committees, operational procedures, and even planning and development. GCSE serves as the primary channel to engage School staff in sustainability and social responsibility.
The four sub-committees in Figure 3 work towards progressing sustainability in four main areas. Each of these sub-committees have developed a strategy to progress sustainability within each particular area. They also serve as a communications channel through which sustainability is promoted to staff and students.

**Sustainability Advocacy Network:** The Sustainability Advocacy Network (SAN) is a strategic advisory group comprised of general and academic staff, with the mission to formulate sustainability strategies, evaluate the activities within remit of the Griffith Business School's sustainability plan, and progress its sustainability objectives.

**Research:** The aim of the research sub-committee is to further the sustainability of business, society and our environment. The Centre organises one annual conference related to sustainability and links publication outputs with each conference.

**Learning and teaching:** The sub-committee provides a collaborative venue in developing sustainability-integrated curriculum by advising on sustainability curriculum needs and liaising with the wider curriculum-working group.

**Community engagement:** The School hosts a variety of public seminars, open lectures and workshops focused on sustainability themes such as carbon pricing, green business practice and the links between business and society. We also foster and maintain connections to industry, academia, government and non-government organisations.

SAN has played a vital role in promoting sustainable practices in the School's operations over the past nine years. In 2016, GCSE produced the Griffith Business School Sustainability Plan 2016-2020. The plan provides an overview of the current 'sustainability picture', taking into account operational sustainability, research, learning and teaching and community engagement. The plan explores current practices within the School and provides suggestions to make these more sustainable. For example, the plan details current scenarios for energy use, paper purchasing, printing, water, waste and travel. The objectives in the plan have also been incorporated as key performance indicators (KPIs) within each of the department’s that comprise Griffith Business School. This ensures that sustainability is at the core of our operational practices. The SAN has provided guidance in identifying areas for improvement in operations, delivering training and support to staff, and implementing projects that support our sustainability agenda. Examples of these include the key achievements detailed below.

**Carbon offsets**

In 2015 the School commissioned Pangolin Associates, an energy and carbon management consultancy, to carry out an assessment of the greenhouse gas (GHG) emissions accountable to the operations of the School and its MBA program for the financial year 2013–2014. As a result of this comprehensive assessment, Griffith Business School took the first step to help offset the effect of its GHG emissions; a first for an Australian MBA program. The School offset a total of 433 tonnes of carbon dioxide by purchasing certified carbon credits from three Asian-based projects that support waste gas recovery and renewable energy. Since offsetting the effects of GHG emissions, the School has continued its efforts to further reduce its carbon footprint. Auditing of MBA operations has remained and we plan to continue to offset appropriately while implementing strategies to reduce the School's overall carbon footprint.
Installation of solar arrays

In 2014, the new Griffith Business School building (G42) became the location of the Gold Coast campus’s first renewable energy source. The 57 kW solar array on the seven-storey building’s roof provides approximately 25 per cent of the building’s net power consumption. Linked with low energy lighting and equipment and a high efficiency solar-glass facade the design creates a benchmark for the campus.

Eco Office program

The Eco Office program aims to reduce the environmental impacts of the School’s office activities. The program includes a series of actions in areas including engagement, energy, waste and recycling, transportation and purchasing, and was first implemented in 2012. In 2016, the program’s reach has been extended within the School’s departments through an increased involvement of staff in the SAN. The Eco Office program has seen over 60 per cent of the School involved in the program in previous years. The goal is for all Griffith Business School office areas to participate in the program, and by doing so, engage all staff to work towards the School’s sustainability objectives. By following some of the simple actions and using the resources supplied by the program, participating offices have reduced waste going to landfill by around 40 per cent and have achieved up to a 35 per cent reduction in computer energy use, plus many more benefits.

Future objectives within operations

1. Revise the Eco Office program and implement based on new objectives. Key objectives are:
   - 100 per cent recycled and carbon neutral paper purchase by end of review period (2016).
   - 15 per cent reduction (per FTE) of printing from 2014 baseline by 2020.
   - Develop and implement a communication strategy to support planned initiatives.
   - All buildings and floors to be equipped with eco bins for general waste, recycling and paper, as well as composting bins. All bins to have signage relating to waste collection.
   - Adopt a smart building energy reduction scheme with an aim to decrease energy use of buildings by 20 per cent from 2015 baseline by 2020.

2. Increase the number and patronage of seminars and training on workplace sustainability practices, including Sustainability Community of Practice (SCoP). The School will also promote sustainability initiatives proposed by the University’s sustainability committee.

3. Conduct a review of transport costs for staff inter-campus travel in order to seek sustainable solutions that align with the University’s sustainable transport strategy. Implement recommendations from the review with the aim to: improve workplace wellbeing; reduce carbon footprint; offset carbon emissions; and decrease costs.

4. Develop plans to increase supply of electricity by use of solar energy as part of a carbon management plan.

5. Investigate a plan to facilitate increased use of public transport by staff for travel to other campuses.

6. Develop a carbon management plan for air travel. Consultation and negotiation on the following objectives and their mechanisms for implementation will be sought within the School.
   - Liaise with Griffith University administration to develop a Griffith offset policy.
   - Promote smart air travel by combining international journeys.
   - Develop an offset plan for the School in line with Griffith University policy.
   - Promote communication technology options to staff as a substitute for air travel.
PRINCIPLE 3: METHOD

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

An organisation’s impact on environmental and social issues is as important as the bottom line. A lack of commitment to these issues can result in increasing public scrutiny, with serious consequences for an organisation’s future and its employees. Griffith Business School recognises that corporate social responsibility and sustainability have emerged as global management priorities. The School has developed programs within learning and teaching that integrate sustainability and corporate social responsibility. These include the Bachelor of Business (Sustainable Enterprise) and the MBA program.

The programs within the sustainable enterprise specialisation provide students with the skills and knowledge base necessary to manage the sustainability needs of organisations, and develop the analytical, communication and decision-making skills to implement sustainable business solutions. The School employs over thirty academics interested in sustainability and other PRME-related topics. Figure 4 shows the wide scope of our academics’ research interests and expertise.

We offer a range of undergraduate courses that cover PRME-related topics. These include:
- Business Ethics and Corporate Governance
- The Business of Sustainability
- Economic and Natural Resources
- Green Marketing
- Ecological Economics
- Economic Growth and Sustainable Development
- Understanding Climate Change
- Sustainable Tourism

Our MBA also offers a good balance between business disciplines—accounting and reporting, economics, finance, people management, marketing, strategy and innovation—and our core values of sustainable business practices and responsible leadership. This balance is reflected in our online MBA course offering, shown in Figure 5.

Figure 4. Research interests of GBS academics.

Figure 5. Online MBA Program Structure
The inclusion of sustainability within the curriculum is driven by the vision and mission of the School and also through the international business school accreditation process (AACSB, 2013). The learning and teaching sub-committee provides strategic advice on sustainability curriculum matters, while also actively promoting and developing teaching and learning curriculum initiatives in sustainability within programs as required. Sustainability has now become part of the essential Griffith University learning and teaching principles. In 2016, GCSE began reviewing the curriculum of Griffith Business School programs, with the purpose of aligning it with the Learning and Teaching Academic Standards Statement for Environment and Sustainability. This statement describes the minimum or threshold learning outcomes (TLOs) that graduates of tertiary programs in environment and sustainability are expected to meet or exceed.

The TLOs provide a curriculum reference point for designing and teaching diverse and innovative environment and sustainability programs.

The first stage of the curriculum revision consisted in conducting an audit on how corporate social responsibility, sustainability and ethics are embedded in all courses across the School. The audit revealed that relevant sustainability skills, systems thinking, and ethical business strategies are strengths of our degree programs. The audit signified the beginning of the School’s journey to further incorporate sustainability in all degree programs. The School is developing a project to promote the use of innovative digital portfolios as a means towards a student-centred approach of student engagement with sustainability in our courses. It focuses on student employability by linking assessment items in courses with digital portfolios. This approach to education for sustainability allows personal engagement in an increasingly complex business environment, where students need to develop their personal philosophy and approach to sustainable business.

The Griffith Business School Student Leadership Program has been developed, which offers students opportunities to participate in a leadership camp, and in a series of seminars focusing on personal development. Over the last four years student leaders have given over 2700 hours to charitable causes, including Caxton Legal Centre, Climb for Cancer, Business Chicks, Lifeline, Colour Run, St Vincent De Paul, Relay for Life, Glitter Festival, Plate for Plate, Meals on Wheels, Salvation Army, Riding for the Disabled, Pink Ribbon Cup Raceday, Beachcare, RSPCA, Multicap, Multiple Sclerosis Queensland, Mothers Day Classic, AIDS Concern in Hong Kong and Kijani Youth Initiative.

The School’s Student Development Coordinator Joanne Fairclough has incorporated community volunteering into the Student Leadership Program, in keeping with the School’s sustainability and corporate responsibility agenda. Students are offered the unique opportunity to participate in an overseas experience, meeting and working with local communities. The international community engagement project allows students to immerse themselves in a cultural exchange and gain a deeper knowledge and understanding of their role in the global community. As part of the international community engagement project, students have travelled to Laos, beginning with the inaugural trip in 2013, and Borneo in 2015. Preparations for the 2016 project are well underway.

![Figure 6. Sustainability keyword audit of course profiles of GBS undergraduate degrees. The percentages in the figure represent the proportion of courses that had keywords associated with the area of sustainability.](image-url)
Rachel Perkins, an undergraduate student who traveled to Borneo with the Student Leadership Program reflects:

“"As a student with Griffith’s Leadership Program, my duty was to head over to Borneo with nine of my fellow leaders to serve the community of Krokong. Our volunteer projects included sanding and varnishing the church pews for the new church, visiting and bring donations for both the high school and the primary school and develop a marketing plan for Krokong Homestay. I learned a lot from this volunteer experience. My perspective of life has changed. I think what I realised is that you don’t have to have a lot to give a lot. My experience reminded me how important it is as a leader and a business professional to always have empathy, and to give what I can to help others.

Future objectives within learning and teaching

1. Increase the sustainability and related concepts in courses and programs identified through the sustainability curriculum audit.

2. Apply for new and complete existing teaching and learning grants that develop sustainability pedagogy in targeted programs.

3. To provide a collaborative venue in developing sustainability-integrated curriculum by liaising with the School's curriculum-working group and advising on sustainability curriculum needs.

4. Continue engagement and collaboration across Griffith elements and the University’s Sustainability Teaching Network to ensure sustainability teaching meets Australian standards for higher education thresholds.

5. To document and embed sustainability in all Griffith Business School undergraduate degrees by the end of 2018 where appropriate.
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.

Griffith Business School provides a collaborative space for research. GCSE has created a research sub-committee composed of interested and active individuals (academic and professional staff) with a professional and personal commitment to sustainability. The mission of the research sub-committee is to promote high-quality research into sustainability issues of importance to business and society through a collaborative and supported program. The sub-committee also allows staff to further their own research agenda in line with the School’s aim of producing high quality publications that positively impact on business and society. The sub-committee exists to support the Dean (Academic) in achieving the strategic mission of the School for industry and community engagement around sustainability.

All staff within the School are welcome to become members of the sub-committee. Members have produced a large number of significant publications in the broad research field of sustainability, with the aim of furthering the sustainability of business, society and our environment. Some of the areas covered by our research include:

- climate change and global economy
- corporate social responsibility
- business ethics
- energy research
- environmental resource management
- environmental governance and management
- human resource and organisational behaviour
- impact assessment
- leadership and organisational change
- sustainable development
- sustainable tourism
- sustainable enterprise, corporate social responsibility.

From 2012 to 2015, School staff have published 403 high-quality academic publications in the broad research field of sustainability. During this time period, scholars published 280 journal articles, 18 books and 65 book chapters that relate to sustainability.

In addition to the research sub-committee, there are several research and academic centres within the School dedicated to advancing research in PRME-related topics:

- Griffith Institute for Tourism
- Centre for Governance and Public Policy
- Centre for Work, Organisation and Wellbeing

Griffith Institute for Tourism

Griffith Institute for Tourism (GIFT) further broadens and deepens Griffith University’s expertise and research performance in tourism. GIFT’s mission is to undertake and disseminate world-leading research in tourism, to effect both an academic and external impact. The Institute will develop and foster international collaborations and provide support to members to achieve research excellence and sustainability. Through its strategic partnerships, GIFT’s structure and research programs are designed to ensure high industry and policy relevance. Following the triple bottom line concept, the key areas of impact of research undertaken at GIFT reflect economic, social and environmental dimensions:

- Business, destination and organisational viability (economy)
- Health, quality experience, and wellbeing (individuals)
- Environmental resilience and nature conservation (environment)
Areas of particular importance are managed through strategic research program. These will be developed over time to respond to research needs by the tourism sector.

GIFT hosts the following programs:

- Visitor experience
- Sustainable tourism and climate change
- Tourism business in the Asia Pacific
- Events: Sport, culture, and special interest tourism

**Tourism business in the Asia Pacific**

GIFT is currently conducting research in approaches to tourism that contributes to sustainable development. The Centre’s research program focuses on the tourism industry in destination areas in the Asia Pacific. Taking the concepts of livelihood and business resilience as vantage points, this research program aims at contributing to two separate but interrelated bodies of knowledge:

1. the capacity of tourism businesses, both large and small, to respond to rapid change and crisis
2. the role of tourism in local livelihood strategies.

GIFT collaborates with the Centre for Green Business Innovation in Phnom Penh, Cambodia, in order promote green tourism development in Cambodia. The mission of the Centre for Green Business Innovation is to foster environmental awareness among (tourism) businesses and promote business practices that are both socially and environmentally responsible and commercially beneficial. The Centre serves as a national third-party program that provides certification for (tourism) businesses that follow environmentally and socially responsible practices. The Centre offers internships for Griffith students and engages with GIFT experts for the purpose of joint research and training programs.

The Centre is an initiative of the Enrich Institute, an innovative organization specializing in research, capacity building and stakeholder engagement to promote green, inclusive growth and sustainable development.

**Sustainable tourism and climate change**

GIFT’s sustainable tourism and climate change strategic research program builds on and connects two established areas of expertise at GIFT. This program focuses on how to ensure that tourism activity is sustainable (economically, environmentally, socially and culturally) and resilient to major pressures, such as climate change or resource depletion. Of particular interest to this program is tourism that occurs in the most vulnerable sites on our planet. This includes tourism in Protected Areas, including World Heritage Sites, and tourism in small island states and coastal environments. The management and development of nature-based tourism, and the benefits generated for both the environment and communities, is of particular interest to researchers at GIFT.

Building on broad expertise at Griffith University in the area of global environmental change and climate change in particular, this program addresses the issue of climate change by conceptualising tourist destinations as human–environment systems that are exposed to external and internal stress and that can respond by increasing adaptive capacity and enhancing resilience. Tourist destinations, including communities and businesses, can proactively adapt to climate change, for example by making better use of climate services. At the same time, destinations can reduce vulnerability by decarbonising their operations and by advancing resource efficiencies, in particular in relation to energy and water. Research on global change and environmental management (e.g. through Corporate Social Responsibility) recognises the business risks associated with some of the major environmental challenges this planet is facing. To assist the tourism sector in preparing for these changes, this program brings together tourism experts with researchers from other disciplines, for example engineering, ecology, and meteorology.
Centre for Governance and Public Policy

Griffith’s Centre for Governance and Public Policy is devoted to enhancing our knowledge of governance, both globally and within Australia. The Centre advances research in environment, resources and sustainability. This program focuses on the way in which politics, public policies, and institutions affect the impact of the mining, oil and gas industries on social and environmental sustainability. It includes a focus on issues surrounding resource development on Indigenous lands, examining relations between Indigenous, corporate and state actors and their consequences for the social and cultural sustainability of Indigenous peoples. Current projects include studies of negotiations regarding major resource projects on Indigenous lands in Australia and Canada; governance of Indigenous revenues from resource exploitation; interaction between environmental and Indigenous groups in response to development of coal seam and shale gas in Eastern Australia; and the use of contractual agreements between companies and communities as an alternative or complement to public environmental regulation. The program also includes a study of policy and governance issues involved in re-establishing mining in post-conflict Bougainville.

This program also explores the politics of sustainability more broadly, examining the political dynamics that shape decision-making and impact assessment in a range of often highly contested areas nationally and globally. These areas include climate change, energy policy, renewable energy, genetic engineering, and a range of other related sustainability areas. With the emergence of highly contested areas, including coal seam gas, undersea mining ventures and the interface of mining and agriculture, Griffith is well placed to give advice and work towards solutions with our expertise in government relations and policy development, governance, managing change and ethics.

Centre for Work, Organisation and Wellbeing

The Centre for Work, Organisation and Wellbeing (WOW) is an interdisciplinary research group incorporating scholars from human resource management, industrial relations, organisational behaviour, psychology, sociology and other fields interested in the area of work. Using rigorous, theoretically-informed empirical research, WOW members seek to understand the changing nature of work by identifying how the imperatives for efficiency, quality and high performance can be arranged so that good pay, dignity, wellbeing and social justice are achieved and maintained. As it does this, our researchers continue to bridge the gap between organisational behaviour, wellbeing and workplace research, and practice and policy at the local, national and international level.

The Centre for Work, Organisation and Wellbeing (WOW) has a detailed understanding of equity in employment issues, with some researchers specialising in areas such as precarious, casual, and migrant workers. It also seeks to increase its opportunities to employ and/or collaborate with researchers who are a part of these under-represented equity groups.

First Peoples of Australia

Several members conduct research on Indigenous issues in conjunction with staff from the Griffith University Murri and Torres Strait Islander (GUMURRI) student support unit and Indigenous community leaders. Projects include:

- Creating Indigenous employment that lasts
- Developing strategies for the Queensland Working Women’s Service to raise awareness of their services with Indigenous and migrant women workers.

People with disabilities

Research conducted at WOW focuses on disability issues in relation to work including the physical and mental impact of depression in the workplace.

Interdisciplinary research projects and their impacts

Dr Heather Stewart and Dr Rod Gapp are currently looking into the terms and applications of corporate social responsibility (CSR) in small to medium enterprises (SME). As part of their research, they have investigated the collaborative relationships of 10 organisations to understand the organisational development process associated with SMEs wishing to imbed CSR due to continual learning.
Benefits of these relationships are reflected in improved returns, increased efficiencies and enhanced stakeholder relationships. From these benefits, improved problem solving, change intervention, and implementation were evidenced and supported a causal relationship between positive collaboration and mutual learning. Several findings and directions for future research have evolved from research including the ‘collaborative ecosystem model’ that helps explain these relationships, in addition to methodological developments stemming from the research plus the investigation of appropriate and relevant terms for CSR when utilised and applied to the SME context.

Dr Tapan Sarker, along with Dr Rob Hales are exploring the technological solutions for climate change adaptation in the coastal areas of Bangladesh in four highly vulnerable sectors including water resources, coastal protection, livelihood and health. Countries in the South-Asian region like Bangladesh are extremely vulnerable to the impacts of climate change for a number of reasons. These include extreme weather events such as tropical cyclones, monsoons, temperature variation and higher risk of sea level rise. Rapid and unplanned human settlements also aggravate the degradation of its self-sustaining natural environment. Furthermore, these countries also suffer from limited financial resources and capacity, extreme poverty, and inadequate technology.

Our PhD students are also involved in PRME-related research. Frank Stadler, a PhD candidate from the Department of International Business and Asian Studies within Griffith Business School, is currently conducting research that is fairly and squarely focused on sustainable and equitable health outcomes for the poor in low- and middle-income countries (LMICs) through the assessment and future improvement of wound care supply chains. His research seeks to identify opportunities and barriers to the delivery of wound care solutions in Kenya and elsewhere.

“I treasure the opportunity to pursue this research as I consider the academic training and research opportunities a fantastic springboard for future engagement with sustainable development, humanitarian aid and social–impact focused business. My experience as a research student under Professor Peter Tatham and Professor Ramon Shaban has been very positive. I have benefited from strong research ethics systems, processes and training at Griffith University. Consequently, I feel prepared and confident to deliver socially responsible leadership in the future. It is a privilege to conduct research at Griffith Business School and the Department of International Business and Asian Studies under the guidance of Professor Tatham and Professor Shaban. Both the Department and my supervisors champion responsible management education, research and thought leadership in the areas of humanitarian logistics and health care.

Frank Stadler, PhD candidate

Future objectives within research

- To promote collaborative research in sustainability issues amongst GCSE affiliated researchers and with researchers outside the Centre.

- To continue to hold one sustainability-focused conference per year and link publication outputs with each conference.
Industry professionals play an important role in developing the programs offered at Griffith Business School, ensuring our graduates meet the demands of employers, today and in the future. We have close working relationships with a range of local, national and international organisations.

**Association of Asia-Pacific Business Schools**

The School is an active member of the Association of Asia-Pacific Business Schools (AAPBS), whose primary purpose is to provide leadership and representation in order to advance the quality of business and management education in the Asia-Pacific region. The aim of AAPBS is to bring the collegiate of the best business schools in the Asia-Pacific region to explore vital global issues such as sustainability, environmental concerns and future growth.

**Association Internationale des Etudiants en Sciences Economiques et Commerciales**

The School also works with the Association Internationale des Etudiants en Sciences Economiques et Commerciales (AIESEC)—the world’s largest student organisation—to host professional development and leadership seminars for current students. AIESEC develops the leadership potential of youth through experiential learning, volunteer experiences and professional internships.

**Australia and New Zealand School of Government**

Through our School of Government and International Relations, we are a foundation partner of the Australia and New Zealand School of Government (ANSZOG), a world-class institution which focuses on the needs of the government and community sectors.

**Committee for Economic Development Australia**

Griffith Business School is proud to support the Committee for Economic Development Australia’s Women in Leadership Series, a forum that aims to advance the cultural and organisational change required to recognise women as leaders and help to accelerate the flow of women into leadership and senior management positions.

**Globally Responsible Leadership Initiative**

This unique working partnership of companies, business schools and centres for leadership is committed to the development of globally responsible leaders. We are proud to be members of this initiative, which is sponsored by the European Foundation for Management Development. GRLI exists to catalyse the development of globally responsible leadership and practice in organisations and societies worldwide. It is the leading incubator for innovation and new practice in business schools and for collaboration with business in the space of ethics, responsibility, and sustainability.

**Queensland Private Enterprise Centre**

This not-for-profit organisation aims to educate young people about the role of enterprise in our society. We provide managerial and administrative support to the Queensland Private Enterprise Centre, and work with them to arrange and host several Business and Teacher Workshops each year.
Industry partnerships
The School fosters mutually beneficial partnerships with industry, government and the community that power innovation and drive success. Through graduate placement programs, work-integrated learning, professional development and research expertise, we maintain loyal and supportive relationships with many high-profile organisations across the country and throughout the Asia Pacific region. Each of our collaborations delivers cutting-edge, practical solutions that make a positive and lasting difference to open a world of opportunity for all stakeholders.

Gold Coast 2018 Internships
As part of the Griffith University and Gold Coast 2018 Commonwealth Games Official Partnership, students will have access to hundreds of exclusive internship opportunities, including working with the Gold Coast 2018 Commonwealth Games Corporation (GOLDOC) during the build-up and staging of the Games.

The GC2018 internships offer students a unique opportunity to be part of the biggest sporting event in Australia this decade while gaining meaningful study-related work experience and credit towards their degree.

City of Gold Coast
The City of Gold Coast partners with Griffith University as part of its ongoing strategy to maintain and safeguard its community’s greatest asset—the Gold Coast’s world-famous beaches.

Recognising the vast environmental, social and economic value of these beaches, the local council engages GCCM, the pre-eminent authority on beach science and research in Australia, to conduct vital scientific research, build community awareness, and develop the Shoreline Management Plan. A strategy with a 50-year horizon, the plan focuses on coastal physical and ecological processes, economic and community values, and beach management. At its heart, the plan aims to keep sand on the beaches so the tourists keep coming, and prevent erosion from threatening infrastructure when wild weather arrives.

Industry fellows
GCSE is proud to be associated with our industry fellows. We work with our industry fellows on the teaching, research and community engagement activities of the Centre. Our fellows also advise on our sustainability initiatives. We acknowledge our fellows are champions in the general field of sustainability and we assist them with their endeavours to promote greater links between business and society for a sustainable future. Some of our industry fellows include:

Chris Hill has championed sustainability in various roles at the Mater Hospital in Brisbane, Queensland from 2008. As director of sustainability at the Mater Hospital, he has led the development of environmental strategy to support the hospital’s environmental sustainability platform. The strategy focuses on sustainable resource use, infrastructure design, procurement and transport through highly inclusive stakeholder engagement. Chris has designed and strengthened communication channels in Mater to promote awareness and behavioural change, and to ensure legislative compliance.

Mara Bun is the founding CEO of Green Cross Australia. She began her career as a Financial Analyst with the international investment bank Morgan Stanley, where she spent five years in New York and San Francisco specializing in high technology corporate finance. In 1989, she joined a World Bank Nepali earthquake reconstruction project in Kathmandu, then moved to Australia to take on a leadership role with Greenpeace Australia and CHOICE in the 1990s.

Rod Welford is the Executive Chairman of the Ensight Group, which specializes in designing energy cost reduction programs for energy intensive industries, particularly in mining.
During his career in State Parliament, he held numerous senior positions in the Government, including 11 years as a Minister and Chair of the Queensland Government Sustainable Energy Advisory Group, Minister for Environment and Heritage, and Attorney General and Minister for Justice.

**Dr Mark Glazebrook** has been at the forefront of sustainability and corporate responsibility in Australia, and has specialized in helping companies integrate their socially relevant interests in business processes consequently building strong corporate values. As the former CSR Manager of BP, he led a team in creating and marketing new products that help address environmental and social issues relevant to BP and its stakeholders.

**Sandy Blackburn-Wright** has 15 years international development experience in Southern Africa which includes participation in the apartheid movement between 1988–1994; and 10 years corporate experience in professional and financial services in Australia. As the former Head of Social Innovation for Westpac, she helped establish the bank as a vital player in the emerging impact investing market. She made notable contributions to the development and issuance of Australia’s first social impact bonds, and has been an advisor on social innovation and impact investing to government, non-profit, and private sector organisations in Australia.

**Involving external stakeholders**

**Friends of Griffith Business School**

Friends of Griffith Business School is a newly established group formed to promote further engagement between the Gold Coast business community and the School. The program fosters opportunity to collaborate with thought leaders, access the latest business research and promote networking opportunities with like-minded Gold Coast-based business and industry professionals.

**GriffithBUSINESS School Outreach Program**

The GriffithBUSINESS Ambassadors Program offers an introduction to university life whilst providing students with a greater understanding of the business world. The program aims to develop real life enterprise skills, business knowledge and understanding through connecting secondary schools with Griffith University. The Ambassadors Program provides a valuable educational setting, where learning is more relevant and real, and works to create partnerships between teachers, academics and students to better prepare our future workforce. In 2016, the program included a ‘economics of climate change policy’ theme.

**Tourism partnerships**

The Griffith Institute for Tourism also develops productive partnerships and collaborations for the School. These include:

**Griffith University partnerships**

- Environmental Futures Research Institute
- Griffith Asia Institute
- Griffith Centre for Coastal Management
- Griffith Climate Change Response Program
- Griffith Health Institute
- Griffith Social and Behavioural Research College
- Urban Research Program

**National and international academic collaborations**

- Beijing Union University, China
- Hong Kong Polytechnic University, Hong Kong
- Lincoln University, New Zealand
- Shanghai Normal University, China
- Southern Cross University, Australia
- Texas A&M University, USA
- Tourism Research Australia, Australia
- University of Queensland, Australia
- University of Southern Denmark, Denmark
- University of Surrey, UK
- University of Waterloo, Canada
Partnerships with government and industry

- Council of City of Gold Coast
- Chinese Academy of Sciences
- EC3 Global/Earthcheck
- Gold Coast Tourism Corporation
- Queensland Tourism Industry Council
- Tourism Research Australia

Joint projects within Griffith University or with other universities

GCSE is committed to participating with other entities within the University to strengthen sustainability practices. The Centre works in collaboration with:

- Griffith MBA program
- Griffith Climate Change Response Program
- EcoCentre
- Campus Life
- Griffith University’s sustainability program

The School also works in collaboration with Griffith International to develop programs aimed at overseas students. In 2016, we partnered with Griffith International to run the 2016 Sustainable Business Short Course—a three-week program with 13 participants from Kyung Hee University in Korea. The program took place at Griffith’s Nathan and South Bank campuses, and featured various professional and industry site visits in Brisbane including Lone Pine Koala Sanctuary to examine sustainable tourism practices; South Bank Parklands to see how the area has been transformed; and the Mater Hospital to discuss how to communicate change within an organisation with regard to the introduction of sustainable practices and behaviors. A representative from the Australian-Korea Business Council also flew up from Melbourne to meet the group and to discuss trade and business opportunities.
Griffith Business School recognises the importance of fostering dialogue on PRME-related topics across the organisation and externally.

As part of our engagement strategy, the School created the industry and engagement sub-committee. The purpose of the sub-committee is to develop and sustain meaningful, intellectual engagement with industry and the community to address the major issues of our time in sustainability and sustainable enterprise. The sub-committee is composed of interested and active individuals (academic and professional staff) with a professional and personal commitment to sustainability and to furthering the School’s engagement with industry and the community in this space. The sub-committee helps facilitate the School’s public events programs, by managing the relationship between industry fellows and the School, and also providing connections with key business, professional and community decision-makers as required.

The School also organises sustainability events, such as open lecture series and conferences. In 2015, GCSE hosted an open lecture series on responsible sourcing practices. The Centre also held a conference titled 'Economic growth, climate change and the G20', which focused on how economic growth can bring about inclusive development to satisfy the basic needs of nine billion people and provide them with equal rights to material prosperity, while simultaneously reducing carbon emissions to avoid the catastrophic impacts of climate change. In November 2015, Griffith Business School partnered with the Global Change Institute at the University of Queensland to hold a workshop titled 'Managing the transition to a sustainable economy: Some insight from an evolutionary perspective’. The workshop brought together leading academics from a range of fields, such as engineering, psychology and economics, to better understand the challenges faced by contemporary policymakers in creating a new energy economy that must inevitably emerge in the face of global climate change. In 2016, the School plans to hold a Post COP21 conference titled ‘Pathways to a sustainable economy’. This conference will provide an excellent opportunity for community engagement by creating a platform for business, academics, students and community members to collaborate and discuss current issues within the area.

Our Centres also foster dialogue on PRME-relate topics externally. For example, the Griffith Institute for Tourism was developed specifically to enhance links between government, industry and universities to ensure a sustainable tourism industry across all three pillars of the triple bottom line (economic, environmental and socio-cultural). Our aim is to transfer our knowledge to the tourism industry broadly. In order to do this, we provide infographics which explain our research results in a concise form. We also communicate to our academic colleagues through journal articles and books, and newsletters and media releases. As a result we particularly encourage approaches from clients that facilitate a step change in research innovation.

GCSE partnered with the University’s EcoCentre, representatives from Harvard University’s Center for Health and the Global Environment, and the Green Building Council of Australia for the 2016 Leadership in Sustainability Summit. This summit introduced a powerful new framework for driving sustainability into an institution’s core mission and business by positioning the institution to ‘do well by doing good.’ It addressed the work of transforming
long-standing organisational identity, culture, structures and processes to unleash new levels of engagement, change, innovation and agility. The content has been validated at executive education programs at Harvard University, the US Green Building Council and several other sustainability associations in the US and UK.

In 2016, the School will further engage undergraduate students by partnering with the University’s service learning department to offer an internship to students interested in sustainability, through the free choice elective course Community Internship. The course provides the opportunity for students to gain real work experience through volunteering in community organisations for academic credit. In 2016, GCSE is offering a volunteering position for a marketing student to assist in the coordination of the ‘Pathways to a sustainable economy’ conference.

**Future objectives within engagement**

- Develop and implement a communications and engagement plan for GCSE to promote the topic of the role of business and government to facilitate pathways to a sustainable society.
- Increase the profile of academic staff publishing on the topic of sustainability.
- Develop a sustainability newsletter that highlights sustainability initiatives at Griffith Business School.