

EDUCATING TOMORROW'S BUSINESS LEADERS AT A CAPITAL CITY UNIVERSITY

SHARING INFORMATION ON PROGRESS REPORT 2016

VICTORIA BUSINESS SCHOOL

UNITED NATIONS PRINCIPLES
OF RESPONSIBLE
MANAGEMENT EDUCATION

VICTORIA UNIVERSITY OF WELLINGTON



A WORD FROM THE DEAN



Victoria Business School plays a distinctive role in connecting New Zealand to the world through international linkages in research, learning and scholarship, and through the diversity of our staff and student body.

We are proud of the quality of our teaching and research programmes, and of the calibre of our academic and administrative staff.

We are also proud of our graduates. They succeed at the highest level in all walks of life, both in New Zealand and internationally.

We are educating tomorrow's business leaders in a capital city university.

We are committed to the six United Nations Principles for Responsible Management Education (PRME). Starting with this 2016 report, we will report on progress in meeting these principles to all our stakeholders every two years and exchange effective practices with other academic institutions.

I trust you enjoy reading about some of our achievements in PRME over the last two years.

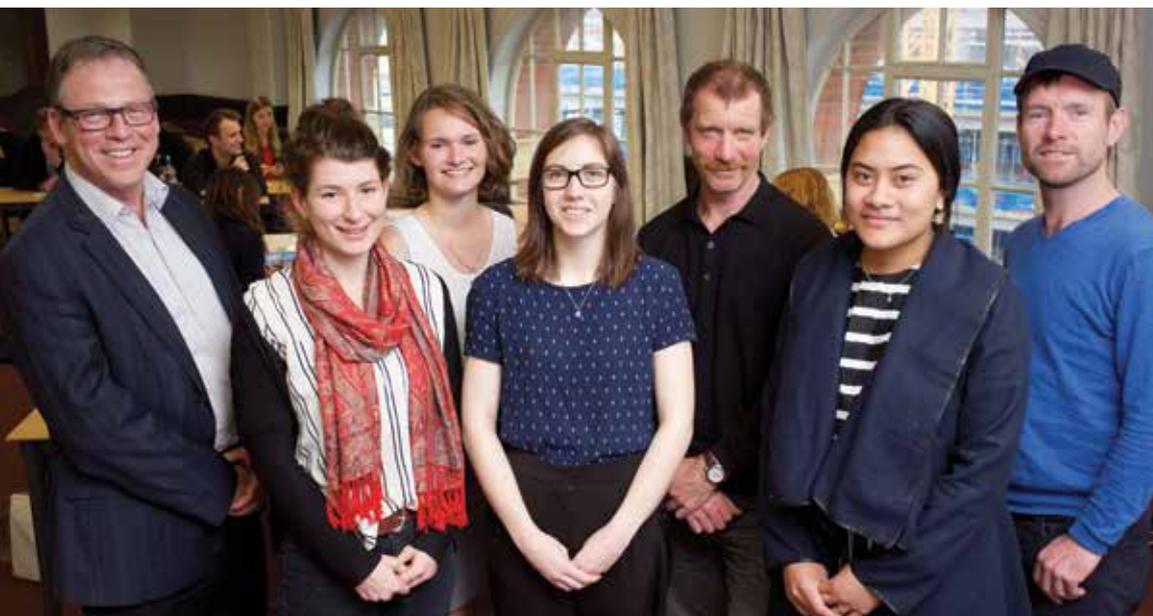
Professor Bob Buckle, ONZM

*Pro Vice-Chancellor and Dean of Commerce
Victoria Business School*



PRINCIPLE 1: PURPOSE

WE WILL DEVELOP THE CAPABILITIES OF STUDENTS TO BE FUTURE GENERATORS OF SUSTAINABLE VALUE FOR BUSINESS AND SOCIETY AT LARGE AND TO WORK FOR AN INCLUSIVE AND SUSTAINABLE GLOBAL ECONOMY.



Head of School of Government and course co-ordinator Professor Brad Jackson, with PUBL 305 students Kelly Hanlon, Adelaide Brown, Grace Collett, Sustainability Trust chief executive Philip Squires, Anaseini Nuku and course lecturer, Akina Foundation CEO Alex Hannant.

LEADING SOCIAL ENTERPRISE

Social enterprise has been gaining momentum around the world over the last 20 years, particularly in the United Kingdom, Canada and the United States.

Social enterprises use business principles to maximise improvements in human and environmental well-being, rather than solely increase profits for external shareholders. They can be structured in a variety of ways including a co-operative, not-for-profit, for-profit, mutual society or a charity. What sets them apart is the social mission at their core. The New Zealand Red Cross is a well-known local example.

Victoria Business School is helping to lead and develop social enterprise capability in New Zealand. Its Head of the School of Government, Professor Brad Jackson, is also Vice-chair of the Ākina Foundation. The Foundation was established to help grow the emerging social enterprise sector in New Zealand. Ākina is a Māori word meaning a call for bold action. Next year it will host the Social Enterprise World Forum in Christchurch.

Professor Jackson says fostering social enterprise is central to the United Nations Principles for Responsible Management Education (PRME).

“The Victoria Business School is well-placed to champion social enterprise with its central location in New Zealand’s capital city, Wellington, and its mission to bring together the government, business and not-for-profit sectors.

“There is a need to develop new accounting, business and legal models for social enterprises, as well as to foster leadership in this emerging area.

“Social enterprise models could particularly suit Māori enterprises.”

Professor Jackson also helped establish, and co-teaches with Ākina Foundation Chief Executive Alex Hannant, a new third-year course first offered in November 2015 called Leading Social Enterprise, PUBL 305.

The summer semester course gives an overview of the theory and practice of social enterprise including what can be done to build an enabling policy environment.

Students use this theory to help a social enterprise address a strategic challenge. Six social enterprises took part in the course, briefing groups of student on their challenge. The students then carried out a project to address the challenge, presenting this back to the social enterprise.

The social enterprises taking part were the New Zealand Red Cross, an online glasses store Mr Foureyes, a crowd-funding platform PledgeMe, an online tool for group decision-making Loomio, a technology platform for ethical hospitality called Conscious Consumers and a community enterprise called the Sustainability Trust.

Twenty-four Public Policy students took part in the course, including several overseas students. Professor Jackson says the students came from both the Victoria Business School and the Faculty of Humanities and Social Sciences.

“At Victoria, Public Policy can be part of a BCA or a BA. After this course, several of the Humanities students changed the negative perceptions they held of business in general.

“Most of the students will end up working in government departments or law firms and be able to provide guidance in social enterprise.”

One of the students to work on the project for the Sustainability Trust, Adelaide Brown, said it was a great opportunity to pretend to be consultants. “We had client meetings and did a lot of research.”

Her team came up with a number of suggestions to address the Trust’s challenge of increasing its profile and profitability. These included redesigning the Trust’s office, installing novel and eco-friendly signage to increase foot traffic, and partnering with commercial outlets in shared ventures.

Trust chief executive Philip Squire appreciated the insights.

“The ideas provided were practical. It was also very useful to get feedback from folks with an external perspective. The students are well connected, enthusiastic and great ambassadors – what better group of people to critique and present solutions?”

Victoria Business School’s commitment to social enterprise is also part of the University’s wider values that see it championing community and voluntary sector engagement by students and researchers. [See the separate article on Community and Voluntary Sector Research Forums under this report’s Principle 4 Research section, page 11.]

Now Professor Jackson is exploring establishing a Master’s-level course in social enterprise. And the Leading Social Enterprise course will be offered again in November this year.

ORGANISATIONS AND ETHICS

One of the capabilities being sought from university students is the ability to think – actively, creatively, critically, deeply and from the perspective of others. A third-year course that Victoria Business School offers each year epitomises the School’s encouragement of quality-thinking in its students.

The Organisations and Ethics course, MGMT 321, covers individual and organisational ethics, leadership and corporate power on a global level, diversity in the workplace, careers and working lives, and organisations and the natural environment. One hundred and forty students are enrolled this year.

School of Management Senior Lecturer Dr Todd Bridgman, who is coordinating the course this year, says for him the course is an intellectual exercise involving the application of ethical principles to real-life events.

“I’m trying to encourage students to reflect on their ethical positions or values. I don’t see my role as telling them to adopt particular ethical positions, such as sustainable capitalism. What they think and how they act is up to them – I’m really just trying to encourage them to think.

“I get them to analyse in greater depth the complexity of issues, using thinking to equip them. We look at how companies are shaped using ethical principles. For example, whether or not capitalism is sustainable – for me that’s a tension and open for debate. It’s not a given.”

One area Dr Bridgman focuses on is animal rights. He encourages students to analyse humans’ interactions with animals in industrial farming, using ethical principles. One case study is the treatment of bobby calves by New Zealand dairy farmers. Cows grieve for their calves after they are



Dr Todd Bridgman

“I choose issues where there are lots of legitimate sides to take and encourage thinking and debate. That is my responsibility as an academic – not to let people get too comfortable.”

taken away four days after birth. “I don’t think New Zealanders have a lot of understanding of how milk products are produced – certainly compared with the higher level of debate around producing eggs.”

Another example he uses is human slavery at sea, focusing on the exploitation of labour on foreign-chartered vessels fishing in New Zealand waters.

He also looks at fast-food sponsorship of youth sport on one hand and the explicit health-warning advertising against smoking on the other.

“I choose issues where there are lots of legitimate sides to take and encourage thinking and debate. That is my responsibility as an academic – not to let people get too comfortable.”

PRINCIPLE 2: VALUES

WE WILL INCORPORATE INTO OUR ACADEMIC ACTIVITIES AND CURRICULA THE VALUES OF GLOBAL SOCIAL RESPONSIBILITY AS PORTRAYED IN INTERNATIONAL INITIATIVES SUCH AS THE UNITED NATIONS GLOBAL COMPACT.

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BRIAN PICOT CHAIR IN ETHICAL LEADERSHIP

Victoria Business School (VBS) has established this year the Brian Picot Chair in Ethical Leadership. Brian Picot was an education reformer and businessman who passed away in 2012. He led a 1980s government taskforce that helped reform the New Zealand school system including introducing boards of trustees.

VBS has appointed Dr Karin Lasthuizen as its inaugural Brian Picot Chair in Ethical Leadership. This Chair is the sixth Partnership Chair to be established by VBS with funding from a generous private donor, an educational researcher the Gama Foundation, and the Financial Markets Authority.

Dr Lasthuizen will take up her position in November this year. She is currently Associate Professor in Leadership and Ethics Management at VU University, Amsterdam, and Academic Director at the Zijlstra Center for Public Control, Governance and Leadership. She is also a senior member of the social sciences research group Quality of Governance.

Dr Lasthuizen is an expert in research on responsible leadership and ethics in organisations. She specialises in methodology for research into organisational misbehavior such as corruption and fraud.

She recent co-authored *Ethics and Management in the Public Sector*, published by Routledge.

She also provides training, research and consultancy for organisations in the Netherlands.



NEW ASSISTANT VICE-CHANCELLOR SUSTAINABILITY

Victoria University of Wellington, Te Whare Wānanga o te Ūpoko o te Ika a Māui*, appointed its second Assistant Vice-Chancellor (Sustainability) in March this year, Associate Professor Marjan van den Belt. She succeeds Emeritus Professor Charles Daugherty, appointed in 2014.

Associate Professor van den Belt is a scholar and advisor on biodiversity and ecosystem services and a sought-after public speaker who gave a keynote at UNESCO in Paris for World Oceans Day in June 2015.

Her qualifications include a Master's of Business Economics from Erasmus University in Rotterdam and a PhD in Marine, Estuarine and Environmental Science from the University of Maryland in the United States.

Before coming to New Zealand, she worked internationally in a variety of roles. These included being a strategy advisor for a sustainability-oriented start-up hedge fund in The Netherlands, co-founding a cohousing community of privately-owned energy efficient homes in Vermont, USA, and running her own research consultancy on waste minimisation in Stockholm, Sweden.

She became Director of Ecological Economics Research New Zealand in 2009 at Massey University. In that role, she led a number of successful initiatives in partnership with central, regional and local government agencies, iwi and communities.

Associate Professor van den Belt took up her new role at Victoria on 1 June. She says it is an opportunity to make a positive difference for New Zealand and the world.

"It starts with getting sustainability right in our own back yard.

"I have a lifelong passion for sustainability issues. The last seven years have provided a rich environment for learning about New Zealand, its strengths and challenges, and its place in our interconnected world."

At Victoria, she intends to initiate and implement innovative research and education programmes in partnership with the university's stakeholders and communities.

On her second day at Victoria, 2 June, she gave the public lecture *Sustainability – a journey of navigating paradoxes*. This personal story chartered some of the paradoxes ecological economists encounter working for a sustainable and desirable future.

She shared insights gained around the world from science and policy, iconic personalities and practical experience, including her experience co-founding an eco-village.

* Māori translation of Victoria University of Wellington



Associate Professor Marjan van den Belt

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APPLYING SOCIAL AND POLITICAL THEORY TO ACCOUNTING

Before studying at university, Professor Judy Brown spent her first 10 years working as an office manager for the New Zealand Journalists Union. It was in these early working years that she was exposed to values and ideas that she realised later, when studying at university, are not captured by traditional accounting theory or practice.

She has carried these wider perspectives through her 28-year academic career at Victoria University of Wellington. This career includes completing in 2015 a \$685,000 Marsden-funded research project on *Dialogic Accounting: The Challenge of Taking Multiple Perspectives Seriously*. The project, which she worked on with Adjunct Professor Jesse Dillard, aimed to foster new accountings that include a much wider range of viewpoints than traditional accounting. The findings attracted international interest.

Professor Brown is also an Associate Editor for one of the leading international journals on accounting, *Critical Perspectives on Accounting*.

In 2015 she was invited to be one of six international speakers at a roundtable event in London with the internationally-renowned French sociologist Luc Boltanski, Professor at École des Hautes Études en Sciences Sociales in Paris. The invitation recognised her cross-disciplinary research in applying social and political theory to accounting.



Professor Judy Brown

She says, for example, there are varying degrees of understanding of social and environmental responsibility, and reporting, in the accounting profession. "This impacts on what is accounted for, how it is accounted for and on whose terms.

"Accounting has traditionally focused on meeting the information needs of financial markets and maximising shareholder wealth. It has downplayed or ignored many issues of concern in contemporary society, including questions about corporate accountability, sustainability and social justice.

"A lot of the targeted work in accounting today is considering a 'business case' for social and environmental responsibility. However, there are social movements that use counter-accounting practices to hold organisations to account and who criticise neo-liberal capitalism. And on the other hand there are companies that ignore the roles of civil society and environmental objectives.

"My interest is to unpack the different values and assumptions. I want to understand them and foster wider debate. I think neo-liberalism has crowded out a lot of important public debate and dialogue, and accounting has contributed to that.

"I'd like to democratise accounting itself. It has a lot of implicit values and ideas. Accountants need to develop systems that prevent premature closure and which facilitate debate and dialogue.

"Companies' ideas of stakeholders are often focused on stakeholder management in the interests of maximising shareholder wealth, rather than accountability to stakeholders. We need to open traditional accounting to critical scrutiny and provide alternatives that respond to a more pluralistic society."

RETHINKING ACCOUNTING

Professor Brown is working with 10 current and recently-graduated PhD students, several of whom are employed as lecturers at Victoria University of Wellington. Their topics give insights into where the movement beyond traditional accounting is heading.

One recently-completed PhD project by Dr Sendirella George examined how social movements engage in counter-accounting activities aimed at fostering more accountable, responsible and transparent corporate practices.

Another PhD project, by Kathleen Makale, is exploring stakeholder engagement with, and by, indigenous groups in a situation of environmental conflict in Canada – Enbridge's Northern Gateway Pipeline project for crude oil and liquids.

Clare Markham is examining the authority of cost-benefit analysis (CBA) in a New Zealand public policy decision – in this case, the decision on public funding of the anti-breast cancer drug Herceptin in 2008. While a CBA is perceived as objective, it actually requires a series of highly-subjective decisions to calculate it.

Nivea Blackburn has just completed a study of the design of information systems for social and environmental accounting, to help meet the needs of those working in pluralistic environments.

Matthew Sorola is researching accountants' perspectives on social and environmental accounting and the potential of dialogic approaches to broaden accounting's traditional business focus.

Dr Farzana Tanimia has completed a study looking at microfinance and women's empowerment in Bangladesh. Her thesis was awarded 'Best PhD

"I'd like to democratise accounting itself. It has a lot of implicit values and ideas. Accountants need to develop systems that prevent premature closure and which facilitate debate and dialogue."

Thesis completed in 2015' by the Accounting and Finance Association of Australia and New Zealand. She also won the Asia Pacific Interdisciplinary Research in Accounting Broadbent and Laughlin Emerging Scholar award for 2016.

Dr Pala Molisa investigated how social accounting research and practice could be re-orientated to be more effective in addressing the social and ecological crises faced today.

Dr Danaa Vandangombo examined environmental impact assessment processes for mining in Mongolia.

Siu Chan is exploring the potential for dialogic accountings to foster more critically-reflective approaches to development.

Joanne Sopt, enrolled at the ESSEC Business School in France, is examining accounting in the context of the global financial crisis.

Professor Brown says her teaching belongs to the liberal arts tradition. "I have a commitment to education for personal agency and citizenship, as well as for employment.

"My personal background – having 'rediscovered' education – leads me to place a high value on the concept of human potential and I feel very privileged to be working with such a committed group of emerging researchers."

AUSTRALASIA GREEN GOWN AWARDS

Victoria University of Wellington's commitment to sustainability and responsible environmental management was recognised internationally in October last year when the university won two awards at the Australasia Green Gown Awards held in Geelong, Australia. The awards are open to tertiary institutions from Australia, New Zealand and the Pacific.

Victoria University won the carbon reduction category of the awards, recognising its success in reducing CO₂ from buildings and transportation on campus by 12 percent since 2007. Victoria was the first New Zealand university to win this category.

Victoria's Vice-Chancellor, Professor Grant Guilford, also won the leadership category for his ongoing work in a number of areas. These include integrating sustainability into the university's strategic plan, facilitating moves to divest from fossil fuel investments, encouraging government to set more ambitious climate change targets and establishing the role of Assistant Vice-Chancellor (Sustainability). [See accompanying story, page 5.]

Victoria was also a finalist in the student excellence category. Students' Association Wellbeing and Sustainability Officer, Rory Lenihan-Ikin, was selected for his work championing campus initiatives such as an organic food co-op, organic waste-collection, a community garden and an energy-saving competition.



PRINCIPLE 3: METHOD

WE WILL CREATE EDUCATIONAL FRAMEWORKS, MATERIALS, PROCESSES AND ENVIRONMENTS THAT ENABLE EFFECTIVE LEARNING EXPERIENCES FOR RESPONSIBLE LEADERSHIP.

MANAGING VISITOR IMPACTS

Despite their recognised educational value, universities around the world are increasingly less able to offer overseas fieldtrips, due to financial and logistic considerations. But Victoria Business School's use of multimedia in a second-year tourism course is an example of what can be achieved to create an effective learning experience using a true-to-life scenario.

The annual Managing Visitor Impacts course, TOUR 250, uses digital technology in several ways. At its core, it provides a virtual fieldtrip that allows students to take what they have learned in lectures and immerse themselves digitally in the physical and social environments of two villages in Fiji that are at a crossroads in tourism development.

Course coordinator Dr Christian Schott says the virtual fieldtrip scenario conveys the tension between economic, social and cultural drivers, and demands on the environment. "The villagers on an isolated island are weighing up their options. They'd like electricity and running water, and they'd like to protect their environment and traditional way of life."

Students watch video interviews of key people in the villages talking about their life and the issues they face, focusing on the positives and negatives of tourism and their aspirations for their community and island for the next 50 years.

The students can walk around the island virtually in 3D as part of their assessment of the scenario. They are set an assignment where working in small teams and role-playing a tourism consultancy they carry out discussions "in the field". They then submit a report in the form of a wiki – an online collaborative, media-enhanced document using videos and audio recordings.

Dr Schott says the assignment gives students a collaborative group project. "It uses technology that will be used increasingly in the future. It teaches them we can't solve problems in isolation. We have to learn from the community – to listen and then to digest – so we can understand the impact of development."

Each lecture for the course is prefaced with a 10-minute introduction that uses multimedia to extend students' appreciation of the world. The introduction focuses on a different country in the world using music, a quiz, a fact sheet and a Google Earth visit to a key tourist attraction to build students' appreciation of their global citizenship.

"We go to places all around the world, many of them unfamiliar. The introductions are playful and relaxed but with a serious purpose: assisting students to develop a broader understanding of what's happening in the world."

Surveys of the 50 to 90 students that take the course each year have found increased levels of enthusiasm and motivation, and Dr Schott received a teaching award from Victoria University in 2010.



Dr Christian Schott

"It uses technology that will be used increasingly in the future. It teaches them we can't solve problems in isolation."

RECONSIDERING HOW WE TEACH RESPONSIBLE MANAGEMENT

Efforts to educate students to be responsible managers appear to be insufficient in overcoming the dominant business driver of making a profit.

Recognising this, Victoria Business School invited Professor Jeanie Forray – a director of the Management Institute at Western New England University in Springfield, Massachusetts (US) – to take a teaching and learning seminar for the School's teaching staff in March 2016.

Professor Forray has researched whether responsible management educators use different types of learning opportunities in their classrooms. Also, whether there are differences in education at different levels, in different disciplines and in different countries.

Her findings suggest an unequal distribution of instructional methods. The implications of these were discussed at the workshop and how we teach responsible management reconsidered.



Victoria Campus
Oranga o Pipitea



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.



Dr Michael Macaulay

“Not only is trust in our government, politicians and media low but it has declined over the last three years.”

LEVELS OF PUBLIC TRUST

The results of a survey of levels of public trust may surprise those who know that New Zealand has always been ranked by Transparency International as one of the top five least corrupt nations in the world.

The survey was commissioned by the Institute for Governance and Policy Studies (IGPS), part of Victoria Business School’s School of Government.

IGPS Director Dr Michael Macaulay says the findings suggest there are serious questions to be asked over levels of public trust in New Zealand. “Not only is trust in our government, politicians and media low but it has declined over the last three years.”

Respondents did, however, indicate a high level of trust of neighbours, the medical profession and police.

The survey, *Who Do We Trust?* was published in March 2016. A total of 1,000 New Zealanders were interviewed online. A much deeper level of research is planned for the future.

PUBLIC INTEREST WHISTLEBLOWING

Also this year, IGPS joined an Australian and New Zealand research project into public interest whistleblowing led by Griffith University’s Centre for Governance and Public Policy in Brisbane. The project was launched in April 2016 and is billed as the world’s largest current research project on whistleblowing.

The research team includes the University of Sydney, Australian National University, Australia’s Commonwealth Ombudsman, New South Wales Ombudsman, Australian Securities and Investments Commission (ASIC), CPA Australia and the New Zealand State Services Commission.

The research is funded by the Australian Research Council and supported by 22 partner and supporter organisations across Australia and New Zealand, along with international collaborators.

The project website, www.whistlingwhiletheywork.edu.au is home to two major surveys for any organisation in Australia or New Zealand wanting to establish whether their whistleblowing or ‘speak up’ policies meet current best practice, whether they are actually working and, if not, why not. The project will identify current and potential best practice in management of whistleblowing.

TRADING IN INFLUENCE

IGPS is also funding one three-year PhD scholarship worth NZ\$27,500 per year for research into ‘trading or marketing of influence’ – how political influence can be bought or sold. This is often through legitimate means – party donations, honours and lobbying.

But marketing of influence has been identified by scholars as a possible ‘syndrome of corruption’ that can be prevalent in developed Western economies. Such activities are forbidden under the United Nations Convention Against Corruption. An Organised Crime and Anti-Corruption Legislation Bill passed in November 2015 created a new offence of trading in influence in New Zealand.

It is not known how prevalent trading in influence is in the country and the scholarship and research will help establish this.

SEMINARS AND PUBLICATIONS

IGPS also runs a regular series of ongoing seminars. There were at least a dozen topics over the last two years that were directly related to the focus of PRME’s Principle 4. They include *Opening Up Government Data* held in May and *Building Resilient Communities* held in June.

IGPS also publishes occasional working papers and the *Policy Quarterly* journal published four times a year for those interested in public issues.



Associate Professor Carolyn Cordery

“In this way, the university is generating capacity and furthering linkages.”

COMMUNITY AND VOLUNTARY SECTOR RESEARCH FORUMS

Since mid-2012 the Victoria Business School (VBS) has organised quarterly forums to help share information on research and initiatives taking place in New Zealand’s community and voluntary sector.

Each two-hour forum includes presentations from three people and time for questions and answers and discussion over a cup of tea or coffee. Most forums include one out-of-town presenter.

The forums attract 25-35 people from the community and voluntary sector, government agencies and the university. They are promoted by VBS and a charitable trust for the community and voluntary sector, Hui E! Community Aotearoa.

Associate Professor Carolyn Cordery, who helps to organise the forums, says they help all who take part as a way to present their own research, find out what others are doing and identify where further research would be useful.

“A further spin-off is that we provide an opportunity for the out-of-town presenter to use their airfare to meet with others in Wellington, while they are here. In this way, the university is generating capacity and furthering linkages.”

In the last two years, the forum subjects have included sustainability, social enterprise, charities, non-government organisations, employment for people of all abilities, poverty, democracy and civil society.

The forums are funded by the School of Government and held every March, June, September and November.



PRINCIPLE 5: PARTNERSHIP

WE WILL INTERACT WITH MANAGERS OF BUSINESS CORPORATIONS TO EXTEND OUR KNOWLEDGE OF THEIR CHALLENGES IN MEETING SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES AND TO EXPLORE JOINTLY EFFECTIVE APPROACHES TO MEETING THESE CHALLENGES.

THE DIANA UNWIN CHAIR IN RESTORATIVE JUSTICE

Around the world, adversarial complaints procedures are causing backlogs of cases. There is a need for less complicated and costly processes where people can tell their stories in a respectful environment and where the principles of restorative justice can be brought to bear.

The Diana Unwin Chair in Restorative Justice was established at Victoria University of Wellington in late 2013. The Chair was set up to provide an academic platform for a wide variety of initiatives being taken at regional levels by people throughout New Zealand. Some of these initiatives, such as restorative justice practices for youth offending and family groups, are regarded as trailblazers internationally. By providing a research base and foundations, as well as championing restorative justice, the Chair will add national momentum.

The Chair was established by a funding partnership between the bequest of a private donor, the late Diana Unwin of Wellington, and eight government agencies – the Ministry of Justice, the Department of Corrections, the NZ Police, the Ministry of Education, the Ministry of Social Development, the NZ Defence Force, the Ministry of Business Innovation and Employment and the Accident Compensation Corporation. The inaugural chair is Professor Chris Marshall – an internationally-respected scholar and practitioner of restorative justice.

The Chair's work is wide-ranging. While the focus of PRME's Principle 5, Partnership, is on interactions with managers of business corporations – which this report therefore focuses on – the Chair's work has included initiatives aimed at others. These include:

- a conference in May 2015 on Family Violence, the Law and Restorative Justice held at Parliament featuring Professor Leigh Goodmark from the University of Maryland's Law School. The conference and associated workshop were over-subscribed
- a roundtable on the problems of cyber-bullying and sexting amongst young people, held in August 2016
- a two-day training workshop for 25 restorative justice practitioners in December 2015, taken by Canadian trainer Mandy Halabi, on the use of 'Circle' processes for addressing conflict and promoting collaborative decision-making



Professor Chris Marshall

- a pilot training programme with police on early conflict resolution processes in mid 2016
- work to develop a model for prisoner reintegration in society based on restorative values and practices
- sponsoring an essay competition in 2016 on restorative practices for secondary school students, to be followed by a workshop
- creating an online, interactive 'community of practice' for those engaged in restorative work across multiple sectors in July 2016 (including with managers of business corporations)
- contributing to a wide variety of research projects and publications on restorative justice and restorative practices.

The following are five examples of where the Chair's work has interacted with managers of business corporations.

WHANGANUI – A ‘RESTORATIVE CITY’

The Chair has partnered with Professor Brad Jackson in Victoria University’s School of Government and Dr. Bronwyn Wood in Victoria’s Faculty of Education to secure a University research grant to evaluate a project began several years ago in the small North Island city of Whanganui. The project was initiated by the Whanganui Restorative Practices Trust.

The Chair forged a positive working relationship with the trust. It has also made links with other city-wide restorative initiatives internationally, particularly Hull and Leeds (in the United Kingdom) and Halifax (in Canada).

The Whanganui restorative city initiative has a particular focus on workplace conflict. In the evaluation, around 30 interviews have been carried out in 2016 with people working in human resources in the city, including people in local government and government agencies. A report is due to be published by the end of 2016 and its findings will be shared internationally.

RESTORATIVE JUSTICE IN HEALTHCARE

In March 2015, Professor Chris Marshall was invited by the Health and Disability Commission to address a large conference of health providers on restorative justice in healthcare.

The address was positively received and Professor Marshall was asked by the Occupational Therapy Board of New Zealand (OTBNZ) to help develop a policy for dealing with complaints using restorative principles.

The OTBNZ subsequently asked Professor Marshall to present a paper at the International Association of Medical Regulatory Authorities 12th International Conference on Medical Regulation in Melbourne in September 2016. At the time this report was written, an abstract had been submitted.

Professor Marshall also presented a paper in March 2016 on restorative justice to an Auckland District Health Board symposium attended by 140 anaesthetists, surgeons and physicians.

In July 2016, Professor Marshall also contributed to a large international conference in Canada entitled “Exploring Possibilities: A Restorative Approach to Climate and Culture in Education, Workplaces and Professions”.

RESTORATIVE JUSTICE IN VICTORIA UNIVERSITY’S HALLS OF RESIDENCE

During 2015, Professor Marshall took part in a Victoria University working party to develop a proposal for introducing a restorative justice option within the university’s disciplinary regime for dealing with student misconduct. The University’s senior management is now considering a proposal. In the USA, about 10 percent of universities have restorative justice options in their conduct codes.

In February 2016, Professor Marshall organised a half-day training session for halls of residence staff to help them manage conflict in halls. This was followed up by two further training events later in the year. The goal is that all halls will function as restorative communities and deal with conflict and misconduct in restorative ways. “The structure of a hall creates natural units of floors where students can be invited to meet to agree on shared values and to talk through problems. Staff and students have responded positively.”

The University of Newcastle in Australia has heard of the developments and is following them with interest.



The May 2016 conference at Parliament, *Family Violence, the Law and Restorative Justice*.

ELDER HARM, ABUSE AND CONFLICT RESOLUTION

In partnership with Age Concern Wellington Inc., and Community Law Wellington & Hutt Valley, the Chair has developed a proposal for a pilot scheme to trial the use of restorative family circles, and restorative justice conferences, in situations of elder harm and abuse, and elder-related conflict. Age Concern alone receives over 1,000 referrals each year where older people face abuse or neglect.

The pilot scheme would undertake 20 case referrals over a two-year period, beginning in the second half of 2016, and an evaluation would be carried out in the first half of 2018.

The Chair has approached several agencies to help fund the pilot, including a large private provider of retirement care, and discussions are ongoing with the Ministry of Social Development for financial support. Restorative processes have been used with elder care in a few countries internationally, including in Ontario, Canada.

THE 2016 CONFLICT RESOLUTION CONFERENCE

In November 2016, the Chair will co-host a multi-disciplinary two-day conference in Wellington on conflict resolution. The Chair’s partners are the Resolution Institute, Restorative Practices International and Restorative Practices Aotearoa.

The conference will explore a broad spectrum of alternative conflict resolution processes, looking at both the latest developments within each discipline and the potential for cross-fertilisation and collaboration between approaches.

Victoria Business School creates and shares knowledge
governance and management of resources in the public
private sector to develop capability and provide
holders with a global perspective.

- ↑ Lecture Theatre LT01
- ← Lecture Theatre LT03
- ← Seminar Room G25
- Seminar Room G10
- ← ♿ ♿
- ↗ Mezzanine Level

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TRANSPARENCY INTERNATIONAL NEW ZEALAND

While New Zealand's public sector has always ranked as Transparency International's top five least corrupt in the world, many of the countries it trades with do not enjoy this status. New Zealand business people often have to trade in countries where public sector corruption levels are at least moderate, such as in one of New Zealand's main trading partners, China, ranked 83rd in the Corruption Perceptions Index 2015.

Transparency International New Zealand (TINZ) is working to ensure that New Zealand's highly regarded standards of integrity are not taken for granted by its own people, or eroded. TINZ Chair Suzanne Snively says countries that safeguard their reputation through openness and accountability enjoy the benefits of trust. "For businesses, this flows through to attracting quality staff, gaining easier access to markets and capital, achieving lower costs and building customer loyalty. This delivers higher returns on investment and increased profitability."

Since 2011, TINZ has worked in partnership with Victoria Business School (VBS) on initiatives to help safeguard New Zealand's integrity and, in so doing, helped to address some of the main challenges businesses face. Within VBS, TINZ has engaged particularly with the School of Government and the Institute for Governance and Policy Studies (IGPS).

During the last two years, the partnership has gathered momentum with four events or initiatives carried out a year. This has built on a major joint exercise – completion of the Integrity Plus 2013 New Zealand National Integrity System launched in December 2013 with the support of the Office of the Auditor-General. A second edition has been worked on during 2016 and, with the support of the IGPS, is planned for release by the end of the year.

The national integrity system provides a framework to assess the state of New Zealand's level of corruption and the effectiveness of anti-corruption efforts. The 2013 assessment found that while New Zealand's integrity systems were strong, there was a risk of complacency and a need for further vigilance – particularly in the areas of funding of political parties, operation of the media and governance of civil societies.

Another joint initiative, undertaken by the Institute for Governance and Policy Studies and TINZ, was to host a public lecture in Wellington in April 2016 by Emmanuel Lulin, L'Oreal Global Senior Vice-President and Chief Ethics Officer. L'Oreal was recognised by the Ethisphere Institute a month earlier as one of the world's most ethical companies. This was achieved in tandem with generating sales of NZ\$40 billion in 2015 with a global workforce of 80,000.

Emmanuel Lulin provided advice on how New Zealand businesses could develop a principled strategy, based on integrity, to increase returns. The ability to increase returns is vital for New Zealand companies as by world standards most are small and undercapitalised. About 200 people attended Emmanuel Lulin's presentation, including business leaders, filling the lecture theatre.

TINZ is now working on a 'World Cup 20' integrity initiative that it plans to seed with 10 legal and 10 accounting firms that in turn would seed it with 200 clients each.



Suzanne Snively

“There’s a tendency for people to look for problems, not solutions. And people are often critical of an imperfect idea, rather than look for ways it can be enhanced to create systemic change.”

Suzanne Snively says the partnership with Victoria Business School has given TINZ's work "propulsion". Now TINZ is working on a statement that will be released in October to position New Zealand as "an exemplar in preventing corruption and containing terrorism".

TINZ is also supporting the Government's The New Zealand Story initiative that provides resources to help exporters tell a strong story overseas. TINZ believes New Zealand's ranking as one of the least corrupt nations in the world is a strong thread in this story.

Being based in the capital of New Zealand, Wellington, where the Government's main institutions are based, is an ideal location for TINZ's activities which include the close proximity of its partner the Victoria Business School, with all its relationships in the city.

Suzanne Snively's work has allowed her to develop three insights into further challenges or barriers affecting New Zealand and businesses. "Despite the geographical closeness of everyone working in Wellington, not enough people have developed an ability to work across disciplines," she says. "There's a tendency for people to look for problems, not solutions. And people are often critical of an imperfect idea, rather than look for ways it can be enhanced to create systemic change."

Expect these insights to be addressed through the work of TINZ and Victoria Business School in the future.

PRINCIPLE 6: DIALOGUE

WE WILL FACILITATE AND SUPPORT DIALOG AND DEBATE AMONG EDUCATORS, STUDENTS, BUSINESS, GOVERNMENT, CONSUMERS, MEDIA, CIVIL SOCIETY ORGANISATIONS AND OTHER INTERESTED GROUPS AND STAKEHOLDERS ON CRITICAL ISSUES RELATED TO GLOBAL SOCIAL RESPONSIBILITY AND SUSTAINABILITY.

CLIMATE CHANGE - ROUNDTABLE DISCUSSIONS

Over the last 10 years, Victoria Business School has organised regular roundtable discussions with government and business leaders to help develop awareness of the effects of climate change. In the last six years, these have been organised by Dr Adrian Macey, a Senior Associate in the Institute for Governance and Policy Studies and also an Adjunct Professor with Victoria University of Wellington's Climate Change Research Institute. Dr Macey was New Zealand's first climate change ambassador, from 2006-2010.

The roundtables have been held every few months over half a day and provide an opportunity for about 25 participants from business, the primary sector, civil society, Parliament and government agencies to discuss latest developments and their implications. A well-known commentator, Colin James, chairs the meetings and writes a summary that is later sent out to the participants.

The roundtables have contributed to improved understanding of key issues, and are seen as valuable by the government in formulating climate change policies, says Dr Macey. "They have been the one opportunity in New Zealand for conversations across political boundaries on even the most sensitive climate change issues."

While the roundtables were initially publicly funded, for the past few years they have been funded by participating organisations – evidence of their success.

Dr Macey participates in other multi-stakeholder processes on climate change including the Low Emissions Future Dialogue and the Emission Trading Scheme dialogue run by Motu. This year he has been exploring through meetings in Auckland and Wellington whether there is interest in establishing a climate change forum in New Zealand. These meetings have been funded by Victoria University and the private sector.

Dr Macey is also regularly engaged in public speaking and training. He lectures at Victoria University and has been invited to speak publicly at events around the country. On behalf of the University, he provides training in negotiation and advanced English language skills to public servants from countries in the Asia region. He took part in the Paris climate change conference in December 2015. He is also a commentator for New Zealand and Singapore media on climate change.



Dr Adrian Macey

"They have been the one opportunity in New Zealand for conversations across political boundaries on even the most sensitive climate change issues."



CONTACT US

Phone: +64 4 463 5821

Fax: +64 4 463 5436

Email: commerce-dean@vuw.ac.nz

victoria.ac.nz/vbs

MAILING ADDRESS

Victoria Business School
Victoria University of Wellington
PO Box 600
Wellington 6140
New Zealand

PHYSICAL ADDRESS

Level 12, Rutherford House
Victoria University of Wellington
Rutherford House
23 Lambton Quay
Pipitea Campus

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