



Curtin University



PRINCIPLES FOR RESPONSIBLE MANAGEMENT EDUCATION REPORT ON PROGRESS 2019



Curtin students, staff and alumni celebrated 50 Years of Innovation in 2017. A number of events helped us reflect on our rich history, celebrate our journey to becoming a global university and look forward to a world of opportunities ahead.

CONTENTS

Vice-Chancellor's Foreword	3
Pro Vice-Chancellor's Statement	4
About Curtin University	5
PRINCIPLE 1: Purpose	6
PRINCIPLE 2: Values	12
PRINCIPLE 3: Method	18
PRINCIPLE 4: Research	26
PRINCIPLE 5: Partnership	30
PRINCIPLE 6: Dialogue	34
PRINCIPLE 7: Organisational practices	42
Appendix One: Faculty of Business and Law PRME Actions and outcomes, 2017 – ongoing	46
Appendix Two: Selected relevant publications and student research theses	48
Appendix Three: Sustainability Framework – Vision for 2030	56



VICE-CHANCELLOR'S FOREWORD

It is now more than 50 years since the establishment of our predecessor institution – the Western Australian Institute of Technology – and over 30 years since the foundation of Curtin University. Over this time, Curtin has developed from a regionally focused to an internationally engaged university. Curtin has recently opened new campuses in Dubai and Mauritius, that will become educational hubs for the African and Indian Ocean regions. These two campuses join our existing campuses in the Asia region in Malaysia (Sarawak) and Singapore.

Our Perth campus is also transforming into a cultural hub where members of the community can live, study, work and socialise together as part of the Greater Curtin project. All our campuses are vibrant, welcoming spaces that value diversity and difference, emphasise industry connections and practical learning, have a strong commitment to social justice, and foster a forward-thinking culture for our students, staff and the wider community.

Since our last progress report, Curtin University has become an advanced signatory to the United Nations Principles for Responsible Management Education. This has strengthened our commitment through closer collaborations across the university and with our partners as we proactively identify opportunities for embedding socially and culturally responsible activities to support our values.

Curtin strives to meet global challenges by supporting practical research and teaching that addresses issues and creates solutions for healthy, sustainable and successful societies. Our goal is to benefit the community locally, nationally and internationally, today and in the future.

Professor Deborah Terry AO
Vice-Chancellor

INDIGENOUS ACKNOWLEDGEMENT

Curtin University acknowledges the traditional owners of the land on which the Bentley Campus is located, the Wadjuk people of the Nyungar Nation; on our Kalgoorlie Campus, the Wongutha people of the North-Eastern Goldfields; the Wardandi people of the Nyungar Nation.



PRO VICE-CHANCELLOR'S STATEMENT

Our continuing commitment to PRME

I am pleased to reaffirm our commitment to the UN Principles for Responsible Management Education (PRME). This third Sharing Information on Progress (SIP) report builds on the previous two reports and outlines activities related to responsible management education offered by the Curtin University Faculty of Business and Law since we last reported in early 2017.

Initiatives we have implemented since 2017, such as the adoption of an Ethics, Responsibility and Sustainability Statement of Principles, the establishment of the Sustainability in Business Council and launching the John Curtin Law Clinic and the Curtin Tax Clinic, are evidence of our deep commitment to implementing the PRME principles.

Other Curtin initiatives, such as Balance of the Planet, which has potential to engage high-school students across the globe in thinking about addressing the Sustainable Development Goals, and CurtinX offering free, high-quality educational programs to students in some of the least-developed countries in the world, extend our commitment to beyond Australia's shores. These initiatives embody Curtin's desire to make tomorrow better.

Reviewing this report, has made me realise just how embedded the PRME principles now are in our day-to-day practices. The PRME reporting cycle provides us with a valuable opportunity to reflect on and showcase the many wonderful initiatives and events taking place at Curtin.

Given Curtin's approach to ethics, responsibility and sustainability is predicated on community-based collaboration, where staff, students and external stakeholders work together to accomplish a shared vision, I offer my thanks to the Curtin community for ensuring that we continue our efforts to provide a contemporary, global and socially-aware education for all of our students.

Professor Nigel de Bussy
Pro Vice-Chancellor,
Faculty of Business and Law and Dean,
Curtin Business School
Curtin University



Curtin University, Bentley

ABOUT CURTIN UNIVERSITY

Curtin is a global university with Western Australian campuses in Perth and Kalgoorlie and international campuses in Malaysia, Singapore, Dubai and Mauritius. First established as the Western Australian Institute of Technology (WAIT) in 1967 to provide industry-focused higher education courses to Western Australia's booming post-war population, it quickly established a reputation for its progressiveness and inclusiveness, welcoming students from a wide range of backgrounds. It progressed to university status in 1987.

Today, Curtin is Western Australia's largest and most culturally diverse university, and is globally recognised for its strong connections with industry, high-impact research and a wide range of innovative courses.

The University has approximately 58,000 students and more than 4,000 staff, with some 220,000 alumni located around the world.

Management education is primarily delivered through the Faculty of Business and Law, which encompasses the Curtin Business School (CBS) and the Curtin Law School. The Curtin Law School is a boutique school, with 438 students enrolled in its Bachelor of Laws course in 2018. CBS had over 11,600 business students enrolled across five countries in 2018 and its alumni profile, with 55% of the 87,000 members based overseas, evidences the educational reach it has achieved. The CBS mission is:

Curtin Business School, through industry-connected innovative teaching and research, develops internationally focused graduates committed to excellence.

The strategy for CBS is focused on achieving excellence and global impact by fostering the values of responsible entrepreneurship, a cosmopolitan outlook and the practical application of knowledge. CBS is striving to build a culture which encourages innovation, embeds ethical thinking in everything it does, and promotes diversity and openness to new ideas.



Curtin Law School



Curtin Graduate School of Business



PLANS, ACTIVITIES AND OUTCOMES PRINCIPLE 1: PURPOSE

The sand mural featured at NAIDOC Week flag raising ceremony 9 July, 2018.

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.

VISION FOR 2030

A recognised global leader in research, education and engagement, Curtin will be a beacon for positive change, embracing the challenges and opportunities of our times to advance understanding and change lives for the better.

We will provide richly interactive and personalised learning experiences for our students, equipping them with leadership skills for the future and valuing them as partners in education and research and as long-term influencers of change within society.

Through high-impact research in areas of strategic importance, we will deliver outcomes of significant value to our communities locally, nationally and globally.

Our mission

Transform lives and communities through education and research.

Our Values

Our core values are:

- Integrity – to act ethically, honestly and with fairness
- Respect – to listen, value and acknowledge
- Courage – to lead, take responsibility and question
- Excellence – to strive for excellence and distinction
- Impact – to empower, enable and inspire

By building on a foundation of integrity and respect, and through courage, we will achieve excellence and have an impact on the communities we serve.

Our culture

Our values help to create a culture where our students and staff feel supported, valued, respected and inspired to be successful for themselves, for each other and for Curtin. This is essential if we are to fulfil our strategic ambitions and if the University community is to provide an environment that enables students and staff to succeed.

In realising our vision, the People and Culture theme of the Strategic Plan will ensure that we:

- Create a global, collaborative and connected workforce
- Empower staff at all levels to lead, innovate and strive for excellence
- Strengthen values-based leadership
- Improve gender and Indigenous equity.

A commitment to leading transformative social practices is core to Curtin's mission to 'transform lives and communities through education and research'. Our values are the foundations upon which internal and external relationships are built. Marketing campaigns such as 'Make Tomorrow Better', clearly signal to the public our focus on producing quality graduates who are engaged with the challenges of their times and are equipped to make a real and practical difference to society.

Since our last SIP report was submitted, Curtin has released a new strategic plan, which identifies who we are, describes where we want to be by 2020, and shows us how to get there. As Curtin heads towards 2020, we will position ourselves as a leading global university, ensuring that we:

- Strengthen our capacity to be future looking
- Maintain a focus on excellence in everything we do
- Strive to be both industry-facing and industry-embedded
- Deepen our well-established culture of innovation
- Build life-long connections with an engaged alumni
- Above all, be led by our values as we support our staff, promote Indigenous reconciliation and contribute to a fairer and more just society for all.

OUR GRADUATES

Curtin is committed to producing graduates who demonstrate our nine desired Graduate Attributes. New Curtin Graduate Attributes, which better reflect our mission and values, and support the achievement of our Reconciliation Action Plan, are in the process of being embedded in courses. This work will be completed by the end of 2019. The two current Graduate Attributes of most relevance to PRME are:

- Recognise and apply international perspectives
 - Think globally and consider issues from a variety of perspectives
 - Apply international standards and practices within a discipline or professional area.
- Demonstrate intercultural awareness and understanding
 - Respect individual human rights
 - Recognise the importance of cultural diversity particularly the perspective of Indigenous Australians
 - Value diversity of language.

The Curtin practice of constructive alignment in curriculum design and assessment results in course learning outcomes that achieve the desired Curtin Graduate Attributes and required key professional competencies. The Curtin Graduate Attributes and intended learning outcomes are explicitly communicated to staff and students throughout their course, and students are presented with appropriate learning, teaching, and assessment experiences to enable them to develop and demonstrate their achievement.



GRADUATE ATTRIBUTES 2020

Culturally competent to engage respectfully with local First Peoples and other diverse cultures. Graduates will demonstrate cross-cultural capability and have an applied understanding of local First Peoples’ “katajininy warniny” (translated from the Noongar language as “ways of being, knowing and doing”).

Innovative, creative and entrepreneurial. Graduates will be able to apply their discipline knowledge with intellectual inquiry, be creative leaders in problem-solving and challenge traditional ideas.

Globally engaged and responsive. Graduates will be able to engage with global perspectives in ethical and sustainable ways, and understand how to apply and adapt their knowledge and skills to a changing environment.

Effective communicators with digital competence. Graduates will be able to effectively communicate, and confidently access, use and adapt information and technology to meet the needs of life, learning and future work.

Industry-connected and career-capable. Graduates will be capable of collaboration with industry and other stakeholders, enabling them to contribute skilled work that is valued by industry, government and community, and that reflects high ethical and moral standards.

SUSTAINABILITY FRAMEWORK

Curtin’s vision is to be a recognised global leader in research, education and innovation, with a campus environment where academia, government, industry and entrepreneurs can come together to strengthen our University, the local community, and the Western Australian economy. This vision is supported by our [Sustainability Framework](#) which outlines where we focus our efforts and resources, and the impact we seek to create by doing so. Our people and governance are at the centre of everything we do, and form the central pillar of the Sustainability Framework, supporting our work to build an enabled economy and connected community while protecting our physical environment.

Figure 1 Curtin Sustainability Framework



The Sustainability Framework is discussed further under Principle Seven and key programs and activities are provided in Appendix Three.

DIVERSITY AND EQUITY

Curtin’s principles of diversity and equity are founded on our value of respect and the Universal Declaration of Human Rights. These principles are:

- **Right:** Each member of the University community has a right to be treated with respect, equality and dignity, and to be able to participate in all aspects of University life on an equal footing.
- **Opportunity:** The University will provide equitable opportunity for individuals to access and advance in employment and education.
- **Recognition:** Each member of the University community will be recognised and valued for their diversity. The significance of Aboriginal and Torres Strait Islanders as the nation’s First Peoples is particularly acknowledged.
- **Inclusion:** The local, national and global community will be reflected within the University community by attracting and retaining staff and students from a broad range of backgrounds.

Over the past few years, Curtin has placed considerable emphasis on our values and further developed the following initiatives to support greater diversity and inclusion:

- Indigenous Reconciliation Action Plan – new Plan released in 2018
- Disability Access and Inclusion Plan – new Plan released in 2017
- Athena SWAN Project – new Plan released in 2018
- Respect. Now. Always. – Steering Committee established and Action Plan and initiatives implemented in 2017.

INDIGENOUS RECONCILIATION ACTION PLAN

Curtin’s commitment to Indigenous Australian education and culture saw us sign a Statement of Reconciliation and Commitment in 1998 and we later became the first Australian teaching and research institution to develop and implement our own Reconciliation Action Plan (RAP). We confirmed our commitment to leading national reconciliation action in the education sector by launching an Elevate RAP in November 2018. An Elevate RAP – the highest level within Reconciliation Australia’s Workplace RAP Framework – is for organisations that have a proven track record of embedding effective RAP initiatives in their workplace.

The cultural and leadership cornerstones of Curtin’s Elevate RAP 2018-2020 are to:

- Embed the university’s cultural capability framework university-wide through course content and on-country learning and development opportunities for students, staff and Curtin learners globally
- Progress the innovative bush learning space at Nowanup in partnership with Gondwana Link
- Enable the global exchange of knowledge and experiences between Aboriginal and Torres Strait Islander people and First Nation peoples around the world
- Lead in the reconciliation and recognition of First Peoples.





Curtin Student - Counselling and disability services

DISABILITY ACCESS AND INCLUSION PLAN

Curtin is demonstrating our commitment to innovation and excellence for the benefit of our diverse global community in the Disability Access and Inclusion Plan (DAIP). The plan commits to making our education, employment and services accessible to people who might otherwise be denied or lost to the community.

The 2017-2020 DAIP seeks to consolidate our previous achievements in improving access and inclusion and further embed universal design thinking and practice into all that we do. The strategies identified to achieve the seven desired outcomes have been developed following a comprehensive review and community consultation process, involving students, staff and community members, conducted between September and November 2016.

The implementation of the DAIP is the responsibility of all Curtin staff and is led by the Disability Access and Inclusion Committee. Partnering with students to enhance access and inclusion practices is also key to achieving our objectives.

In addition, Curtin is building on a decade-long understanding of the principles of universal design by applying these to day-to-day operations, including the ways in which we deliver academic programs, construct and refurbish facilities, and seek to improve access and inclusion to events and processes. An inaugural publication, Universal Design Guidelines – Built Environment, will be used as a template to develop further guidelines that can be applied across core activities of learning, teaching and research.

ATHENA SWAN PROJECT

Curtin took part in the inaugural Science in Australia Gender Equity (SAGE) pilot of the Athena SWAN accreditation program, built on the successful United Kingdom program. Our demonstrated commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) was recognised with bronze accreditation at the SAGE Athena SWAN Awards in December 2018.

The accreditation program required institutions take an evidenced-based approach to developing an action plan that addressed their challenges and delivered measurable outcomes and genuine cultural change. In achieving this, Curtin introduced and expanded a range of initiatives to increase the participation, retention, and advancement of women, and to provide them with a supportive, flexible working environment.

A second cohort of outstanding female academics is now participating in the innovative *Trajectory - A leadership and career development program for mid-senior academic women at Curtin*, which is designed to support an increase in the number of female academics in leadership positions and the development and profiling of outstanding role models who will inspire the next generation of female scientists in STEMM. The integrated approach to career and leadership development has already resulted in more female academics applying for promotion, especially at professorial levels. Of the 24 inaugural participants: eight successfully applied for promotion, and seven have been appointed to leadership roles either internally or externally to Curtin.



Women of STEM - Dr Laura Machuca Suarez - Research Fellow, WA School of Mines, Faculty of Science & Engineering

RESPECT NOW ALWAYS

Respect Now Always is a national campaign to prevent sexual assault and harassment across the university sector. The campaign highlights the determination of Australia's universities to ensure that our students and staff are safe from sexual assault and sexual harassment.

Curtin fully supports Respect Now Always and is committed to providing a safe and respectful learning and working environment. Curtin provides services and support to students and staff who need assistance, underpinned by policies, procedures and our values. A campaign launched in 2017 seeks to prevent sexual assault and harassment by raising awareness, supporting students and staff requiring assistance and giving bystanders the confidence to speak up.

Curtin has instigated development of a 'Respectful Relationships' education program, which will be released in 2019.





PLANS, ACTIVITIES AND OUTCOMES PRINCIPLE 2: VALUES



Curtin Scholarship students

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

Curtin embraces the principles of the UN Global Compact, some of which are enshrined within the [Curtin Code of Conduct](#). We enact those within our control and seek to promote the Principles within our sphere of influence. By way of example, the following highlights activities we have initiated or support.

Human rights: Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.

- The Curtin Responsible Conduct of Research Policy requires research demonstrate honesty and integrity, respect for human research participants, animals and the environment, appropriate acknowledgement of the work of others, and responsible communication of research findings. Researchers, research support staff and research students are required to complete research ethics training and a comprehensive ethics approval process is in place.
- The **Curtin Centre for Human Rights Education** is a centre for research, postgraduate teaching, critical scholarship and advocacy on human rights. The Centre leads ethical scholarship, enabling individual agency and community engagement on human rights and social justice through the study and promotion of human rights at local, national and international levels. Centre staff are actively involved with the

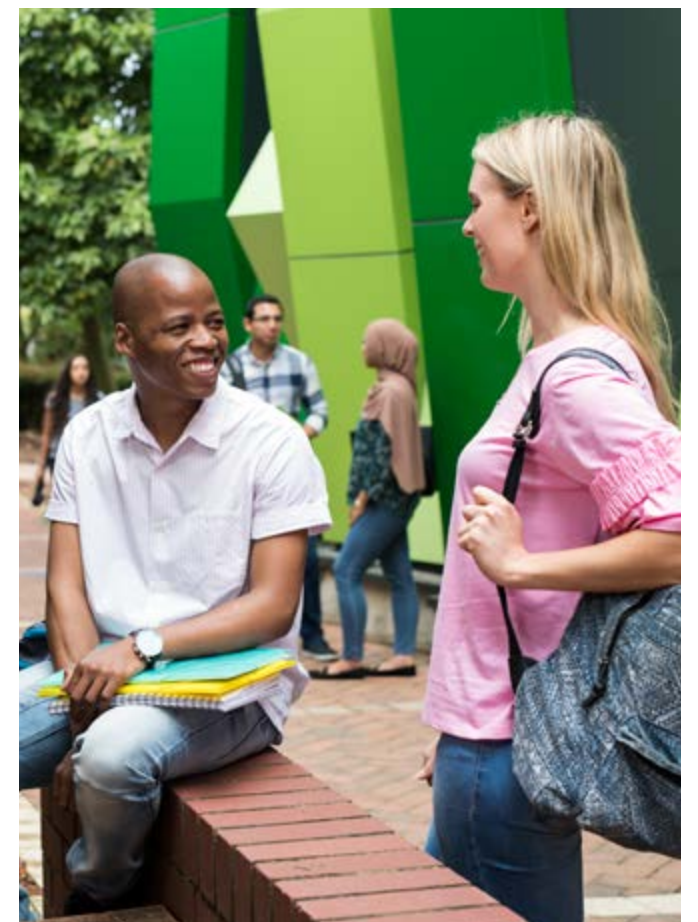
refugee rights movement, with a particular focus on human rights issues at immigration detention centres. As well as scholarly publications and submissions to government, staff are regular commentators in the media, endeavouring to help dispel the myths and misunderstandings surrounding people seeking asylum that have flourished in recent years.

- The **National Centre for Student Equity in Higher Education**, hosted by Curtin since 2016, provides national leadership in student equity in higher education, connecting research, policy and practice to improve higher education participation and success for marginalised and disadvantaged people.
- The **Curtin Ally Network** is comprised of staff who actively support the rights of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people and participate in providing a safe, inclusive environment that celebrates the unique talents and perspectives of LGBTIQ+ students and staff. An Ally's mission is to help create an environment in which LGBTIQ+ students and staff are accepted and able to be open about who they are.

The Ally Network was proactive in supporting students and staff throughout the postal survey campaign for marriage equality in Australia in 2017. While its

success was a highpoint in the struggle for the human rights of LGBTIQ+ people, it also exposed entrenched social, cultural, political, economic and other forms of discrimination and harmful attitudes. Marriage equality is an important step towards inclusion, but there is much more to do for the human rights and social justice of all LGBTIQ+ people.

- A number of scholarships are specifically designed to provide access to students traditionally under-represented at university, including:
 - Curtin Humanitarian Fund Scholarship: supports students from a refugee-like background who are experiencing financial difficulty in meeting the costs of pursuing higher education
 - Bankwest Curtin Economics Centre Economics and Social Policy Scholarship
 - Curtin Staff Funded Scholarship: supports students from a low socio-economic background experiencing financial hardship
 - Alumni Annual Appeal Scholarship: supports postgraduate students from a low socio-economic background who have contributed to the wider community.





(Right) Professor Tele Tan, Director, Autism Academy for Software Quality Assurance

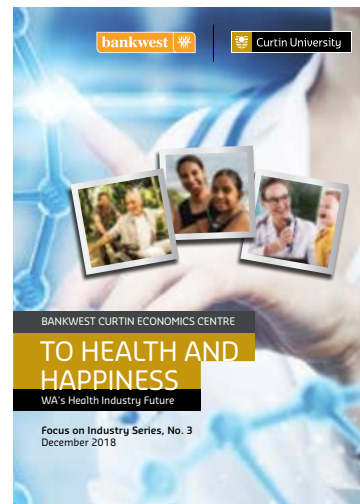
Labour: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

- Curtin upholds the right of staff to collective bargaining. A new enterprise agreement, covering the period 2017 – 2021, was negotiated and signed since the last PRME SIP was submitted.

“The Bankwest Curtin Economics Centre is committed to delivering research that makes a genuine difference to the lives of West Australian families, businesses and communities, on behalf of our funding partners Curtin University and Bankwest. Our research explores key social and economic issues that are both nationally significant as well as strategically aligned with key Curtin Business School research priorities, including health economics, energy and gender equity. Through evidence-based analysis, we inform policy makers and commentators about the economic challenges Australia faces in order to achieve sustainable and equitable growth and prosperity.”

Professor Alan Duncan, Director,
Bankwest Curtin Economics Centre
Bankwest Research Chair in Economic Policy,
Curtin Business School

- The **Curtin Autism Academy for Software Quality Assurance** is an Australian social innovation initiative - the first of its kind in Australia - with the vision of harnessing the talents of people with autism for the collective benefit of those with autism, industry and the wider community. Their work enables individuals on the autism spectrum to leverage their unique talents through training, education and mentoring programs, so as to create pathways to long-term employment; whilst addressing the business needs of the Australian ICT industry facing challenges in attracting and retaining software testers. The program's success was recognised nationally in 2018 when it won the prestigious [Business/Higher Education Round Table \(BHERT\) Award](#) for Outstanding Collaboration for National Benefit.
- The **Bankwest Curtin Economics Centre** is an independent economic and social research organisation with a core mission to deliver high-quality, accessible research that contributes to the wellbeing of Western Australian families, businesses and communities through enhanced understanding of key economic and social issues. The Centre aims to undertake research that is not only accessible to academic, government and business leaders, but also encourages economic and social policy discussions in State and Federal Parliaments, regional and national media, and the wider Australian community. Examples of relevant, recent reports produced by the Centre are detailed in Appendix Two.
- The **Future of Work Institute**, established in 2018, supports people and organisations to thrive in a dynamic world of work. Changes in work will have profound implications for people's health, learning and leisure. The Institute is responding to the need to create new ways of organising that will draw on the skills of a diverse workforce and build the capacity of all individuals to contribute in a changing world. Experts from across Curtin (although primarily from CBS) work closely with industry, government, and the non-profit sector to generate new opportunities in this changing environment.



- **ENACTUS** Curtin provides a platform for teams of outstanding students to create community development projects that put people's own ingenuity and talents at the centre of improving their livelihoods.
- **Curtin Bloom** is part of youth-led not-for-profit (NfP) Bloom, which attracts young innovators from different backgrounds who are passionate, driven and ambitious. Their mission is to get more university students and recent graduates to 'have a go' at launching start-ups, small businesses and social enterprises. To achieve this they run workshops and host industry speakers, provide mentoring and one-on-one support, and provide a physical location, the Bloom Lab, for entrepreneurs to use as their dedicated office space. Their vision is to increase from the current 50 to 100 actively engaged start-ups working out of the Bloom Lab by 2020.

Environment: *Businesses should support a precautionary approach to environmental changes; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies.*

- The **Curtin Student Guild** operate the majority of food and beverage outlets on campus. In 2018 they made the decision to 'go green', transitioning to the use of biodegradable products in all outlets.
- The **Centre for Smart Grid and Sustainable Power Systems** aims to develop innovative, reliable and quality solutions to provide both utilities and policy makers with technology options to deliver economical and sustainable energy to customers.
- The **Green Electric Energy Park (GEEP)** is an innovative laboratory that features futuristic power-system concepts based on environmentally friendly, renewable energy technologies. GEEP is unmatched in Australia because of its types of renewable energy sources and how they are integrated and displayed, and will serve as a model for future renewable energy laboratories.
- The Curtin node of the **Australian Housing and Urban Research Institute** delivers high quality research that influences policy development to improve the housing and urban environments of all Australians.
- The **Curtin University Sustainability Policy Institute** is a multidisciplinary research centre that undertakes research focused on sustainable cities and regions, and sustainable global development, politics, policy and economics.
- Curtin is the Lead Partner in the **ARC Industrial Transformation Training Centre for Mine Site Restoration (CMSR)**, a new model for workplace integrated researcher training. It develops restoration-industry-ready professionals focused on the needs of the mining sector, to enhance the capacity of industry to deliver improved financial, social and environmental outcomes.

- The **Curtin Water Quality Research Centre** research includes identifying and solving WA's potable water issues, adapting solutions from other regions and providing research training that supports the industry.
- The **Fuels and Energy Technology Institute** carries out fundamental research, technology development, demonstration and deployment activities for the development and commercialisation of innovative low-emission energy technologies.

Anti-Corruption: *Businesses should work against corruption in all its forms, including extortion and bribery.*

- Curtin promotes and maintains a values-based organisational culture that has zero tolerance for any fraudulent or corrupt conduct, whether committed against the University (from internal or external sources), or by or in the name of the University. Our framework for fraud and corruption control is embodied in a [Fraud and Control Plan](#), which is based on the Australian Standard for Fraud and Corruption Control (AS 8001:2008). The approach is heavily focused on preventing and minimising fraud and corruption risks, with a strong emphasis on continually improving staff awareness.

EMBEDDING ETHICS, RESPONSIBILITY AND SUSTAINABILITY IN THE FACULTY OF BUSINESS AND LAW

Curtin has been an advanced signatory of PRME since 2017 and is committed to embedding the key principles across our management education practices. This is demonstrated through the Faculty of Business and Law's Ethics, Responsibility and Sustainability Statement of Principles, which was adopted in early 2018.

Faculty of Business and Law's Ethics, Responsibility and Sustainability Statement of Principles

The Faculty of Business and Law is committed to:

- Observing a duty of care to each member of the Curtin community
- Demonstrating integrity, objectivity and conscientiousness across teaching, research and administration activities
- Instilling consideration of the impact of decisions on individuals, groups and society in our staff and students
- Paying attention to the human, environmental and social impact of all of our activities to ensure they are of benefit to society
- Encouraging our staff and students to defend the rights, freedom and dignity of others
- Consideration of human-rights and environmental impacts in the procurement and use of goods and services
- Development of an alumni that is empowered with the skills and knowledge to address global and societal challenges.

Work is underway to integrate the principles into the development of strategy, courses, research, partnerships and workforce planning, under the stewardship of the Faculty of Business and Law Deputy Pro Vice-Chancellor, who is the PRME champion.

The Sustainability in Business Council was established within the Faculty of Business and Law in early 2018, with the aim to inspire and champion responsible management education, research and thought leadership across the Faculty. The Council meets at least three times a year, bringing together a cross-section of staff and students interested in corporate social responsibility (CSR) to provide research-based advocacy and evidence-based actions on sustainability related issues relevant to the Faculty and beyond.

The Council members oversee the integration of corporate responsibility and sustainable management into courses to provide a distinctive student experience that promotes ethical global citizenship and prepares business leaders of the future. The Council will also support the identification of strategic measures of success against the PRME principles, SDGs and Ethics, Responsibility and Sustainability (ERS) Statement of Principles for integration into the Faculty 2020 strategic and enabling plans.

STAFF DEVELOPMENT

Curtin is committed to a culture of continuous learning for staff. To this end, all teaching staff, regardless of length of service, are required to undertake a minimum of seven hours (pro-rata for casual academic staff) of professional development in tertiary teaching each year. This is identified and incorporated into individual development plans and workloads. Curtin’s Learning and Teaching office offers a range of development programs and opportunities for academic staff, designed for all career stages.

Compulsory modules for all new-to-Curtin teaching staff of particular relevance to PRME are:

- Introduction to Aboriginal and Torres Strait Islander Peoples and Culture
- Introduction to Global Learning Environments.

To support the ongoing professional development requirement, the Faculty of Business and Law offers a series of workshops during a Professional Learning Week held each semester. Workshops offered in 2017-2018, with relevance to PRME included:

- Integrating Indigenous perspectives and knowledges in curriculum
- Distributed Learning: A collaborative and global classroom
- Embedding English language development into your teaching
- The 21st century workplace: Graduate capabilities.

Curtin also facilitates an annual Festival of Learning, which celebrates and showcases excellence in teaching and innovation and sets the scene for the achievement of our future ambitions in learning and teaching. The 2018 Festival program reflected the changes being introduced to the Curtin Graduate Attributes, in particular the need to Indigenise the curriculum and enabling students ‘to be culturally competent to engage respectfully with local First Peoples and other diverse cultures’. Sessions were delivered on:



Professor Simon Forrest



- Integrating Indigenous knowledges into the curriculum
- Nowanup Bush University: a place where Curtin students study Noongar culture and society
- Introduction to the cultures of Borneo
- Balang Djurapin: Cultural safety for Indigenous students through a network of visible allies
- Embedding Indigenous business practices into the curriculum
- Reaching across the divide: Noongar elders working with staff and students
- Challenging high performing students: Using authentic interdisciplinary teams to solve global problems
- Teaching across cultures: Maximising student engagement through interaction, personalisation and transculturally informed practices.

INDIGENOUS COMMUNITY EXCHANGE PROGRAM

In early 2018 Curtin joined forces with Jawun, an innovative NFP organisation which uses staff secondments from partners such as Curtin, to increase the capacity of Indigenous leaders, organisations and communities to achieve their own development goals. This is a significant opportunity for leadership and

professional development and provides staff an avenue to progress through Curtin’s Indigenous Cultural Capabilities Framework. Project work is undertaken over a six-week period with Aboriginal organisations across a broad range of areas, including:

- Marketing and public relations
- Communications
- Property development and land use
- Occupational Health & Safety
- Financial management and analysis
- Strategic planning
- Engineering
- Geology and environment
- Administrative and business systems and processes

FACULTY OF BUSINESS AND LAW STRATEGIC APPROACH

In order to achieve Curtin’s goal of being a values-led organisation that supports our staff, promotes Indigenous reconciliation and contributes to a fairer and more just society for all, each Curtin Faculty has established strategic targets and key performance indicators (KPI) of relevance. Those of the Faculty of Business and Law are summarised in Table 1.

Table 1 Faculty of Business and Law Strategic Plan KPI Excerpt

	2018	2019	2020
Embed Ethics, Responsibility and Sustainability principles into courses	90% of courses	100%	Maintain 100%
Increase indigenous content in courses	Map courses to ensure indigenous graduate capability embedded	Operationalise mapping	Operationalise mapping
Improved diversity in workplace in respect of indigenous and gender balance outcomes.			
Develop a school based Indigenous engagement action plan to increase participation	100%	Review and update plans	Review and update plans
Measures:			
Number of Indigenous Australian staff	3	4	5
Participation rate of Women in Management (Tiers 1 to 4) (% rate of total possible roles) (2017 = 44%)	45%	50%	50%
Participation rate of Women at ALE (out of total ALE positions within the Faculty) (2017 = 23%)	31%	33%	35%
Participation rate of Women at HEW 10 and 10+ (% rate of total possible roles) (2017 = 60%)	50%	50%	50%
Increase international student mobility. Measure:			
Number of student participants in outbound student mobility (excluding school based study tours) (2017 = 126)	+10%	+15%	+15%

PLANS, ACTIVITIES AND OUTCOMES PRINCIPLE 3: METHOD



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

ETHICS, RESPONSIBILITY AND SUSTAINABILITY IN CURRICULUM

In delivering on its ERS Statement of Principles, the Faculty of Business and Law is in the process of auditing the inclusion of relevant topics in learning materials and assessments as part of its course review process. To date, 91% of courses have been assessed as including and measuring attainment of PRME-relevant capabilities. The target is to complete this assessment in 2019 and implement course changes through the Curriculum Analysis, Review and Renewal process to ensure 100% of courses have an appropriate level of coverage.

ERS has been included in our largest business course, the Bachelor of Commerce (almost 80% of Faculty of Business and Law students in 2018), in the core Communication in Business unit for some years. Communication in Business was a required first study period unit and included lectures, readings and assessment tasks related to the UN Global Compact and the SDGs. In 2019, Communication in Business will be replaced by the Introduction to Global Business unit. This unit explores the operational environment of international businesses; the core functions of

global businesses; as well as global business ethics, responsible management and professionalism in the workplace. It will help students to broaden the scope of their thinking when planning and implementing organisational and business strategies. It features a module dedicated to the rights and responsibilities of corporate citizenship and will continue to include assessment tasks related to the UN Global Compact and the SDGs.

Another large Faculty of Business and Law course is the Master of Commerce. Students in all but one major are currently required to complete Culture and Ethics in Business or, for those enrolled in the accounting majors, a specialist CPA Ethics and Governance unit.

The MBA (Global) is a pre work-experience MBA and the curriculum is designed to develop the business capabilities required of future leaders. The course covers topics such as intercultural communication, the role of an organisation in society and the nature, problems and prospects of corporate governance, corporate social responsibility, and ethical business practices in contributing to sustainable strategy formulation and implementation in the global business environment. The course learning outcomes include:

- Create new approaches of looking at global business issues
- Demonstrate ways of using cultural diversity to improve self-awareness, business, professional and ethical practice
- Critique and reconceptualise the roles of leadership, ethical practice and professional integrity when working within a team and independently.

Our other MBA course, for students with a minimum of three-year's relevant work-experience, introduced a mandatory requirement for all students to complete an extra-curricular online ethics module at the beginning of 2018. An ERS audit of the course undertaken later in that year established that there is broad coverage of ERS related topics and pedagogical practices identifiable throughout the course.

For example:

- The Financial Management Accounting for Business core unit has a strong ERS focus and has explicit assessment criteria pertaining to CSR and a module dedicated to CSR and sustainability accounting.
- The syllabus of the Human Resource Strategies core unit covers the ethical and socially responsible management of people at work and highlights a manager's responsibilities in dealing ethically in the management of their human resources.
- Fundamentals of Leadership is a core unit for the generalist MBA and the leadership major. It introduces students to contemporary leadership theory and practice, including emergent leadership theories, ethics and governance, cross-cultural leadership and the role leaders play in building sustainable organisations. The focus is on the challenges leaders face in global organisations.
- Philosophy and Ethics is a core unit for the Leadership major, and covers ethical considerations in leadership.



LEARNING FOR TOMORROW

Learning for Tomorrow is an organisation-wide strategy to transform the design and delivery of education at Curtin. Innovative thinking and the use of transformative technologies are enabling a greater number of learners globally to access a quality education experience through Curtin, which supports achievement of the SDGs.

“Wandjoo noonakoor! Welcome everyone! Ensuring the continuity of high quality higher education means being responsive to the changing environment and adapting learning and teaching practice best aligned to the needs of local and global communities. At Curtin we are committed to producing digitally fluent graduates who are innovative, globally engaged, culturally aware and industry connected. Our commitment to life-long learning is evidenced in many Curtin initiatives including our innovative challenge and game based learning platform, which encourages deeper learning through engaging actively with real problems, as demonstrated with the ‘Balance of the Planet’. This team based tool offers a global collaborative learning experience focussed around the 17 Sustainable Development Goals of the United Nations. Curtin is renowned for producing graduates who are innovating today, to solve the problems of tomorrow.”

Professor Jill Downie, Deputy Vice-Chancellor, Academic

CURTIN CHALLENGE

Curtin Challenge is a software technology that involves gamified learning activities and modules that are bundled into “Challenges” and which can be used in coursework units or as stand-alone informal learning. Originally designed for our own students, the Curtin team created the innovative and engaging approach to develop graduate attributes such as leadership, employability and global sustainability.

In April 2018, the Autism Academy for Software Quality Assurance (AASQA) collaborated with Curtin’s Learning Futures team to run a hackathon with a group of high school students and Curtin undergraduate students with autism. The two student groups competed against each other to put Curtin’s Challenge platform to the test and then took part in a video conference with the US-based developers to give their feedback.

Four pathways grounded in real-world problem-solving are currently available through the platform and have served over 25,000 students: The Curtin Leadership Challenge, Careers Illuminate, English Challenge, and Global Discovery. The latest addition is Balance of the Planet, which challenges the next generation to solve the world’s greatest sustainability problems.

BALANCE OF THE PLANET

In November 2018, Curtin launched an innovative, game-based learning program for students and staff around the globe. Named *Balance of the Planet* and co-sponsored by Curtin and the United Nations Educational Scientific and Cultural Organisation (UNESCO) Chair of Data Science in Higher Education Learning and Teaching, the new program delivers online tools aimed at developing creativity, leadership and problem-solving skills among teenagers across the world.

The program was launched at a presentation to hundreds of Australian and Mauritian high school students at the ‘It’s Our Future Earth Conference’, held at Curtin Mauritius from 29 November to 1 December 2018. The program teaches students about tackling real-world sustainability issues in an interactive and fun way. Students are tasked with creating a solution for an SDG of their choice, ranging from poverty and hunger to gender equality and climate change. It has a high level of interactivity that allows staff to use real-time analytics in order to provide the appropriate support to students, making it easier for them to remain engaged and progress their learning.

“Now that Balance of the Planet has been launched internationally, students and staff all over the world will be able to develop their knowledge and skills while helping to address some of society’s most pressing issues.”

Professor David Gibson, Director of Learning Futures at Curtin and the UNESCO Chair of Data Science in Higher Education Learning and Teaching.

CURTIN EXTRA CERTIFICATE

Curtin Extra facilitates and recognises student development through co-curricular engagement. It aligns with Curtin’s vision for our students to be prepared for the future, sought after by employers, and able to make a difference globally.

Offering a distinctive student experience, Curtin Extra consists of three tiers. Students are able to complete multiple tiers, tailoring their experience by selecting one or more of the five streams within the second and third tiers. Streams include: Global Citizenship, Social Impact, Leadership, Professional Development and Innovation & Enterprise.

Student participation in Curtin Challenge is one of the approved programs recognised on the Curtin Extra Certificate. The Certificate catalogues a student’s participation in approved programs, is verified by Curtin staff, and issued under the authority of the Academic Registrar.

MASSIVE OPEN ONLINE COURSES

Curtin believes in ensuring that education is accessible to all by offering Massive Open Online Courses (MOOCs) via CurtinX (on the edX platform) that allow anyone to complete short courses online, regardless of their prior formal education. Learners who enrol in Curtin MOOCs have the option to participate in the course for free or pay for a verified certificate indicating successful completion. edX has a financial assistance program, which offers up to a 90%

discount on verified certificates to learners who can benefit from, but cannot afford to pay, full price. Some of the Curtin MOOCs can also be stacked into a MicroMasters, which is a stand-alone credential that can provide an affordable pathway into a full degree.

In addition to more business-focussed offerings, Curtin MOOCs are available on a diverse range of topics which support the SDGs, including:

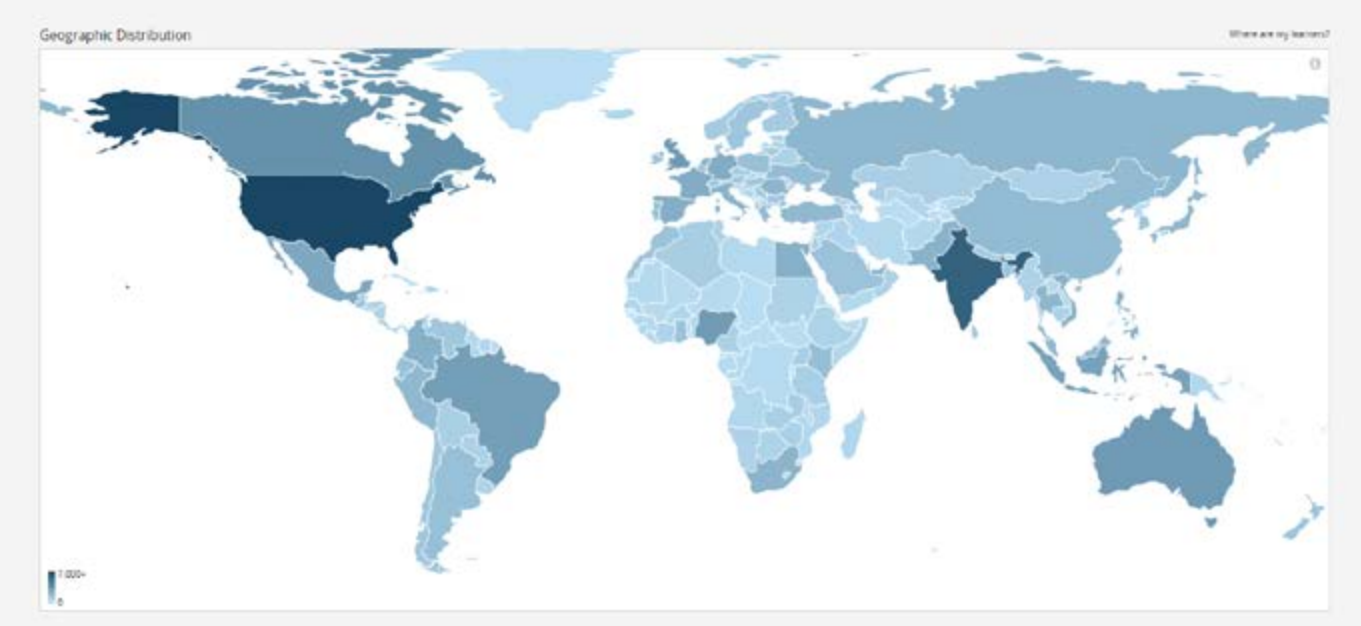
- Human rights
- Indigenous language and culture
- Strategies and skills for people living with diabetes
- Sustainability and the environment

The take-up and reach of MOOCs has justified our decision to invest in developing online content that helps us to achieve our vision of being a beacon for positive change. The Faculty of Business and Law MOOCs are the most sought after, with more than 43,000 students from 195 countries enrolled in the 2018 Digital Branding and Engagement MOOC. A significant proportion of enrolments come from students in less-developed countries, as illustrated in Figure 2, and 713 are from 31 countries that are classified as least-developed by the World Trade Organisation. The top ten countries by enrolment include:

- India (second highest number of enrolments, representing 11% of the total)
- Nigeria
- Brazil
- Indonesia
- Mexico

Life with Diabetes is another popular MOOC that is making a direct contribution towards the Good Health and Wellbeing SDG, by providing students with the skills and resources they need to understand and manage their own or a family member’s diabetes. Enrolments in the most recent offering included 94 students from 21 of the least-developed countries, where students are likely to have limited access to quality health-care and resources.

Figure 2 edX Insights: Digital Branding and Engagement 2018 Student Enrolments



Globalisation and Sustainable Development MOOC

This MOOC offers theoretical and real-world insights into how globalisation can be used as a pathway for sustainable development. Participants learn about the basic underpinnings of globalisation and sustainable development concepts, the state of the globalised world, the elements of the sustainability framework, the status of the sustainable development goals in various countries, and different sustainable development initiatives that have evolved from globalisation.

Noongar Language and Culture MOOC

Noongar people are the original inhabitants of the vast geographical area in the south-western corner of Western Australia. They have been there for over 45,000 years. Through the millennia, ancient wisdom and culture have guided the people through their interactions with the land, nature, and with one another. In 1826, the Noongar land was first colonised by the British. What unfolded in the years that followed was catastrophic for Noongar people; the impacts of which are still seen and felt today. Despite this dark history, Noongar culture has survived. Today, Noongar people are passionate about preserving their cultural knowledge while embracing the changes that come with living in a contemporary society.



Noongar language and culture MOOC

Environmental Studies: A global perspective MOOC

This MOOC introduces students to some of the basic principles in environmental studies, and how those are manifested in urban, rural and natural areas throughout the world. Through observation, discussion, and creation of digital content, students explore and share environmental challenges facing their local environment and create a global learning and action community.

Human Rights MicroMasters

Students can enrich their understanding of human rights ideas and practices at the local, national and international levels through completion of a series of three MOOCs.

- **Human Rights Theory and Philosophy:** Explores what is meant by human rights through learning about the development of the conventional understanding of universal human rights as well as some of the major critiques of the concept.
- **Human Rights and Development:** Students discover why a critical understanding of development is paramount to addressing poverty, inequality, climate change, indigenous rights and issues of social justice.
- **Activism, Advocacy and Change:** Students learn about the role of social movements, advocacy groups and activism in bringing about social change.

OPEN EDUCATION RESOURCES (OERS)

Further demonstrating our commitment to ensuring access to quality education, irrespective of financial situation, Curtin is a member of the OER Universitas (OERu). OERu is a global consortium of higher education institutions whose mission is to connect learners around the world with defined pathways to education, created by recognised educators and assessed by renowned global institutions. UNESCO defines OERs as: “Teaching, learning and research materials in any medium, digital or otherwise, that reside in the public domain or have been released under an open license that permits no-cost access, use, adaptation and redistribution by others with no or limited restrictions”.

In the Faculty of Business and Law, there is a strong commitment to OER's, as they are seen as one of the ways to sustainably deliver high quality content to Curtin students and also to promote the work of Curtin and its academics in a global context – the learning is free and credentialing is very affordable.

Academic texts serve as an important resource in higher education, but research has shown that increasing numbers of students do not purchase the prescribed textbook, instead using outdated, less expensive versions or simply take images of the text pages they deem most important. To address this, open access eTexts are now in wide use in the Faculty of Business and Law, as they help all students engage more effectively with their studies.



Seven Curtin Business School students at Stanford University, California.

WORK INTEGRATED LEARNING

A core pillar of the Faculty of Business and Law mission is to develop industry ready graduates. This is achieved by embedding industry projects, internships and work-like experiences within the curriculum of all courses. For example, the Business Internship unit was introduced in 2016 and 864 students have participated to date. While on an internship placement, students work on a real project of value to the organisation. A wide range of NfP organisations participate in the program, with over 103 students placed in 40 NfPs in the last two years, undertaking projects that the NfPS may have otherwise not had the resources to complete.

STUDENT MOBILITY

Research studies have shown that international experiences lead to increased creativity, problem-solving and entrepreneurial skills – all attributes that are highly valued in the workplace and also key to the achievement of the SDGs. To that end, transnational mobility opportunities which enhance cultural and social connectedness are promoted to our student body.

The Faculty of Business and Law offers a number of annual study tours, study exchanges, short courses, internships and experiences that enable the active and hands-on learning of social responsibility and intercultural capacity building. Although the number of students who take advantage of mobility opportunities is a relatively small percentage overall, there has been substantial growth in recent years. Examples of mobility opportunities offered by the Faculty include:

- **Stanford International Summer Honors Program, USA:** An 8-week, immersive academic and cultural experience for high achieving students passionate about broadening their horizons. Curtin is one of only 22 universities globally to send students to this program, with students able to choose from more than 140 different courses in a range of disciplines at one of the most prestigious universities in the USA.
- **ACICIS Business Professional Practicum, Indonesia:** One of the premier internship programs in the Asia-Pacific region designed for high-achieving undergraduate students, the ACICIS Business Professional Program is both academic and practical. Students undertake two weeks of intensive Indonesian language classes along with industry-led seminars and fieldtrips at Atma Jaya University in Jakarta's CBD. Students undertake a four week supervised professional internship at an English-speaking firm in Jakarta. Placements are assigned based on area of study, with large multinational firms, creative industries, Indonesian Stock Exchange, Ministries of Trade, Finance and Chambers of Commerce participating. Curtin students have been participating in the program since 2015.
- **Curtin Business School Borneo Study Tour:** A two week immersive cultural and academic experience. Students are exposed to learning about the Indigenous people of Borneo, and the issues threatening the survival of their ancient culture. The tour includes spending a night in a traditional Iban longhouse deep in the jungle, an experience the students will not easily forget. More than fifty students participated in the tour in the past two years.
- **GlobCom** is an annual international initiative coordinated amongst 16 universities across 14 countries in four continents aimed at creating a platform for intercultural cooperation among students and lecturers in the fields of public relations (PR) and communications. Each year, a number of virtual student teams comprising students from each participating university are formed and act as 'global PR agencies' for a real-life international client. The client provides them a PR brief from which they develop creative and realistic PR solutions within three months, collaborating online in chatrooms, by email, Skype, social media, or by phone. Students



then converge at the symposium where, mentored by professionals from international PR firms, they present their proposals to the client and judges like a real-life PR pitch.

Participation in GlobCom is embedded in the Bachelor of Commerce (Public Relations) core Cross-Cultural Communication unit. All students enrolled in the course in Malaysia and Australia participate in the virtual teams' component and around ten Australian and five Malaysian students attend the symposium each year. In 2017 in Bangalore, India, the student teams crafted communication strategies on 'Vision Crisis' for ZEISS Germany, a global leader in lenses and in 2016 teams proposed communications solutions for the Dugong & Seagrass Conservation Project in Abu Dhabi.

STUDENT CLUBS AND VOLUNTEERING

Students are encouraged to build their networks and skills by getting involved in a wide range of activities including student clubs, volunteering and mentoring.

- **Bloom** is a youth-led not-for-profit, whose mission is to get more WA university students and recent graduates to 'have a go' at launching startups, small businesses and social enterprises.
- **ENACTUS Curtin** is a community of students, academic and business leaders committed to using the power of entrepreneurial action to transform lives and shape a better, more sustainable world. They are affiliated with ENACTUS, an international NfP organisation. Being involved with ENACTUS isn't just about volunteering to give back to the community, it provides students the opportunity get out of the university safety net and into the

community. Here they meet with people from diverse backgrounds, different demographics and with different life challenges, widening their perspective of life and helping them learn tolerance, patience and understanding.

The main ENACTUS Curtin project is 'Suited Up'. With Reuse, Re-sell & Refurbish elements, the project has an objective of supporting those in poverty who are experiencing difficulty in entering the workforce. A key aspect of the project is to increase the job prospects of participants by providing 'lightly worn' donated work-wear to attend interviews and for when they enter the workforce.

Donated clothing that is deemed too casual for work is sold at various market day stalls, with the revenue raised used to purchase sewing machines, needles and other equipment. These resources are then used to turn the fabrics from unwearable donated clothing into new products, such as tote bags and beanies, which are on-sold or provided to the homeless. Job-seeker participants are also invited to work alongside ENACTUS students in repurposing the fabrics, which provides an avenue to develop their skills in cutting and sewing, and add meaningful and recent work experience to their curriculum vitae.

- **Women in Business** aims to connect, support and empower the growth of future female leaders. Their vision is to promote a sense of inclusivity and to empower members to realise their own power and potential to innovate and be change-makers through social and business events. They were awarded the 2018 Best New Club by the Curtin Student Guild.

- **Curtin Volunteers!** is a student-driven volunteering hub whose mission is to provide opportunities which both enhance the student experience and benefit the wider community. The volunteering opportunities are diverse, ranging from: hands-on environmental projects, such as preserving wetlands; sorting through donated goods for sale through charity outlets; community development projects in remote and Indigenous communities; helping new migrants to develop English language skills; companionship for young adults with disabilities; and introducing young girls to coding. Faculty of Business and Law students are highly engaged with Curtin Volunteers!, with 172 students participating in activities in 2018.

John Curtin Weekend is the longest running Curtin Volunteers! program, starting in 1999. John Curtin (1885–1945) was Prime Minister of Australia during World War II, and many consider him Australia's greatest leader. He was known for his humility and belief in the future of the Australian people. This was exemplified by the introduction of pensions as a social safety net, even as our nation faced invasion. His mission to advance knowledge through technology and enrich culture through community education is an inspiration for John Curtin Weekend. Today, over 500 volunteers travel to over 40 participating regional towns and metropolitan sites each year to work alongside locals on a range of initiatives that add real value to the community.

- **Mentoring opportunities** for Curtin students (as mentors and / or mentees) include:
 - *New to Curtin* students are mentored by a more experienced student to help them navigate university life in their first semester.
 - *Curtin Specialist Mentoring Program (CSMP)* is a peer support mentoring program specifically designed for students with an autism spectrum or related condition. Strongly performing postgraduate student mentors (largely drawn from allied health courses) help guide and support their mentees to reach their academic, employment and personal goals. CSMP also provides a weekly social group during the semester to help develop friendships and enhance students' sense of belonging at Curtin.
 - *Australian Indigenous Mentoring Experience* sees Curtin students mentoring Indigenous high school students to help them develop the skills and confidence to grow and succeed.
 - *AHEAD Literacy Mentoring* is a program designed to assist upper-primary school students who are eager to further their education but have gaps in their literacy skills. As an AHEAD Literacy Mentor, Curtin students are paired with a school student and help them develop their skills so they can consider pursuing higher education in the future.



PLANS, ACTIVITIES AND OUTCOMES PRINCIPLE 4: RESEARCH

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

With a spirit of innovation, Curtin infuses outstanding research with industry, business and government partnerships. We push the limits of understanding, solving problems for industry and society, and inspiring local, national and global communities. In 2018, the University was ranked in the top 1% of universities worldwide in the highly regarded Academic Rankings of World Universities in the 151-200 band (approximately 181) and ninth in Australia.

Curtin's primary research streams are described briefly below:

- **Agriculture and environment:** Focussed on agribusiness and agricultural science, environmental biology and marine science including hydrodynamics, sonar imaging and marine bioacoustics.
- **Astronomy and astrophysics:** Curtin leads the Murchison Widefield Array project – a low-frequency radio telescope in remote Western Australia, which is a precursor to an even more ambitious project, the Square Kilometre Array.
- **Business:** Research is a core activity of the Faculty of Business and Law and is conducted with the aim of making a positive contribution to business, government and the community. Research areas and streams are discussed further below.
- **Defence:** Our world-recognised expertise in marine science, multi-disciplinary engineering as well as health and data science positions us to deliver high-impact research for Australia's defence and national security capabilities.
- **Digital humanities:** This research lies at the intersection of computing and the humanities, with a particular focus on multimodal analytics and virtual heritage.
- **Earth and planetary sciences:** In the latest Excellence in Research for Australia assessment, we received the highest possible ranking for our research in geology and geochemistry. Our planetary science research includes tracking fireballs, meteorite recovery and microanalysis of celestial samples.
- **Health and medicine:** Curtin is the largest and most comprehensive provider of health sciences research in Western Australia, bringing together scientists and researchers to uncover better methods of preventing, diagnosing and treating a range of chronic conditions and lifestyle diseases.
- **ICT and emerging technology:** There is a renewed focus on ICT and emerging technology in Western Australia, centred around the capabilities of the Pawsey Supercomputing Centre and Innovation Central Perth.

- **Indigenous studies:** We are helping to address the many shortcomings that exist between indigenous and non-indigenous Australians through research to contribute to positive social change.
- **Minerals and energy:** Our minerals and energy research focuses on maximising existing resources and developing innovative energy solutions that enhance competitive advantage in resource performance, technology and environmental management.
- **Society and culture:** We investigate works of literature or performance, examine the evolution of new media and its arising opportunities, and research human rights issues relating to culture, society, gender and sexuality.
- **Sustainability:** Sustainability is one of the pillars of our strategic plan and our commitment to it is evident not only through our teaching, buildings and plans for the future but through our research.

"Researchers in the Faculty of Business and Law combine research excellence with our ability to work with government and industry to solve real world problems. Research in the Faculty of Business and Law is very applied and seeks to make an impact on individuals, organisations and communities, improving people's lives and businesses."

Professor Kirsten Holmes,
Dean, Research, Faculty of Business and Law

FACULTY OF BUSINESS AND LAW RESEARCH

The Faculty of Business and Law undertakes high impact research that supports the achievement of a number of the SDGs. This is evidenced through the selection of publications and higher-degree by research student theses titles provided in Appendix Two, and the work of the following research areas:

The **Bankwest Curtin Economics Centre** (BCEC), make a significant contribution to the study of factors that help and impede social and economic performance and provides solutions for policy makers on ways to solve economic issues and increase economic growth. BCEC hosts academic workshops, attracts national and international researchers and its report launches receive wide coverage by the media. As an example of its impact, the BCEC Director, Professor Alan Duncan, was invited to give evidence at three Parliamentary Hearings between 2017 and 2018 on: the future of work; modernising Australia's energy grid; and gender segregation in the workplace and its impact on economic equality.



Future of Work Institute leadership team

In addition to his more Australian-focussed work, Professor Duncan was also invited to be part of an International Monetary Fund Expert Mission to the People's Republic of China, to prepare a Technical Assistance Report on the impact of tax policy on employment in China. The report, published in 2018, examines the potential for reform to the Chinese taxation and social security system as it applies to employed labour, and to small and medium-sized enterprises. Research findings and reform recommendations draw on economic theory, international experiences, and empirical evidence on tax, social security and self-employment policy in China.

The **Future of Work Institute** was established in 2018. The Institute champions a multidisciplinary approach through research collaborations, publications, webinars, training materials, and virtual resources. Streams of work are led by world-renowned researchers addressing the overall goal to support thriving people and organisations in the digital age. One of these streams is the **Centre for Transformative Work Design** which, under the directorship of Australian Laureate Fellow Professor Sharon K. Parker, conducts high quality and innovative research to understand the role of work design in generating healthy and productive work.

Funded by the Australian Government Department of Education and Training, the **National Centre for Student Equity in Higher Education's** purpose is to inform public policy design and implementation, and institutional practice, in order to improve higher education participation and success for marginalised and disadvantaged people.

The Centre's objectives are:

- To be at the centre of public policy dialogue about equity in higher education
- To assist in 'closing the loop' between equity policy, research and practice by supporting and informing evaluation of current equity practice with a particular focus on identifying good practice
- Identifying innovative approaches to equity through existing research and the development of a forward looking research program to fill gaps in knowledge
- Translating these learnings into practical advice for decision makers and practitioners alike.

The **John Curtin Institute of Public Policy** (JCIPP) focuses on research, education and discussion in public policy and administration. It takes a multi-disciplinary approach to addressing challenges, reflecting their complexity as well as the unique capacity of universities to play a key role in addressing them. The Institute's mission is:

- To undertake high quality research of national and international significance on current and emerging public policy and governance issues
- To provide relevant, quality and contemporary education tailored to public sector professionals
- To promote public debate and discussion on a range of current and emerging public policy issues.



The JCIPP engages with issues of particular significance to Western Australia within a national and international context. It draws on expertise from a wide variety of academic disciplines including political science, economics, sociology, anthropology and public management. It has particular expertise in federalism and intergovernmental relations; social policy and the welfare state; regional development; and public sector management. The JCIPP conducts a program of public affairs, providing a forum for ideas, discussion and debate in relation to all issues of public policy. A selection of PRME-relevant topics and speakers in 2017-2018 is provided in Chapter Six.

The *Women in Social Economic Research* (WiSER) Cluster is committed to producing high quality quantitative and qualitative feminist research on a broad range of issues that women identify as important to their capacity for achieving equity and autonomy.

Curtin is also a research partner of the *Australian Housing and Urban Research Institute* (AHURI), a national independent research network with an expert NfP research management company, AHURI Limited, at its centre. AHURI has a public good mission to deliver high quality research that influences policy development to improve the housing and urban environments of all Australians. Through active engagement, its work informs the policies and practices of governments and the housing and urban development industries, and stimulates debate in the broader Australian community.

Other areas of research strength within the Faculty of Business and Law of particular relevance to PRME include:

- **Corporate social responsibility and sustainability:** Our research in this area spans the corporate, public and community sectors and aims to align business and performance strategy with financial, organisational, social, and environmental goals that, collectively, are included in the concept of integrated business performance.
- **Critical management studies:** Researchers engage in multifaceted research focusing on effective and efficient institutional management and functioning in large, medium and small institutions. This embraces leadership and the evolving practice of management, contemporary and future managerial challenges which include navigating continuous change, remaining innovative, strategic and ethical; and responding effectively to emergent environmental issues.
- **Development economics:** Research is multidisciplinary and is concerned with the processes of development, including challenges of social, economic and political development, and poverty alleviation. The researchers examine change in developing countries and analyse the nature of policies and relationships at domestic, national and international levels, and how these policies and relationships have shaped economies. The research theme also addresses issues in environmental sustainability, food and health security, agriculture, disaster risk management, international assistance, international trade relations, globalisation, economic

integration, technology, gender inequity, migration and other significant issues impacting development.

- **Tourism, hospitality and events:** Working both in Australia and internationally, researchers in this field are contributing towards building a body of knowledge around sustainable development, tourist behaviour and visitor experiences, destination governance, events and hospitality, volunteering, inter-cultural issues in tourism, product development, food and wine tourism, authenticity and wellness tourism. The group is currently consolidating its research direction to focus specifically on developing Aboriginal tourism in Australia.

FACULTY OF BUSINESS AND LAW RESEARCH DISSEMINATION

In addition to traditional academic methods of dissemination, such as the journal articles and books overviewed in Appendix Two, the Faculty of Business and Law actively promotes research outcomes to the wider community through a number of avenues.

The Conversation is an independent online news and opinion site, with articles sourced from academics and researchers. The Conversation has a monthly audience of 5 million users, with 54% visiting the website daily, and a reach of 35 million through Creative Commons republication. Faculty of Business and Law faculty members published more than 60 articles on The Conversation between 2017 and 2018, with examples of articles relevant to PRME as follows:

- Why Australia's homelessness problem is getting worse, despite a rise in housing stock. Ong, R. and Wood, G., 16 July 2018
- How Indigenous and disabled women lost out in the 2018 budget. Hodgson, H., 21 May 2018
- Precarious employment is rising rapidly among men: new research. Cassells, R., Duncan, A., Mavisakalyan, A., Phillimore, J. and Tarverdi, Y., 13 April 2018
- Future tense: how the language you speak influences your willingness to take climate action. Mavisakalyan, A., Weber, C. and Tarverdi, Y., 8 March 2018
- Auditing, matching pay and accountability will close the gender pay gap: study. Casells, R. and Duncan, A., 2 March 2018
- How can we prevent financial abuse of the elderly? Webb, E., 3 October 2017
- We can use AFL to boost school attendance and improve mental health in Indigenous communities. Dockery, A.M., 14 September 2017

As discussed earlier, the BCEC releases a number of high-quality research reports each year, which are designed to influence economic and social policy debates in State and Federal Parliament, regional and national media, and the wider Australian community. Marquee report launch events attract a large number of attendees from business, government, the NfP sector, academia and the media. Further demonstrating the impact of the reports, they have been cited 24 times in State and Federal parliament records between 2017 and 2018.

The BCEC released 25 reports in 2017-2018 and those with specific relevance to PRME included:

- **Older Renters in the Western Australian Private Rental Sector:** Strategies to enhance housing security for WA's older renters, October 2018, 80 attendees at report launch event.
- **Power plans for electricity:** The impact of tariff structure changes on energy vulnerable households. September 2018, 75 attendees at report launch event.
- **A strength-based program for adolescents with autism:** September 2018, 150 attendees at report launch event.
- **Falling Through the Net:** The Digital Divide in Western Australia. August 2018, 250 attendees at report launch event.
- **Gender Equity Insights 2018:** Inside Australia's Gender Pay Gap. March 2018, 212 attendees at report launch event.
- **Educate Australia Fair? Education Inequality in Australia:** June 2017, 257 attendees at report launch event.

Faculty member research / discipline expertise has also featured in the following in 2018:

- 693 newspaper articles
- 1,325 online media clippings
- 459 radio programs
- 131 television programs



PLANS, ACTIVITIES AND OUTCOMES

PRINCIPLE 5: PARTNERSHIP



Mauritius

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

Engaging in strategic partnerships with industry and local community groups has resulted in mutually beneficial outcomes in teaching, learning and research. Students benefit from vital work-integrated learning opportunities and staff are able to achieve solutions to real-world problems through links with research partners.

We have forged strong partnerships with a broad range of organisations, both locally and on a global scale. The benefits to us in partnering with industry include: diversity of research effort; access to real-world problems and data; a focus on relevance and application; and outcomes with economic and community benefits. Benefits to industry include access to our wide range of expertise, specialised facilities and multidisciplinary research networks. As collaborations become more substantial, the outcome is often less about solving a specific problem, and more about developing infrastructure, expertise and research capacity to support entire industry sectors well into the future.

FACULTY OF BUSINESS AND LAW PARTNERSHIP APPROACH

The Faculty of Business and Law advisory network comprises of more than 90 Australian and international leaders, who contribute insight and expertise to inform strategic direction. The Advisory Council is the overarching body operating at the overall Faculty level. In addition, five school-based and three centre Advisory Boards, together with the MBA Programs and Executive Education Advisory Panel, help shape business courses and research for the benefit of students, industry and the community alike.

In addition, the Faculty of Business and Law has abundant interactions with the business community at many levels, from individual relationships and projects to major engagements. At the top of this pyramid sits a select number of significant corporate-level relationships which involve interactions which are both deep and broad. The Faculty has a strategy in place to grow the number of its significant corporate relationships over the next five years, by about three per year.

To be assessed as a significant corporate strategic partner, the partner company needs to have an appropriate level of financial and staff resources; and there needs to be at least three of the following eight metrics embedded in the relationship:

1. Fund research and / or provide access to industry-relevant problems, people or datasets
2. Participate in teaching and student experience activities, e.g. guest lectures, mentoring, student workshops
3. Provide opportunities for student work integrated learning activities, such as internships or work-based projects
4. Executive education client or support staff secondments (either inbound or outbound)
5. Business branding, for example naming of teaching spaces, facilities, research chairs or major events
6. Fund research chairs, scholarships or prizes
7. Advisory Board or Advisory Council membership
8. Host or sponsor industry, academic and / or student networking events or competitions.

Bankwest is a division of the Commonwealth Bank of Australia, delivering personal and business banking solutions to more than 1.1 million retail and business customers across Australia. In 2012, Bankwest sought to establish the WA Economic Policy Research Program, reflecting its enduring commitment to initiatives that contribute to the sustainability of the Western Australian economy and provide long-term benefits to the community. The result was the Bankwest Curtin Economics Centre, which has developed into a major economic and social research centre, delivering high profile research and far-reaching economic and social impact reports on key issues that contribute to the sustainability of the state and the wellbeing of households. This strategic corporate relationship exemplifies the benefits to the community of a strong commercial partnership based on shared institutional values and a joint commitment to research with influence and impact.

The **Eclosia Group** is one of the largest and most diverse group of companies in Mauritius, with more than twenty subsidiaries and over 4,000 employees across Africa and the Indian Ocean region. The company is committed to the economic and social upliftment of Mauritius and the broader Africa region. The Eclosia Group has been a major shareholder in the Charles Telfair institute (CTI), the largest private tertiary institute in Mauritius, which has delivered world-class education in partnership with Curtin since 2004. In 2018, CTI became host to the Curtin Mauritius campus. As a core industry partner, Eclosia's diverse operations ensure that students studying at our Mauritius campus are provided with work-integrated learning opportunities and internships across a wide-range of industries and disciplines. According to the International Labour Organization, the youth unemployment rate of Mauritius was 24% (compared to 7% overall) in 2017-2018, so Eclosia's willingness to provide internships is vital to improving students' employment prospects.

FOSTERING INNOVATIVE NETWORKS

CURTIN'S URBANISATION NETWORK

Sitting at the heart of the largest concentration of innovative industry and research in Western Australia, Curtin forms the focus of a large urbanisation hub, drawing in people from around the state and driving a local economy based on education, business, technology, housing, public transport, the arts and recreation.

Working with local governments and businesses, we have increased public transport options in and around our campus, including the free Curtin Access Bus Service, and increased the attractiveness of active transport options through new end-of-trip facilities and cycle path signage campaigns.

Partnerships with local businesses has resulted in a diverse range of food and activities on campus, encouraging the local community to visit and explore. Partnerships such as Innovation Central Perth and the BCEC bring big business to the area and ensure Curtin is at the forefront of sustainable social, environmental and economic research and technology advancements.

CURTIN ASPIRE

Commencing in early 2019, Curtin Aspire will be a business and law advice centre connecting Curtin intellectual resources to NfP organisations, small businesses and start-up entrepreneurs. The aim is for Curtin Aspire to be an innovative and socially responsible program that responds to the needs of external partners and stakeholders and enriches the student experience.

Curtin Aspire will provide students with the opportunity to work on a community project or be part of a team delivering contemporary advice to entrepreneurs as part of their coursework. Students will gain valuable work experience while helping entrepreneurs and community groups achieve their goals. In this way, Curtin Aspire will provide capacity development for community-based organisations, the NfP sector and entrepreneurs, while also supporting engaged teaching and learning, and further developing the employability and leadership skills of students.

STANFORD INTERNATIONAL HONORS PROGRAM

Curtin is one of just twenty-two institutions worldwide to sign an agreement with Stanford University to enable high-performing students to enrol in the prestigious Stanford International Honors Program. The Program provides students a transformative educational experience, with a rich array of extra-curricular programming and immersion in the Stanford culture of innovation, academic excellence, and global responsibility.

Curtin commerce students Zac Farrow and Willem Poot joined some of the world's brightest minds to transform a world-changing idea into a workable prototype while undertaking **Stanford's International Honors Program** in the US.

For seven weeks, Farrow and Poot worked on a 'moonshot' project that addressed the UN's Sustainable Development Goals at the Silicon Valley Innovation Academy (SVIA). Their invention, a biosensor that quantifies mental health, so impressed Stanford researchers that it was sent to a laboratory to be developed.

"The purpose of the academy is for students to organise themselves into multicultural and multidisciplinary teams and come up with an almost audacious solution to a problem," Farrow says.

"Our team had people from Australia, Sweden and Turkey. We selected the UN goal of improving mental health, and came up with an idea to quantify the impact of external stimuli on a person's wellbeing.

"For example, say you drink a can of Coke, you know the effect it will have on your physical health – the exact nutrition information, such as energy and calories, is measurable and available on the label.

"We wanted to know if was possible to develop something that would give you the same quantifiable information for your mental health, so a person would be able to accurately determine what experiences were 'good' or 'bad' for them."

Farrow and his team spent two weeks extensively researching current technologies that could be adapted to measure the brain's chemical responses to external stimuli.

"We found that by placing a biosensor in a person's mouth, we could take a live reading of their saliva, which contains trace elements of neurotransmitters, such as serotonin, dopamine and cortisol, all of which affect our physical and psychological functions.

"Those neurotransmitter levels could then be converted into a single measurement to give the user an indication of their overall mental wellbeing at a particular point in time.

"Further research indicated that saliva is a key diagnostic fluid in the early detection of many cancers, as well as respiratory, cardiovascular and sexually transmitted diseases. The chip could indicate to the user that they need to book an appointment with their GP, as well as provide the doctor with information on what to look for."

The biosensor has a variety of mental health applications, but after advice from their SVIA coaches, Farrow's team decided to focus on promoting the biosensor to the US military, where it could help service personnel suffering from post-traumatic stress disorder (PTSD).

"Our research showed that PTSD is a significant problem for many active and retired US soldiers. The biosensor could help those soldiers with PTSD to make informed decisions about what helps or hinders their emotional wellbeing, such as being exposed to certain sights, sounds and environments," Farrow says.

The team have submitted a Stanford-endorsed research grant application to the US military to build the biosensor, and may return to the US next year to progress the prototype if their application is successful.

FUTURE OF WORK

The Future of Work Institute draws on Curtin's expertise across engineering, computing, technology, management, economics and education to better understand the future of work and make it accessible for everyone. Collaborative projects involve business, industry associations, government, NfP and volunteer organisations, as well as new forms of organisation that are only now evolving. Partners are involved in identifying problems to be addressed and work with the Institute on solutions for implementation that support healthy and productive work in a changing world. Current projects investigate how people work with higher levels of automation, the implications for employee health, and how teams can innovate more effectively.

WOMEN IN MBAS

Historically, the MBA has had a significant gender imbalance, with men outnumbering women by around 3:1. In recognition of this as a factor in MBA programs across Australia, Curtin joined four other leading business schools in a landmark partnership agreement which committed to raising almost \$20 million (in university and industry funds) to attract 320 new women into MBA programs from 2015-2018. The other Women in MBA (WiMBA) founders were the University of South Australia, Monash Business School, Sydney Business School and Macquarie Graduate School of Management. The WiMBA program encourages diversity in leadership by partnering with business to identify top female employees and supporting them through an MBA. It is driven by an internal sponsor – a key employee of the corporate partner – who nominates company employees on the basis that they are potential future leaders of the company. In addition to financial and logistical support, the employer is required to pair scholarship recipients with in-house mentors/sponsors to provide them with guidance, support and advice throughout their MBA studies and also in helping them to develop a post-MBA career pathway.

The WiMBA scholarships are a key factor that has seen the number of women commencing the course increase from 31% of intake in 2014 to 43% today.



Claudia Jackson, WiMBA recipient

AUSTRALIAN AND NEW ZEALAND QUALITY ACCREDITATION NETWORK (ANZQAN)

Deans, learning and teaching experts, accreditation managers and quality assurance personnel continue to share experiences and best practices via the ANZQAN Google group and at the annual conference, with the eleventh conference hosted by the University of Tasmania in December 2018. An ongoing theme of the conference is the embedding and assessment of social-cultural learning outcomes and ethics across the curriculum. More recently, practices around embedding the sustainable development goals into curriculum have been shared. A majority of schools in the network are PRME signatories.

THE NEW ZEALAND BUSINESS PERFORMANCE PANEL

In March 2018, the Head of the Curtin School of Management, Professor Julia Richardson, attended the formal launch of the New Zealand Business Performance Panel, hosted by The Hon. Steve Nash, Minister for Small Business. The Panel was established to help New Zealand small businesses find practical ways to improve their performance, by bringing together a panel of experts from New Zealand and around the world, and combining their insights with their own research with small businesses. The result is a set of freely available resources which focus on management and leadership, with self-assessments and step-by-step instructions to help build happy, healthy and productive teams. Professor Richardson's research on sustainable careers and the future of work in the 21st Century was well received at the launch and is expected to help New Zealand businesses into the future.

WESTERN AUSTRALIAN PRME REGIONAL MEETING

The PRME WA Regional group held their inaugural meeting on 31 May 2018. Chaired by Curtin's Associate Professor Eva Dobozy, Director Quality Assurance, other members include representatives from the Faculty of Business and Law, Edith Cowan University, Murdoch University, The University of Western Australia, the Coordinator of the AUS/NZ PRME Chapter and the Special Advisor to the PRME Secretariat in New York. The aim of the group is to forge close relationships, opening up possibilities for cross-institutional collaboration to share best practice.



PLANS, ACTIVITIES AND OUTCOMES PRINCIPLE 6: DIALOGUE



Carrolup Collection Tour, John Curtin Gallery.

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

Curtin seeks to engage with industry, government and the wider community on issues core to the achievement of our vision and mission. We believe that to be a truly future-focused university, sustainability has to be at the heart of everything we do. For this reason, it is one of the pillars of our strategic plan and our commitment to it is evident through the activities that have been profiled in earlier chapters of this report.

Other high-impact events that support the SDGs and have relevance to PRME are profiled in the following section.

NATIONAL RECONCILIATION WEEK 2018

Sorry Day (26 May) is the day where Australia remembers and commemorates the mistreatment of the Aboriginal Stolen Generations and National Reconciliation Week (27 May to 3 June) commemorates the two significant milestones in the nation's reconciliation journey – the 1967 Referendum, in which Australians voted overwhelmingly to amend the Constitution to allow the Commonwealth to make laws for Aboriginal people and include them in the census, and the High Court Mabo decision, recognising native title in Australia.

For National Reconciliation Week in 2018, Reconciliation Australia adopted the theme of Don't Keep History A Mystery:

Learn. Share. Grow. The campaign highlighted some of the lesser known aspects of Aboriginal and Torres Strait Islander, histories, cultures, and achievements, to prompt Australians to ask themselves: what are some of the things I don't know about our shared history?

Throughout the week Curtin hosted and participated in a number of events, including reconciliation-themed TedX talks, a resources display and trivia night, a screening of the Namatjira Project Movie and a Walk for Reconciliation. Curtin staff and students were encouraged to attend as many of the Reconciliation Week events on offer as possible. They also took part in an iconic art activity to mark Sorry Day by writing messages on and painting cardboard hands to contribute to a Sorry Day Sea of Hands.

'Sea of Hands' are a physical representation of support for native title and reconciliation. The first Sea of Hands was held in front of Parliament House in 1997; since then communities throughout the country create them in a show of recognition and support for Aboriginal and Torres Strait Islander people and they have become a symbol for Reconciliation.

AUSTRALIAN ALLY CONFERENCE 2018

In September 2018 Curtin hosted the second Australian Ally Conference, titled: "Activating Human Rights: Sexual Orientation, Gender Identity and Intersex Status."

The Conference aimed to open up a national conversation on how to activate human rights in relation to sexual orientation, gender identity, and sex characteristics for all people well into the future. The Conference brought together academic and professional staff, students and practitioners from across the Ally communities in the education sector and also showcased best practice of Ally networks in private enterprise and government.

The annual Curtin Human Rights Lecture was incorporated into the conference, with the lecture, "Where to now? The future of LGBTIQ-Human Rights," delivered by The Hon. Michael Kirby AC CMG. In his address, he noted that "LGBTIQ people continue to live with social exclusion and homophobia in the broader society, in their studies and in the workplace. It is through education and networks, such as the Ally Networks that these attitudes and experiences are changed. Australia's universities have a significant role to play in educating their students about the importance of diversity and inclusion. Universities also have a leading role as major employers in ensuring they promote best practice and equity in the workplace. By creating a respectful and supportive culture the universities' Ally networks contribute substantially to that environment and change."

TERTIARY EDUCATION MANAGEMENT CONFERENCE, PERTH 2018

The Tertiary Education Management Conference (TEMC) is organised in partnership by the Association for Tertiary Education Management (ATEM) and the Tertiary Education Facilities Management Association and attracts around 700 professional managers from public and private educational institutes and government departments across Australia and New Zealand. Presentations from Curtin staff in 2018 focussed strongly on the value of communication and collaboration, with topics ranging from engaging meaningfully with our stakeholders and local community, through to achieving corporate responsibility and sustainability through interdepartmental collaboration.

Curtin's Planning Director, Dr Rocio Bona, chaired the Local Organising Committee for the 2018 TEMC, which for the first time made a commitment to reflect the importance of sustainability and minimise waste by:

- Not using paper or plastic cups, cutlery or crockery
- Ensuring all food waste was sent to the Southern Metropolitan Regional Council processing plant where they process the waste and all organic material is converted to soil improvers and compost
- Providing the program via a custom-built App, rather than in print
- Delegates could help themselves to promotional items from a self-service packing bar to avoid wastage.



FUTURE OF WORK IN AUSTRALIA: PREPARING FOR TOMORROW’S WORLD

BCEC’s Focus on the States report, Future of Work in Australia: Preparing for tomorrow’s world, was launched on 13 April 2018. The report examines the way in which the organisation of work is changing from workforces to workplaces and the implications of these changes for Australia.

Launching the report, BCEC Director and co-author, Professor Alan Duncan said the Australian labour market is changing and precarious employment was on the rise. He added that as the Australian labour market moves towards a more highly-skilled workforce, it is critical that up-skilling programs are available to those workers at risk of being displaced in the new world of work. The expert panellists agreed a collaborative

approach is needed across community, government, industry and higher education.

Dr Astghik Mavisakalyan, Senior Research Fellow, Bankwest Curtin Economics Centre, Andy Weir, Executive General Manager Enterprise Services & Chief Information Officer, Bankwest, Professor Deborah Terry AO, Vice-Chancellor, Curtin University, Hon. David Kelly MLA, Minister for Innovation and ICT; Science; Water; Fisheries and Forestry; Professor Alan Duncan, Director, Bankwest Curtin Economics Centre, Anne Driscoll, Director General, Department of Training and Workforce Development and Rhonda Brighton-Hall, Founder and CEO, mwah. Making Work Absolutely Human

PASAR MALAM COMMUNITY NIGHT MARKET

Pasar Malam – Malay for ‘night market’ – is an NfP student initiative organised annually by the International Student Committee and Curtin Student Guild. It invites members of the community to join in a celebration of Curtin’s diversity, with food and entertainment from around the globe, put together to conclude Multicultural Week. The 2018 event attracted over 12,000 visitors and featured:

- 40 + pop ups and food trucks offering street food from Spain, Indonesia, Malaysia, Taiwan, Korea, Lebanon, Morocco, France, USA, Thailand and Italy
- Craft stalls featuring handmade and local designs
- Live on-stage entertainment including Taiwanese singer Bifidordor, lion dancing, Congolese dance and vocal group Soukouss Internationale, Diversity Dance Crew and a host of roving performers.

CURTIN CORNER

Curtin Corner is a regular presentation and discussion forum hosted by the JCIPP. Curtin Corner aims to encourage dialogue between Curtin and the wider community and is open to staff, students and the general public. Sessions last about 45 minutes and are followed by discussion and debate of the ideas presented. Table 2 summarises the presentations of relevance to PRME in 2017 – 2018, and demonstrates Curtin’s commitment to initiating dialogue on important sustainability and social policy issues.

Table 2: Curtin Corner Presentations, 2017-2018

Presenter	Subject
2018	
Ms Carina Hoang, PhD Candidate, Curtin University Sustainability Policy Institute	What can history tell us about the Vietnamese boat people crisis in Hong Kong?
Mr Chum Rajakaruna, Senior Analyst and Mr Chayan Gunendran, Energy Analyst, Horizon Power	Regional WA’s electricity landscape and its future
Senator Jordon Steele-John, Australian Greens	Accessible City – Making Perth a city for everyone
Dr Paul Wilkes, Senior Research Geophysicist, CSIRO	Climate Change and Renewables – Challenges and Opportunities
Professor Dora Marinova & Dr Asif Siddiqui, Curtin University Sustainability Policy Institute	Implementing the Sustainable Development Goals in Bangladesh
Professor Carmen Lawrence, School of Psychological Science, University of Western Australia	What value should we place on the natural environment?
Adjunct Professor Robert Guthrie, Office of Criminal Injuries Compensation, Department of Attorney General and JCIPP	National Redress Scheme for victims of institutional abuse
Professor Eileen Webb, Curtin Law School	Tackling Elder Abuse
Associate Professor Julia Richardson, School of Management, Curtin	The Future of Work? It’s Already Here
Ben Rose and Ian Porter, Sustainable Energy Now	Modelling the transition to 85% renewable energy on the SWIS
Khandro Thrinlay Chodon, Founding Director Khachodling Education Program	Sustainability in a modern world – a Buddhist’s Perspective
2017	
Professor Joseli Macedo, Head of School, School of Built Environment, Curtin	The Impact of Public Policy on Urban Settlements: the right to the city vs. environmental quality
Dr Stephen Lennon, President, United Nations Association of Australia – Western Australian Division	The Sustainable Development Goals and Australia – A National and Personal roadmap to sustainability
Dr Lynette Vernon, Post-Doctoral Fellow, National Centre for Student Equity in Higher Education; and Professor Andrew Taggart Provost, Murdoch University	Supporting the Aspirations of Low-SES Students to Attend University
Adjunct Professor Robert Guthrie, Office of Criminal Injuries Compensation, Department of Attorney General and JCIPP	Criminal Injuries Compensation for Family and Domestic Violence
Professor Neil Ryan, Curtin University Sustainability Policy Institute	Australia’s Industrial Development Agenda: contemporary trends in Australian science, technology and innovation policy
Associate Professor David Hodgkinson, UWA and Executive Director, EcoCarbon	Walking Away from Paris: Donald Trump and the Future of Climate Change Action
Professor Maryam Omari, Executive Dean, School of Business and Law, Edith Cowan University	Communicating Across Cultures
Professor Tiejun Wen, Institute of Advanced Studies for Sustainability, Renmin University of China	Eco-civilization strategy & Rural Sustainability in the 21st century
Dr Gemma Green, Curtin University Sustainability Policy Institute	Citizen Utilities: Tomorrow’s Energy Industry: The new energy economy and how it’s being revolutionized by blockchain technology
Adjunct Professor Dr Aaron Gove, Curtin University and Senior Environmental Scientist, Astron Environmental Services	Choosing coffee that makes a difference
James Best, CEO, FuturePlexus	Community sustainability and urban regeneration policy



STUDENT ENGAGEMENT AND IMPACT

As discussed earlier in the report, Curtin students engage in a range of volunteering activities, and internships placements are often with NfPs. Two other examples of Faculty of Business and Law students undertaking work-integrated learning, that also provides an important service to the community, include:

- The *John Curtin Law Clinic* was established in 2017 to provide a service to small businesses in identifying legal options; carrying out legal research; preparing court documents; and providing referrals. The Clinic's mission is to enhance the education of Curtin law students and to improve access to justice through supervised professional experience. This is achieved by:
 - Creating opportunities for students to engage in professional activities in a supervised, clinical legal education environment
 - Providing legal aid to small businesses
 - Encouraging students to critically reflect on their roles and responsibilities as future members of the legal profession
 - Giving students training and development opportunities to develop their professional skills.

"I'm really grateful for the Law Clinic's help. I would read documents several times and just couldn't understand them. But after just a few conversations with yourselves it all made sense. Thank you, I really appreciate it."

Law Clinic client

- The *Curtin Tax Clinic*, established in July 2018, aims to assist unrepresented taxpayers in meeting or complying with their taxation obligations. It is the first clinic of its kind in Australia offering students, under the supervision of experienced tax practitioners, the opportunity to engage in case-work directly relevant to their career in taxation.

A former sheep shearer from the Goldfields-Esperance region, who almost lost thousands of dollars when an online tax agent service refused to release his full tax refund, is just one of 70 individual taxpayers and small business owners who have had their matters resolved by Curtin's new pro-bono tax clinic.

Leonard Fulcher, 56, was in desperate need for help after the online tax agency he used withheld \$6,000 of his full entitled refund.

"I sat on the phone all day, every day, for months. I rang everybody I could think of: the taxation office, consumer protection, the taxation board – but no one could remotely help me. I was at a dead end," says Fulcher.

Eventually, an agency put Fulcher in touch with the Curtin Tax Clinic, where he was able to get advice from second- and third-year students, who worked under the supervision

of Clinic Director Annette Morgan and Curtin Law School lecturer Donovan Castelyn.

Not only did Fulcher get his money back – the students also realised that the tax agency had overcharged him for services and they drafted documentation to dispute the amount of the fee.

"The students and their supervisors were unbelievable. I had been trying to get my refund back for 12 weeks. They demanded the agency repay me and within 12 hours they got a response," reveals Fulcher.

"I was very impressed with how polite and knowledgeable they were, especially since they're going to be our future tax agents.

"I've actually written to other taxpayers affected by the agency and recommended they contact Curtin Tax Clinic as well."

ALUMNI IMPACT

A small selection of recent graduates making a difference within the local and international community are profiled in the following:

- Amanda Healy is from the Wonnarua nation, the traditional Aboriginal owners of the Hunter Valley region in New South Wales, Australia. She completed a Bachelor of Arts at Curtin before forging a successful career in the mining industry in Australia, Africa and Canada. She returned to study in 2009, completing a Graduate Certificate in Small Business Growth Management before graduation with an MBA in 2017. In late 2014, Amanda established Kirrikin as a social enterprise. Kirrikin transforms Aboriginal artwork onto luxurious cashmere and silk fabrics, turning them into scarves, ties and clothing. Kirrikin both employs and shares business profits with the Aboriginal artists. Amanda went on to establish Warrikal in 2017, a mechanical maintenance business, providing professional support services to the resources sector. Warrikal is Indigenous owned and operated, and seeks to provide stable employment and development opportunities for both Indigenous and non-Indigenous people. An example of the contribution Warrikal makes, to the communities within which it operates, is to provide training, mentorship and entry-level work opportunities for Indigenous people, in order to take steps towards addressing the significant socio-economic disadvantage many experience.
- David Castelanelli, a 2018 Bachelor of Commerce (Marketing and Public Relations) alumnus is proving that hard work, dedication and a passion for helping youth within the community is a recipe for success. WA Youth Ambassador and a founder and co-founder of two youth-focused organisations: ‘Alpha Motivation’ and ‘Futuristic Skills’. One which aims to build goal setting, presentation and networking skills, and another that concentrates on developing skills needed for the jobs of the future.
- Curtin Ignition alumnus Tom Young has been awarded the 2018 WA Innovator of the Year award. Mr Young is the founder of **Udrew**, an online tool which allows anybody to create their own fully customisable, interactive, compliant, “smart” building and engineering plans - in real-time. He participated in Curtin’s Ignition program in 2016, which gave him the platform to develop and commercialise his idea.
- Shelley Cable is a Wilman-Nyoongar woman who, having completed a Bachelor of Commerce (Economics and Finance) in 2015, is passionate about Indigenous business and financial literacy. In July 2017 she presented to the United Nations Expert Mechanism on the Rights of Indigenous Peoples, highlighting the need for greater financial literacy as a foundation for the success of the global Indigenous business sector. She was also selected as a national delegate to provide recommendations on constitutional reform and was a finalist in the 2017 Western Australian of the Year Awards. Shelley’s contributions to the community led to her winning the Curtin Young Alumna Award in 2017.
- Total Green Recycling is the result of an entrepreneurial mind and tenacity shown by a Curtin engineering graduate James Coghill and his brother, Michael. The brothers began the business in 2008 to help support themselves financially throughout their university studies. Following a successful pitch of the business concept to their parents, the brothers rented a warehouse and hired some friends from university to commence their business. The company’s primary service offering is recovering and recycling materials from waste electronics. Its key objective is to liberate material from the waste electronics that can be further processed into saleable commodities used in manufacturing operations, therefore minimising the amount of material being sent to landfill. James and Michael are actively contributing to efforts helping to guide the future of the e-waste recycling industry.



“Our vision to contribute to a more sustainable future is certainly coming to fruition, with 95 per cent of electronic materials recovered and recycled, and only five percent marked for disposal. In the future we see tremendous opportunity to build circular economies of scale for electronics and technical nutrients, focusing on innovation and sustainable products designed for reuse and improving outcomes across the entire IT Asset Lifecycle, not just at End of Life.”

James and Michael Coghill,
Co-founders and Directors,
Total Green Recycling

AWARD RECIPIENTS

At Curtin we celebrate Alumni who have been recognised for their achievements and contributions.

The Order of Australia was instituted by Her Majesty The Queen in 1975, to recognise outstanding members of the community. The Faculty of Business and Law alumni who received an Order of Australia in 2018 are listed in Table 3.

Table 3: Faculty of Business and Law Order of Australia 2018 Honorees

Alumni Name	Award
Elizabeth Pattison, Master of Business (Information Systems)	Medal of the Order of Australia (OAM) For service to the community through youth and social welfare projects
Anne Banks-McAllister, Master of Leadership and Management	Member of the Order of Australia (AM) For significant service to women through roles advancing gender equality, particularly in local government
Emeritus Professor Margaret Nowak, Inaugural Director, Curtin Graduate School of Business	Member of the Order of Australia (AM) For significant service to education in the disciplines of business studies and economics, and to community and charitable organisations.
Christian Hayes, Bachelor of Commerce (Sports Management)	Member of the Order of Australia (AM) For service to swimming
Reece Waldock, Master of Business Administration (Marketing)	Member of the Order of Australia (AM) For significant service to public administration, particularly to transport and infrastructure planning and development in Western Australia, and to the community

The Business News 40under40 Awards program was established in 2002, to recognise and celebrate Western Australia’s 40 leading business entrepreneurs under the age of 40. The program recognises not only personal determination and commercial drive, but also philanthropic pursuits. Faculty of Business and Law alumni who were recognised in 2018 are:

- Matthew Felton, Bachelor of Commerce (Property)
- Aymee Mastaglia, Master of Commerce (Marketing)
- Veena Mendez, Master of Logistics (Supply Chain Management)
- Raymond Pecotic, Bachelor of Commerce (Sales and Marketing)
- Katherine Raynes-Goldie, Doctor of Philosophy (Internet Studies)

PLANS, ACTIVITIES AND OUTCOMES 7: ORGANISATIONAL PRACTICES



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

As discussed under Principle One, Curtin's vision is supported by our Sustainability Framework which focuses on building an enabled economy and connected community while protecting our physical environment. Sustainability reporting is achieved through a new Sustainability website, managed by the Curtin Properties, Facilities and Development department.

Our vision for 2030 for each pillar of the Sustainability Framework is discussed below, and is addressed via a range of University-wide programs and activities (see Appendix Three). Many of these activities align with other best practice reporting frameworks, such as ISO 26000 – Social Responsibility, the Global Reporting Initiative and the SDGs.

Our Connected Community

Well-connected, safe, healthy communities

Curtin is more than a place for learning; it's a place for living. We're making it a destination for recreation and culture – a place where students, staff and visitors connect in a safe, inclusive and accessible environment.

Our Enabled Economy

A hub for local economic prosperity and investment

We're transforming into a place that not only broadens horizons, but that boosts the economy of our local area. Under the Greater Curtin Master Plan our University will change from an isolated suburban campus into a major economic and innovation hub with a rich diversity of culture and the arts – an exciting centre of activity that is expected to contribute approximately \$4.5 billion per year to the West Australian economy.

Our Physical Environment

Low-impact, activity-based precincts

With green spaces and shady trees, our campus is celebrated for its natural surrounds. We're always looking for ways to reduce our impact on the environment – from creating sustainable buildings and improving our water and energy efficiency, to planting new habitats for our native fauna, such as the Carnaby's Black Cockatoo.



Artists impression of Greater Curtin

Our People and Governance

An integrated approach to people and governance

We have always believed that creating a sustainable Curtin means collaborating with students, staff and external stakeholders to make our University the best it can be. Together, we're striving for best practice in environmental sustainability, social responsibility, learning, teaching, research and knowledge sharing.

SUSTAINABILITY IN OUR BUILT ENVIRONMENT

GREATER CURTIN STAGE ONE

The Properties, Facilities and Development department is responsible for the planning and management of Curtin's physical environment. As discussed in our last SIP report, the Greater Curtin Master Plan is about more than a collection of buildings: it is about the creation of a better quality of life through urban renewal, clever and sustainable design, high-quality public spaces and social outcomes that will benefit Western Australians. It supports the Western Australian government's 2031 strategy to revitalise the region as a specialist activity centre, delivering benefits such as:

- Diversity of activity to foster vitality and catalyse synergies between business and academia, research and practice
- Innovative and integrated district-level energy, waste and water infrastructure

- Highly connected movement networks that prioritise people over cars
- High quality built form and distinctive public realm and landscape.

It was these factors in the Master Plan that led to Curtin being awarded Australia's first Five Star Green Star Communities rating in 2015 by the Green Building Council of Australia. The award validates Curtin's vision and initiative to deliver environmental, economic and social sustainability.

Greater Curtin Stage One is underway and is the catalyst for a transformation that represents a step change to how Curtin has traditionally functioned. The shift from being only a place of teaching, learning and research, to also being a multipurpose destination that is open to everyone, will require a dedicated and sustained focus across all aspects of the business; it is beyond a simple "bricks and mortar" transaction.

When completed, Stage One will integrate our best educational and research offerings with an enviable urban lifestyle, in a sustainable place where everything is available and connected. A new bus interchange will be a key component of Stage One. This interchange is intended to be the central public transport hub for Curtin and is to be situated adjacent to a proposed new light-rail service connecting the campus with the Perth CBD, and other major transport hubs, in an effort to reduce the reliance of our staff and students on cars.

GUILD OUTLETS GO GREEN

Each year tens of thousands of Curtin students and staff consume more than 100,000 hot meals, one million espresso shots and close to 120,000 sushi packs. In 2018, the Curtin Student Guild, which runs most of the food outlets on campus, made a commitment to introduce biodegradable products to all its outlets.

During the first phase of the initiative, the Guild replaced its plastic take-away containers with carbon neutral packages made from sugarcane pulp, a renewable by-product of sugar refining. Plastic cutlery sets were replaced with Forrest Stewardship Council certified Birchwood which is biodegradable and compostable and plastic straws phased out in favour of paper straws.

Curtin Student Guild President Liam O'Neill believes the introduction of green packaging is significant for all those who work and study at Curtin. "We all have an obligation to manage our activities in a sustainable way and to minimise the environmental impact of our lifestyle".

The Guild's 'Greener Eats' strategy will take 12 months to complete with Phase Two of the program replacing plastic cold drink cups with bioplastic cups made from natural materials such as corn starch. "We understand that the carbon footprint of these cups is 75% less than conventional plastics and on a campus of Curtin's size that is a significant environmental win."

The Guild will also replace its sushi trays and perhaps the biggest ticket item of all, coffee cups. According to Mr O'Neill, the Guild's food and beverage team have spent many months researching different products looking at how well they stand up under heat and cold temperatures and what sort of impact they had on the taste, texture and presentation of food. "We are also exploring on site composting opportunities which would take our green strategy to the next level."

THE LIVING CAMPUS

We are installing electrical, water, gas and thermal meters in buildings across the Bentley Campus, allowing us to track our utility use in real time. These meters are turning our campus into a living laboratory – a communications and teaching tool that is constantly updating us on how our buildings are performing. So far, we have installed 800 electrical meters, 90 water and gas meters and 145 thermal meters.

We're using data from these meters to alert us to anything out of the ordinary, to help make our buildings more energy and water efficient, and transforming our campus into a live research project.

OUR SOCIAL COMMITMENT

The preceding chapters demonstrate that, at Curtin, we are committed to providing a workplace that is inclusive and supportive. We strive beyond legislative compliance to provide an environment in which all community members feel respected, valued, welcomed and safe, and are proud to continue our effort towards sustaining our inclusive workplace culture in partnerships with programs and organisations such as Athena SWAN, Pride in Diversity, Reconciliation Australia, Respect Now Always and White Ribbon Australia.

- In 2018, Curtin's continuous effort towards sustaining our inclusive LGBTIQ+ workplace culture was again recognised by being awarded Silver Recognition at the Australian Workplace Equality Index, held by Pride in Diversity. The award is testament to Curtin's long standing commitment to providing a workplace that is inclusive and supportive.
- Curtin's commitment to gender equality has again been recognised with the University named an Employer of Choice for Gender Equality in 2017-18 by the Workplace Gender Equality Agency.
- Curtin was the first Australian university to issue a Reconciliation Statement and to adopt a Reconciliation Action Plan.
- Curtin was the first Australian university to adopt a Cross Cultural Education Policy and Implementation Plan.
- Curtin's commitment to providing a safe workplace for female staff members saw it become the first educational institution in Western Australia, and one of only eight in Australia, to achieve accreditation as a White Ribbon Workplace in 2017. This means we are officially recognised by White Ribbon Australia as pioneers in contributing to national cultural change to prevent and respond to violence against women, using workplace practices.



Curtin's continuous support of the LGBTIQ+ community was again recognised through being awarded Silver Recognition in the 2018 Australian Workplace Equity Index. The Bentley Campus was awash with colour during the national marriage equality survey.

SUPPORTING OUR STUDENTS

A wide range of programs and services are provided to support students during their time at Curtin. These include:

- Curtin International: provide advice and services to prospective and enrolled international students on a range of matters including: course enquiries and changes; education agents; visa requirements; health insurance; airport pickups; accommodation; and pre-departure information. Curtin has developed a pre-departure app, Curtin Companion, to assist new international students to prepare for travel to Australia.
- Student Wellbeing Advisory Service: provides a first point of contact, via a phone hotline or email, for students at all locations with a study or personal issue. When necessary, Student Wellbeing Advisors make appropriate referrals to other Curtin services or to an outside agency. The Student Wellbeing Advisory Service also works with students who have been placed on Conditional or Terminated Status, to access support and take the steps required to get their studies back on track.
- Counselling Services: provide students access to professional psychologists and social workers who can assist with personal issues. The University offers up to ten free counselling sessions per annum and delivers courses on topics ranging from self-esteem to time management. In addition to the Counselling Services staff, a 24-hour crisis line is available.
- Disability Services: offers a free and confidential service for all students with disabilities or medical conditions to ensure they can access study materials, negotiate manageable workloads, attend classes and meet assignment deadlines.

- Multi-faith Services: a worship centre and support for religious and spiritual needs is provided through a multi-faith chaplaincy service.
- Curtin Student Guild: plays a vital role in representing the interests of students by providing educational, commercial and social services to its members. The Guild also has representative students on the major boards and committees of the University.

In order to introduce students to activities and support services on campus and help them to settle into university life, we produce a range of digital communications which are available on the Curtin YouTube channel and promoted via Facebook. Some of the videos also aim to inspire students to get involved in volunteering and making a contribution to Curtin and the community. Examples include:

- [Exploring creativity while studying](#)
- [Improving mental health through exercise](#)
- [Making friends: What Curtin international students say](#)
- [Indigenous students getting a great start at Curtin](#)
- [Helping new students settle in to Curtin life: New to Curtin Mentoring Program](#)
- [Centre for Aboriginal Studies – Student Yarning Circle](#)
- [Entrepreneurship students creating social change: ENACTUS Curtin University](#)
- [Explore and travel with the New Colombo Plan Scholarship Program.](#)

APPENDIX ONE: FACULTY OF BUSINESS AND LAW PRME ACTIONS AND OUTCOMES, 2017 – ONGOING

Key Item	Desired Outcome	Commence	Complete	Responsible Officer
1. Faculty PRME Council	Increase awareness of PRME in FBL and its industry partners			
Action 1.1	Establish PRME Council called Sustainability in Business Council	August 2017	15 March 2018 Completed	Director, Quality Assurance (QA)
Action 1.2	Finalise Council Membership and Terms of Reference	15 March 2018	16 May 2018 Completed	Director, QA
2. FBL to participate in 2017 PRME Global Forum	Participate, develop networks and identify global trends			
Action 2.1	Attend Global Forum 2017		19 July 2017 Completed	Director, QA
Action 2.2	Meet with Australian Chapter Champions		20 July 2017 Completed	Director, QA
Action 2.3	WA PRME Regional Meetings	7 April 2017	December 2018	Director, QA
3. Educating FBL Staff	Increase general awareness of the UN PRME mission and how FBL can assist in the transformation of management education – high level message			
Action 3.1	Professional learning sessions – develop materials for messages to staff	April 2018	Dec 2018	Director, QA
Action 3.2	Print and distribute FBL Statement of ERS Principles Posters	March 2018	May 2018	Marketing Manager
Action 3.3	Audit of ethics, responsibility and sustainability content in courses	December 2018	December 2019	Dean, Learning & Teaching (L&T)
Action 3.4	Audit of ethics, responsibility and sustainability areas in research	December 2018	August 2019	Dean, Research
4. Educating FBL Students (current and alumni)	Increase dialogue about social responsibility and sustainability			
Action 4.1	Develop materials about social responsibility and sustainability	May 2018	December 2018	Director, Student Engagement (SE)
Action 4.2	Engage via student guild and clubs – Curtin ENACTUS in Sem 2 2018	May 2018	Ongoing	Director, SE
Action 4.3	Print and distribute FBL Statement of ERS Principles Posters	March 2018	May 2018	Marketing Manager
5. Reaching Future FBL Students (transition strategy)	Participating students (e.g. Wesfarmers high achieving students) gain leadership, teamwork and communication skills around ethics and sustainability; this is an extra-curricula activity			
Action 5.1	FBL Orientation initiative – contribute to welcoming environment - ENACTUS Curtin	May 2018	December 2018	Director, SE
Action 5.2	FBL Assignment Lounge initiative – gain leadership and ethics training through engagement with new students	May 2018	December 2018	Director, SE
Action 5.3	Written personal letter of reference for participating students employment portfolio and resume	May 2018	December 2018	Director, SE

Key Item	Desired Outcome	Commence	Complete	Responsible Officer
6. Curriculum Renewal and Assurance of Learning (AoL)	Course innovation that aligns with PRME principles and SDGs; AoL restructuring plan implementation.			
Action 6.1	Embed consideration of the Faculty of Business and Law Ethics, Responsibility and Sustainability Statement of Principles in Curriculum Analysis, Review and Renewal process.	December 2018	January 2019	Dean L&T
Action 6.2	AoL restructuring plan implementation	July 2019	Dec 2019	Dean L&T
7. Fostering Interdisciplinary PRME-Related Research (expand to include learning)	Better understand staff and student attitudes to the PRME principles (learning and research) and identify areas of alignment for potential future cooperation			
Action 7.1	Engage with industry about their needs for graduates to embody FBL ERS principles	May 2018	Ongoing	Deputy Pro Vice-Chancellor
Action 7.2	Engage with researchers, including HDRs, where relevant to SDGs on the impact of their research and future needs and possibly collaborative projects	May 2018	Ongoing	Dean, Research
Action 7.3	Student and staff forums to identify attitudes to PRME principles	September 2018	November 2018	Director, SE

APPENDIX TWO: SELECTED RELEVANT PUBLICATIONS AND STUDENT RESEARCH THESES

PUBLICATIONS



The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.

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Jackson, E.L. and Adamson, D. 2018. "The live sheep export supply chain: when operational and societal complexities collide." *International Journal of Business and Systems Research* 12 (2): 181-196.

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Suleiman, A., Jackson, E.L. and Rushton, J. 2018. "Perceptions, circumstances and motivators affecting the implementation of contagious bovine pleuropneumonia control programmes in Nigerian Fulani pastoral herds." *Preventive Veterinary Medicine* 149 (1): 67-74.



Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development.

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Obtaining a quality education is the foundation to improving people's lives and sustainable development.

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Dhakal, S., Nankervis, A., Burgess, J. and Prikshat, V., 2019. Challenges and Strategies of Transition from Graduation to Work in the Post-2020 Asia Pacific and Beyond: A Comparative Analysis of Nine Countries. In *The Transition from Graduation to Work* (pp. 241-253). Springer, Singapore.

Dhakal, S.P. 2018. "The state of higher education and vocational education and training sectors in Nepal." In *Transitions from Education to Work: Workforce Ready Challenges in the Asia Pacific* 1st. Cameron, R., Dhakal, S.P. and Burgess, J., 189-204 London and New York: Routledge.

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Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

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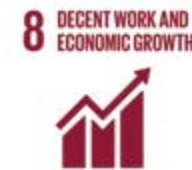
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STUDENT THESES

Student Name	Thesis Title
Doctor of Philosophy / Doctor of Business Administration 2018	
Ail, Ken Kaepae	Techniques for Analysing and Reconciling the Progressive Mineral Taxation Regime of Papua New Guinea
Ali, Md Borak	Social Exchange Process in Ecotourism: Realizing Benefits for the Local Community
Cahyono, Budi	Non-Compliance in Public Financial Management: A Case Study of a Local Government in Indonesia
Eulaiwi, Baban	Four Essays on Corporate Governance, Ownership Structure and Capital Structure of GCC Firms
Kamal, Sama Mostafa	Nomination Committee, Gender Diverse Board and Organisational Outcomes: An Australian Perspective
Komara, Ahmad	The Role of Professional Tax Consultants in the Indonesian Tax System
Koshy, Paul	Equity Policy and Participation in Australian Higher Education
Marinelli, Melissa	Transition from Technical Engineer to Managers and Leaders: Women’s Experience in Australia
Meng, Lei	Three Essays on Tax Haven Utilization, Cash Holdings and Determinants of Corporate Social Responsibility Disclosures: Evidence from Chinese Listed Firms
Shabnam, Saadia	Psychological Distance and Construal-level Influence on Consumers’ Pro-environmental Product Purchase Intention
Sitorus, Rony Lahi	The Relationship Between Adopting and Utilizing a Centralistic Management Control System in Indonesian Local Government: Impacts on Organizational Learning
Wreford, John	Critical Success Factors in the Offshore Business Process Outsourcing of Debt Collection to India
Yasmin, Sanoara	Enhancing the Sustainable Livelihood of Crab Fishers: A Study of the Mud-Crab Value Chain of Coastal Bangladesh Using the Social Business Model
Zheng, Chen	Three Essays on Bank Liquidity
Doctor of Philosophy / Doctor of Business Administration 2017	
Ahmed, Feroz	Does ecotourism produce sustainable outcomes? Testing the direct and mediated effects
Aitken-Fox, Eileen	Compliance with Employment-Related Legislation: Challenges for Small and Medium Businesses in WA
Ayentimi, Desmond Tutu	Multinationals’ HRM policies and practices: Do national institutions in less developed countries really matter?
Bunn, Michelle	The Development of Public Sector Audit Independence: the Colonial Experience in Western Australia
Chambers, Siddier Elizabeth	Songs of Freedom: Rural Women’s Experiences of Poverty and Development in Jamaica
Chang, Kum Hong Vincent	Internal audit quality and its association with financial distress: An Australian context
Claxton, Garry	Occupational Health and Safety: Generating Regulatory Perceptions that Encourage Compliance
Duperouzel, Lindsay	The role of a lived calling in driving the leadership accomplishment of a virtuous purpose

Student Name	Thesis Title
Hardin-Ramanan, Sarita	IT Governance and Green IT Model for Large Mauritian Organisations
Hoang, Dinh Thao Vy	Examining the performance of coffee supply chains in Central Vietnam: An Exploratory study
Hussain, Inayat	Credit Markets in an Emerging Economy: Evidence from Pakistan
Nawinna, Dasuni Priyanwada	The Role of Social Capital and ICTs in Inter-Organizational Collaboration in a Developing Economy: An Empirical Study of the Finance Industry in Sri Lanka
Ng, Lee Keng	Internationalization Strategies of Firms: An Empirical Study of EU Companies’ Expansion into China’s Environmental Protection Sector
Parlaungan, Gorga	The Tax Morale of Individual Taxpayers in Indonesia
Sanusi, Abdullah	Analysis of Non-Market Strategies Implemented by SMEs in An Emerging Economy: The Case of Indonesia
Som, Borann	Working Together for Good Governance: The Role of NGOs in Corruption Prevention in the Cambodian Public Sector
Tavassoli, Seyed Mohammad Mahdi	The Nexus Between Productivity and Economic Factors: The Case of The Australian Mining Industry
Zafer, Aliah Mohammad A	Knowledge Sharing in an Emerging Industry Cluster: A Saudi Arabian Case Study
Master of Philosophy 2018	
Amoah, Yaa Serwaa-Akoto	Internationalization Strategies of Emerging Market Firms: The Case of Sarawak
Chua, Pih Fong	Corporate Governance Determinants of Environmental and Climate Change Disclosures and Performance: An Australian Empirical Study
Lennon, Troy	The Environment, Growth and Foreign Aid: An Analysis with Energy and Carbon Emissions Intensities
Lo, Yee Wen	A Review of International Best Practice in Sustainable Airport Management
Srimeenakshi, Kumar	The impact of corporate governance on the financial performance of financial institution in Malaysia.
Master of Philosophy 2017	
Akbari, Akram	The Commercialization of Traditional Subsistence hunting activities in Bario, the Kelabit Highlands, Sarawak, Malaysia Borneo
Bashir, Shakeil	Understanding Consumers’ Attitudes Towards Online Digital Piracy
Ho, Jie Min	The corporate social responsibility (CSR) practice of environmental sensitive companies and its impacts on corporate financial performance (CFP)
Teah, Kevin Jun-Huan	Measuring the effectiveness of guilt appeals in the promotion of certified products
Ung, Sharon Lih Lee	Consumer Attitudes for Sustainable Bread Product Practices in Western Australia

APPENDIX THREE:
SUSTAINABILITY FRAMEWORK – VISION FOR 2030

OUR CONNECTED COMMUNITY
VISION FOR 2030 | WELL CONNECTED, SAFE, HEALTHY COMMUNITIES.

What is important to Curtin? *as defined in key stakeholder workshop June 2015	How we measure our Corporate Responsibility & Sustainability progress	Our Corporate Responsibility & Sustainability programs and activities	How our activities align with other best practice reporting frameworks		
	Green Star – Communities ¹		ISO 26000 ²	Global Reporting Initiative (GRI) ³	Sustainable Development Goals (SDG) ⁴
Sustainable, Healthy Lifestyles	Healthy and Active Living	<ul style="list-style-type: none">Initial stages of Masterplan for Sports and Recreation developmentCentre for Sport and Recreation Research (CSRR)Leadership in Sport programHosting of community based sports clubsPartnership with Fremantle DockersParticipation in Global Corporate ChallengeCounselling Services TeamStudent Support AdvisorsInitial stages of Integrated Transport and Movement Plan developmentHealth servicesDisability services	✓	✓	✓
	Access to fresh Food	<ul style="list-style-type: none">Park'd Food Trucks @ Curtin healthy food optionsHerb and vegetable garden on campus			
	Safe Places	<ul style="list-style-type: none">Initial stages of Integrated Transport and Movement Plan developmentGreater Curtin Masterplan developed in accordance with Crime Prevention ThroughEnvironmental Design (CPTED) principlesSafer Communities team			
Diversity and Inclusion		<ul style="list-style-type: none">Curtin Indigenous Policy CommitteeCurtin University Aboriginal and Torres Strait Islander Advisory Committee (CUATSIAC)Development of Equity and Inclusion Plan and Integrated Indigenous Implementation PlanIndigenous Cross Cultural Capability FrameworkIndigenous Leadership GroupReconciliation Action PlanROW Ahead program for Clontarf Aboriginal College studentsAlly programCareer Development Program for WomenDisability Access and Inclusion Plan 2012-2017Diverse Sexuality and Gender Identity Inclusion Strategy 2013-2017Employer of Choice for Gender EqualityFeatured in the Top 10 Pride in Diversity Australian Workplace Equity IndexLGBTIQ Steering CommitteeParticipation in Science in Australia Gender Equity (SAGE) programPartnership with Fremantle Dockers: new West Australian team in inaugural women's leagueOperational initiative to increase women in sport	✓	✓	✓

What is important to Curtin? *as defined in key stakeholder workshop June 2015	How we measure our Corporate Responsibility & Sustainability progress	Our Corporate Responsibility & Sustainability programs and activities	How our activities align with other best practice reporting frameworks		
	Green Star – Communities ¹		ISO 26000 ²	Global Reporting Initiative (GRI) ³	Sustainable Development Goals (SDG) ⁴
Transport and Accessibility	Sustainable Transport and Movement	<ul style="list-style-type: none">Initial stages of Integrated Transport and Movement Plan development	✓	✓	✓
	Sustainability Awareness	<ul style="list-style-type: none">Centre for Aboriginal StudiesCentre for Human Rights EducationCurtin University Sustainability Policy Institute (CUSP)Development of a Corporate Responsibility and Sustainability (CR&S) PolicyPilot Indigenous Undergraduate ProgramPostgraduate courses in SustainabilityPublic lectures and events related to sustainabilityResearch focused on Sustainable DevelopmentUndergraduate courses in Sustainability	✓	✓	✓
	Community Participation and Governance	<ul style="list-style-type: none">Curtin AcademyCurtin Active Seniors ProgramCurtin AHEAD programCurtin AmbassadorsCurtin Community Golf DayCurtin 'Experiences' recreation programCurtin Mentoring programCurtin University FoundationCurtin Volunteers! (CV!) programJohn Curtin WeekendNamed 'most collaborative' university (2016) in Australia by Nature IndexPink Crusaders: Curtin Stadium Breast Cancer Rehabilitation ProgramRemote and Indigenous ProgramUS Study Abroad program			
	Community Development	<ul style="list-style-type: none">Curtin Radio - community based radio stationCurtin Community Projects fundraisingCurtin Leadership CentreCurtin Stadium events for students and the communityFit and Able programJohn Curtin Undergraduate Scholarship			
	Climate Change Resilience	<ul style="list-style-type: none">Development of Climate Resilience Implementation Plan			

OUR ENABLED ECONOMY

VISION FOR 2030 | A HUB FOR LOCAL ECONOMIC PROSPERITY AND INVESTMENT.

What is important to Curtin? <small>*as defined in key stakeholder workshop June 2015</small>	How we measure our Corporate Responsibility & Sustainability progress	Our Corporate Responsibility & Sustainability programs and activities	How our activities align with other best practice reporting frameworks		
	Green Star – Communities ¹		ISO 26000 ²	Global Reporting Initiative (GRI) ³	Sustainable Development Goals (SDG) ⁴
Economic Development	Employment and Economic Resilience	<ul style="list-style-type: none">Estimated projections for 2031: 52% increase of indirect Greater Curtin employment and 45% increase in University Staff	✓	✓	✓
	Education and Skills Development	<ul style="list-style-type: none">Three higher education facilities located within 10km of the geographic centre of Bentley campus			
	Return on Investment	<ul style="list-style-type: none">Estimated increase of University industry export of 31% by 2031			
	Incentive Programs				
Cost of Living	Affordability	<ul style="list-style-type: none">Provision of tenancy advice to students	✓		✓
Technology	Digital Infrastructure	<ul style="list-style-type: none">Wi-Fi access throughout campus	✓		✓
Community investment	Community investment	<ul style="list-style-type: none">Community infrastructure facilities are planned as part of the Greater Curtin Masterplan	✓	✓	✓
Supply Chain Ethics	Other	<ul style="list-style-type: none">Reconciliation Action Plan committed to investigating opportunities to increase supplier diversity, including indigenous suppliers	✓	✓	

OUR PHYSICAL ENVIRONMENT

VISION FOR 2030 | LOW-IMPACT, ACTIVITY-BASED PRECINCTS.

What is important to Curtin? <small>*as defined in key stakeholder workshop June 2015</small>	How we measure our Corporate Responsibility & Sustainability progress	Our Corporate Responsibility & Sustainability programs and activities	How our activities align with other best practice reporting frameworks		
	Green Star – Communities ¹		ISO 26000 ²	Global Reporting Initiative (GRI) ³	Sustainable Development Goals (SDG) ⁴
Climate Change Resilience	Adaptation and Resilience	<ul style="list-style-type: none">First stages of Climate Resilience Implementation Plan	✓	✓	✓
Energy and Renewables	Heat Island Effect	<ul style="list-style-type: none">Land use mix and green space allocation defined in Greater Curtin Master Plan	✓	✓	✓
	Peak Electricity Demand Reduction				
	Greenhouse Gas Strategy	<ul style="list-style-type: none">Energy Management Plan			
	Light Pollution	<ul style="list-style-type: none">Greater Curtin Masterplan commitment for 95% of external public lighting luminaries within Bentley campus to have an Upward Light Output Ratio of less than 5%			
Water Conservation	Integrated Water Cycle	<ul style="list-style-type: none">Integrated Urban Water Management Strategy and ‘Living Stream’ initiative	✓	✓	✓
Biodiversity	Sustainable Sites	<ul style="list-style-type: none">Curtin Biodiversity PlanGreater Curtin Masterplan is approved as a ‘controlled action’ under the Environmental Protection and Biodiversity Conservation (EPBC) Act	✓	✓	✓
	Ecological Value	<ul style="list-style-type: none">Curtin Biodiversity Plan			
Materials	Materials	<ul style="list-style-type: none">Greater Curtin Stage One Development guidelines specifies the use of high quality, innovative meaningful and sustainable materials	✓	✓	✓
Waste and Recycling	Waste Management	<ul style="list-style-type: none">Waste Reduction Plan	✓	✓	✓
Environment (General)	Environmental Management	<ul style="list-style-type: none">Environmental Risk Management PlanEnergy Management PlanContractors over a value > \$5million must have ISO14001 in place	✓	✓	✓
	Sustainable Buildings				
	Design Review	<ul style="list-style-type: none">Curtin University Design Review Panel (CUDRP)			
Flexible and Adaptable Places					✓

OUR PEOPLE & GOVERNANCE

VISION FOR 2030 | AN INTEGRATED APPROACH TO PROGRAM DELIVERY.

What is important to Curtin? *as defined in key stakeholder workshop June 2015	How we measure our Corporate Responsibility & Sustainability progress	Our Corporate Responsibility & Sustainability programs and activities	How our activities align with other best practice reporting frameworks		
	Green Star – Communities ¹		ISO 26000 ²	Global Reporting Initiative (GRI) ³	Sustainable Development Goals (SDG) ⁴
Corporate Social Responsibility	Corporate Responsibility	• Development of a Corporate Responsibility and Sustainability (CR&S) Policy	✓	✓	✓
	Sustainability Reporting	• Development of a framework for reporting against Green Star Communities			
Green Star Accredited Professional	Green Star Accredited Professional	• Curtin has Green Star Accredited Professionals		✓	
Engagement	Stakeholder Engagement and Strategy	• Strengthening Our Culture Project developed through a University wide engagement plan	✓	✓	
	Strategy Implementation				
Governance	-		✓	✓	
Culture Heritage and Identity	Understanding Culture, Heritage and Identity	• Dreaming Trail and Living Stream landscape strategy	✓		✓
	Enhancing Community Culture, Heritage and Identity	• Commitment to prepare a Cultural Heritage Management Plan			
Innovation	Innovative technology or process	• Living Laboratory		✓	✓
	Market transformation				
	Improving on Green Star benchmarks	• Aim to exceed Green Star benchmark through review of potable water consumption and social impact of community infrastructure investment			
	Innovation Challenge				
	Global Sustainability				

1. Green Star - Communities is a rating tool that evaluates the sustainability attributes of the planning, design, and construction of large scale development projects, at a precinct, neighbourhood, and/or community scale. Visit <http://www.gbca.org.au/green-star/green-star-communities/>

2. ISO 26000 is an international standard that provides guidance on the underlying principles of social responsibility, and on ways to integrate socially responsible behaviour into an organisation. Visit <http://www.iso.org/iso/home/standards/iso26000.htm>

3. The Global Reporting Initiative (GRI) Sustainability Reporting Standards are the world’s most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters. Visit <http://www.globalreporting.org>

4. The Sustainable Development Goals form part of the 2030 Agenda for Sustainable Development and aim to call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. Visit <http://www.un.org/sustainabledevelopment/>

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