

Marketing sustainability

...and sustainable marketing

Andrew Leigh -
academia to politics

Distinguished Alumni
Hall of Fame

ISSUE 2
Summer 2010

from the Dean's desk

The past three months have seen some important events for the College, our students and our alumni.

The College celebrated the sixth induction of distinguished alumni to the ANU College of Business and Economics Distinguished Alumni Hall of Fame, with ten new inductees joining the ranks of the College's outstanding graduates. These graduates are recognised for their significant contribution to their field of expertise and to the community at large, and are a true inspiration to us all.

The College also celebrated the 40th Anniversary of the Master of Economics program with a special dinner for Master of Economics Graduates. The evening provided an opportunity to network with other like alumni, to reminisce about times past and to discuss times ahead. College historian Peter Yule was also on hand to remind us of the incredible journey that the ANU, the College and our staff have experienced over the last 40 years.

Graduation is always an exciting time, and I am pleased to say that the December conferrals saw the largest cohort of Business and Economics students graduating to date. We were delighted to host over 600 graduands and their families at a special function, and hope to maintain contact with our students as they move off into the next stage of their lives. We wish them every success.

A number of our academic staff have been successful in the 2010 academic promotions round. Congratulations to Dr Jenni Bettman, Dr Royston Gustavson, Dr Nigel Martin, Dr Tue Gorgens, Dr Renee Fry, Dr Walter Fernandez, Dr Chris Jones and Dr Alfred Tran on their achievement.

Finally, I would like to wish you all a safe and prosperous New Year, and I look forward to a successful 2011.



Alex Clarke
Dean
ANU College of Business and Economics



Cover image: Wind turbines
Photo: Shutterstock #59242558



Margin is published quarterly by the Marketing and Development Office, ANU College of Business and Economics.

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Design: Stephen Green
Production: ANU Print Services

Views expressed in Margin are not necessarily the views of the Australian National University.

ISSUE 2
SUMMER 2010

Next issue published March 2011

ANU CRICOS Provider number: 00120C

MARGIN

ANU COLLEGE OF BUSINESS AND ECONOMICS
QUARTERLY MAGAZINE

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ANU students top Glo-Bus challenge



Four members of Team Casa, from left to right: Xuanwen Wu, Hadrien Polastro, Fan Cheng, Cuncao Wang

A team from the ANU College of Business and Economics finished in first place after 10 rounds of the Glo-Bus international business strategy game. Team Casa, comprising students Fan Cheng, Jereim Kailath, Hadrien Polastro, Cuncao Wang and Xuanwen Wu was one of a number of ANU student teams competing as part of the Strategic Management course, run by Dr Ananda Jayawardana.

Glo-Bus is an online, international business simulation, in which teams of students run a digital camera company in head-to-head competition with companies run by other class members and teams from universities across the world. Company operations parallel those of actual digital camera companies. Just as in the real-world, companies compete in a global market arena, selling digital cameras in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America.

Competitors acting as company co-managers must make decisions relating to all aspects of running a business including R&D, component usage, camera performance,

product line breadth, production operations, work force compensation, outsourcing, pricing, sales and marketing, and finance. The challenge is to craft and execute a competitive strategy that results in a respected brand image, keeps the company in contention for global market leadership, and produces good financial performance as measured by earnings per share, return on investment, stock price appreciation, and credit rating.

Company performance is judged against five key objectives: growth in earnings per share; return on equity investment; credit rating; stock price gains; and achieving an 'image rating' of 70 or higher. This is tied to the performance and quality of the company's cameras, and the level of market-share penetration in each of the four geographic regions.

As well as challenging students' ability to create effective corporate strategy based on their knowledge of a range of performance influencing factors, they also have to react to real life market variables, for example, competitor activity and exchange rate fluctuations.

Teams compete over a 10 week period, with each week representing a year in the company's business cycle. At the end of each weekly round, teams are given a performance rank against the other teams in their class, and globally against all other competing teams in the world. Team Casa were ranked consistently high in the world in the latter stages of the competition, finishing joint first in the final three weeks of the competition. In their tenth week they were among a small number of teams ranked number one out of a total of 2,026 from 112 universities and colleges around the world.

The great advantage of this simulation, says Dr Jayawardana, is that "it gives students a much more powerful learning experience than the traditional test-case model" and, most importantly, "gives students an immediate opportunity to experiment with various strategy options, and apply the core concepts and analytical tools that they have been learning about in class."

ANU team into Global Management Challenge finals

An ANU team, sponsored by the School of Finance, Actuarial Studies & Applied Statistics, has edged its competitors including representatives from consulting firms and other universities to clinch the top spot in the group stages of the annual 2010 Global Management Challenge.

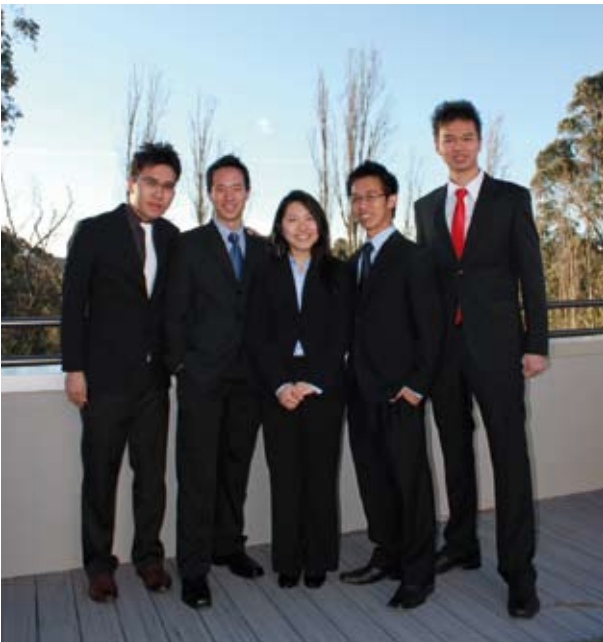
The Global Management Challenge is one of the largest Strategy and Management Competition in the world. It is also the largest international event based on business simulations.

More than 420,000 university students and company managers from around the world take part. In essence, The Global Management Challenge is a business simulation competition where participants are given the opportunity to run a company by making a set of financing, marketing, production, human resource and corporate strategy decisions with the goal of maximising their company's share price. The competition therefore requires participants to not only consider their business model and strategy in isolation, but also in light of their competitors' strategic decisions.

Despite this being their maiden effort in the competition, the ANU team did well throughout the group stages to stave off stiff competition from more seasoned campaigners. In the final round they managed to secure top spot, overtaking the previous leading competitor with an unprecedented rise in their share price. This was the culmination of a strategy conceived in the early stages of the competition - a great result from countless days of discussion and business modelling.

The team, which operates under the apt name of Kerdos

- 'profits' in Greek - comprises Kah Meng Wong, Raymond Tanuwidjaja, Regina Tan, Veng Hong Loh and Yeong Heng Pua. Kerdos compete against five other finalists from around Australia for the Australian championship title in December. If successful, they will represent Australia in the international finals in Macau where they will pit their wits against representatives from other parts of the world including Germany, Russia, United Kingdom, India and China.



Team Kerdos, from left to right: Kah Meng Wong, Raymond Tanuwidjaja, Regina Tan, Veng Hong Loh and Yeong Heng Pua

ANU Students reach CPA Big Break Project final

Two ANU audit students - WooYoun Lee and Stella An, aided by their academic representative Ms Bernadette McCormack, were recent finalists in the inaugural CPA Big Break Project.

The CPA Big break Project gave undergraduate students the opportunity to solve a real-world business challenge facing a not-for-profit organisation.

Having won their first two rounds, WooYoun Lee and Stella An went on to compete as State Winners in the Big Break Summit in Melbourne. Competitors were set the task of developing a market entry strategy for the not-for-profit

organisation, Room to Read in Honduras.

The team proposed some innovative partnership options with local universities and other not-for-profit organisations, as well as locally operating multinationals - noting the potential benefits of a strong corporate social responsibility focus for all parties involved.

The team gained invaluable practical experience, witnessing first hand the issues that a business faces in its development and won a share of the \$100,000 worth of prizes..

VC award for Bangladesh Project

A Vice-Chancellor's Award for Community Outreach has been presented to the team responsible for the ongoing *eGovernment capacity building through knowledge transfer in Bangladesh* project.

The project, led by School of Accounting and Business Information Systems academics Professor Shirley Gregor and Dr Ahmed Imran, together with Tim Turner from the University of New South Wales, commenced in 2008. Phase one established a project strategy and created information materials and training courses showing how information and communication technologies (ICTs) could improve government processes.

In 2010 funding from the AusAID Public Sector Linkages program was secured for a second time and will support the next phase of the project through to 2012. Work has commenced on Stage 2 of the project which involves close collaboration with the Bangladesh Public Administration Training Centre (BPATC) to create a curriculum on eGovernment and a text book for government officials in least-developed countries.

In August 2010, the project received warm endorsements from key stakeholders. The High Commissioner of Bangladesh to Australia, Lieutenant General Masud Uddin Chowdhury,

praised the "high level of commitment to the project", and stated: "the use of such a creative method was terrific", going on to underline the amount of effort demanded "to build this relationship, not only with ANU but also between Australia and Bangladesh".

South Asia Director of AusAID, Mr Russell Rollason added: "We are very pleased with the success achieved so far...and wish them every success in the future."

In July 2010 Dr Imran visited Bangladesh to formalise a Memorandum of Understanding between the BPATC and ANU. During his trip he also conducted several focus groups and workshops with faculty members from counterpart institutions and training officers from BPATC to establish the initial requirements of the training program. An evaluation of phase one is running concurrently with the new program.

The Vice-Chancellor's Awards for Community Outreach were created to support, encourage and reward University staff who volunteer their work-related skills and expertise to the wider community beyond the normal requirements of their substantive position. The award is further recognition of the excellent and beneficial work achieved so far.

College wins Inclusion award

The ANU College of Business and Economics has been awarded a 2010 Chief Minister's Award for Inclusion.

The award celebrates the College's ongoing efforts to foster workplace inclusion and diversity. In particular, it recognises a commitment to the training and employment of people with disabilities.

The College employs Naomi and Matt as baristas in the staff tea room. They have been providing morning tea and coffee for appreciative staff for seven years. This year the College also arranged for them to receive barista training.

College Human Resources Manager Julie Veitch accepted the award on behalf of the College at an awards ceremony at Parliament House on 7 October.



Naomi and Matt with the award

ANZMAC award success for marketing Academics

Dr Stephen Dann and Andrew Hughes have been recognised for their contributions to teaching and learning at the recent Australian and New Zealand Marketing Academy Conference in Christchurch.

Dr Dann received the 2010 ANZMAC Emerging Educator of the Year award in recognition of service to education in the marketing community through his textbooks, classroom teaching innovations and higher education research outputs.

Andrew Hughes received the Pearson Book Sales Award for his contributions to the unprecedented success of the book, *Marketing: Real People, Real Choices* which had the highest first year sales adoption for a Pearson text in the Australia-New Zealand market.

2010 Supervisor Awards

Staff from the ANU College of Business and Economics have featured prominently in the 2010 ANU Top Supervisor Awards.

Each year the awards are conferred to ANU staff who have excelled in supervising their research students. Supervisors were nominated by the students that they have supported in their postgraduate research studies.

This year 77 supervisors across the University were nominated by 97 research students. Of the 77, 11 are staff of the ANU College of Business and Economics. They were: Mr Timothy Higgins (Actuarial Studies); Dr Jenni Bettman, Dr Steve Sault and Professor Tom Smith (Finance); Dr Walter Fernandez (Information Systems); Dr Royston Gustavson, Dr Richard Winter and Associate Professor Ofer Zwikael (Management); and Professor Ujwal Kayande, Professor Pamela Morrison and Professor John Roberts (Marketing).

Career achievement award for Joan Rabey



Retiring Student Administration Manager at the ANU College of Business and Economics, Joan Rabey has been awarded a Vice-Chancellor's Award for staff excellence in recognition of many years of high quality service to the University. Her citation noted that as a supervisor and mentor, she has led by example in

striving for excellence. She has been a strong advocate for training and developing her staff, and has been generous in sharing her expertise and experience with colleagues across the campus.

Rabey received her award at a ceremony at University House on 16 November. It is a fitting recognition for one of the most highly respected student administrators in the University. She leaves the College and University this year and will be greatly missed.

McKibbin appointed RSE Director



Professor Warwick McKibbin has accepted the Directorship of the Research School of Economics for the next five years. It will allow him to continue his work in setting up the school during his time as Interim Director.

At the recent Master of Economics 40th Anniversary Dinner, McKibbin spoke of the enormous potential for the School, highlighting in particular the enhanced opportunities to influence public policy.

Along with the Crawford School of Economics and Government, the Research School of Economics represents the strongest group of economists in Australia, covering the gamut of economics expertise. Under McKibbin's stewardship the school is also set to build strongly on ANU's already high international standing in economics.

Marketing the sustainable choice

Marketing is a necessary part of business and public life. However, it is also often misunderstood, distrusted and derided both by the general public and by other business functions. Margin talks to John Roberts, Professor of Marketing at ANU about the power of marketing, and in particular the power of marketing to produce beneficial results for consumers and the wider community. BY STEPHEN GREEN

Former Director of Communications for UK Prime Minister Tony Blair, Alastair Campbell once said that what in politics is called 'spin', in business is known as 'marketing'. The statement is a combination of truth and distortion, characteristic of spin itself, but it does allude to two popular misconceptions about the business of marketing. In the first place, marketing, like spin, has some very negative connotations in the public imagination. It can be seen as manipulative, distorting, and in some cases downright deceitful. 'That's just marketing', is a familiar refrain – as if marketing adds no more than dubious and misleading fluff.

One of the reasons for this negative perception, and the second misconception, is that marketing is often reduced to its most visible component – marketing communications, and the negative aspects of communications at that. Within business, 'the marketing' is often used as shorthand for 'marketing collateral' – ie, advertising, printed publications, display that just adds hype. Similarly, for the general public, marketing can be seen as how a company tells us about its products in words that suit it rather than us. It is as if 'marketing' is just a technical commercial word, or a euphemism, for advertising puffery. It is a conflation that understates both the potential social value and the extent and power of marketing activity.

Professor of Marketing at ANU, John Roberts describes himself as "a marketer who believes strongly in the social value of what I do", and he makes a strong case for the positive influence of marketing. He acknowledges that the discipline has negative connotations for many people, but argues that marketing is in fact a far more socially valuable activity than is generally understood, and has great potential for effecting beneficial change in society:

"To me, marketing represents the customer-facing

activities of the firm: in other words, how the firm obtains its understanding of what its customers value and how it makes its market offerings appealing to those values, according to the customer's own judgment. Now that can be done in ways that I would describe as socially adaptive, and it can be done in ways which are socially objectionable. However, the simplest and most effective method of getting sales is by understanding customers and using that understanding to harness the resources of the firm so they are well focused on meeting customer needs. I would argue that is a very socially adaptive process."

He goes on to point out that, in most cases, the marketing choice most beneficial for a firm is the one most beneficial to the customer:

"If there's not an alignment between the firm's offerings and the customer values, there are three things it can do to obtain a perceived match: try and persuade the customer that they want its product – manipulate their needs; pretend there is a match, and lie; or change what the firm does so it does meet the needs of its customers...The first two are not particularly socially desirable or adaptive, but the third is an incredibly useful thing to do – the community's resources are being focused on delivering to the community what it values. Even though two of these three are bad, the fact of the matter is that 95 per cent of marketing is about adjusting firm activities toward an understanding of customer needs – not because we are nice people, but because it's easier. The best way to make money is to work out what people want and give it to them. It's very hard to change what people want, and if you lie, people will see through you fast enough."

On the face of it, it's a simple equation – get the marketing right and you satisfy both the customer needs

and the business goals of the firm. In a broader social context though, different personal needs are constantly being traded off against each other, and the choices that consumers make can have a massive impact on society as a whole. So what influence can marketing exert here, outside the business world, and how significant can it be in effecting change?

This year, Roberts, together with Professor Pam Morrison also of the ANU, embarked on a major ARC Discovery Grant funded project looking at marketing's role in achieving sustainable outcomes – something he describes as "the first major piece of social marketing in which I'm involved".

There are three major strategies by which sustainable growth can be achieved: supply side, regulation and demand side. Supply-side solutions engage technology, for example, by harnessing renewable energy sources such as wind, solar or hydroelectric power. Regulatory solutions manipulate short-term markets to reflect long term costs which will affect future generations (for example, a carbon price). Demand-side solutions frame consumer and business decisions in such a way that the best choices for long-term sustainability are naturally taken. The attraction of demand-side solutions is that they don't reduce business or consumer choice and they preserve market forces.

The research project investigates ways in which choices between current and future consumption can be framed to maximize voluntary consumer choices for sustainable futures. This approach allows the negative costs of consumption to be addressed, while reducing the pressure on the supply-side constraints without a loss of consumer sovereignty. It looks the psychology behind what marketers term, 'discount rates' – measuring trade-offs between current pleasure against future pain, or vice versa – one of

Main photo: Shutterstock # 51220219

“The best way to make money is to work out what people want and give it to them. It’s very hard to change what people want, and if you lie, people will see through you fast enough.”

the key drivers of consumer choice.

“It’s about how we help decision makers, both in business and consumers, make decisions that really reflect their values”, says Roberts . “There are ways to help consumers understand. Once consumers understand the psychological processes that are preventing them from making decisions that they would [themselves] regard as being in their long term interest it’s much easier for [them] to address these things.”

The research is nearing the end of its first phase which Roberts describes as ‘immersion’, in which the researchers have pooled global research into the interaction between: “what we do to develop options for a sustainable planet and how we can understand consumer acceptance of those options”.

“We are getting a pretty good understanding of some of the barriers and drivers for businesses and consumers taking up sustainable practices.”

2011 will see the beginning of phase two, which will involve behavioural laboratory experiments:

“We put stimuli or options both to business people and consumers and see how they make trade-offs between their other objectives, such as profit maximisation for a company, or just pleasure, utility or wealth for the consumer...and their goals for a sustainable planet under different contexts and environments.”

The final stage of the project, scheduled for 2012, will involve work in the field, making some actual policy changes and observing the reaction of different consumers to the change.

Roberts is quick to assert that this approach is not manipulation – one of the ‘socially objectionable’ strategies to which he refers:

“Just because people don’t choose a sustainable alternative, it doesn’t mean they don’t want to...we have a



Professor John Roberts

lot of self-control mechanisms. We’re not trying to take away any of their rights or choices. We’re trying to help frame those choices in a way that they’ll say they’re pleased they’re taking those choices. I don’t see that as manipulative.”

An example of the kind of schemes that could be put in place is to ask consumers to opt out of clean energy sources, rather than to opt in (changing the default option). Similar schemes have been shown to be highly effective in the past. Roberts cites two impressive examples:

“If you put the healthy food in the school cafeteria at eye level, sales of it go up by 30 per cent. Organ donorships in Austria are about 99.98 per cent and about 12 per cent in Germany. Why the difference? Very similar cultures... because in Austria you opt out and in Germany you opt in.”

Effecting substantive change in consumers’ habits to secure a sustainable future will only be achieved by the interaction of supply-side, regulatory and demand-side solutions. “None by itself can address the problem,” says Roberts. However, it seems clear that marketing can and should play a pivotal role.

“I think the tools of marketing complement the tools of technology and the tools of economics and regulation very well.” ■

Roll of Honour

On 8 December 2010 the ANU College of Business and Economics hosted stage six of the Distinguished Alumni Hall of Fame. At a ceremony at the ANU College of Business and Economics, ten new distinguished alumni were inducted into the Hall of Fame in recognition of their outstanding career achievements.

The ceremony began with a welcome address by Dean of the ANU College of Business and Economics, Associate Professor Alex Clarke and an address by Pro-Vice Chancellor (Students) Professor Elizabeth Deane. The keynote speech was delivered by Distinguished Alumnus Geoff Gorrie. Other attendees included Dr Royston Gustavson, Deputy Dean (Education), ANU College of Business and Economics and other senior staff members, distinguished alumni and their guests.

Among the new inductees were public servants Glenys Beauchamp, PSM; Christopher De Cure, OAM; Stuart Hamilton, AO; Martin Parkinson, PSM; Abul Rizvi, PSM, and John Ryan, PSM; Federal MP Hon. Alexander Somlyay; and academics Professor Christopher Findlay, AM; Professor Paul Miller and Professor Desmond Nicholls.

The ANU College of Business and Economics Distinguished Alumni Hall of Fame was established in 2003 to provide a lasting celebration of the achievements of the College’s former students. In particular, it honours alumni who have distinguished themselves in their contributions to public life, through innovation, initiative and pioneering efforts, both in Australia and internationally.

Following the Hall of Fame ceremony, the College hosted a Reunion Dinner to commemorate 40 years of the ANU Master of Economics program. A number of alumni attended, including several of the new inductees into the Hall of Fame. Newly appointed Director of the Research School of Economics Professor Warwick McKibbin gave a speech outlining how the formation of the Research School has consolidated ANU’s position as the leader in economics research in Australia, and has provided great opportunities for further enhancing its reputation on the world stage.



New inductees are presented with commemorative plaques by Dean of the ANU College of Business and Economics, Associate Professor Alex Clarke. From top, Hon. Alexander Somlyay; Glenys Beauchamp, PSM and Professor Des Nicholls

Photos: Belinda Pratten

Education...

"the best investment by streets"

Geoff Gorrie was inducted into the ANU College of Business and Economics Distinguished Alumni Hall of Fame in 2008. He graduated with a Bachelor of Economics degree from ANU in 1972 and went on to hold a number of senior positions in the public service, including Commissioner, Murray-Darling Commission; Deputy Secretary, Department of Agriculture, Fisheries and Forestry; Director, Australian Wine and Brandy Corporation; Director, Australian Wheat Board; Director, Australian Wool Research and Promotion Organisation; and Director, Forest and Wood Products Research and Development Corporation

In his speech at the 2010 Hall of Fame ceremony he began by highlighting the fundamental importance of education in building a successful career:

"I often read the profiles presented in the financial pages of our newspapers. A typical question to those interviewed is: 'What was your best investment?' The answers are usually: 'My first house purchase', or 'some shares I bought in BHP in the 60s'. Rarely do people answer, 'education'. But if you stop and think about it for one minute 'education' should be almost always be the answer that the sort of people being

interviewed should give. For most of them it would be the best investment by streets – it is the means by which they got to where they are today."

He went on to describe how for him "education has been 'life-changing' and has really been the basic building block of my career in the public sector", recalling how his first job in the public sector actually led to his bachelor studies at ANU, rather than the other way around:

"...I applied for a job in the then Bureau of Census and Statistics – now the Australian Bureau of Statistics or ABS.

I had almost forgotten I had put in an application for a job when I got a telegram to attend an interview in Canberra. I performed hopelessly in the interview itself but I spent the day at Stats. I was offered the job on the way back to the airport by Bill McLennan who went on to become the Australian Statistician – this remains the quickest feedback I have ever had in relation to a public service job interview.

On arrival in Canberra I was told that I had to enrol in Economics at ANU – this wasn't optional – it was a 'condition' of accepting the job. This was 1969. Bill McLennan's boss

at the time, Ken Foreman, was a real visionary. He believed that 'economics was the language of Canberra and even statisticians should be able to speak and understand it'.

So virtually all the new recruits to the Sampling and Methodology Branch at Stats in 1969 used to traipse off to the ANU for Burgess Cameron's Economics I lectures. Interestingly, most of us actually completed a B.Ec."

Based on a growing interest in the "social implications of policy", Gorrie went on to complete a second degree at ANU, this time a Bachelor of Arts majoring in psychology and sociology.

"Much of what we do are social processes," he reflects. "For example, while the actual undertaking of research and development (R and D) is essentially an intellectual process, the implementation of R and D is a social process. In my view, this simple differentiation is the main reason why so much good R and D remains that – just R and D – it never gets implemented."

This interest was reflected in a gradual move away from technical statistics to becoming a policy developer and adviser:

"As it turned out I served 24 Ministers (one of whom was the ANU's current Chancellor, another a previously awarded

An ANU dynasty

New inductee to the ANU College of Business and Economics Hall of Fame, Abul Rizvi is the centre of a three generation dynasty at the Australian National University. Currently Deputy Secretary in the Department of Broadband, Communications and the Digital Economy, Mr Rizvi has previously distinguished himself in the Department of Immigration, winning the Public Service Medal in 2004 in recognition of his significant contribution to the development of Australia's Migration Program.

Mr Rizvi was preceded at ANU by his father, academic, Dr Saiyid Rizvi, who joined the Department of Asian Civilizations at ANU in 1966 under the aegis of Professor A.L. Basham, charged with the task of establishing the study of Islam in the sub-continent at the University. He devoted himself to the task with distinction over the next twenty years, retiring from the University in 1986.

Representing the third generation of Rizvis at ANU are Jamila and Miriam, Abul's daughters. Miriam continues her studies in Arts/Visual Arts, majoring in painting. Jamila

Distinguished Alumni), 14 Secretaries, and held positions in ten departments – however this was really only four if you took account of the name changes and mergers," he joked.

Gorrie then went on to reflect on the importance of his particular cohort of alumni in his own professional and personal life:

"Throughout my public service career of 34 years all up, it was that group of Stats ANU Alumni that I mentioned before that has remained in a central position in my life both professionally and personally over the years. There are a couple who are already in the ANU College of Business an Economics Distinguished Alumni Hall of Fame. It was a very talented group of people which over time would contain two Australian Statisticians, a number of Departmental Secretaries and a large number of other very senior public servants."

He stressed both the importance of alumni in promoting and developing the ANU and the need for a well-organised alumni network to benefit both the institution and individual graduates and paid tribute to the ongoing work of ANU's Alumni teams.

He finished by congratulating all the new inductees, stating – "I hope you wear the distinguished Alumni 'badge' with pride. I do." ■



Abul Rizvi with daughters Miriam (L) and Jamila (R)

Distinguished Alumni Hall of Fame

New Inductees 2010

The following are brief profiles of the 10 Distinguished Alumni inducted into the ANU College of Business and Economics Distinguished Alumni Hall of Fame this year. More information about the College's Distinguished Alumni is on the College website: www.cbe.anu.edu.au/Alumni



Career philosophy
"Working in international teams on questions about Australia and its region of the world is a rewarding way to make a difference"

Christopher Findlay, AM

Master of Economics, 1977, PhD 1982

Selected career highlights

Professor of Economics and Head of School, School of Economics, University of Adelaide, 2005
Professor of Economics, Asia Pacific School of Economics and Government, ANU, 1999 – 2005
Associate Professor, Department of Economics, University of Adelaide, 1992-1999



Career philosophy
"Try not to become a [person] of success but a [person] of value"
– Albert Einstein

Stuart Anthony Hamilton, AO

Bachelor of Economics 1980

Selected career highlights

Chief Executive Office, Open Universities Australia, 2003 – present
Chief Executive Officer, Victorian Innovation Economy Advisory Board, 2002 –2003
Secretary, Victorian Department of Education and Training, 2001 – 2002
Executive Director, Australian Vice-Chancellor Committee, 1996 – 2001
Secretary, Commonwealth Department of Environment, Sport and Territories, 1993 – 1996
Secretary, Commonwealth Department of Health, Housing and Community Services, 1988 – 1993
Deputy Secretary, Department of the Prime Minister and Cabinet, 1987 – 88



Career philosophy
"I encourage people to jump in the deep end – it's a great way to learn and think about what you can offer both the job and those you work with."

Glenys Ann Beauchamp, PSM

Bachelor of Economics 1977

Selected career highlights

Appointed Acting Secretary, Department of Regional Australia, Regional Development and Local Government, Sept 2010
Deputy Secretary, Governance in the Department of Prime Minister and Cabinet, August 2009 – September 2010
Deputy Secretary, Department of Families, Housing, Community Services and Indigenous Affairs, 2005 – 2009



Career philosophy
"Keep an open mind about the direction of your career. A degree can open doors but you should not let it shut others. If you are passionate about what you do, success will follow"

Christopher Paul De Cure, OAM

Bachelor of Economics, 1979

Selected career highlights

Consul-General, Los Angeles, 2009 – present
First Assistant Secretary, Americas Division, Department of Foreign Affairs and Trade, 2008
Head of APEC Task Force during lead-up to Australia's hosting of APEC Leaders' Meeting in Sydney in 2007
Chair, APEC Committee of Trade and Investment, 2006 – 2007



Career philosophy
"The proverb 'look after the pennies and the pounds will look after themselves', is a great recipe for success."

Paul William Miller

Master of Economics, 1978, PhD 1982

Selected career highlights

Professor, School of Economics and Finance, Curtin University, 2010
ARC Australian Professorial Fellow, University of Western Australia, 2005 – 2009
Head of School of Economics and Commerce, UWA, 2003 – 2005
Head of Department of Economics, UWA, 1994 – 2001



Career philosophy
"Enjoy what you do. Aim to make a contribution to society while maintaining an appropriate work-life balance"

Desmond Francis Nicholls, AM

Master of Science, 1965, PhD, 1972

Selected career highlights

Professor Emeritus, ANU College of Business and Economics, 2010
Visiting Fellow, ANU College of Business and Economics, 2009 – present
Awarded AM, 2007
Head of School of Management, Marketing and International Business, ANU 2006 – 2007
Deputy Dean, Faculty of Economics and Commerce, ANU, 2004 – 2005
Dean, Faculty of Economics and Commerce, ANU, 1989 – 1997
Head, Department of Statistics, ANU, 1985 – 1986



Career philosophy
"To paraphrase Gandhi: be the change you wish to see."

Martin Lee Parkinson, PSM

Master of Economics, 1982

Selected career highlights

Secretary, Department of Climate Change and Energy Efficiency, 2010
Secretary, Department of Climate Change, 2007 – 2010
Deputy Secretary, Department of Prime Minister and Cabinet, 2007
Deputy Secretary, Treasury, 2001 – 2007
International Monetary Fund, 1997 – 2000
Senior Adviser, Hon. John Dawkins, Treasurer, 2001 – 2003



Abul Rizvi, PSM

Bachelor of Economics, 1979, Graduate Diploma, 1982

Selected career highlights

Deputy Secretary, Department of Broadband, Communications and the Digital Economy, 2007–present
Deputy Secretary, Department of Immigration and Citizenship, 2005–07
First Assistant Secretary, Migration and Temporary Entry Division, Department of Immigration and Citizenship, 1998–2005
Centenary of Federation Medal for services to Immigration and Multicultural Affairs, 2001
Public Service Medal for contribution to development of Australia's Migration Program, 2004



Career philosophy
"Chose your travelling companions well and always look forward."

John Anthony Ryan, PSM

Graduate Diploma of Economics, 1979

Master of Economics, 1981

Selected career highlights

Board member, Carbon Capture and Storage Flagship Program, 2009–present
Board member, Education Investment Fund, 2009–present
Chair, National Research Infrastructure Council, 2009–present
Public Service Medal, 2007
Executive Director, Cloon Economics, 2008–present
Commissioner, Australian Energy Market Commission, 2008–09
Chair, International Energy Agency Governing Board, 2006–07



Career philosophy
"In politics, people do not demand to get their own way, but they do demand the right to get a fair hearing."

Hon. Alexander Somlyay

Bachelor of Economics, 1975

Selected career highlights

Elected to the House of Representatives as Federal Member for Fairfax, Queensland: 1990, 1993, 1996, 1998, 2001, 2004, 2007 and 2010
Parliamentary Representative on the Advisory Council on Australian Archives, 1996–present
Trustee, Parliamentary Retiring Allowances Trust, 2008–present
Chief Opposition Whip, 2008–2010
Minister for Regional Development, Territories and Local Government, 1997–98
Parliamentary Secretary to the Leader of the Opposition, 1993–94

Advocate for altruism

Photo: Stuart Hay

Margin talks to Alumna Michelle Cheah about how her experiences have shaped a belief in the importance of corporate social responsibility and community engagement. BY HAYLEY MCNEEL

"When I was in India, I spent some time working in the tea fields on my host father's farm, which was the primary industry of the area. It had to be done delicately to pluck individual leaves rather than stripping the whole bush, and once you filled a massive 20kg sack of tea leaves you'd have to walk about 2kms to the nearest tea factory – incredibly hard work.

Here I discovered that due to a recent world market price drop in tea, Indian farmers were paid about A\$1.50 for each sack of tea leaves. I was incredulous as to how families managed to function (covering basics like buying food, paying school fees, building/repairing their homes) let alone saving for any unexpected events beyond their control that may arise. It really brought home to me how important

the work we were undertaking in-field was to support communities. And even back in Australia, this experience changed the way that I look at product purchases and I hope that the few extra dollars I pay buying fair-trade tea and other products means that the communities get a better deal for their hard work."

This story, with its inclusive language and lack of affectation, is indicative of Michelle Cheah's attitude to life. Having worked across the globe in a variety of roles since graduating from a Bachelor of Commerce/Bachelor of Law combined degree in 2003, it is hard not to marvel at the breadth of her experiences, and the modesty she displays when describing the opportunities afforded to her by virtue of her obvious skills and abilities.

“regardless of where you are from...it's important to learn about the world around us, stand up against things that are wrong, and use the skills we have to be part of the solution.” – Michelle Cheah

There are constant themes throughout her career path to date: community engagement, facilitating education and developing partnerships are threads that link her experiences in far-flung countries. She observes that finding a career path that suits both interests and talents is a difficult task for many, and makes a conscious effort to not dwell on the “what ifs”, and instead embraces all of the opportunities that come her way. Bitten by the travel bug at a young age, her “curiosity and interest in diverse communities, cultures, customs and cuisines” quickly became very much a part of who she is.

Following completion of her degree, she joined the then-Department of Community, IT and the Arts in their graduate program. It was after this year-long experience in the public service that Cheah took the plunge into life as a “serial volunteer” completing roles as an Australian Youth Ambassador for Development, an Education and Development Officer, and Team Leader in development projects based in Vanuatu, St Lucia and India respectively. Her ANU studies proved beneficial, particularly with respect to micro-financing projects, but also in youth leadership, healthy lifestyle programs and education and training. She “learnt a lot during [my] time living and working in-country alongside local counterparts” and it certainly intensified her growing passion for community development.

The practice of community development is concerned with empowering individuals and groups to effect change through education and skills training. Working alongside local counterparts was mutually beneficial, and gave Cheah a solid grounding in working at the grass roots level to enact change. She speaks of “appreciating small achievements”, realistically stating that big successes in behaviour, policy and practices can “often be a life's work”. As a result, the highlights she recalls from these experiences are small results, such as “the first time I was called the local

equivalent to ‘sista’ by local counterparts, rather than the formal title reserved for community outsiders”. Another highlight illustrates the joy Cheah feels in helping others, as she recounts the story of aiding a community colleague with a university application who was subsequently successful in commencing business studies – “a level of education she never thought of as a viable option for herself”.

Upon her return to Australia, she took on the role as Special Projects Adviser to the Koori Courts, a division of the Magistrates’ Court of Victoria. The Koori Court exists to reduce perceptions of cultural alienation by the Aboriginal community in the court process. For Cheah, her position enabled her to be involved in facilitating community engagement between Judiciary, Indigenous Elders and the Government to develop programs and policies to enable ownership and participation of Aboriginal communities in the justice process.

Cheah then returned to the community development sector with Australian Volunteers International (AVI) where she remains today. Currently Cheah works as Program Manager for the ANZ-AVI Partnership. As she explains, this involves “implementing a core component of the organisation’s ‘Corporate Responsibility Framework’ across their in-country offices,” as part of a Community Investment Model. In a nutshell, through developing local partnerships and skilled volunteering,

Cheah aims to “ensure meaningful development outcomes for local organisations, and engage corporates to strengthen their understanding of the communities in which they operate.” Interestingly, there is no one universally accepted definition of corporate social responsibility. Cheah is an integral part of the complex process of brokering partnerships between local communities and corporations. She speaks passionately of the need to be socially responsible – as individuals, communities and countries, due to the interconnected nature of the world today. Her studies in international business fostered this attitude, and she truly believes that “regardless of where you are from, what sector you work in, whatever type of organisation and your role within it, it's important to learn about the world around us, stand up against things that are wrong, and use the skills we have to be part of the solution.” She is, however, quick to acknowledge the idealistic sentiment in her beliefs, and concedes that social responsibility does not necessarily translate to disposing of all of one's possessions to live remotely. Rather, “everyone has the skills and resources and choices that they can contribute to demonstrate a sense of social responsibility....and by contributing to something bigger than yourself, I think you also benefit.” ■

Graduate story

Arts and Commerce student Hannah Smith

The congruence of studies in Arts and Commerce is never more apparent than when speaking to graduating student Hannah Smith. Her interest in economics and development has led to an unlikely love affair with Indonesia and influenced her life plans in ways she never imagined.

Growing up in Tathra, east of Bega, NSW, Smith moved to Canberra to study at the ANU on the encouragement of teachers. Her “light-bulb moment” came in second year studies of Development Poverty and Famine, an economic history course in which students explore the relative wealth of countries and explanations for variations in living standards across the developed and developing worlds. Former course convener Dr Alan Martina explains student interest in the course as a desire to “gain some understanding of the complex world we live in, and how some solutions may be found to handle this complexity” and Smith agrees.

Economics studies complemented Smith's arts degree, particularly in the discipline of development. The subject ‘Gendered Politics of War’, focusing on the victims of political violence in contemporary conflict, required a different approach to understanding the inequalities in the world. The course “offered a lot of flexibility”, in her case involving research into transitional gender justice in Timor-Leste. It is typical for women to be disproportionately affected in conflict and the mechanisms of transitional justice offer a right of recourse. She explains:

“I'd never really given much thought to transitional justice before, but I found it was a fascinating area of theory. It is claimed to be the most crucial factor in rebuilding a post-conflict state, especially one that experienced war crimes and gender-based violence. There were so many conflicting opinions in the literature that it just raised more questions and made me intensely curious to find out more, and specifically to hear some Timorese voices on the issue.”

Armed with this knowledge, Smith bought a one-way ticket to Bali intending to head east to Timor-Leste. Travelling solo, with no Indonesian language skills, would be daunting for many but Smith admits that this forced her to connect with the locals on a much deeper level. She “island-hopped”, picking up local lingo along the way and arrived in Alor, a small island in Indonesia, which despite its world-class dive sites and spectacular scenery is the poorest region



of the country. Like many accidental visitors to the island, she was drawn to its natural beauty and the openness of the Alorese people. However, intent on finding volunteer work, Smith continued her pilgrimage to Timor-Leste. She was “fascinated with the plight of the Timorese”, and this was reason enough to depart idyllic Alor for the troubled nation only 30 kilometres across the sea.

“I read so much about Timor-Leste – its history, culture, challenges and the many theories regarding its future. I guess I was also looking for an excuse for some adventure and to get a more practical idea of what development work involved.”

The contrast between tension-filled East Timor and the serenity of Alor was immediately apparent. The presence of UN Police was a constant reminder of past struggles, and there was little opportunity to “experience life like a local”. So when she was struck down with dengue fever (“bone flu” to the locals), Smith knew it was time to return to Alor.

A fortuitous friendship with a young local government employee named Elyas changed Smith's plans indefinitely. Elyas assisted in sourcing voluntary work and accommodation, and Smith stayed on at St Joseph's secondary school teaching English. She established a language club for students interested in learning English as an extra-curricula activity and as its popularity grew, support for her efforts increased. With financial assistance from the Mayor's office, the club was formalised and continues to operate to this day. What began as a personal pursuit of adventure transformed into a life-changing experience, and real benefit for a local community. ■ BY HAYLEY MCNEEL

Out of the frying pan, into the fire

Andrew Leigh resigned from ANU earlier this year to stand for parliament, and was duly elected Federal Member for Fraser in the General Election. He talks about his motivations for the move, the benefits and pitfalls of academic thinking in politics, and his key areas of focus for the coming years. BY STEPHEN GREEN

At first glance, it might seem strange that a successful young academic, Professor of Economics at one of Australia's leading universities at the age of 36, should turn his back on academia for the challenging world of politics. Particularly so when one considers the comparative levels of esteem that the public holds for academics and politicians.

For Andrew Leigh though, this is not so much a major career change as a natural progression. He cites the influence of a strong family background of community spirit and generosity as instilling the credo: "a life well lived is a life serving others". One grandfather was a Methodist minister, and his grandparents on his mother's side took in refugees and homeless people with the view that "if you could help others you should".

The move also reflects also a long-standing family interest in politics, a frequent lively discussion point around the kitchen table. Leigh describes himself as: "the kind of kid who would read Hansard, while I was at school and uni to see the interchanges between Peacock and Hawke, or between Keating and Hewson..."

It all led to an early foray into political life, when, at the age of 22, he stood, unsuccessfully, against the present New South Wales opposition leader Barry O'Farrell in the 1995 state election. "It was essentially unwinnable for the Labor

party" he recalls, but it was invaluable early experience.

Since that time, Leigh worked as a lawyer both here in Australia and in the United Kingdom before embarking on his academic career. He describes this move as very much driven by the same motivations that have led him into politics:

"One way to help others was by advancing the public policy debate: through doing research on topics that are policy relevant, whether that's tax, or inequality or education...my academic work has always been fairly policy focused, so its not that big a jump from doing the research to trying to influence the public debate around some of those questions."

With these strong motivations, a drop down the popularity scale is not an issue that bothers Leigh personally. However, the fact that Australians don't give their politicians a high rating for ethics or honesty does concern him. "I'd like to do what I can to raise the standing of politicians but it certainly wouldn't affect my career choice," he says.

In his new book, *Disconnected*, Leigh discusses the collapse of social capital in Australia, and the low level of trust in politicians, he argues, is part of this. He stresses that its theme is more about what individuals can do to reverse

"There's this lovely Mario Cuomo line, 'politicians campaign in poetry but govern in prose'. I guess the way economists think about that is that politicians campaign with 'and' but govern with 'or'"
- Andrew Leigh

the trend by engaging more with their communities, rather than any prescription for policy action:

"I'm not sure we can legislate our way back to a world of connectedness, but I certainly think there's a role for politicians to talk about rebuilding the social fabric in Australia, and suggest ways people might do it themselves."

A bi-product of this kind of engagement with the issue by politicians may indeed be to raise their standing with the Australian public. It also provides a kind of manifesto for Leigh's own first term: to concentrate on working hard for his community.

"It's by understanding the issues in your local electorate that you'll be the type of politician that you aspire to. If you focus on ephemeral things on the national stage and forget the people that voted for you they're going to return the favour at the next election."

Allied to these aspirations is an economist's world view which Leigh says can be helpful in the political arena:

"There is something about being an economist which teaches you to think in terms of trade-offs. That often the really tough questions in life are 'or' questions rather than 'and' questions. There's this lovely Mario Cuomo [former



Governor of New York] line, 'politicians campaign in poetry but govern in prose'. I guess the way economists think about that is that politicians campaign with 'and' but govern with 'or'...it's important to think – this policy would be a good one, but would it be so good that we should sacrifice some other policy that we like?"

Leigh is keen not to overplay the advantages of his academic background however, stressing that politicians from all kinds of backgrounds and experience bring something valuable to the table. In particular, he underlines the amount that can be learnt from those with extensive political experience. He spent 18 months working as trade advisor to the late Senator Peter Cook:

'...it taught me a lot about the political dimensions of trade policy which I think I wouldn't have understood anywhere near as well if I'd spent that [time] as a trade economist. A lot of the lessons that Peter Cook taught me are ones that I hope to put into practice in my own career.'

It is clear that Leigh is keen to continue learning from his parliamentary colleagues and working hard in his community to understand the best ways to do this. Whilst an acute understanding of economics, and a schooling in academic rigour are huge assets in politics, these need to be combined with an understanding of the practical



Andrew Leigh on the campaign trail

implications of policy, and importantly, the rhetorical skills to take that message to the public, he says.

There is a real sense that entering politics has provided Leigh with a welcome opportunity to grapple directly with the public policy issues which formed the focus of his academic research, some of which he touched on in his inaugural speech to parliament: the challenges of addressing inequality and poverty reduction in Australia and the centrality of education in securing future economic success for the country. Were he still an academic, these are among the areas that Leigh would be interested in working on, along with the application of behavioural economics in areas such as savings, tax and “even thinking about how people understand government policy.”

His inaugural speech also provided further insight into the influences that have shaped both Leigh's academic outlook and his political convictions. He revealed that one of his role models as a ‘professor-turned-politician’, was the late US Senator Daniel Patrick Moynihan. As he relates:

“Moynihan was innately sceptical about every social policy solution presented to him. Indeed, his starting point was to expect that any given social policy would have no measureable effect. But these high standards didn’t make him any less of an idealist, and Moynihan never lost his optimism and passion. What we need in Australian policy today is not more idealogues, convinced that their prescriptions are the answer, but modest reformers willing to try new solutions, and discover whether they actually deliver results.”

So, whilst Leigh readily points out the limitations of an

academic outlook in the political domain, the ‘importance of rigorously testing your ideas’ – a lesson he says he learnt during his time at Harvard – is as fundamental to forming good policy as it is to conducting worthwhile research. And he gives notice of his intention to promote further the use of ‘powerful’ tools of his former trade such as randomised policy trials.

“I’m curious as to whether we can do more in applying [this] to evaluate the efficacy of social and economic policies,” he says.

The approach and focus may have changed, and the lecture theatre and tutorial room may be things of the past, but the academic in Leigh is destined to remain a key component of his political career. And the interest in gathering data, and analysing statistics that formed the basis of ‘Disconnected’ is likely to remain:

“I may end up being the only Federal Member of Parliament with Stata installed on my computer,” he jokes.

Leigh is also quick to acknowledge the role of ANU both in supporting his own academic endeavours and in contributing to public life:

“I felt incredibly privileged to be at ANU – to have fabulous colleagues around me and feel really supported in the research and teaching that I did. It’s a place that has a very special spot in my heart...I think Economics at ANU has played a major role in the shaping of economic policy in Australia. You can name a vast array of issues on which academic economists have contributed to making better policies in Australia.” ■

Lecturer in profile

Dr Jenni Bettman

Pre-performance rituals are not a novel concept. Musicians are well-known for their antics; Led Zeppelin lead vocalist Robert Plant is remembered for his penchant for throwing TV sets out of windows before concerts. Chris Martin of Coldplay insists that vigorous teeth-brushing is a must before he feels ready to take the stage. Similarly, leading sportsmen like AFL premiership player Cameron Mooney refuse to touch the banner as they charge out onto the field. And NBA superman LeBron James dips his hands in rosin and tosses it over his head before every game. The relevance of this to teaching? Just ask Dr Jenni Bettman.

Finance academic Bettman has her own “pre-game” ritual. She listens to music to psych her up, typically “energetic music so that I feel happy and ready to give the best teaching performance I can give”. Bettman is also an advocate of having a pre-lecture coffee, something to which her undergraduate students can certainly relate.

But what makes Bettman a ‘good’ teacher? Every student will have a different perception of what indeed makes a lecturer worth listening to, but in Bettman's case it is a combination of her ability to connect with students on a human level and her obvious desire to develop one's understanding of at-times complex subject matter. Here she explains “I am inspired to teach because I really enjoy seeing students grasp difficult concepts. I find the teaching process enjoyable in that I can talk about material which I find interesting and get others interested in it as well.”

Teaching a compulsory finance subject to a diverse group of Commerce students is a tough task, but Bettman is always sure to integrate practical examples with the theory, believing that “with understanding comes interest”. She uses the Australian Stock Exchange website as one tool to illustrate how different financial instruments are traded; her students really appreciate these references as it illustrates how the material taught does have a relevant application. Technology also plays a part in Bettman's teaching. She embraces the tools at her disposal and tapes lectures, scans notes and utilises the online frameworks available to support a social-constructionist framework of education. Bettman espouses the value of student discussion boards, noting that “students really find it useful to discuss the difficult issues arising from the course...it allows for a lot of discussion prior to exams, and also allows me to answer questions that I might have otherwise received a number of emails about.”



Students and colleagues alike have recognised Bettman's passion for teaching. Recipient of the ANU College of Business and Economics Award for Excellence in Tutoring in 2007, Bettman's efforts once more been acknowledged in the 2010 Top Supervisor Awards. Furthermore, she keenly advises novices tutors on effective methods, assisting College Education Innovation Manager, Deborah Veness in training sessions for new tutors. Here Veness explains:

“Listening to Jenni talk to new tutors, it's easy to understand why she is so highly regarded as a teacher. She talks about the need to be prepared. She tells the novice tutors that they need to know not only the content they are going to teach, but how they are going to deal with difficult questions and difficult students, how to call for assistance from the lecturer in charge, and how to get past ‘first tute’ nerves. She is enthusiastic and engaging, and that's infectious. She models everything she is talking about in her presentation, so the novice tutors know exactly what she's talking about.”

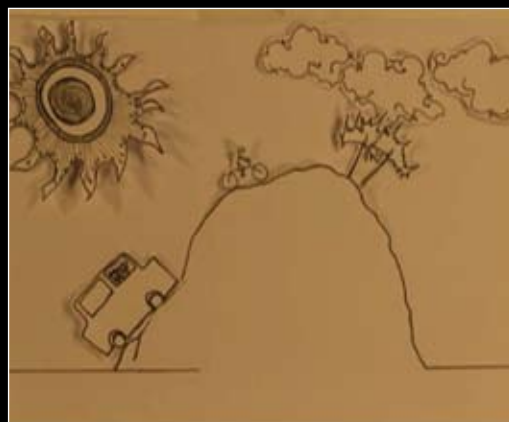
Next for Bettman is a diversion from teaching responsibilities as she moves into the recently established Research School of Business. She acknowledges that whilst this is a valuable opportunity to hone her research skills she will no doubt be itching to get back to teaching at the end of the period. ■ BY HAYLEY MCNEEL



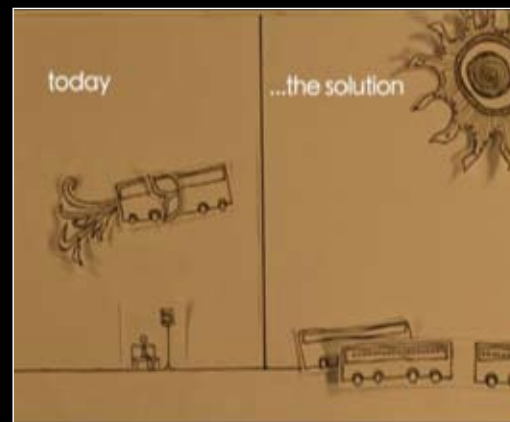
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Film stills

The following three films were created as a collaboration between ANU Marketing and Photography and Media Arts students for the 'Cooperating for Sustainability' project.

Hedley Bull (1)

John Whitcombe, Jessica Morthorpe, Xin-Qiao Dong, Kai Tam, Jung Lu, Jeremy Collins, Daniel Spellman, Dana Packham, Britney Pimm, Andrew Babington

Green Eye (2)

Maris Tebecis, Adam Levi, Zong Chua, Jillian Chung, Kater Worth, Lauren Casey, Gavin Jackson, Jacqui Gardiner, Vicki Bryon

We Love Our City (3/4)

Jessica Pratt, David Crowe, Vinny Shankar

The following two films were created by ANU Marketing students for the 'Cooperating for Sustainability' project 2010.

The Great Green Debate (5/6)

Hugh Attard, Georgina Timms, Bettina Holyman, Jack Bennetto, Hannah Atwell

Time for the World to Change (7/8)

Jack Blackley, Elisha Deschamps, Scott Levers, Claire Harbick

The top three films can be viewed at:

<http://vimeo.com/17279192>

Creative teaching is our business

Teaching sustainable marketing at the ANU College of Business and Economics has never been like this.

Lecturer Gary Buttriss, inspired by the desire for his students to do more than merely research sustainable marketing and prepare a report, has adopted a unique and creative approach to teaching his class that is set to transform the way the course is taught for some time to come.

"I want the students to have the chance to communicate the results of their research, not just to me but to a wider audience. I also want my students to think creatively about how they communicate, and to have a chance to work with creative, artistic people in delivering their message," says Buttriss.

Marketing students and students from the School of Art within the ANU College of Arts and Social Sciences led by Peter Fitzpatrick, worked together to develop a film or poster to communicate key issues in sustainability. They were required to pitch their ideas to a panel of "creatives" in a similar process to that utilised by advertising agencies when securing new clients. Because of the difference in class sizes, only the top three out of fourteen pitches by the marketing students were successful in winning the chance to work with the School of Art students. The remaining groups had the choice of developing their own films or working on poster presentations. Although this situation stemmed from a simple problem (a small cohort of film-makers and a larger group of marketing students), it actually contributed to the authenticity of the task for both groups.

"Many of our students will come into contact with advertising agencies during their career and may wish to work in account management, so this is a good opportunity for them to gain an insight into how this works" says Buttriss. "The art students also gain from the opportunity to work with marketing students and to interpret their ideas".

Eleven films and four posters were created as a result of the course. The final works were shown at the School of Art Gallery.

Deborah Veness, Manager of the ANU College of Business and Economics Education Innovation Office says "the assessment strategy that Gary has implemented for his course in marketing is a fantastic innovation for the College. It takes students out of the theoretical into the authentic,

pushing them to demonstrate their ability to apply their new knowledge. The best of the materials produced by the students were outstanding, exhibiting a deep understanding of the issues."

Gary's vision for this course doesn't stop here. "I want to create a long-term resource for students, staff and the public to be able to access information about the issues in sustainability, and the work produced by our students in this course is an excellent source," he says. He hopes to improve on the course next year by creating an eMagazine using the work developed by sustainable marketing and graphic design students throughout the semester and making the publication available online. ■

BY JANELLE ENTWISTLE

It's all about standards

At a recent workshop held by the School of Accounting and Business Information Systems, the establishment and maintenance of education standards were high on the agenda. Education Innovation Manager DEBORAH VENESS considers recent changes that have brought these issues into greater focus.

The related issues of quality and standards in universities have been discussed widely in the last year or two, for a range of reasons. It was these issues that shaped a workshop on education for academics from the School of Accounting and Business Information Systems (ABIS) at their School Retreat in October 2010. At the workshop, academics discussed in detail the curriculum for the strands of accounting and business information systems. They reviewed the sequencing of material, assessment strategies, learning outcomes, graduate capabilities and qualities, and methods of moderation of academic achievement standards.

Although many of these issues are regularly discussed at academic retreats, this year those who took part were more conscious than usual of the wider context. Reviews of quality and standards in the Australian tertiary sector are about to undergo a change.

Following on from the Bradley Report, the Australian Universities Quality Agency (AUQA) will be replaced by the Tertiary Education Quality and Standards Agency (TEQSA). Although the Australian National University has participated in the auditing process under AUQA, the University has also engaged in other quality assurance activities, more

appropriate to a research-intensive institution. Only this month, the Group of Eight (Go8) has proposed an alternative to the quality audit model proposed by TEQSA: the Quality Verification System (QVS).

The models of quality audit associated with these three organizations – AUQA, TEQSA, and the Go8 – vary significantly.

The model underpinning the audits conducted by AUQA, for example, is a “fit for purpose” framework. When the Agency visits universities, it poses the question: “What goals, aims and objectives have you set for yourself, what processes have you put in place to ensure that you are working towards those goals, and what progress have you made towards them?”. Universities are expected to provide AUQA with a portfolio of material that outlines and demonstrates each of these aspects of operation. Portfolio submission is followed up with site visits by auditors who interview members of staff to gauge how well they understand the institution's position and to test the evidence.

TEQSA will pose a different question. It will ask: “Does your institution meet our published minimum standards?”. These standards, yet to be established in full detail, will cover the areas of provider registration, qualifications,



Staff from the School of Accounting and Business Information Systems at the recent retreat.

information, and most importantly for many of us, teaching and learning, and research. TEQSA will be assessing not only universities, but also institutions from the vocational education and training network, and private providers.

The Go8 QVS poses yet another question about teaching and learning: “How well does your institution measure up against other institutions of similar ‘world leading’ standing? That is, do ANU students produce work that is as good as or better than that produced by students in similar universities around the world?”. The proposed QVS will assess, for example, the comparability of grades awarded in all Go8 universities. The QVS, which is being tested in a small number of disciplines across the Go8 universities, consists of reviews that look at a random stratified sample of student work across the range of marks at each level. Reviewers will assess objectives for the courses under review, assessment requirements, procedures for assessment and examinations, and exam questions, answer books, and sample answers. They will report on the extent to which standards are appropriate for the assessment strategy and the qualification and the extent to which they are comparable with similar programs in other like institutions, the extent to which processes for assessment and determination of awards are sound and fairly conducted, and good practice deserving of dissemination.

In readiness for TEQSA, the Australian Learning and Teaching Council (ALTC) has funded a number of projects to develop Threshold Learning Outcomes (or minimum

academic achievement standards) for a range of disciplines: the Discipline Setting Standards projects. Reports from these projects, led by the 2010 ALTC Discipline Scholars, are beginning to appear on the ALTC website. The first of the business disciplines to be dealt with was accounting.

In the College, the School of Accounting and Business Information Systems (ABIS) has been following these developments with interest. Academics in the School have reviewed the various drafts of Threshold Learning Outcomes for accounting. It is clear that our students will meet these minimum academic achievement standards easily. However, it is not entirely clear yet how we need to prepare for a TEQSA audit and / or a QVS benchmarking exercise. What kinds of evidence ought the College to be collecting to demonstrate that our students are measured against a more stringent standard than students in other institutions? How efficiently might that collection be facilitated?

Since the ABIS School Retreat, there have been further discussions about the provision of simple ways for academic staff to document academic achievement standards for the purposes of TEQSA or QVS quality reviews, and to initiate College-wide processes to assist teaching staff to maintain consensus understandings of existing and evolving standards.

In a world that demands increasing accountability, the questions and issues, raised at the recent Retreat, are likely to be on the agenda for some years to come. ■

The Accountability Challenge



Professor Kerry Jacobs



Peni Fukofuka

A cross-disciplinary team of ANU researchers is working on a project looking at the practice of accountability in Australian Indigenous corporations. Professor Kerry Jacobs, Associate Professor Habib Mahama and ARC funded Post-Doctoral Fellow Dr Katherine Curchin (who has a PhD in Political Science) from the School of Accounting and Business and Information Systems have joined forces with Dr William Sanders of the Centre for Aboriginal Policy Research. The final member of the team is accounting PhD student Peni Fukofuka.

BY STEPHEN GREEN

Australian Indigenous corporations are fundamental to economic participation and social provision in the nation's Indigenous communities. A research project which got underway in 2010 examines the practice of accountability in these corporations. The recent *Corporations (Aboriginal and Torres Strait Islander) Act* is a special statute of incorporation for Aboriginal and Torres Strait Islander peoples.

Thus far, there has been little work to evaluate the implementation and implications of the Act.

The project is therefore both timely and important. It addresses a fundamental question: how can these organisations both serve the needs of their local communities and meet the broader accountability obligations expected of them. It is an issue crucial to the delivery of state-funded services to Australian Aboriginal and Torres Strait Islander communities.

Professor Kerry Jacobs is well-known for his research on issues of public sector accountability and governance. Whilst the starting point for this project is the practice of accountability in relation to the Act, what particularly fascinates him about this project is how it throws fresh light on the concepts of accountability and governance:

"When we take these notions into a [different] setting we are seeing that what we take for granted isn't necessarily so. That's what makes it interesting from an academic perspective. The whole question of the nature of accountability becomes subject to discussion. What might be considered accountability within an Indigenous community might be quite different from what the government expects."

The project, funded in part by an ARC Linkage Grant, provides an opportunity to examine how these concepts and the practices associated with them vary in Indigenous communities. This gives both Government departments and the Indigenous corporations themselves a number of challenges:

"This is a small microcosm of a relationship between the World Bank and Tonga," says Jacobs. "You've got the whole story about power and money and influence and how that actually works out. You're seeing both a combination of ideas and how what we take to be the right way to do things is socially constructed but also how people work within that setting."

As Jacobs explains, it is an illustration of how the definition of fundamental concepts in fact differs across all

kinds of institutions, and social groups:

"...these notions such as governance mean so many different things. The accounting and finance industry think of it as this set of financial rules and then you go into policy and community development and they think about it all being nice and kind to each other...how do we live in a nice kind of society? What sort of society do we want to live in, and what kind of people do we want to be? Well, that's very different from Cadbury Corporate Governance rules...There are some very different ideas knocking around, and they all seem to get filtered into these little entities."

PhD student Peni Fukofuka is examining these issues at the grass roots level for his thesis project. Specifically, he is investigating how Indigenous corporations are managing their multiple accountability demands. Even early on in his work, it has become clear that the challenges are great:

"Digging a little, just on the surface, I have a sense of what these corporations are going through. They have multiple demands – I want to find out how they handle this. Just this week, I found out one corporation is giving out 93 reports a year!" he says.

Although this is an extreme example, it is indicative of the potential struggles these corporations face. If they are devoting large amounts of time to reporting on what they are doing, how much is this impacting on them doing what they were set up to do, such as serving their communities?

He goes on: "it's a challenge for those corporations, but they survive year to year because if they were not meeting these demands they wouldn't be getting the funding they are getting each year...[when I talk to these people] the phrase that keeps coming up [is]: 'I'm drowning in red tape.'"

It seems clear that there is work to be done to ease the accountability burden for Indigenous corporations. The starting point, as is often the case, seems to be addressing the communication issue. Fukofuka has a fascinating perspective on this. As a Tongan from an Indigenous background himself, he has some empathy with the Aboriginal viewpoint. Moreover, it gives him a different standing in the eyes of Indigenous Australians:

"I went [to Alice Springs] with the regulators ORIC (The Office of the Registrar of Indigenous Corporations) to observe the interaction between the regulator and the Indigenous communities and corporations. At the very beginning, when they thought I was with ORIC no one wanted to talk. I said: 'I'll take you over to that room where you want to go,' and the guy turned round and said, 'my ancestors have been walking these mountains without a compass for centuries, do you think you can lead me to that room over there?' Once he found out I was not mainstream Australian, but

also Indigenous, from a Pacific Island, the conversation just started opening up. They shared things I think they wouldn't share with ORIC!"

That will be an undoubted advantage as the project progresses and Fukofuka undertakes more fieldwork. It also clearly illustrates the challenges that Government organisations like the regulator face. Fukofuka is also observing the regulator's work.

"There are some very good people in the regulator's office – they go out of their way to help these corporations. Even though they come up with the regulations that tell these corporations what to do, they also run training to assist them – very different from mainstream corporate regulators."

Nevertheless, as Fukofuka has experienced, Indigenous communities are still apt to view Government organisations with suspicion.

"The culture comes into it a lot. When you talk to the Indigenous people in their communities, it's about their history, they are bitter....My first impression is, they will just use anything as a means of rebelling. Even if it is signing a document – they won't sign it."

The researchers are expecting to see a multitude of barriers which inhibit good communication, and by extension, the efficient management of accountability in Indigenous corporations. There are geographical and cultural gaps to be bridged, and allied to that, the whole question of how the concept of accountability is defined and how the practice of accounting differs in these different settings.

Jacobs and Sanders recently attended the Indigenous Policy and Dialogue Conference in Sydney. One conclusion coming out of the conference is that direct delivery has not worked well. Many people want the Government to revert to some kind of local delivery structure in order to deliver services to Indigenous communities. The most likely means will be through these Indigenous corporations, and consequently, the need for clear understanding in both directions of the dialogue is key. Jacobs points to the notion of cultural intermediaries often referred to in the literature of Indigenous policy:

"There are people or organisations who have a foot in both worlds...they are the ones who have to do the work of translating what the government wants into the realities of the community; and translating what the community wants into a form that the government can understand. Until we can find ways of getting this to work better, we're not going to achieve good implementation."

This certainly offers a different way of understanding the role of the accountant. ■

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Prashant Bordia, Simon Lloyd D. Restubog, Sarbari Bordia and Robert L. Tang

Breach Begets Breach: Trickle-Down Effects of Psychological Contract Breach on Customer Service
Journal of Management (Volume 36,no.6)

Adopting a multifoci approach to psychological contract breach (i.e., breach by the organisation referent and breach by the supervisor referent), the authors propose a trickle-down model of breach. Results from three studies show that supervisor perceptions of organisational breach are negatively related to supervisor citizenship behaviors toward the subordinate, resulting in subordinate perceptions of supervisory breach. Subordinate breach perceptions are, in turn, negatively related to subordinate citizenship behaviors toward the customer and, ultimately, customer satisfaction. The findings demonstrate the interconnected nature of social exchange relationships at work and draw attention to the effects of breach for other employees and customers.

Qiong Wang, Ujwal Kayande, Sandy Jap

The Seeds of Dissolution: Discrepancy and Incoherence in Buyer-Supplier Exchange
Marketing Science
Published online in Articles in Advance, June 24, 2010

In this research, we examine a novel mechanism of interorganisational relationship dissolution: incoherence in a partner's behavior. We propose that the discrepancy between an exchange partner's opportunistic behavior and the focal firm's expectations may create a state of incoherence and uncertainty and that this effect can be damaging to the exchange even when the partner's behavior is better than expected. Using nearly 500 longitudinal, confidential reports of industrial buyers and sellers, we find supportive evidence that (1) the net effect of the discrepancy is initially positive when behavior is better than expected but becomes rapidly

negative thereafter, and (2) the net effect of the discrepancy is always negative when behavior is worse than expected. Thus, these effects will generally damage the exchange even as the partner tries to improve the relationship. This gives insight into why exchange relationships that hit a downward spiral can be difficult, if not impossible, to salvage. We also show that the dysfunctional consequences of discrepancy are mitigated through exchange structures such as the magnitude of dependence on an organisational partner, the development phase of the relationship, and the presence of bilateral idiosyncratic investments. Implications for theory and the management of interorganisational relationships are developed.

Timothy Hatton

Infant Mortality and the Health of Survivors: Britain 1910-1940
The Economic History Review (Accepted MS)

The first half of the twentieth century saw rapid improvements in the health and height of British children. Average height and health can be related to infant mortality through a positive selection effect and a negative scarring effect.

Examining town-level panel data on the heights of school children I find no evidence for the selection effect but some support for the scarring effect. The results suggest that the improvement in the disease environment, as reflected by the decline in infant mortality, increased average height by about half a centimeter per decade in the first half of the twentieth century.

Alejandro Justiniano, Bruce Preston

Monetary Policy and Uncertainty in an Empirical Small Open Economy Model
Journal of Applied Econometrics (Volume 25)

This paper explores optimal policy design in an estimated model of three small open economies: Australia, Canada and New Zealand. Within a class of generalized Taylor rules, we show that to stabilize a weighted objective of output consumer price inflation and nominal interest variation optimal policy does not respond to the nominal exchange. This is despite the presence of local currency pricing and due, in large part, to observed exchange rate disconnect in these economies. Optimal policies that account for the uncertainty of model estimates, as captured by the parameters' posterior distribution, similarly exhibit a lack of exchange rate response. In contrast to Brainard (1967), the presence of parameter uncertainty can lead to more or less aggressive policy responses, depending on the model at hand.

Songting Dong, Min Ding, Rajdeep Grewal, and Ping Zhao

Functional Form of the Satisfaction-Loyalty Relationship
International Journal of Research in Marketing (Accepted MS)

The linear functional form of the effect of customer satisfaction on repurchase intentions may not be adequate in all circumstances; a clear understanding of factors that might drive variation in functional forms for the satisfaction-loyalty relationship remains lacking though. Building on extant research, the authors consider how the functional form of the effect of satisfaction on repurchase intentions varies across segments formed at the intersection of product categories and customer economic and demographic variables. A comprehensive data set from sponsors of the Chinese Customer Satisfaction Index provides the input for a flexible cubic regression configuration to model the functional form. The linear functional form emerges as the most prominent across 972 product-customer segments (51%), followed in frequency by S-shaped and convex, and finally, inverse S-shape and concave. Different product category characteristics, customer economic and demographic variables, and market characteristics moderate the effect of satisfaction on repurchase intentions differently for the linear, quadratic, and cubic terms. This research offers key resource allocation implications based on the functional form for the effect of satisfaction on repurchase intentions, as well as strategic segmentation implications related to the varying influence of product category characteristics, customer economic and demographic variables, and market characteristics.

Steven Roberts and Michael A. Martin

Bootstrap-after-Bootstrap: Model Averaging for Reducing Model Uncertainty in Model Selection for Air Pollution Mortality Studies
Environmental Health Perspectives (Volume 118, No. 1)

Background: Concerns have been raised about findings of associations between particulate matter (PM) air pollution and mortality that have been based on a single "best" model arising from a model selection procedure, because such a strategy may ignore model uncertainty inherently involved in searching through a set of candidate models to find the best model. Model averaging has been proposed as a method of allowing for model uncertainty in this context.

Objectives: To propose an extension (double BOOT) to a previously described bootstrap model averaging procedure (BOOT) for use in time series studies of the association between PM and mortality. We compared double BOOT and BOOT with Bayesian model averaging (BMA) and a standard

method of model selection [standard Akaike's information criterion (AIC)]. Method: Actual time series data from the United States are used to conduct a simulation study to compare and contrast the performance of double BOOT, BOOT, BMA, and standard AIC.

Results: Double BOOT produced estimates of the effect of PM on mortality that have had smaller root mean squared error than did those produced by BOOT, BMA, and standard AIC. This performance boost resulted from estimates produced by double BOOT having smaller variance than those produced by BOOT and BMA. Conclusions: Double BOOT is a viable alternative to BOOT and BMA for producing estimates of the mortality effect of PM.

Markus Jochmann, Gary Koop, Roberto Leon-Gonzalez, Rodney W. Strachan

Stochastic Search Variable Selection in Vector Error Correction Models with an Application to a Model of the UK Macroeconomy
Journal of Applied Econometrics (Accepted MS)

This paper develops methods for Stochastic Search Variable Selection (currently popular with regression and Vector autoregressive models) for Vector error correction models where there are many possible restrictions on the cointegration space. We show how this allows the researcher to begin with a single unrestricted model and either do model selection or model averaging in an automatic and computationally efficient manner. We apply our methods to a large UK macroeconomic model.

Alejandro Justiniano, Bruce Preston

Can structural small open-economy models account for the influence of foreign disturbances?
Journal of International Economics (Volume 81, Issue 1)

This paper demonstrates that an estimated, structural, small open-economy model of the Canadian economy cannot account for the substantial influence of foreign-sourced disturbances identified in numerous reduced form studies. The benchmark model assumes uncorrelated shocks across countries and implies that U.S. shocks account for less than 3% of the variability observed in several Canadian series, at all forecast horizons. Accordingly, model-implied cross-correlation functions between Canada and U.S. are essentially zero. Both findings are at odds with the data. A specification that assumes correlated cross-country shocks partially resolves this discrepancy, but still falls well short of matching reduced-form evidence. One central difficulty resides in the model's inability to account for comovement without generating counterfactual implications for the real exchange rate, the terms of trade and Canadian inflation.



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