

PRME SHARING INFORMATION ON PROGRESS REPORT 2019-2020



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

Submitted November 2021

NEWCASTLE.EDU.AU



Newcastle
Christie Place
2019-2020
AACSB
ACCREDITED

PRME

Principles for Responsible
Management Education

an Initiative of the United Nations Global Compact

ACKNOWLEDGEMENT OF COUNTRY

The University of Newcastle respectfully acknowledges the traditional custodians: the Pambalong clan of the Awabakal people, the Darkinjung people and the Birapai people on whose traditional lands our main campuses are located.

The University acknowledges that Aboriginal and Torres Strait Islander peoples are two distinct racial groups within the term 'Indigenous Australians.' For the purposes of this document, 'Aboriginal and Torres Strait Islander' or 'Indigenous' person means any person of Aboriginal and/or Torres Strait Islander descent who is recognised and accepted as such by other Aboriginal or Torres Strait Islander peoples and who identifies as an Aboriginal and/or Torres Strait Islander.

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A MESSAGE FROM THE DEAN OF NEWCASTLE BUSINESS SCHOOL



The Newcastle Business School (NBS) is pleased to present its third Principles for Responsible Management Education (PRME) Sharing Information on Progress (SIP) Report for the period 2019-2020. The Report is a summary of the School's practical actions and achievements in implementing the six PRME Principles.

We are proud of our progress with respect to all PRME principles, most especially given the challenges presented by COVID-19 in the past two years. The PRME principles are advanced through our initiatives in teaching, research, and community and industry engagement. We have met and exceeded our six key objectives set in 2019.

- 1. We undertook a comprehensive mapping of sustainable development goals (SDGs) in our curriculum and research output.** SDGs are embedded in all our program objectives and are part of our Assurance of Learning (AOL). Our research outputs relating to Ethics, Responsibility, and Sustainability (ERS) increased to 25% of all publications. Additionally, 39% of PhD theses are on topics connected with ERS.
- 2. We engaged more deeply and more prominently in holding SDG Days in September 2019 and 2020.** The 2020 Zoom symposium, "Sustainability in Uncertain Times", was attended by more than two thirds of NBS academics. Discussions centred on what the "new normal" would be post-pandemic and its possibilities for new ways of working and living sustainably
- 3. We increased the visibility of the SDGs in course materials.** The front page of every course outline for courses incorporating SDGs bears the relevant SDG logos.
- 4. We implemented a School award for Ethics, Sustainability, and Responsibility to support embedding of the PRME values within the school.** The inaugural sustainability and responsibility staff award was presented in 2019.
- 5. We revised the School's Mission to include a stronger emphasis on PRME related principles.** We undertook a thorough consultation and revision process around the School's Mission in 2020 with the result that our new Mission Statement specifically refers to ethics and responsibility.

6. We introduced a PRME related workshop/seminar series.

The School seminar series across disciplines emphasises PRME related topics such as climate change action, barriers to equitable health and wellbeing, gender equity, improving workplace relationships, eradication of poverty, and sustainable cities and communities. The seminars are advertised using the SDG logos.

We have gone further than meeting these objectives through the following initiatives, among others outlined in the report.

- We have revised our School mission and explicitly included an ethics, responsibility and sustainability (ERS) focus within the mission.
- SDGs have been embedded into the learning objectives of over 50% of our courses.
- We made a formal commitment at the inaugural Global Responsible Research Summit to focus on business and management research that contributes to economically, socially, and environmentally sustainable societies.
- Four research clusters have been established, each concerned with at least one SDG.
- Our community engagement has grown to incorporate: industry placements in the government and community sectors; a financial literacy programs for schools and community groups throughout the region; and food co-operatives for refugees. We have research partnerships on water conservation behaviours; clean energy trials; and Indigenous tourism.
- The School's commitment to PRME goals is reinforced by the University of Newcastle's Strategic Plan 2020-2025 and its values of Excellence, Engagement, Equity, and Sustainability
- The School and the University has a longstanding commitment to social impact. The THE 2020 University Impact Rankings reflect the University commitment to SDGs. In a field of more than 800 submissions, the University of Newcastle was ranked seventh in Australia and 45th in the world for impact

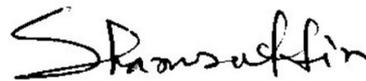
The PRME Working Party, established in 2019 from among academics, professional staff, and students, has been instrumental in driving these initiatives and raising awareness of the PRME principles within the school and community. As well as implementing and sustaining these initiatives, the Working Party develops future goals and objectives.

Four key objectives for the 2021-2022 period are:

- *complete the embedding of SDGs in learning objectives for the remaining 50% of courses;*
- *implement the "Indigenisation" of curricula for as many courses as relevant to increase awareness of Aboriginal and Torres Strait Islander Peoples' culture and conditions;*
- *create a tax clinic for Indigenous and low-income households;*
- *develop mechanisms to support student diversity, especially students from low SES backgrounds.*

The School looks forward to continuing to work together with our colleagues, students, and communities to educate globally aware and responsible leaders of the future.

Kind regards



Professor Abul Shamsuddin

Dean & Head of School, Newcastle Business School

THE UNIVERSITY OF NEWCASTLE BY NUMBERS



**RANKED
197**

in the world¹



39,137

students from 121 countries
educated and supported
by 2,859 staff²



2,859

staff (full time equivalent)³



6,395

international enrolments⁴



155,000+

alumni based in
149 countries⁵



7,570

completions across
203 degree programs⁶



1ST

in the sector for Aboriginal and
Torres Strait Islander student
full-time equivalence⁷



9TH

in Australia for research
income (HERDC),
\$113 million in total⁸



TOP 50

Golden Age
University⁹



5-STAR

maximum rating for
social equity¹⁰



No. 1

university in Australia for
industry collaboration¹¹

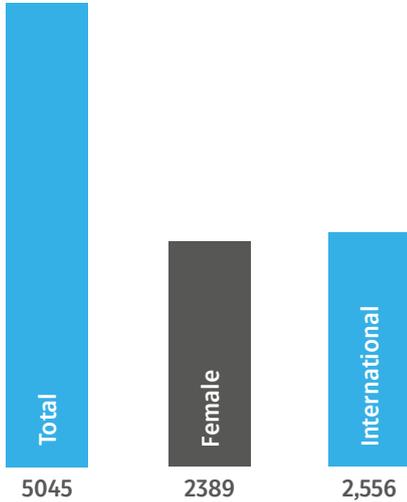


TOP 200

15 subjects ranked in the top 200
in the world¹²

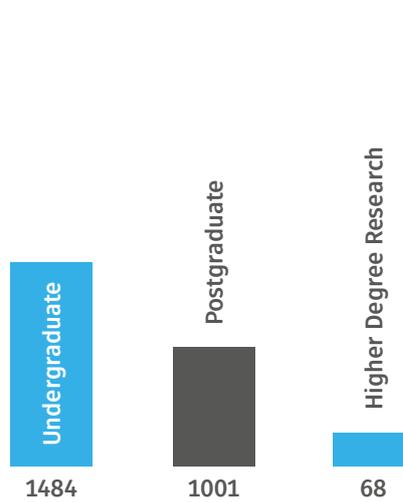
OVERVIEW OF THE NEWCASTLE BUSINESS SCHOOL

STUDENTS TOTAL – AVERAGE 2019/2020



Source: PowerBI Data

NUMBER OF STUDENTS BY PROGRAM LEVEL



Source: PowerBI Data

PROGRAMS OFFERED BY THE SCHOOL

The name of this major is Politics and International Relations in the program handbook.

UNDERGRADUATE

Majors for Bachelor of Business

- Entrepreneurship and Innovation
- Politics and International Relations
- Human Resource Management
- International Business
- Leadership and Management
- Marketing
- Tourism & Event Management

Majors for Bachelor of Commerce

- Accounting
- Economics
- Finance

POSTGRADUATE

- Graduate Certificates (7)
- Masters Degrees (9)
- Double Masters Packages (5)

HIGHER DEGREE RESEARCH

- PhD

TOP 150

in the world -
Business
Administration

TOP 200

in the world –
Management

TOP 150

in the world -
Hospitality and Tourism
Management

TOP 150

in the world -
Business and Economics



PRINCIPAL 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 MISSION

During 2020, Newcastle Business School revised our mission to ensure an explicit public commitment to ethics, responsibility and sustainability. The new Newcastle Business School Mission is *to advance responsible and impactful business knowledge*. To achieve our mission, we develop life ready graduates, and build global and local partnerships, through ethical and innovative practices.

DEVELOPING THE CAPABILITIES OF OUR STUDENTS

The School's mission ensures an ethical approach to business and management education through its curriculum and we seek to develop the capabilities of students to be future generators of sustainable values for business and society. The program learning outcomes for all programs offered by the School include an understanding of ethical, economic, regulatory and global perspectives (this is illustrated in such programs as Bachelor of Business, Bachelor of Commerce, Bachelor of Business Analytics), or learning and applying decision-making skills that incorporate ethical, social and global issues (embedded in the MBA and Global MBA programs). This is aligned with the University's strategic plan to ensure that its life-ready graduates have a deep cultural awareness and a commitment to social, ethical and sustainable practices.

The adoption of learning outcomes with regard to ERS is assessed in every program through the Assurance of Learning (AOL) process. Specifically, ERS are embedded within specific courses, both core and directed. Moreover, there are programs that are accredited by national accrediting bodies, which require embedding ethics in the curriculum. These programs are as follows.

- Master of Professional Accounting and Bachelor of Commerce, accredited by CPA Australia and Chartered Accountants Australia and New Zealand. The accrediting body requires specific mapping to illustrate where ethics is integrated into these programs.
- Australian Marketing Institute (AMI) has accredited the Master of Marketing and the Bachelor of Business (Marketing) at UON. AMI requires the School to demonstrate how graduates gain skills in social responsibility and how they evaluate relevant ethical and legal considerations for routine and evolving marketing tasks.
- The Australian Human Resource Institute requires detailed mapping for the Master of Human Resource Management and Bachelor of Business programs to demonstrate that graduates are 'Ethical and Credible Activists', as demonstrated in aspects of workplace ethics and integrity, and ethical decision-making.

In 2017-2018, the School sought to ensure that the learning objectives pertinent to responsible management were completely embedded into our AOL process and were being measured. In 2019, we can report that, as part of AOL, each program has a learning goal around "Global, Cultural and Ethical Awareness" and a schedule for its assessment as part of the program.

The following programs were assessed for AOL during 2019-2020:

- Master of Business Administration;
- Master of Applied Finance;
- Master of Human Resource Management;
- Master of International Business;
- Master of Marketing;
- Master of Professional Accounting.

Based on the data, we have the following results for the Global, Cultural, and Ethical Issues Learning Objective

- Master of Business Administration – 95% of students rated as Satisfactory and higher
- Master of Applied Finance – 79% of students rated as Satisfactory and higher
- Master of Human Resource Management – 95% of students rated as Satisfactory and higher
- Master of International Business – 94% of students rated as Satisfactory and higher
- Master of Marketing – 95% of students rated as Satisfactory and higher
- Master of Professional Accounting – 90% of students rated as Satisfactory and higher

We look forward to continuing to collect this valuable data and examining how we can continue to improve on these results.



NBS provides a range of courses that specifically integrate ERS-related themes into its Accounting and Finance, Business Analytics, Economics, Politics, Management, Marketing and Tourism programs at both undergraduate and postgraduate levels. Mapping at the School level reflects that, in 2019, 11 courses were flagged as having an alignment with at least one of the SDGs, and in 2021 this figure increased to 76. This mapping exercise was part of the School's strategy to further increase awareness of SDGs within the School and amongst the student population. As a result of the mapping exercise, the SDG logo was embedded onto the course outline to highlight the course's link to the relevant SDG(s). The ERS principles are now explicitly identified and designed in several NBS courses, which reflect and address relevant SDGs. Further detail can be found under Principle 3 in this report.

Beyond ensuring that the program and course learning outcomes are aligned with the ERS principles, these principles are also prominent when students engage in practice. BUSN3002 Industry Placement provides an opportunity for students enrolled in NBS programs to undertake workplace experience relevant to their study. Part of this course was amended in 2018 to include an emphasis on observation of ERS in the workplace. This is reflected in one of the learning outcomes of the course: 'Appreciate and apply professional behaviour and ethical practices'. As part of their assessments, students are required to submit a Career Development Portfolio in which they are expected to consider and reflect on how the ERS principles were evident (or lacking) at their host organisation and apply their knowledge, skills and competencies accordingly in a workplace environment.



IMPLEMENTATION OF PRME-RELATED ACTIVITIES

In 2017, the NBS appointed an academic lead for PRME and established a working group. This working group is comprised of Undergraduate, Postgraduate and Higher Degree Research students; academic staff from the NBS and external student representatives from the University of Newcastle (UON) United Nations Society. This committee is focused on driving the PRME agenda within the school and has primarily centred its activity around creating awareness of PRME amongst students and staff.

Despite substantial COVID-19 related disruption during 2020, significant progress has been made in relation to the commitments made in the 2017/2018 report.

- Progress has been made on the NBS PRME website and a general awareness campaign throughout the School.
- The School has undertaken more comprehensive mapping of the SDGs in curriculum and research output during 2019 and 2020. For example, for all courses that cover SDGs, the front page of the course outline incorporates the specific SDG logos.
- In 2019, the inaugural sustainability and responsibility staff award was presented. Unfortunately, due to COVID, there was no award ceremony in 2020.
- The School undertook a thorough revision and consultation process in 2020 regarding our mission, with the resulting new mission specifically mentioning ethics and responsibility (see below for the School's mission).
- The School's seminar series has given particular attention to PRME related topics in both 2019 and 2020 and the marketing of these seminars also incorporates the use of the SDG logos.

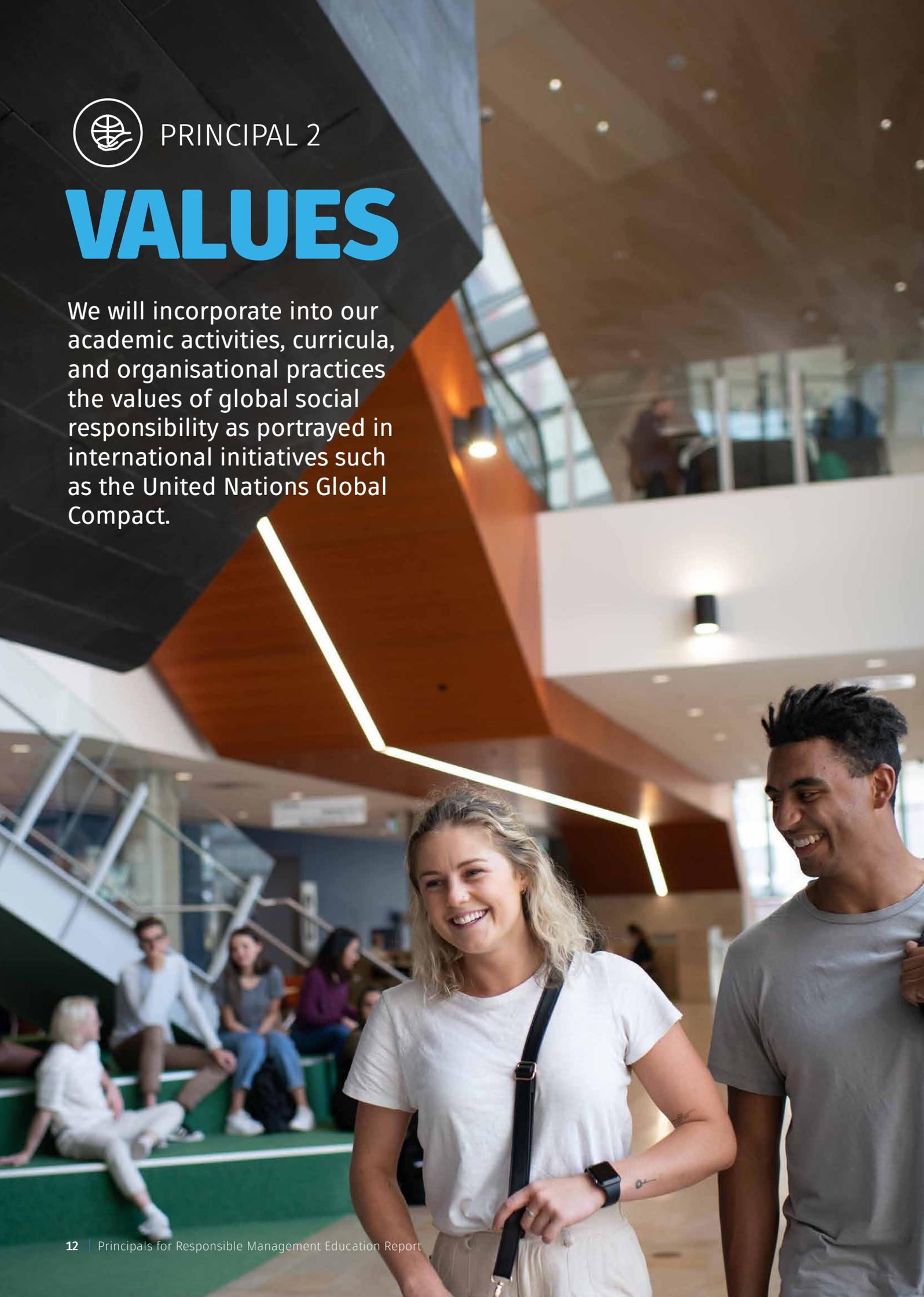
As part of the School's strategic plan, we are committed to supporting the development of Indigenous education in its curriculum. The University's Wollotuka Institute is ranked first in Australia for Indigenous enrolments; the Institute is committed to supporting students in their learning journey and leadership advancement, and is actively involved in community engagement, research and innovation, and Indigenous employment and development. The Bachelor of Global Indigenous Studies offered through the Wollotuka Institute has three majors (out of an available eight) offered by NBS, demonstrating the School's commitment to ERS in embedding Indigenous content in its curriculum. Students undertaking the Bachelor of Global Indigenous Studies have the opportunity to undertake a major in Entrepreneurship and Innovation, Politics and International Relations, and Human Resource Management offered by NBS. NBS is also represented by two academic members on the College's Indigenous Knowledge Pedagogy and Curriculum Working Party.



PRINCIPAL 2

VALUES

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



ORGANISATIONAL PRACTICES

UON stands as a global leader distinguished by a commitment to equity and excellence and to creating a better future for its regions through a focus on innovation and impact.

UON holds that universities are committed to the discovery and transmission of knowledge, wisdom, and learning for the betterment of society. We are committed to the Code of Conduct values of honesty, fairness, trust, accountability, and respect.

UON VALUES AS PER 2020-2025 STRATEGIC PLAN.

EXCELLENCE

We pursue the exceptional and strive for innovation in our teaching, research, and operating environment.

ENGAGEMENT

We are deeply connected to the challenges and opportunities in our regions and beyond.

EQUITY

We are committed to widening participation, promoting diversity and fairness, overcoming injustice, and increasing success for all.

SUSTAINABILITY – We are ethically minded and prioritise responsible management of our environment and financial resources.

ALIGNMENT WITH NATIONAL AND GLOBAL OBJECTIVES

United Nations Sustainable Development Goals



		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
INDIGENOUS HIGHER EDUCATION, INNOVATION AND ENGAGEMENT		●	○	●	●
ENGAGEMENT PRIORITIES	Better, Healthier Living		●	●	
	Next Generation Resources		○	○	
	Connected Communities	●		○	●
	Growing Industries		○	○	
LIFE-READY GRADUATES		○		●	●
ASIA PACIFIC FOCUS				○	●
REIMAGINING OUR CAMPUSES				●	●
INSPIRING PEOPLE		●		●	●
OUR VALUES	Excellence				●
	Equity	○			○
	Engagement	○			
	Sustainability		○		

The University of Newcastle is committed to aligning our strategic priorities to the United Nations Sustainable Development Goals (SDGs). We are proud to be home to Australia's only United Nations Institute for Training and Research (UNITAR) accredited International Training Centre for Authorities and Leaders (CIFAL) institute and the only University in Australia to fly the United Nations flag. We will benchmark our strategic activity against the 17 SDGs, providing a globally recognised framework to measure our impact. Our strategy is also inspired by the Alice Springs (Mparntwe) Education Declaration, which sets a vision for a world-class education system for all Australians that promotes equity and excellence, and creates successful lifelong learners who are active and informed members of the community. We will support the achievement of the Declaration's Goals and Commitments to Action through our University's activities.

	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
	○	○		●	○	●	●	●	○	○	○	●	
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		●	○			○	●	●	●		●		

● Strongly Aligned ○ Aligned

PHASING OF OUR STRATEGY

STRATEGIC PRIORITIES	INITIATIVE
ENGAGEMENT PRIORITIES	Living Lab model
	Multidisciplinary networks
	Engagement pathways
	Institutional alignment
LIFE-READY GRADUATES	Work Integrated Learning for all
	Graduate attributes
	Celebrating excellence
	Student-centred wellbeing
ASIA PACIFIC FOCUS	Asia Pacific partnerships
	Globally engaged education
	Empowered and connected
	Our Asia Pacific hubs: Sydney and Singapore
REIMAGINING OUR CAMPUSES	Reposition existing estate
	New partners, new uses
	Digital excellence
	Places to live, learn, work and play
	Campus accessibility
	Sustainable campuses
INSPIRING PEOPLE	A high-performing institution
	Building leadership and capability
	Outstanding talent
	A values-based culture
	Healthy and safe workplace
OUR INDIGENOUS COMMITMENT	Increased student participation and retention
	Preferred employer
	Leading Indigenous research
	Leading reconciliation across our communities

Our Strategic Plan is underpinned by this purpose and these values, and incorporates the following strategic priorities.

1. Indigenous higher education, innovation, and engagement.
2. Engagement priorities (Better, healthier living, Next generation resources, Connected communities, Growing industries).
3. Life ready graduates.
4. Asia-Pacific focus.
5. Reimagining our campuses.
6. Inspiring people.

EQUITY AND DIVERSITY

UON is acknowledged as a leader in providing opportunities for people from all walks of life. We are proud to create an environment that empowers our staff and students to reach their potential.

The University's Workforce Gender Equity Plan Progress to Equity outlines a suite of actions proposed (under the SAGE Athena SWAN action plan and more broadly) to address known gaps and other issues. The plan outlines the University's actions that underpin a shared commitment to:

- foster an inclusive and equitable organisational culture;
- embed accountability for leaders in gender equity;
- attract and retain more women in under-represented areas (STEMM);
- increase the number of women in senior and leadership positions;
- support women's careers through training, leadership, and development;
- close the gender pay gap;
- maintain a flexible workplace culture.

ATHENA SWAN BRONZE AWARD

UON is proud to be among the first 15 Australian research institutions to receive the Bronze Award under the Athena SWAN Charter.

The Athena Swan Bronze Award recognises a solid foundation for eliminating gender bias and developing an inclusive culture that values all staff. This includes:

- an assessment of gender equality in the institution, including quantitative (staff data) and qualitative (policies, practices, systems, and arrangements) evidence and identifying both challenges and opportunities;
- a four-year plan that builds on this assessment, information on activities that are already in place and what has been learned from these;
- the development of an organisational structure, including a self-assessment team, to carry proposed actions forward.

We have more than 80 actions in our four-year plan, such as the establishment of key leadership roles, including the inaugural Women in STEMM Chair and five new roles for Assistant Deans - Equity, Diversity, and Inclusiveness.

Other initiatives include the setting of KPIs for STEMM faculties where the greatest under-representation of women exists; ongoing funding for Women in Research Fellowships; and the engagement of leaders and staff through the promotion of the Gender Equality Leadership Pledge.



WORKPLACE GENDER EQUALITY ACT

In February 2020, UON received an Employer of Choice for Gender Equality accreditation, which the University has now held for 10 years. The WGEA Employer of Choice for Gender Equality citation is a leading practice recognition program that aims to encourage, recognise, and promote active commitment to achieving gender equality in Australian workplaces.



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

UON is proud to be a sector leader in Indigenous employment, education, and research. With a commitment to innovation and engagement we will continue to lead by advocating for improved opportunities for all Aboriginal Torres Strait and Islander people.

UON prioritises the embedding of Indigenous knowledge across the University to nurture an awareness of issues and a strong commitment to social justice.

The UON Maligagu Aboriginal and Torres Strait Islander Employment Strategy and Action Plan 2020-2025 focuses on attracting quality applications for academic and professional positions at all levels across the University. We provide an internal environment that promotes professional and personal growth for Indigenous staff and develop strong collaborations with relevant community organisations.

At UON, we want a diverse and inclusive workforce that represents our staff, students, and community and focuses on creating a workplace of respect and inclusiveness in a safe cultural environment that encourages career development and focuses on staff retention. The Employment Strategy and Action Plan reflects this commitment and is representative of the whole of University approach as a leader of Indigenous advancement.

This Strategy endeavours to attract, recruit, develop, and support our Indigenous academic and professional staff at all levels across our University to achieve career success, but to also grow our future Indigenous leaders.

Our staff will be empowered and developed as outstanding thought leaders in a high-performing institution guiding students on their journey to becoming life-ready graduates, local ambassadors, and global citizens.

We are committed to developing a culture that strives for continuous improvement in health, safety, and wellbeing that embodies strong leadership commitment, high levels of staff and student engagement, and is integrated into – not separate to – business decisions and processes.

The **Wollotuka Institute** is guided by the teachings of our Nguraki (elders/cultural mentors), whose wisdoms are respected and honoured. Our Nguraki and Community played a pivotal role in shaping and developing a locally defined set of Cultural Standards that reflect and embrace the cultural essence to which our goals are directed and to guide how we operate.

Wollotuka is committed to the advancement and leadership of Indigenous education at a local, national, and global level. It also continues to draw strength from culture, communities, and past journeys. Wollotuka consolidates all Indigenous activities of the University under one strategic and operational body.



WOMEN IN RESEARCH (WIR) FELLOWSHIPS

UON places great importance on championing diversity and gender equity in the workplace, across academia, and within research. With women representing 27% of senior academic positions in Australian Universities,* UON's Women in Research (WIR) Fellowships are designed to focus support on promising female academics whose career progression has been impacted. Through addressing barriers to progression for women, UON will support our outstanding academic talent to achieve their desired research outcomes.

Commencing in 2017, the WIR Fellowship attracts numerous highly-competitive applicants across a variety of fields and areas of research. Dr Bobae Choi from the NBS was one of the seven recipients of the UON Women in Research Fellowship for 2018 and Associate Professor Tamara Young from NBS was one of nine recipients in 2020.

The Scholarship provides funding for mentorship from senior academics, training, placement and travel opportunities, and networking events, as well as support for juggling family/career responsibilities.

**Universities HR Benchmarking Program 2017*

ACCESSABILITY

At UON, we want our staff to reach their full potential. This is why we have made it our priority to remove the structural, attitudinal, and environmental barriers that may stop a staff member with a disability from giving their best. We will achieve this through the Accessibility Action Plan 2015-2020.

UON works with WorkFocus Australia (a disability advisory service) to become more informed about the various types of disabilities and to develop tailored plans to recruit and retain people with a disability.

LGBTIQ

The ALLY Network is a key initiative aimed at creating a more inclusive culture at the University of Newcastle by promoting greater visibility and awareness of lesbian, gay, bisexual, transgender, intersex, and/or queer, + other diverse sexual orientations and gender identities (LGBTIQ+) staff and students and their related issues. The network offers professional development and training to staff and students who are prepared to advocate on behalf of members of UON's LGBTIQ+ community.



EXCELLENCE FOR EQUITY IN HIGHER EDUCATION

UON is proud of its reputation for being an institution, not only of excellence, but also that embraces equity. Through the Centre of Excellence for Equity in Higher Education (CEEHE), the University is committed to developing an agenda that brings equity practice and research together and, in doing so, provides a robust suite of multi-disciplinary research and practice to offer leadership in equity both nationally and internationally.



MULTICULTURALISM

At UON, we are committed to upholding the principles of multiculturalism. The University has a diverse student and staff population and is committed to ensuring an inclusive culture for people of all backgrounds, cultures, and religion. UON has a multicultural Action Plan (2015-2020) and has the following goals.

1. Recognise and acknowledge the diverse backgrounds, languages, experiences, and skills of students and staff; and celebrate the contribution and importance they bring to the wider community.
2. Demonstrate innovation and leadership in inclusive practices in widening participation, quality teaching, research, administration, management, and in enabling support programs to ensure people have equal access to the University regardless of culture, religious identity, or background.
3. Ensure meaningful engagement of students and staff from multicultural and diverse backgrounds in planning for improvement of the University as a global leader in higher education at all levels of planning.
4. Acknowledge the changing needs of people from diverse backgrounds, which require regular assessment and updating of resources, as well as the training and information that is available to students and staff on areas of diversity and culture.

Implement policies and practices that are inclusive, non-discriminatory, and anti-racist to ensure protection against ethnic, racial, and culture-based discriminations and their ability to express their specific needs and concerns.



Dr Tamara Young (back row, second from right) with fellow UON WIR fellowship recipients



PRINCIPAL 3

METHOD

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



OUR COURSES

UON and the NBS value the principles related to PRME, with the values of global corporate responsibility covered in a large number of courses on offer throughout the School as illustrated in the table below. The NBS has embedded the SDGs into the course outline that students receive at the commencement of their course.

NBS COURSES COVERING PRME RELATED THEMES

UNDERGRADUATE	POSTGRADUATE
ACFI1001 Accounting for Decision Makers	GSBS6001 Managing Under Uncertainty
ACFI1002 Accounting Practice	GSBS6003 Globalisation
ACFI1003 Introduction to Finance	GSBS6004 Organisational Behaviour and Design
ACFI2003 Management Accounting	GSBS6005 Marketing Management and Planning
ACFI2012 Accounting for Corporate	GSBS6006 Employment Relations in Globalised Economies
ACFI3000 Contemporary Accounting Issues	GSBS6007 Managing Human Resources in International Organisations
ACFI3001 Accounting Theory	GSBS6008 Global Business Management
ACFI3002 Issues in Fin Accounting	GSBS6009 Cross-Cultural Management
ACFI3004 Taxation	GSBS6013 Customer Decision Making and Behaviour
ACFI3005 Auditing & Assurance	GSBS6014 Digital Marketing
ACFI3007 Accounting and the Sustainability Ethos	GSBS6015 Services and Relationship Marketing Management
ACFI3070 Issues in Taxation	GSBS6040 Human Resource Management
BUSN1001 Globalisation and International Management	GSBS6041 Global Marketing Strategy and Planning
BUSN3001 Project in Business	GSBS6042 Employment Relations
BUSN3002 Industry Placement	GSBS6060 Strategic Management
BUSN3500 International Work Placement in Business	GSBS6100 Negotiation and Conflict Resolution
BUSN3600 International Study Experience	GSBS6143 Applied Portfolio Management
ECON1001 Microeconomics for Business Decisions	GSBS6145 International Financial Management
ECON1002 Macroeconomics in the Global Economy	GSBS6150 Individual Financial Planning
ECON2002 Intermediate Macroeconomics	GSBS6192 Strategic Human Resource Management
ECON3002 Economic Development	GSBR6201 Research Methods 1
ECON3003 Global Trade and Finance	GSBR6204 Research Proposal
ECON3004 Money & Banking	GSBS6420 Macroeconomic Analysis
ECON3006 Environmental Economics	GSBS6430 Issues in Developing Economies
ECON3008 International Macroeconomics	GSBS6481 International Business Strategy
IBUS1000 Managing International Business Risk	GSBS6484 Corporate Governance & Social Responsibility
IBUS2001 Cross-Cultural Management and Negotiations	GSBS6505 Marketing Research in Practice
IBUS2003 International Trade Logistics	GSBS6507 Professional Practice in Human Resource Management and Employment Relations
IBUS3000 International Business Strategy	GSBS6513 Project in Entrepreneurship and Innovation
IRHR1002 Dynamics of People and Work in Organisations	GSBS6514 Leadership in Contemporary Organisations
IRHR2010 Intro to Industrial Relations	PACC6001 Management Accounting
IRHR3000 Applied HRM & Employment Relations	PACC6002 Auditing and Assurance Services
IRHR3035 Managing Diversity	PACC6004 Financial Accounting 2

UNDERGRADUATE	POSTGRADUATE
IRHR3040 Negotiation and Advocacy	PACC6005 Financial Accounting 3
IRHR3510 Human Resource Development	PACC6006 Taxation Law
IRHR3540 Inter Human Resource Management	PACC6007 Economics
LEIS1000 Leisure Behaviour and Organisation	PACC6009 Business Law
LEIS2000 Sports Operations Management	PACC6010 Company Law
LEIS3000 Managing Events	
LEIS3001 Sports Leadership	
MKTG1001 Foundations of Marketing	
MKTG2010 Marketing Research	
MKTG2101 Consumer Behaviour	
MKTG3002 Digital and Social Media Marketing	
MKTG3004 Advertising and Marketing Communications Strategy	
MKTG3040 Services Marketing	
MKTG3060 International Marketing	
MNGT1001 Introduction to Management	
MNGT1002 Introduction to Entrepreneurship and Innovation	
MNGT2001 Business Strategy	
MNGT2002 Business Venturing	
MNGT2003 Entrepreneurial and Innovation Diversity	
MNGT2004 Managing Innovation	
MNGT2005 Leadership and Ethics	
MNGT2006 Decision Making under Uncertainty	
MNGT3002 Knowledge Management	
MNGT3006 Entrepreneurial Strategy	
MNGT3007 Social Entrepreneurship	
MNGT3008 Advanced Innovation Management	
MNGT3009 Business Development and Growth	
MNGT3011 Leading Organisational Change	
MNGT3012 Strategic Business Management	
OPSM2000 Supply Chain Management	
OPSM3001 Supply Chain Strategy	
POLI1010 Australian Politics and Government	
POLI1020 Introduction to Politics	
POLI2202 Global Terrorism: Politics and Problems	
POLI2203 International Political Economy and Global Development	
POLI3001 Organisations	
POLI3002 Power and the State	

UNDERGRADUATE	POSTGRADUATE
POLI3120 Challenging Political Discourses	
POLI3180 Politics, Policy & Government	
POLI3190 United States Politics and International Relations	
TOUR2001 Tourism and Cultural Heritage	
TOUR2002 Visitor Management	
TOUR2003 Global Tourism Management	
TOUR3000 Tourism and Environmental Management	
TOUR3001 Destination Development	
TOUR3003 Tourism Marketing	
TOUR3004 Specialised Sectors of the Tourism Industry	

The NBS continues to undertake comprehensive mapping of PRME related topics and the SDGs. Following embedding responsible management in our programs and promoting the values of global corporate responsibility within our courses, the next step is to embed SDGs into course learning objectives. This is planned for 2021 and onwards. There are, however, already a large number of courses that touch on PRME related topics (as outlined in Principle 2), of which the following courses have been identified as those with the greatest impact with reference to the SDGs.

ACFI3007 ACCOUNTING AND THE SUSTAINABILITY ETHOS

This Course takes an interdisciplinary approach in introducing third-year Bachelor of Commerce students to ways of facilitating societal learning about sustainable development in the face of increasing environmental degradation and climate change impacts. Students will tease out theoretical constructs that should inform any process of measuring attributes of sustainable performance and will critically evaluate the usefulness of this information to enable society to embark on a journey of engaging with the sustainability ethos in a responsible manner.

13 CLIMATE ACTION



ECON1001 MICROECONOMICS FOR BUSINESS DECISIONS

The microeconomic principles covered in this course apply to both the individual and the firm, as students are introduced to economic analysis and its applications in topics such as: Consumer Choice, Competition, International Trade and Finance, Market Forces, Market Failures, Public Policy, and Poverty and Welfare.

The course also addresses contemporary public policy issues such as pollution, resource depletion, provision of public goods and services, rental controls, minimum wages, and taxes and subsidies. The course develops the students' ability to critically analyse economic events at the local, national, and international scale.

8 DECENT WORK AND ECONOMIC GROWTH



IRHR2010 INTRODUCTION TO INDUSTRIAL RELATIONS

The effective management of complex employment relationships is a critical function in contemporary organisations. The course introduces industrial relations delineating its essential concepts. In so doing, it considers the historical dimensions of work and the employment relationship, and the origins and the development of industrial relations up to the present time. Particular detailed attention is given to the present-day structures and characteristics of employee representation, management, and employers' associations. This is complemented by an examination of the role of the state, and how recent systemic changes affect state regulation and the workplace. The problem-based learning structure allows students to develop their inquiry and communication skills.



IRHR3035 MANAGING DIVERSITY

Management of diversity impacts both organisational performance and environment. This course aims to introduce students to a range of theoretical and applied approaches from various disciplines, so students can analyse workforce diversity in modern organisations and then design, evaluate, and implement strategies to manage workforce diversity. Federal and state interventions that address labour market inequality and issues of gender, culture, disability, age, and work/life balance etc, especially in Australia, are analysed. How diversity is managed at an organisational level is the principal focus of the course. The social, legal, and equity issues relevant to managing diversity in enterprises from both a national and international perspective are also addressed.



TOUR3001 DESTINATION DEVELOPMENT

This course examines tourism planning as both a process and as a set of techniques for sustainable tourism development. Tourism is a dynamic industry sector that is heavily influenced by political forces and their policies. Public policy determines the manner in which the tourism industry exists within communities and operates in the marketplace as it guides industry practice, tourism planning, and development. To develop sustainable patterns within the tourism sector requires knowledge of the processes of policy development, stakeholder involvement, questions of implementation, and the consequences thereof. In this course, students evaluate public and private sector roles relating to the nature of tourism development in specific settings, and its parameters and constraints. Students study the physical environment of strategic planning, and the social, cultural, and political contexts of tourism planning and policy making. This course is designed to develop both professional knowledge and skills in tourism policy-making processes, strategic tourism planning, and the evaluation of tourism plans and policies from local, national, and international industry perspectives.



GSBS6100 NEGOTIATION AND CONFLICT RESOLUTION

Using a workplace and organisational perspective, this course analyses the nature of conflict and how it is "resolved" from a variety of theoretical and applied perspectives. Students learn to describe and apply a range of conflict resolution methods including mediation, negotiation, and advocacy. The course is practically oriented so that students develop conflict resolution skills particularly through group-based formal negotiations within the general context of business organisations and the specific context of employment relations law and practice. Adopting a problem-based learning approach, the course emphasises the importance of students' communication skills as an essential attribute in effective conflict resolution.



GSBS6430 ISSUES IN DEVELOPING ECONOMIES

Many developing countries continue to be blighted by poverty, land degradation, and other serious problems. How should the international community respond or can governments in developing economies address their own problems? These issues have become increasingly important in a global environment characterised by increasing interconnectedness of people and places. Widespread global changes have made the understanding of these issues more challenging but even more critical. This interdisciplinary course critically examines the major problems facing developing countries.



GSBS6411 INTRODUCTION TO CO-OPERATIVE MANAGEMENT AND ORGANISATION

This introductory course provides students with a theoretical and practical framework for understanding the origins, principles, and values, and the strengths and weaknesses of the co-operative business model. It seeks to explain how this business model is positioned in relation to the market, social, and sharing economies. It explores different types of co-operatives based on different models of ownership and considers how and why these types have emerged and continue to evolve to provide solutions to a range of social, economic, and environmental problems in Australia and internationally. This course examines contemporary challenges with co-operative law, capital-raising, governance, and management and seeks to identify barriers to co-operative growth and development.



GSBS6484 CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

Corporate Governance and Social Responsibility examines how corporations respond to ethical dilemmas whilst taking stock of the needs of their various stakeholders and the expectations of national governments. This requires an understanding of the social responsibilities of business in a global environment. The roles of government regulation and community collaboration, as they impact on businesses operating across cultures, are also explored and current reforms of corporate governance are analysed. The course utilises industry experts to provide a “real world” perspective on governance challenges facing organisations today. For example, in 2019, a panel of four industry experts addressed a GSBS6484 class. Below is the panel from the 2019 course offering.



POLI2203 INTERNATIONAL POLITICAL ECONOMY AND GLOBAL DEVELOPMENT

This course introduces students to the study of international political economy (IPE) and global development. It examines the reciprocal, interactive relationship between politics and economics or between states and markets in the contemporary international system. It does this through learning about four key perspectives in IPE – neo-classical, institutional, feminist, and marxist – in relation to five key debates in global – local (glocal) development. These include global hunger and food sovereignty, poverty and gender, inequality and the state, precarity and post-work utopias, and ecological crisis and climate change. The use of different theories to explore these debates will help students to describe, explain, and suggest solutions to these glocal issues and challenges.



STUDENT MOBILITY OPPORTUNITIES AS PART OF THE CURRICULUM

In line with the School’s mission to ensure that its graduates are life-ready, the NBS is committed to internationalising its curriculum and providing mobility opportunities (outbound and inbound study abroad) for its students. Most domestic students enrolled with the NBS are from the Newcastle/ Hunter region, but to ensure that domestic students have greater cross-cultural awareness and international experience, the School has developed international work integrated learning and international immersion courses: BUSN3500 International Work Placement in Business and BUSN3600 International Study Experience. These courses permit students to partake in international experiences and gain credit towards their degree. Every year, increasing numbers of students undertake these courses (see Table). In 2019, students had the opportunity to visit the US, China, France, Malaysia, Singapore, India, Fiji, Malawi, Vietnam Korea, the UK, and Japan.

Enrolments in International Immersion Courses 2017–2020

YEAR	2017	2018	2019	2020
Enrolments in international immersion courses	25	71	91	N/A, due to COVID-19

Part of the international focus of the undergraduate program involves enabling students to participate in outbound and inbound study abroad programs. For example, as part of the 2017–2019 China Connect Internship, 21 students from the School undertook three-month international internships in Accounting, Human Resource Management, Marketing and Finance with organisations such as Sino Gas & Energy Holdings, Envision Energy and Rizhao Port.

MALAYSIA INTERNATIONAL STUDY EXPERIENCE

In July 2019, a group of 15 undergraduate students undertook a two-week “industry-focused” study tour in Malaysia. They visited a range of tertiary education providers, a manufacturing site, international financial service providers, international banking institutions, the Malaysian Institute of Accountants, the Australian High Commission in Malaysia, and a number of cultural venues.

The tour was led by NBS’s Dr Marcus Rodriqs and provided students with “real life” case studies of sustainable industry and infrastructure and responsible consumption and production and an opportunity to directly engage with industry around SDGs.



FIJI INTERNATIONAL WORK PLACEMENT

Supported by the 2019 New Colombo Plan Mobility Program, 24 students from the NBS engaged in a 2-week education abroad program to create a commercial endeavour in Fiji. Using an entrepreneurial toolbox, the group stayed in the chiefly village of Serua village (on the Coral Coast) to develop a village homestay business that would appeal to future Australian university staff and students interested in a cultural education program in Fiji.

The final product covers health and safety, educational opportunities, risk assessment, academic preparations, and fiscal management for the homestay and was created to provide a source of revenue for the local village. On the final evening of the program, the students presented their business venture as a commercial prototype for empowering local women in villages throughout Fiji.

This course combines community service with academic instruction, focusing on addressing gender inequality within the villages within Fiji.



MBA STUDENTS AT BURGUNDY BUSINESS SCHOOL, DIJON

In January 2019, three MBA students from the NBS with an interest in Entrepreneurship spent a 5-day period at the Burgundy Business School's Dijon Campus.

Our MBA students joined around 35 other participants from the US, Canada, Europe, and South East Asia. Learning took place in small consultancy-style groups and involved a range of deeply immersive exercises, brainstorming activities, and consultancy-style discussions and allowed students to practice real world business skills such as consultancy.



INDUSTRY VISIT TO WESTS GROUP

In 2019, Mr Lee Smith, Group Manager People and Culture at Wests Group Australia, hosted Professor Mark Bray and 14 students. The visit commenced focused on Human Resources and the operations of the West Group and provided an opportunity for students to engage directly with industry around innovative and sustainable HR practices of organistaions.



SILICON VALLEY MBA TOUR

In February 2020, a small group of NBS MBA students visited start-up companies, interrogated venture capitalists, pitched ideas, and mingled with their peers and professors from two world class universities – Stanford University and University of California, Berkeley.

The group visited the key corporate headquarters of some of the most innovative and exciting companies in this area – like Facebook, Google, and Apple – as well as silicon chip and device architecture company ARM and the co-working hub Nextspace in beautiful Santa Cruz, plus an unscheduled visit to venture capital pitches by emerging start-up companies at the UC Berkeley annual “SkyDeck” demo day. Learning was further enhanced by lectures from professors at both Stanford and UC Berkeley on social innovation, growing (and failing) in business, Artificial Intelligence, marketing, and humanising and (importantly) funding your idea. Students were able to learn more about the SDG Industry, Innovation, and Infrastructure and apply practical examples to scholarly concepts.



INNOVATION X CHANGE WITH UNIVERSITY OF RENO NEVADA

In January 2020, seven NBS students visited the US, focusing on the SDG Industry, Innovation, and Infrastructure. The group visited Apple Park, Singularity University Head Quarters, Googleplex

Tesla, Dragonfly Energy, and Walt Disney Imagineering and spoke with founders, managers, and specialists. Students had the opportunity to directly engage with industry around SDGs.



SUPPORTING FEMALE STUDENTS

The WiMBA initiative aims to redress gender inequity by offering scholarships to female students in partnership with leading organisations. WiMBA provides the leadership skills and strategic perspective to move female employees into senior management and executive positions. The NBS is proud to support aspirational and high-achieving women via the Women in MBA (WiMBA) scholarship. Organisations that partner with the WiMBA Scholarship program show their commitment in addressing gender diversity in leadership, help grow the female talent pipeline, and foster positive economic growth for the Newcastle region. An MBA has a significant impact on career pathways and is particularly beneficial in driving middle-managers towards executive roles. The scholarship is also available to female students undertaking an Executive MBA.

The WiMBA Scholarship is designed to promote the advancement of women who are ready to take their place among Australia's senior corporate community.



EMPOWER NETWORK

The EMPOWER Network thrives on the shared values and mutual beliefs of women who want to make a difference. The Network is designed to help women in the process of becoming stronger and more confident in their ability to manage their own career.

EMPOWER provides a three-way connection between university students, industry professionals, and high school students through a combination of face to face and online experiences and interactions. These connections are designed to inspire and inform young women about the study and career opportunities available in business, commerce, entrepreneurship, and law, informing decisions regarding their work futures.

EMPOWER aims to:

- give women the confidence and strength to navigate and manage their own career development;
- create new networks and provide access to role models and influential peers;
- develop networking, leadership, and business communication skills;
- expand workplace knowledge;
- provide real-world experiences that students can apply to their studies and their personal career choices.





PRINCIPAL 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



A number of researchers from the NBS are making contributions in areas that connect with the PRME principles and the SDGs. Several clusters of academics are endeavouring to advance knowledge associated with the SDGs via research concerning climate change action, good health and wellbeing, gender equality, the eradication of poverty, and sustainable cities and communities.

In 2019, the School made a formal commitment at the inaugural Global Responsible Research Summit to focus on business and management research that will contribute to economically, socially, and environmentally sustainable societies. This is also now reflected in the School's new mission, which emphasises the advancement of responsible knowledge and the building of local partnerships through ethical practices.

The NBS strives to make a difference by addressing some of the great challenges society is facing both regionally and globally. The School has a strong team of researchers dedicated to tackling issues such as the management of climate change, disaster relief, Indigenous participation, barriers to equitable health care, and improving workplace relationships. As demonstrated in the Table, 25% of the journal articles published by School staff in 2020 were in the area of ERS (Ethics, Responsibility, and Sustainability). This figure has been increasing since 2016, which shows the positive trajectory of the School in addressing ERS-associated societal problems. This is further supported by the thesis topics of the School's PhD students. Data on the 2020 cohort of Higher Degree Research (HDR) students indicate that, of the topics students are investigating, 39% are connected to ERS.

YEAR	PERCENTAGE OF JOURNAL ARTICLES IN AREA OF ERS
2016	18%
2017	24%
2018	23%
2019	22%
2020	25%

RESEARCH CLUSTERS AND PROJECTS

NBS has research projects advancing ERS principles, as well as a research cluster dedicated to sustainability "System Change for a Sustainable Future". The School also has four research clusters:

- Sustainable and responsible futures
- Health policy and health services management;
- Digitalisation in Business and Society
- Workforce Resilience

SUSTAINABLE AND RESPONSIBLE FUTURES

NBS's Sustainability Cluster is a broad network of scholars researching some of the key challenges facing society today. Represented by a collective of researchers working collaboratively across the areas of sustainability, business, and the environment, the Cluster is based on ERS principles and contributes to moving society and business towards a sustainable future. Within the Cluster, a range of researchers from professors to PhD students work side-by-side to share skills and expertise. This involves employing both quantitative and qualitative methods to address topics such as:

- sustainable economic development;
- social innovation and entrepreneurship;
- the politics of climate change;
- climate adaptation in business and industry;
- corporate social responsibility (CSR);
- carbon markets and accounting;
- the social and psychological impacts of environmental change.

The goal of the Cluster is to encourage new ways of considering sustainability in both the public arena and academia. Industry, governments, and communities have a shared responsibility to respond to the key challenges of maintaining a liveable planet while alleviating economic and other social inequalities. By engaging on a range of topics from the environment to health and housing, the Cluster brings a unique perspective to the NBS to focus on possibilities for business and industry to contribute to alleviating these crucial issues. By working together, the Cluster seeks to influence the public sphere to consider new and innovative ways of improving the health of the planet and the economy. The Cluster's research has been published in distinguished journals such as Nature and the Academy of Management Journal. Future research in this area is supported by two current Australian research Council (ARC) Discovery Project grants: one on East Asia's clean energy shift (enablers, obstacles, outcomes, and lessons), and the other on a low carbon transition in the Australian energy sector.

In October 2020, a Zoom symposium was attended by 40 NBS members, who shared their research and knowledge. The symposium, "Sustainability in Uncertain Times", was an opportunity for members of the School to develop their ideas at a time when many colleagues were isolated from their usual networks as a result of the pandemic; unsurprisingly, the pandemic itself figured largely in many participants' research. Topics included new perspectives in CSR, questioning the different meanings of sustainability, and the search for a sustainable health policy, with

presentations from faculty, from HDR candidates to professorial level. Discussion was focused on the need for the “new normal” of global pandemic life to help discover possibilities for new ways of working and living sustainably.

An illustrative example of research within the Cluster is the Lake Macquarie “Hotspot” project. This is a case study of the barriers to, and successes of, climate adaptation in Australia. The research of NBS’s Professor Daniel Nyberg and his teams is aimed at understanding how the various concerns of climate change impact, and are played out between, residents, politicians, local government, and business leaders. In a region at the forefront of negotiating the challenges of adapting to climate change, the case study offers a unique opportunity to understand some of the key dynamics and concerns that arise. Lake Macquarie City Council (LMCC) has been recognised as a leader in climate change adaptation, yet the current research suggests that progress towards this has been slow and difficult. The project has had both academic and social impact. Members of the project team visited LMCC to feed back their key findings in assisting the Council to adapt to climate change. The project findings have also been published in the international top-tier journal *Global Environmental Change*.

Central to the Cluster is Associate Professor Hao Tan, whose research is within the area of energy policy and innovation, with a particular focus on energy transitions in China and Australia. This is an important and mutually beneficial research area led by UON, with national and international collaborations. With a team of researchers in China led by Associate Professor Hui Hu from Wuhan University, Associate Professor Tan recently won a grant of RMB 475 000 (AUD 99 358) from the National Natural Science Foundation of China. The grant will support the research project “Multi-level Supply Chain Optimization Management from the Perspective of Green Shale Gas Production and Consumption”. It will establish a better and greener strategy for the shale gas supply chain system, based on a life-cycle analysis and a multi-objective and multi-level non-cooperative decision optimisation framework. Based on his research in the area, Associate Professor Tan recently engaged in the energy policy debate in Australia by publishing two opinion pieces with co-authors from the University of New South Wales and Macquarie University. One article, titled “Want an Economic Tonic, Mr Morrison? Use That Stimulus Money to Turbocharge Renewables” (2020), was published in *The Conversation*; the other was published in ANU’s *East Asia Forum* and is titled “Australia’s Dangerous Dirty Hydrogen Plans” (2020). These articles have attracted wide attention and have been retweeted by people such as the former Prime Minister of Australia Malcolm Turnbull.

Hao Tan has also recently published a piece in the Responsible Research in Business and Management (RRBM) network, titled “Towards Responsible Research in Business and Management: A Transition Perspective” (<https://rrbm.network/towards-responsible-research-in-business-and-management-a-transition-perspective-hao-tan/>). In this piece, Associate Professor Tan argues that business schools around the world and their stakeholders form a social-technical system and their transitions towards RRBM can be informed by “transition research”, as a source of inspiration, ideas, and analytic tools. RRBM is a network and community initiated by a number of leading management scholars, which now includes over 1000 members, including 85 co-signers, almost 900 endorsers, over 55 institutional partners, and six pioneer schools.

Dr Sonia Vilches-Montero from the NBS has been undertaking water conservation research as a partnership with Hunter Water. Sustainable water consumption is an important consideration for ongoing sustainability. The project focused on understanding the water consumption habits of consumers in the Hunter Valley along with the factors that may facilitate consumers to reduce their water consumption. The project was executed from April 2019 to December 2020, with a total cash contribution of AUD164 000 from Hunter Water.

Dr Sidsel Grimstad from the NBS is among researchers from a cross-disciplinary, multi-university team undertaking research, which has received an ARC Linkage grant worth over AUD590 000, to investigate the benefits of housing cooperatives in Australia. The project has established an international advisory group of housing cooperative academics from Europe. In partnership with the Australian Cooperative Housing Alliance, the project is capturing an evidence base of what works in cooperative housing to provide a rationale for the growth of socially beneficial housing in Australia. The uptake of housing cooperative models overseas, where member residents own shares in a building rather than real estate itself, has improved housing affordability and quality, offered security, built community and reduced social isolation, and improved employment and education outcomes.



HEALTH POLICY AND HEALTH SERVICES MANAGEMENT

The NBS Advancing and Translating Health Policy and Practice Cluster is a network of scholars, working in multi-disciplinary partnerships to research how health and mental health contributes to moving society and business towards a sustainable future.

An example of this research is the National Health and Medical Research Council (NHMRC) grant received by Associate Professor Jamie Carlson and Dr Jessica Wyllie, in partnership with Beyond Blue. Beyondblue is an Australian independent non-profit organisation working to address issues associated with depression, suicide, anxiety disorders, and other related mental disorders.

The group was awarded AUD196 973 to conduct a three-year program. The research integrates technology (via the online eCLIPSE tool) into the management of mental health and alcohol/other drug use for the community and practitioners. Dr Wyllie and Associate Professor Carlson have led the development and implementation of the digital marketing communications and online user engagement component of the online eCLIPSE tool.

A further example of the work NBS is conducting in health research is the success of Professor Francesco Paolucci, in both NHRMC and ARC grant funding. Professor Paolucci, with other researchers from UON, Hunter Medical Research Institute (HMRI), and Hunter New England Health was awarded AUD734 163 in 2020, through an NHMRC Partnership project to improve antenatal care to prevent excess weight gain. Despite guidelines recommending routine weighing and weight gain care being provided by antenatal services, 50-70% of women gain weight outside recommended levels during pregnancy. Weight gain outside recommended levels during pregnancy contributes to a range of adverse outcomes for the mother and child, including gestational diabetes, pre-eclampsia, preterm birth, and obesity.

Professor Paolucci was also part of a successful ARC Discovery project, led by The University of Queensland's Professor Luke Connelly. The team were awarded AUD249 993 in 2020 to examine the early effects of two recent initiatives by the Australian Government to improve children's dental health by providing funds to cover essential dental services for children from disadvantaged families. We know that even in countries such as Australia, where there are systems to provide widespread access to health care services, considerable differences exist in the health of children from poorer and richer households. We also know that poor oral health can cause other types of ill health (including cardiovascular disease). Finding ways to improve the oral health of children, especially relatively disadvantaged children, may help to narrow this health gap and, in turn, help to prevent health-income poverty traps. This project will use advanced econometric techniques and panel datasets to explore the factors affecting eligible children's

access to benefits from these initiatives and identify the causal impacts of these changed health care financing arrangements on children's consumption of dental services, indicators of oral health and general health, and other indicators of cognitive and non-cognitive development. This project is expected to contribute to the development of effective policies for promoting health and wellbeing.

Associate Professor Brendan Boyle (the NBS) received a certificate of Impact from Human Resource Management USA (A* Journal ABDC & FT Top 50) for his work on multi-disciplinary healthcare teams. There is increasing advocacy for these in healthcare policy because of their capacity to develop innovative solutions to seemingly intractable service challenges. The paper is the outcome of an established research-track of the Health Services Research and Innovation Centre, investigating innovation in healthcare teams and is now among the top 10% most downloaded papers in 2018-2019 in Human Resource Management. Human Resource Management journal is ranked 11th on the Financial Times list of the top, and most impactful, 50 journals across Business, Management, Economics & Finance.



DIGITALISATION IN BUSINESS AND SOCIETY CLUSTER

The research of Professor Shah Miah, Associate Professor Jamie Carlson and Dr Jessica Wyllie from the NBS is integral in this cluster.

Professor Shah Miah, Head of the Business Analytics, Economics and Politics Discipline has researched on smart city planning and management from a social media analytics perspective. Insights drawn from this study have implications for sustainable city design and responses to climate change. His work is published in Journal of the Association for Information Science and Technology (Q1 Journal 2021). Drawing on technology, organisation and environment (TOE) perspective, Professor Shah has also investigated the effects of smart logistics on smart city sustainable dimensions (i.e. environmental, social and economic). His findings are published in the International Journal of Logistics Management (Q1 Journal 2021). In his article in Health Information Science and Systems (Q1 Journal 2021), Professor Miah has introduced a novel framework for identifying the potential of online diabetes communities' practices and outcomes to empower people living with diabetes

In 2020, in collaboration with colleagues from the School of Medicine, they were awarded AUD196 973 by the NHMRC in a Partnership Project Grant with Beyond Blue, an independent

non-profit organisation for mental health awareness. This research integrates technology via the e-Health portal “eCLiPSE” website into the management of mental health and alcohol/other drug use for users in the community and clinical practitioners in four local health districts in New South Wales (NSW). Associate Professor Jamie Carlson and Dr Jessica Wyllie lead the direct-to-consumer strategy, which focuses on website optimisation, digital marketing communications, and online user engagement components of the project to help drive awareness and uptake of the eCLiPSE digital programs with users in the community. This program has resulted in positive growth of new site visitors, average time spent by users on the website, and significant increase in new registrations to the suite of programs. As Associate Professor Jamie Carlson commented “Our work focuses on helping to create awareness and engagement by users in the community with these important e-Health tools in order to expand their provision and accessibility when people require these services, and in turn, mitigate the increase in mental health and alcohol/other drug use illnesses. This is of particular concern arising from the COVID impact where the need to scale-up and lessen the dependence of users visiting a physical health provider has forced greater importance on engaging users with e-Health solutions to improve the capacity for care.” The positive work has since led the team to secure a NSW Health Grant valued at AUD459 065 awarded in February 2021 to respond to the COVID-19 pandemic and rapid deployment of the eCLiPSE digital programs across all local health districts in the NSW community.



WORKFORCE RESILIENCE CLUSTER

The research of Associate Professor Brendan Boyle from the NBS is integral in this cluster. In 2020, Brendan received AUD100 000 of industry funding to examine resilience and wellbeing at work.

In 2019, Associate Professor Boyle visited Tianjin Normal University, China to present a report on strategic change in Chinese firms and foreign multinational enterprises operating in Tianjin. The report is part of a multi-project international collaboration between researchers at Newcastle, Tianjin, Macquarie, and Liverpool Universities. This component of the collaboration is a report translating research findings into recommendations for government stakeholders in China. Government stakeholders in Tianjin, will be provided with recommendations on policy and firm performance, based on the researchers’ insights into a variety of strategic change activities, including firms’ acquisition of know-how, evolving competitive strategies, employment relations, and talent management.

In his remarks to the meeting of university and government stakeholder Associate Professor Boyle commented “we are delighted to be able to conduct research that matters to national and international stakeholders. While it’s important for academics to publish papers in scholarly journals, it’s vital that publicly funded research is, in turn, translated for, and shared with, public stakeholders. As an international university, Newcastle is committed to contributing to research throughout the Asia-Pacific region”.

As part of the International Collaborative Research (IRC) Grant between Aston Business School and the NBS, Associate Professor Ashish Malik, Head of the Management Discipline, and Professor Pawan Budhwar, Dean Aston Business School, with colleagues at both Business Schools have researched the impact of new and disruptive significant technologies and ecosystem of platforms using artificial intelligence (AI) applications on the functional domain of human resource management. AI and other related technologies are changing the nature of work, workers, and the workplace. Earlier in 2020, Associate Professor Ashish also co-led a conference with Professor Julia Connell on the theme of Future of Work at IIT-New Delhi, which was well attended by experts from academia and practitioners from large domestic and multinational corporations. Findings from the IRC grant point to the positive effects of AI applications on business efficiency outcomes and elevating talents’ overall employment experience: “A careful design and implementation of HRM- and business-focused AI applications in a firm’s ecosystem is required. By co-creating, high quality AI applications of good service quality attributes, a positive impact on employees’ satisfaction with their jobs as well as build employee commitment is possible, as is the potential to minimise their intention to quit.” Ashish further adds, “If the disruptive technological change is not managed effectively, it can lead to high levels of anxiety among workers, thereby affecting the resilience and wellbeing of the workforce, and consequently their performance will be adversely affected.”



RESEARCH SEMINARS

The NBS has an active research seminar series. In marketing the seminars, the School displays the SDGs to which the seminar is connected. Some of the seminars connected with the SDGs in 2019 and 2020 are highlighted below.

Lin Liao SUFE China, Audit Firms' Corporate Social Responsibility Activities and Auditor Reputation



Sajal Dey (PhD student), Do Corporate Climate Change Disclosures Effect Firm-Level Investment Efficiency: Cross-Country



Vien Chu, NPO Web-based Accountability: How Can We Know If NPOs Are Doing Good Things?



Jessica Wyllie, Advancing Food Wellbeing in Poverty



Frank Agbola, Morris Altman, and Md Reiazul Haque, Tournament Incentives, Executives' Gender, and Firm Performance



Heidi Wechtler and Susanne Sandberg (Linnaeus University, Sweden), Overqualification Among Migrants: A Social Judgment Theory Perspective and Refugee Entrepreneurship: Taking A Social Network View on Immigrants with Refugee Backgrounds Starting Transnational Businesses in Sweden



Tom Chen, Mine, Yours or Ours: Psychological Ownership in the Co-creation of Wellbeing in Healthcare



Elsa Licumba, Bronwyn McDonald, Ybiskay Gonzalez, Andrew Nadolny, and Sara C. Motta, Equity Pedagogies in the Teaching of Economics and Politics: Temporalities, Care and Belonging



Brittney Cooper, Rutgers University, The Interruption of Everything: Toward A Black Feminist Theory of Time



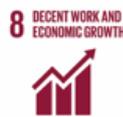
Dr Vien Chu, Success in Micro-enterprise Development: Sustainable Models Versus Sustainable Outcomes



Laura Luo, The Value Relevance of Corporate Carbon Abatement Initiatives: A Comparative Analysis of the US, the UK and Australia



Jonathan Sale, The Comparative Evolution of Worker Protection Regulation in Southeast Asia: A Quantitative Approach



Jialong Li, Corporate Governance, CSR Contracting and Subsequent Dividend Policy: International Evidence



Karen Tian, Approach to Effect Mechanism of Ethical Leadership on Nurse Work Performance



Vanessa Bowden, Truth and Power in Coastal Climate Change Adaptation



Asit Bhattacharyya, Do Modes of Delivery Influence Postgraduate Students' Performances?



Sudipta Bose, Do Climate Change Disclosures Influence Analyst Coverage and Information Quality: International Evidence



Sara Motta, Decolonising and Feminising Sovereignty: Tri-cultural Praxis from Southwest Colombia



Bobae Choi, Corporate Social Responsibility and Debt Maturity: Australian Evidence.



SOME CURRENT THESIS TOPICS - HIGHER DEGREE RESEARCH (HDR) STUDENTS

NBS has a vibrant HDR culture, with many students engaging in topics related to the SDGs. Below we outline a selection of topics on which our students commencing in 2019 and 2020 are currently working.

Factors Influencing the Progression of Female Leadership and Innovation in the Saudi Higher Education Sector



Examining Holistic Customer Experiences in Social Media Platforms and Its Effects on Consumer Behaviour: An Application in the Public Health Sector



The Impact of Training on the Quality of Health Services in Hospitals



Carbon Lock-out: Advancing Community Renewable Energy in Australia



Examining Factors Affecting Customer Engagement Behaviour in Social Commerce



Managing Health Care Teams



Justifying Action on Climate Change: A Qualitative Analysis of Australian Climate Movement Organisations Post Paris Agreement 2015



Do Corporate Climate Change Disclosures Affect Information Asymmetry and Investment Efficiency? An International Study



The Mental Health of Small Business Owners in Australia – What Impacts their Mental Wellbeing and Access to Support?



Carbon Risk and Accounting Conservatism



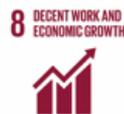
Career Progression of Women Academics Science and Engineering Disciplines



Investigating the Socio-cultural Influences on Governance in Aboriginal Co-operative Enterprises



Do Institutional Arrangements Provide an Insight Toward the Conduct of Fiscal and Monetary Policy?



Euthanasia and Suicide – A Behavioural Economics Approach into the Analysis of Socioeconomic Factors Driving Euthanasia/Suicide Trends in Religious and Non-religious Nations



A Framework for Applying Collaborative Research Principles in Environmental Health Risk Assessment and Communication



New Directions on the Wombat Trail: Katter’s Australian Party, “Rural Populism” and Australian Political Thought



Exploring the Adjustment Challenges of Global Health Care Expatriates: Chinese Nurses in Australia



Empowering Women in Managerial Positions in Saudi Arabia in the Context of Saudi Vision 2030



To What Extent are Hybrid Healthcare Systems Converging? Economic Analysis of the Implications of Hybridity on Health, Wellbeing and Performance



Innovation and Entrepreneurial Activities in Start-up Companies



Peer Power: Identifying and investigating the Mechanisms Influencing Peer-to-Peer Philanthropic Donation Behaviour and the Role that the Charity's Brand and Reputation Plays in the Context of Charitable Challenge Initiatives.



Investigating Abnormal Financial Discounting Behaviour as a Way to Identify Potential Suicide



Price Competition and Optimal Risk-adjustment in Health Insurance Markets



Iranian Foreign Policy Responses to the Key United States Foreign Policy Initiatives – September 2001 to December 2001



Context Aware Unified Health Institutional Knowledge Services: An Information System



Valuing Renewable Energy



Influential Factors and Outcomes of Responsible Leadership: A Case Study of Vietgap Agro-Food Companies in Vietnam



Managing People and Business Model Innovation in Social Enterprise: A Case Study of Ghana Healthcare Sector.



Architecture to Improve Clinicians Research in Evidence-based Practice





PRINCIPAL 5

PARTNERSHIP

We will interact with managers of business and community organisations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.



IMPLEMENTING THE NEW URBAN AGENDA – ABORIGINAL TOURISM

Newcastle City Council and two students from the NBS have been working on delivering a transformative project that supports local Aboriginal communities. As part of an Industry Placement Course during Semester 1, 2019, the students worked with council to develop an initial business case to support an Aboriginal Tourism Connector for Newcastle.

The aim of the Tourism Connector is to support development and inclusion of Aboriginal tourism in Newcastle. The program aims to create employment, education, and skills development opportunities and to contribute to economic self-sufficiency for local Aboriginal people. It also aims to create a sustainable enterprise that has the potential to be a best practice model.

This project is being developed as part of the UN Global Compact Cities Program. This program supports partnership formation between local governments, the private sector, civil society organisations, and academia, enabling project development and financing of high impact projects to achieve the SDGs and the New Urban Agenda (NUA).



Miromaa Language Centre in Hamilton: Shahzaib Bukhari International Student, Amber Stewart from Newcastle City Council, Laura Watt Student

FINANCIAL LITERACY PROGRAM FOR STUDENTS AND THE COMMUNITY

The NBS and Greater Bank established a 5-year partnership in 2018 to build financial literacy in the community. With our combined strengths in education, banking, community engagement, and regional focus, the partnership between Greater Bank and the NBS provides community education programs and experiential facilities that support informed financial decision making when it comes to managing money.

The partnership is set to deliver its pilot Fundamentals of Financial Literacy Program to more than 500 high school students across the Hunter. In 2019 the program was delivered to 1040 students across 17 schools and in 2020 the program was delivered to 824 students across 18 schools. During 2020, in particular, the program was constrained by COVID-19 and the program was delivered into schools both face to face, when possible, and via videoconference.

In addition, the partnership has delivered an online program for primary school students through the Children’s University in 2019 and 2020 and has conducted tours for schools through the Greater Bank Finance Lab in the School’s building NUspace.

A financial literacy program for the community has also been developed and conducted as part of the partnership, with workshops being conducted at a Seniors Festival held by Port Stephens Council and workshops for University of Newcastle students. A podcast related to financial literacy topics has also been developed as part of the partnership by university students, for university students.

The partnership is also conducting research into financial literacy in the community. Planning and ethics approval for the research was obtained in 2019/2020, with the research currently conducted and the report provided in 2021.



WATER CONSERVATION PARTNERSHIP

Dr Sonia Vilches-Montero has been studying water conservation behaviours in the Hunter Region. This Water Conservation Research Agreement is being undertaken as a partnership with Hunter Water. Sustainable water consumption is an important consideration for ongoing sustainability. The project seeks to understand the water consumption habits of consumers in the Hunter Valley, along with the factors that may facilitate consumers to reduce their water consumption. The project ran from April 2019 to December 2020, with a total cash contribution of AUD164 000 from Hunter Water. .



THE BEEHIVE PROJECT – LOCATION FOR ENOVA'S SHARED COMMUNITY BATTERY

Associate Professor Hao Tan, Dr Sidsel Grimstad, and HDR student Arsalan Muhammed, from the NBS, have been involved in a pilot project in 2020: a micro-grid with a shared community battery, implemented by ENOVA, a community led renewable energy provider. The university academics have been recruited by ENOVA to undertake the role of knowledge gathering and dissemination about lessons learned from the project to the community, industry, and academia and will start next year. Arsalan will be using the project as a case in his PhD.

In December 2020, the ENOVA renewable energy retailer announced that the NSW Government funded Shared Community Battery project will be located in Kurri Kurri in Cessnock Council. The two year "Beehive" pilot project seeks to connect 500 households (with or without solar panels) to a micro-grid and a shared container sized community battery. The project will further develop software seeking to optimise peer-to-peer energy trading between participants and the battery as well as sale of excess energy to the main grid. The NSW Environment Minister Matt Kean commended the project as an innovative first of its kind providing regional renewable energy solutions.



FOOD CO-OPERATIVE

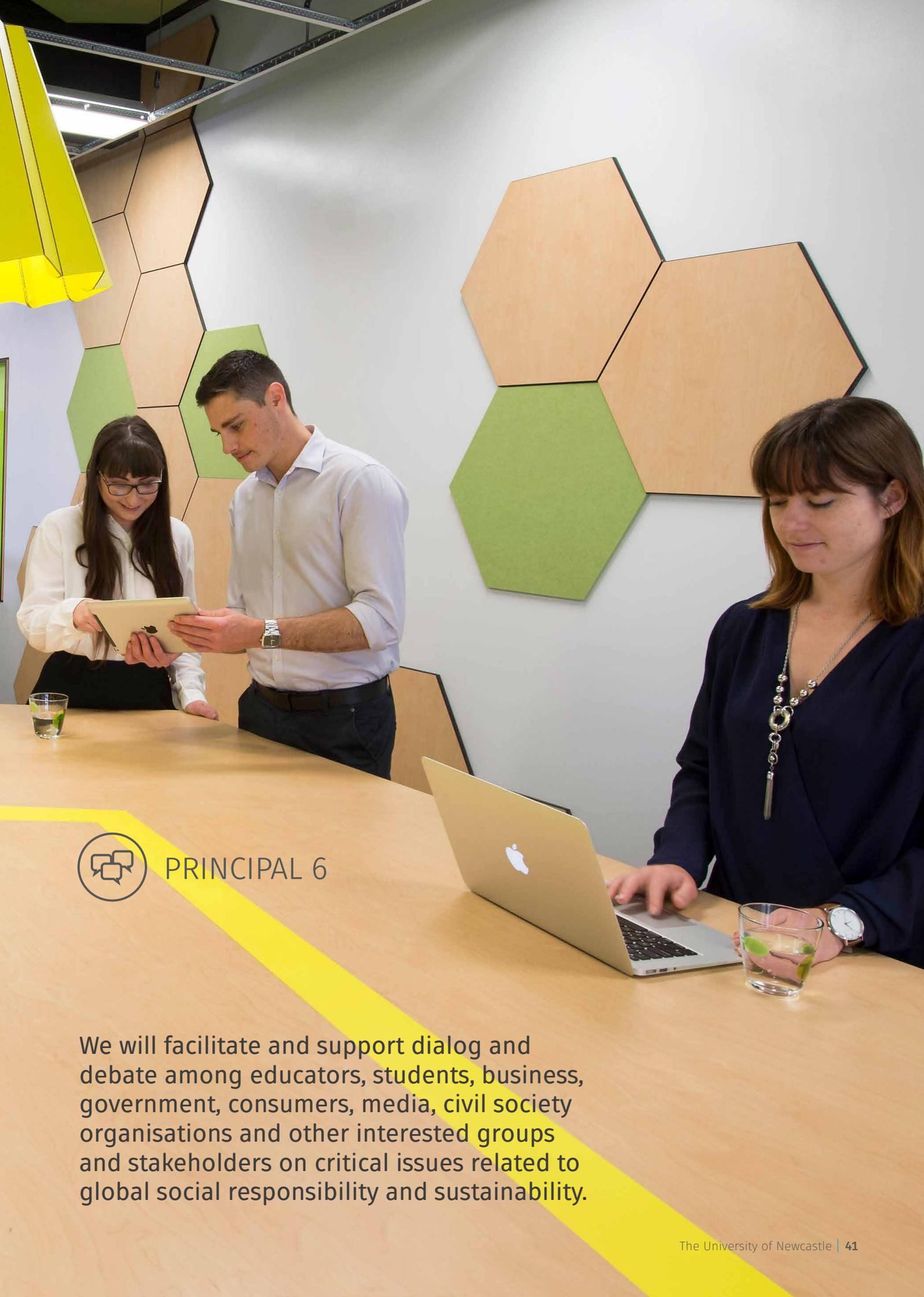
In 2019 Dr Sidsel Grimstad was appointed as a board member to the Advisory Board of the Food Next Door Co-operative (FND), located in Mildura, Victoria. FND matches under-utilised farmland with landless farmers to support small-scale regenerative farming, growing of diverse crops and engaging people from diverse backgrounds to supply food to local households. The FND offers an innovative model for supporting refugee settlement and integration in community.



HOMETOWN HOLIDAY – A NEWCASTLE BUSINESS SCHOOL AND CITY OF NEWCASTLE PARTNERSHIP

The Hometown Holiday campaign, which launched in 2020, was designed to encourage spending in, and visits to, the Newcastle CBD area by giving locals the opportunity to win a \$500 voucher to spend at participating businesses. The Hometown Holiday Campaign aimed to raise awareness of, and encourage locals to engage with, tourism businesses that are on our doorstep.





PRINCIPAL 6

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.

RESEARCH PRESENTATIONS AND CONFERENCES

INTERNATIONAL CONFERENCE ON ADMINISTRATION SCIENCE PROFESSOR JULIA CONNELL

Professor Julia Connell (above left of image) was recently an invited Guest Speaker for **ICAS 2019 – The First International Conference on Administration Science** held on 30 April 2019 in Bandung, Indonesia. The theme of the conference was Opportunities and Challenges of Government for Innovation and Partnership Based on the Sustainable Development Goals and the title of Julia’s presentation was “Local government and the SDGs:

Change makers and collaborators”.

Approximately 160 people registered for the conference from a range of countries including Indonesia, India, and Singapore. As noted by the conference organisers, the SDGs consist of three main dimensions of development:

1. environment;
2. social; and
3. economy.

Therefore, holistic policies and synergistic program implementation are important because the three aspects are closely interrelated. This means that, in achieving the above targets, innovative efforts are needed as well as partnerships between governments and civil society. This includes academics from various disciplinary backgrounds due to the complexity of the problems faced in achieving targets.

17 PARTNERSHIPS FOR THE GOALS



INTERNATIONAL WORKSHOP ON ECONOMIC DEVELOPMENT DR RICHARD OLORUNTOBA

In 2019 Dr Richard Oloruntoba was invited to be a workshop discussant and panel member at a seminar organised by the Government of Okinawa (Okinawa Prefecture) and Okinawa Trade Association on “Exploring the possibility of economic development in Okinawa in relation to Asia” as part of the 10th International Conference on Logistics & Transport. Okinawa Trade Association is an umbrella association of manufacturers, shipping companies, importers, exporters, and other business firms in the Japanese island of Okinawa who are searching for logistics strategies to better integrate with and seize business opportunities in the growing economies of China and the region.

9 INDUSTRY INNOVATION AND INFRASTRUCTURE



AUSTRALIAN HUMAN RESOURCES INSTITUTE MEETING PROFESSOR JULIA CONNELL

Professor Julia Connell (UON) made a presentation to the CEO and Managing Director of the Australian Human Resources Institute (AHRI) along with AHRI industry representatives in February 2019. The topic was “How prepared are HR professionals for the 4th industrial revolution?”. The researchers partnered with AHRI in 2018 to conduct focus groups and a national survey with the presentation featuring the research results. This relates to SDG 8, Decent work and economic growth.

8 DECENT WORK AND ECONOMIC GROWTH



FIRST EVER INTERNATIONAL CO-OPERATIVE ALLIANCE RESEARCH CONFERENCE IN AUSTRALIA PROFESSOR MORRIS ALTMAN & DR SIDSEL GRIMSTAD

In December 2019, the NBS hosted the 14th ICA CCR Asia-Pacific Research conference. Organised by Professor Morris Altman, Dr Sidsel Grimstad, and Ann Apps, the theme for the conference was: Co-operation among co-operatives and mutuals in the Asia-Pacific region – Working together to achieve a flourishing and sustainable future. Researchers from the Asia Pacific region, as well as Europe and North America, attended this Australia-first event.



ABC TV INTERVIEW PROFESSOR DANIEL NYBERG

Daniel Nyberg studies how corporations respond to climate change and he says a fundamental reshaping of finances is already occurring within many corporations as they prepare for imminent effects. Daniel was recently interviewed by ABC TV on this topic: <https://www.msn.com/en-au/video/sport/reshaping-of-finances-in-response-to-climate-change/vp-BBYXZ12> Reshaping of Finances in Response to Climate Change.



TOURISM ACADEMIC HOSTS THE DIRECTOR OF THE UNITED NATIONS GLOBAL COMPACT CITIES PROGRAM ASSOCIATE PROFESSOR TAMARA YOUNG

In March 2020, the second Newcastle Indigenous Tourism Taskforce meeting was held at NUSpace. Tamara Young, from the NBS, along with colleagues from the City of Newcastle and the Guraki Committee, welcomed Michael Nolan, Director of the UN Global Compact Cities Program, as guest speaker. Michael discussed the City Partnerships Program reporting that the Newcastle Indigenous Tourism Taskforce project represented one of the five Australian city programs selected for the City Partnerships Program, and the only project with an Indigenous Tourism focus.

Our project is a collaborative urban project, aimed at capacity building and sustainability, and informed by the Global Sustainable Development Goals.



HEALTH RESEARCH IN HUMANITARIAN CONTEXTS CASE STUDY DR RICHARD OLORUNTOBA

Dr Richard Oloruntoba and a small team of Australian and international collaborators have been invited to contribute a case example of health research in humanitarian contexts to a forthcoming joint collection of leading public health journals, *Conflict and Health* and *BMC Public Health*.

Richard's proposal was amongst only 24 selected for inclusion after a year-long global call for case examples from health, medical, and humanitarian researcher communities, as well as a rigorous peer review and competitive selection process. The full collection when published will include teaching and learning cases covering a broad range of humanitarian crises, geographic locations, and health areas.

The joint collection of case examples is collaborative initiative of the Centre for Global Health Studies at the Fogarty International Center and the National Institutes for Health in Bethesda, Maryland, US. The National Institutes for Health is an agency of the U.S Government Department of Health & Human Services.



HEALTH DIALOGUE PROFESSOR FRANCESCO PAOLUCCI

The Actuaries Institute is the sole professional body for actuaries in Australia. The Institute provides expert commentary on public policy issues where there is uncertainty of future financial outcomes. Actuaries have a reputation for a high level of technical financial expertise and integrity. They apply their risk management expertise to allocate capital efficiently, identify and mitigate emerging risks, and to help maintain system integrity across multiple segments of the financial and other sectors.

The Dialogue is a series of papers written by actuaries and published by the Actuaries Institute. The papers aim to stimulate discussion on important, emerging issues. In October 2019, Professor Francesco Paolucci published "Private health and health care financing – Learning from the world" in *The Dialogue* with the Actuaries Institute. The paper covers some of the challenges of the Australian healthcare system and how it compares with other systems that provide interesting insights worth considering to enhance affordable access to care and coverage while maintaining high standards of quality and efficiency.



FINANCIAL INCLUSION OF INDONESIAN WOMEN PROFESSOR MORRIS ALTMAN AND CHRISTIAN O'CONNOR

A delegation of 25 financial regulators from Indonesia, as well as representatives from Monash Business School and The Australian-Indonesia Centre, visited UON in September 2019. The short course participants are bench-marking Australia's experiences with the financial inclusion of women. Presenters on the day included Professor Morris Altman (UON) discussing how financial institutions have a direct bearing on social inclusion and Christian O'Connor (Regional Development Australia) outlining financial planning in Australia and its role in financial inclusion and capability for women.



SMALLER & SMARTER CITIES INTERNATIONAL SYMPOSIUM OCTOBER 2019 DR SIDSEL GRIMSTAD

The Smaller & Smarter Cities: International Symposium 2019 at NUSpace addressed the opportunities and challenges facing businesses, government, residents, and investors in major, non-capital cities. The NBS offered complimentary registrations for a number of academic staff and HDR students to attend.

THIS FORUM REVEALED LEADING STRATEGIES TO DELIVER SUSTAINABLE AND INCLUSIVE, SOCIAL, AND ECONOMIC DEVELOPMENT IN THE WORLD'S SMALLER CITIES.



SUSTAINABLE DEVELOPMENT GOALS (SDGS) FOR BUSINESS ADAPTATION DR SIDSEL GRIMSTAD

Dr Sidsel Grimstad was invited to give a talk titled: "Alternative models of housing – An Australian Dream? Co-operative & co-housing and the SDGs". This was part of a course on "SDGs for Business Adaptation" developed specifically for ethical investor company Lighthouse Infrastructure Ltd to understand how investments in the social and affordable housing and renewable energy sectors are linked with achieving the SDGs. The course was designed and organised by UN CIFAL and the School of Architecture



BUILDING RESILIENCE: CO-OPERATIVE GAME PLAN IN CRISIS TIME DR SIDSEL GRIMSTAD

Dr Sidsel Grimstad was the keynote speaker at the webinar organised by the Malaysian Institute for Co-operative Training and Education in 2020. Sidsel spoke on the topic, "Building resilience: Co-operative game plan in crisis time". The webinar included co-operative responses and solutions to the COVID-19 pandemic in the area of tourism, manufacturing, and banking. More than 300 attendants were present.

The Malaysian co-operative sector is one of the strongest in Asia with more than 12,000 co-operatives and over 7.5 million co-op members. The webinar was opened by the President of the Malaysian Co-operative Peak Body ANGKASA. ANGKASA has been given a substantial role by government to implement a new co-operative policy focused on innovation and resilience.



CO-OPERATIVES AS INTERMEDIARIES FOR ECO- INNOVATION AND SUSTAINABLE DEVELOPMENT GOALS DR SIDSEL GRIMSTAD

Dr Sidsel Grimstad was invited by the International Co-operative Alliance (ICA) to talk about "Co-operatives as intermediaries for eco-innovation and sustainable development goals in 2020". This is a part of the globally launched Co-op Academy series, jointly funded by the ICA and the European Union's project Coops4Development, seeking to promote co-operative knowledge and education worldwide.

While the real-time interactive session was capped at 150 participants (selected for maximum global, gender, and age diversity) the sessions were recorded and openly accessible. The co-operative movement comprises more than 300,000 co-operatives and more than 1,3 billion members.



EDITORIAL BOARD APPOINTMENT FOR *CIRCULAR ECONOMY AND SUSTAINABILITY* ASSOCIATE PROFESSOR HAO TAN

Associate Professor Hao Tan was appointed as Editorial Board member of the Springer journal *Circular Economy and Sustainability* in 2020. The journal brings a new approach to its two key concepts, that is, circular economy and sustainability, considering the three primary areas of engineering, economy and management, and society. The main goal of the journal is to investigate the relations, interactions, and synergies between these areas.



ENGAGING WITH AUSTRALIA'S ENERGY POLICY DEBATE ASSOCIATE PROFESSOR HAO TAN

During 2020, Associate Professor Hao Tan engaged with the energy policy debate in Australia by publishing two opinion pieces. One article, titled "Want an economic tonic, Mr Morrison? Use that stimulus money to turbocharge renewables", was published on 1 May in *The Conversation* and another was published on 14 May in ANU's *East Asia Forum* titled "Australia's dangerous dirty hydrogen plans". These articles have attracted widespread attention, and have been retweeted by people such as the former PM Malcolm Turnbull.



NBS ACADEMICS RECOGNISED FOR IMPACTFUL HEALTHCARE MANAGEMENT RESEARCH IN *FINANCIAL TIMES* TOP 50 JOURNAL ASSOCIATE PROFESSOR BRENDAN BOYLE

Associate Professor Brendan Boyle (the NBS) received a certificate of Impact from *Human Resource Management* USA (A* Journal ABDC & FT Top 50) for his work on multi-disciplinary healthcare teams. There is increasing advocacy for these in healthcare policy because of their capacity to develop innovative solutions to seemingly intractable service challenges. The paper is the outcome of an established research-track of the Health Services Research and Innovation Centre, investigating innovation in healthcare teams and is now among the top 10% most downloaded papers in 2018-2019 in *Human Resource Management*. *Human Resource Management* journal is ranked 11th on the Financial Times list of the top, and most impactful, 50 journals across Business, Management, Economics & Finance.



NBS ACADEMIC VICE PRESIDENT OF AUSTRALIAN CRITICAL RACE AND WHITENESS STUDIES ASSOCIATION ASSOCIATE PROFESSOR SARA C. MOTTA

Sara C. Motta was elected as Vice-President of The Australian Critical Race and Whiteness Studies Association (ACRAWSA) <https://acrawsa.org.au>. ACRAWSA is an independent, incorporated, professional association for scholars researching in the inter-disciplinary field of critical race and whiteness studies. The goal of the Association is to provide a network for established scholars, early career researchers, and students, both Indigenous and non-Indigenous, and to provide opportunities to develop the field. Sara will be working with a group of Indigenous and non-Indigenous scholars to foreground Indigenous Sovereignty and nurture an agenda of Trans-Indigeneity across Australian academia and beyond.





PRINCIPAL 7

ORGANISATIONAL PRACTICES

We understand that our own organisational practices should serve as examples of the values and attitudes we convey to our students.

UON ENVIRONMENTAL SUSTAINABILITY PLAN 2019-2025

The UON Environmental Sustainability Plan (ESP) 2019-2025 is guided by the SDGs and outlines leading sustainability initiatives that are scalable and result in real change across a broad range of priority action areas. The ESP is a roadmap for sustainable operations and sets bold targets in areas including:

- energy and carbon;
- water;
- waste and recycling;
- biodiversity and landscaping;
- sustainable design;
- sustainable transport;
- investments;
- procurement.

The Environmental Sustainability Plan 2019-2025 is UON's plan to operate in a sector-leading, environmentally sustainable way.

Recent Initiatives

The following are examples of UON's environmental sustainability impacts as reported in the University's 2019 Annual Report:

- 5076 coffee cups collected through the Simply Cups recycling program;
- 6128 energy efficient LEDs installed across all campuses;
- 1000 passengers on average using the daily campus shuttle bus.



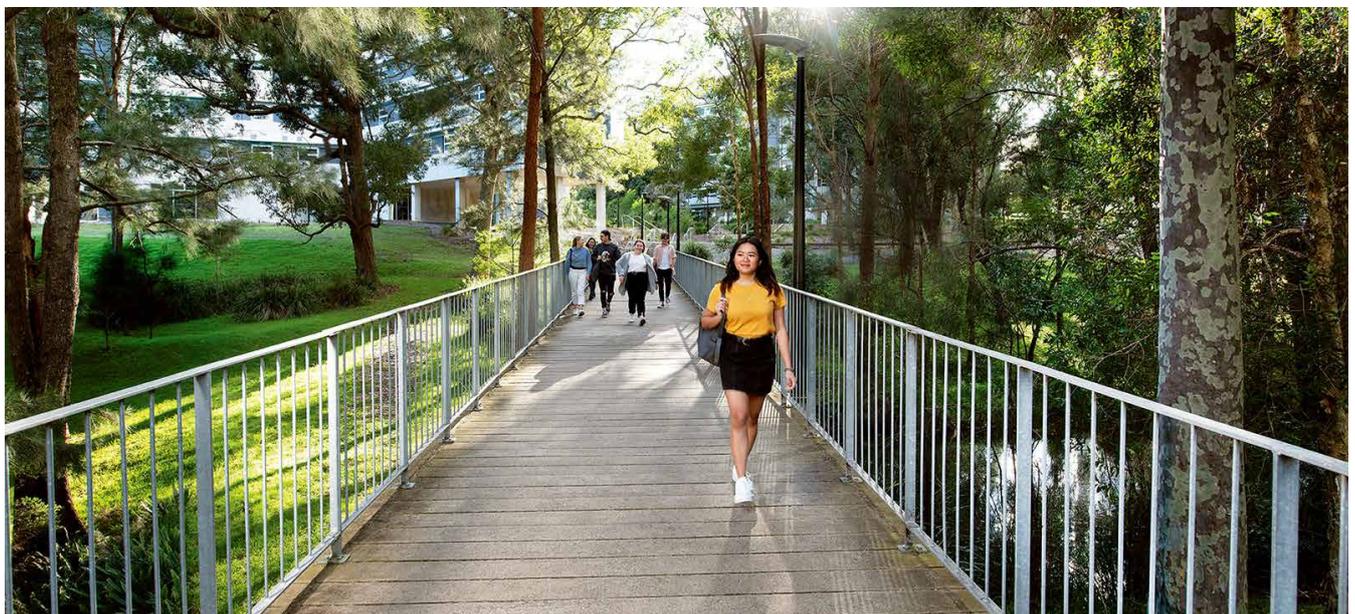
RED ENERGY

UON was the first university in Australia to sign up to Red Energy's new 100% renewable product. Its contract commenced 1 January 2019, with 100% renewable electricity provided from 1 January 2020, once Red Energy has finished building its solar, wind, and hydro capacity.

Vice-Chancellor and President, Professor Alex Zelinsky AO, commented: "Social and environmental responsibility is at the very core of our operations. Our students, staff and community told us they want us to demonstrate our commitment to environmental sustainability in a tangible way, so we are extremely pleased to partner with Red Energy to use 100% renewable electricity ... In addition to making a positive environmental impact, the new contract delivers costs savings that will enable us to continue investing in strategic initiatives. This is about us using our buying power for good".

The Red Energy partnership complements the University's ongoing solar panel project, which has seen 278 solar panels installed at its Ourimbah campus, and a commitment to installing a further 7,000 solar panels across Ourimbah and Callaghan – one of the largest Photovoltaic (PV) solar installations in the sector. Combined, these installations could power around 500 typical households.

The 100% renewable electricity contract with Red Energy will be in effect across the University's Newcastle City, Callaghan, and Central Coast campuses.



SUSTAINABLE TRANSPORTATION

The UON's sustainable transport program includes a range of initiatives to influence the travel behaviour of staff and students and reduce reliance on private motor vehicles and car parking.

Liftango, a ride share app, is available to students and staff. The free app matches riders with driver with smart algorithms to make ride sharing easier. The app supports the user the pick-up and drop-off process with the additional flexibility of the user choosing rides based on the day and times that suit them best.

Other sustainable transport program initiatives include the following.

- A carpooling program was launched at Callaghan in 2013, with 39 dedicated carpooling spaces allocated for use by staff and students. Using the online carpooling scheme and sharing rides to work, the program has extended to the Ourimbah campus.
- There are a number of bike hubs located on UON campuses each with bike racks, lockers, showers, and toilets. The success of these hubs has been a catalyst for additional cyclist infrastructure and cycling initiatives through the University, such as refurbished bike sales, cycle route mapping, cycle skills training days, and cycling safety awareness. There is a dedicated bike hub in the City Precinct with secure undercover storage for 217 bikes.
- A free shuttle bus service operates for staff and students between Callaghan and New Space.



NBS INITIATIVES

Year 11 Business Plan Challenge

The Year 11 Business Plan Challenge has been a key external engagement project in the NBS for over 15 years and has grown from 35 submissions in its inaugural year to over 545 participating students submitting over 385 business plans from across NSW in 2019. UON views this competition as an important tool to encourage students from both the private and public school sectors, to explore the interesting opportunities that await them in the business world. It is specifically designed to foster creativity and influence the student's mindset that business goals are attainable regardless of age.

The competition is also structured to encourage inclusiveness of all students including those from diverse ethnic and low socioeconomic backgrounds. In 2019, in line with the school's commitment to PRME, students were also asked to consider ethical and/or sustainability issues in their submissions.

The various elements the students are asked to address in these plans align very closely with the current curriculum and many schools use the Business Plan Challenge as part of their yearly assessment for the subject Business Studies. A Business Plan template link is provided to assist students with direction for their entries and to provide an equal competitive base on which to build.

Unfortunately, the Business Plan Challenge could not be held in 2020 due to the COVID-19 risk related to travel. Pictured above are the winning team from St George Girl's High School, Kogarah – the 2019 competition winners.



THE UNIVERSITY OF NEWCASTLE DELHI YOUNG ENTREPRENEUR CHALLENGE 2019/2020

The inaugural 2019/2020 University of Newcastle (UON) Delhi Young Entrepreneur Challenge grand final was held on Sunday 19 January 2020 at Siri Fort Auditorium, Delhi. The judging panel members were Delhi entrepreneur Sunil Tadepalli and NBS representatives Dr Asit Battacharyya and Associate Professor Ashish Malik.

Year 11 students from 30 prominent Delhi high schools were invited to develop a business plan for the delivery of an innovative product or service to the Indian market. Each school forwarded their best plans for appraisal with the top five selected to present before a panel of judges and audience in the Delhi grand final. Each team had 15 minutes to convince the panel of judges that their plan was the winning business idea worthy of claiming the “big cheque”.

The 2019/2020 finalist winner was the team from Manav Rachna International Gurgaon with their submission Rent-O-Skin. The team Jay Gupta, Aniket Ghosh, Angad Khurna, and Dhananjay Gary received AUD7500 cash and a 50% UON tuition scholarship for each team member.



STUDENTS LIAISE WITH INDUSTRY

During 2019 and 2020, the NBS Marketing Discipline has run a number of events for marketing students to liaise and learn from local marketing professionals. Topics of discussion included “Top Five Skills you need as a Marketing Grad”, and “Recruitment considerations for jobs in marketing”. These events focus on SDG 17 Partnerships.

The School has also joined with Careers to host a recruitment event with Price Waterhouse Coopers called “Coffee or Tea with PwC”. Students took advantage of the opportunity to speak directly to past students about the many different employment programs available with PwC. This event also relates to SDG 17 Partnerships.



NBS REPRESENTED AT FIRST GLOBAL RESPONSIBLE RESEARCH SUMMIT

The Faculty of Business and Law’s PVC, Tony Travaglione, attended the First Global Responsible Research Summit. This invitation-only event saw representatives from 63 of the top business schools in the world meet in Rotterdam to chart a new path toward Vision 2030 when business and management research will truly be the inspiration for business practices that contribute to economically, socially, and environmentally sustainable societies.

The delegates (senior scholars, deans, journal editors, and association leaders) committed to a series of “I WILL” statements that will see a shift of research focus towards addressing the grand challenges of the 21st century.



SOFT PLASTIC RECYCLING

The NBS requested availability of a soft plastics recycling program in NUSpace. This plastic will be processed and remodelled into new benches providing added outdoor seating across campus.

Soft plastics have very low rates of recycling and are a significant contributor to landfill volumes.

Soft plastics are those that can be scrunched in your hand, and include items such as CLEAN plastic bags, postage bags, chip packets, and bubble wrap.



INTERNATIONAL WOMEN’S DAY GREAT DEBATE

In 2020, NBS was one of the sponsors for the International Women’s Day great debate in Sydney.



INTERNATIONAL WOMEN'S DAY WITH THE EQUAL FUTURES PROJECT

With over 500 attendees, the International Women's Day Breakfast run by the Equal Futures Project was a sold-out event. The Equal Futures Project is a group of Hunter based business leaders who are committed to diversity and achieving a more equitable and inclusive society.

Members of the NBS, as well as members of the EMPOWER network and WiMBA network, were supported to attend the event. Attendees were inspired by the life story and achievements of keynote speaker Professor Kerry Phelps.



STUDENT SOCIETY GREEN WEEK STALL

The NBS teamed up with BusCom student society in 2020 to run a green week stall handing out green goodies and information on how BusCom connects students with industry. The most popular goodies were the reusable mesh shopping bags that replace plastic fruit and veggie bags. Students also walked away with basil seeds to start their own gardens, reusable water bottles, and information about new pathways to employment and graduate programs. Even our stallholders learned a thing or two about planting practices.

Visitors to the stall were keen to get green, cutting down on their personal water, electricity, and plastic use. We were encouraged by the shift in people's attitudes and the knowledge that these students today will be our leaders tomorrow.



SUSTAINABILITY PRACTICES

The NBS has initiated a range of sustainability practices, including recycling of paper, plastics, and printer cartridges. To further the School's commitment to responsibility, the recycled paper used is sourced from an Indigenous company.



FUNDRAISING FOR INDIGENOUS SCHOLARSHIPS

Dr Michael Seamer represented the NBS, walking 100km in the Flinders Ranges to raise money for Indigenous scholarships as part of UON's 2019 Ikara-Flinders Ranges Challenge.



NAIDOC WEEK CELEBRATION

Throughout the week of the 7-14 July 2019, NBS hosted a NAIDOC week morning tea. NBS Indigenous professional staff member, Bec Bell has created a video to share some of the experiences of UON's Indigenous students and to help explain what VOICE. TREATY. TRUTH means to Indigenous people studying and/or working at UON.

Bec also highlighted what we can do, as individuals, to help support our Indigenous students throughout their journey with UON. Bec brought along some bush tukka, including her famous lemon myrtle cheesecakes.

