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ENGAGEMENT AND IMPACT OF GREEN OFFICE TOITŪ

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Christiaan Bredenkamp, Shehan Anjana, Dani Mao
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INTRODUCTION

As experts in organisational transformation, performance, operations and governance, business schools are duty-bound to do more to address the climate crisis (Galdón, 2022). The Green Office Movement is an international sustainability platform for stakeholders in higher education, and a catalyst for organising sustainability initiatives. Green Office Toitū (GOT) was launched in December 2021 at Otago Polytechnic Auckland International Campus (OPAIC) to address the need to improve operational sustainability efforts. Green Office Toitū now functions as the primary platform for student-led sustainability projects initiated by OPAIC. Green Office Toitū also serves as an internship opportunity for OPAIC students, providing a professional, experiential work environment for students. Getting students to engage and participate in GOT activities is vital to justify its inception and expansion, to create a 'culture of sustainability' on campus.

Green Office Toitū is 'working around' obstacles and improving long-term sustainability, using strategies that enhance engagement and participation in GOT projects. Creating enabling contexts within our OPAIC culture enhances student-led exploration in work-based learning internships. In particular, two primary GOT initiatives were observed and analysed to understand better the current state of overall engagement. The GOT initiatives included a FutureFit competition as well as Conservation Volunteering Day. Interviews were conducted with nine students from OPAIC to attain a more detailed understanding of students' experience with, and understanding of, GOT. Social media metrics of GOT posts were analysed to determine current levels of online engagement. Green Office Toitū members met regularly with OPAIC staff and academic supervisors to reflect on GOT's effectiveness in its inaugural term of operation; issues and areas for improvement were unpacked to discover how best to increase GOT engagement on campus. A new realm of experiential professional practice resulted on campus, activating enquiry, applied research and scholarship. Recommendations have been provided to address highlighted challenges and to stimulate novel internal and external stakeholder engagement.

Green Office Toitū functions as a catalyst for student-initiated sustainability projects at OPAIC. The office is responsible for managing, informing, and promoting sustainability initiatives on campus and within the local community, providing work-based learning for OPAIC's undergraduate applied management students. Green Office Toitū is a member of the international Green Office Movement that originated at Maastricht University in the Netherlands in 2010 as part of a collaboration with UNESCO (Green Office Movement, 2018). This movement is quickly spreading across the world to other tertiary institutions. The purpose of the Green Office platform is to consolidate internal sustainability efforts and partner with both internal and external stakeholders to promote sustainable practices.

The name *Toitū* was gifted to the Green Office instituted at OPAIC. *Toitū* is a Māori word that loosely translates to 'enduring, untouched, kept pure and protected.' Otago Polytechnic Auckland International Campus is the first tertiary education provider in Aotearoa New Zealand to join the Green Office Movement.

PROJECT CONTEXT AND OVERVIEW

Climate change is an existential threat as well as an opportunity that can no longer be ignored. Many organisations take on the challenge of climate change via small independent projects, with little to no success. To face climate change head-on, organisations must think bigger, work smarter and consolidate their efforts. For tertiary learning institutions, consolidating diverse projects under a single dedicated sustainability office can maximise both the effectiveness of resource utilisation and the deliverable results. The primary challenge faced by organisations striving to operate a successful sustainability office is to maintain engagement and participation of both internal and external organisational stakeholders.

Recently, OPAIC students, staff and leadership have been promoting sustainability initiatives. Research forums, waste management processes, efficient energy consumption practices, sustainability-focused assessments, and staff publications on sustainability are just a few examples of strategies utilised by internal stakeholders at OPAIC. These strategies were great in principle but encountered pragmatic challenges. From formal and informal reviews of metrics, feedback and observation, a number of obstacles were documented including: low internal stakeholder buy-in, support and engagement; high student turnover; awareness issues; and insufficient internal coordination and collaboration mechanisms for sustainability initiatives. These issues were exacerbated by COVID-19 constraints.

Green Office Toitū was established as a means of overcoming these challenges via a collaborative platform for OPAIC students, staff, and leadership in support of sustainable projects. The office initiates various projects at OPAIC and within the community to promote sustainable practices. As part of the inception process, GOT members quickly realised the importance of having high levels of student engagement and participation as vital to the success of all GOT initiated projects. Continued engagement helps maintain the overall momentum of the sustainability platform.

The activities and events initiated by GOT each term are driven primarily by students, within Internship Projects, as part of their undergraduate applied management qualification; the office is supported by staff and an academic supervisor. The primary objective of these intern students is to promote work-based learning in sustainability both within their campus and beyond. A key focus of the GOT interns is to get other students to support their initiatives. Participation in most of these initiatives is non-compulsory and voluntary for campus students, necessitating an effective strategy from the GOT team to maintain student engagement and participation in their projects.

Green Office Toitū has many different functions such as marketing, financial management, recruitment, coordination, and social media management. All of these functions are managed by the recruited intern students with OPAIC staff support. From the intern students' perspective, it is important that GOT uses effective strategies to improve student engagement. This is a win-win for both the interns' research projects and for the office in creating buy-in and activating our Strategic Objectives for Sustainable Practice at OPAIC (Otago Polytechnic, 2013).

Overall, this article aims to identify key strategies that can improve student engagement and participation in the projects organised by GOT. Objectives include:

- Determining key factors that help attract more students to the projects of GOT.
- Examining how GOT can utilise its social media platforms to increase student engagement and participation.
- Investigating effective communication channels to engage campus students in GOT.
- Determining factors as potential barriers to student engagement and participation.
- Providing recommendations for increasing student awareness, engagement, and participation. These recommendations should also provide a means to overcome the barriers faced in the pursuit of improved student buy-in.

THE IMPORTANCE OF SUSTAINABILITY IN EDUCATION

Sustainable development is meant to ensure that we meet our own needs while making sure future generations are also able to meet theirs. These initiatives are not only about preserving environmental resources but also consider social and economic resources (Office of Sustainability, n.d.).

The tertiary education sector has a vital role in sustainability as they are a key stakeholder responsible for creating future leaders. It is imperative that the tertiary education sector aligns with the United Nations Sustainable Development Goals (SDGs) to create a sustainable future (Žalėnienė & Pereira, 2021).

A campus can activate impactful sustainability operational policies such as going paperless. According to industry experts, approximately 24 trees are cut down to make one metric tonne of printing paper. Processes need to adjust for a campus to go paperless, but institutions can easily utilise multiple strategies to reduce paper consumption and encourage partners to follow suit. The initiative aligns strongly to SDG number 12, Responsible Consumption and Production.

Waste reduction is a key focus, as Aotearoa New Zealand is predicted to generate 17.49 million tonnes of waste per year, with an estimated 12.59 million tonnes going to landfills. More than 7.5 million tonnes of New Zealand's waste is considered potentially hazardous (Ministry for the Environment, 2021); many old landfill dumps are at major risk of coastal erosion and flooding, worsened by climate change (Macdonald, 2021). Reducing landfill waste supports SDG number 6, Clean Water and Sanitation, as well as SDG number 11, Sustainable Cities and Communities.

Tertiary education institutions have key responsibilities in managing their consumption and their waste. It makes good environmental and financial sense, as well as building towards a circular economy.

ENGAGEMENT AND EMBEDDING SUSTAINABILITY IN WORK-BASED LEARNING

Green Office Toitū was instigated to support student sustainability projects on campus. The launch was in the midst of a three-term campus shutdown due to COVID-19 Delta and Omicron surges in Auckland. The lockdowns hampered delivery of OPAIC internship and industry project programmes; GOT was a means of supporting students. It helped them to re-engage and find meaning through work-based learning and it lifted their capabilities and sense of achievement.

Student engagement is a metric of a student's level of social involvement as well as the quantity and quality of effort put forth in activities that induce a sense of accomplishment (Hughes, 2021). Student engagement is not just participation; it consists of genuine involvement with a purpose to compete or achieve. It requires a quality effort, used to further an initiative. Strong interaction and intentionality are also key elements of engagement (Hughes, 2021).

The purpose of GOT is to increase student engagement, while building students' skills and capabilities in immediate, real world contexts. Around three per cent of individuals in the world attend university, yet an average of 80 per cent of policymakers have a higher education degree (Students Organizing for Sustainability International, 2021). This shows the important part institutions play in moulding our future leaders. Most tertiary providers do not adequately ensure graduates have knowledge and skills needed to lead in a sustainable world, and tertiary providers are especially lacking sustainability governance as well as a 'culture of sustainability' (Salvioni et al., 2017).

Tertiary education providers use student engagement metrics to measure overall success, so it is vital to maintain a level of high student engagement to remain competitive in the tertiary education sector. Student awareness

and focus on issues relating to sustainability matters have intensified in recent years (Students Organizing for Sustainability International, 2021). Students Organising for Sustainability International reported in a global survey that:

- 92 per cent of the student participants have agreed that sustainable development is crucial
- 92 per cent state that all schools and universities should actively be promoting sustainability
- 90 per cent are concerned about climate change effects and addressing climate change
- 90 per cent are willing to work on a lower salary in social and environmental organisations.

Overall, the study concludes that there is a significant improvement in student engagement regarding sustainable activities amongst tertiary education students when compared with previous years (Students Organizing for Sustainability International, 2021). Student engagement involves actions, programmes, and projects that allow students to contribute to society and to adopt SDGs (Jain & Jain, 2019).

Getting students to participate in extracurricular activities that focus on sustainability is a great way to generate momentum for the moment and passion for the environment. Tertiary institutions education should follow a strong student participation approach to contribute to sustainability as well as to uplift the skills and knowledge of students (Wu, 2015).

Improving student participation in an institution's sustainability efforts is essential for success as they are often non-compulsory and voluntary. Initially, the institution should focus on shaping its cultural environment to increase participation in their sustainable events. That means they should provide an effective and safe environment for students to get involved in their projects. Moreover, the projects should provide a beneficial outcome for the students as well as the environment.

RESEARCH METHODOLOGY

The research methodology used includes both qualitative and quantitative data collected through primary and secondary collection methods. Primary data was collected through observations and interviews. Both previous and ongoing GOT projects were observed. Online interviews were also conducted with OPAIC students from three departments, namely applied management, construction, and IT. The interviews were conducted using the Microsoft Teams platform. The interview feedback was used to analyse the effectiveness of strategies that the Green Office used to improve student engagement. Secondary sources such as social media statistics, academic publications and online platforms were also used to collect data and analyse the engagement and participation of students.

This particular research involves unstructured observation. The observations were conducted openly and there were no pre-justified variables. Observations primarily focused on GOT's projects conducted during OPAIC's first study block of 2021. Another area of focus for observations were strategies GOT used to improve student engagement in their projects.

Data collection

The researcher selected nine students to conduct interviews from three departments at OPAIC, namely applied management, IT, and construction. This helped broaden the collection sample and it provided a greater variety of student experiences. Participants were mainly approached and recruited through the Teams platform. They were each asked a set of questions regarding student engagement of GOT during the interview. Green Office Toitū's social media statistics were used as an internal source of secondary data. This was supplemented by additional internet research.

Ethical considerations

Names and other personal information were not used during the research activities and the participants remain anonymous. The project did not publish any identifiable personal information. Personal data had been deconstructed to help inform the project's conclusion. All raw data on which the results of the project depend will be retained in secure storage for seven years after which it will be destroyed.

Potentially sensitive information was maintained confidentially. All data has been stored in a safe place and protected using passwords. All participants have been identified as anonymous throughout the article. The ethics board that approved the project did not identify any potential physical, and emotional risks associated with the research methodology. The research conducted does not target any specific vulnerable group of people. All participants of the projects were over the age of 18 years.

INITIATIVES AND THEIR MEASURED EFFECTIVENESS

Data was collected and analysed from three GOT initiatives, including the FutureFit competition, the Conservation Volunteering Day and Social Media Outreach. This data can then be analysed to determine the effectiveness of the GOT's initiatives and the strategies they used to drive student engagement in their projects. Recommendations can be extrapolated from the results of the analysed data and presented to GOT to improve their efforts to better involve OPAIC students and staff in sustainability initiatives.

FutureFit competition

The FutureFit competition started as a collaboration between Wellington City Council and Auckland City Council. As the originator of this competition, Auckland City Council has taken the initiative to promote this competition around New Zealand with the support of GenLess (FutureFit, 2022).

FutureFit is an easy and powerful way for individuals living in New Zealand to reduce overall greenhouse gas emissions. The country's current target is to reduce carbon emission by 30 per cent at the end of 2030 (Ministry of Transport, 2020). With the aim of complying and even exceeding New Zealand's own carbon emission goals, FutureFit has set its own target of 5.3 tCO₂-e by 2025.

FutureFit is a competition that anyone in New Zealand can participate in by answering an online questionnaire about their lifestyle. The FutureFit platform then provides a snapshot of the participant's daily carbon emissions as a rating based on the individual's answers. A set of daily goals and actions are then assigned to the participants. The participants can then complete the actions and update them on their account, with the system then automatically adjusting and updating their carbon emission rating.

Green Office Toitū was in discussions with the Auckland Council regarding the FutureFit competition. The aim was for GOT to introduce the competition to OPAIC staff and students. GOT promoted the competition from 25 February 2022 to attract participants and it launched on 10 March 2022. From their initial discussions with Auckland Council, GOT decided to continue the FutureFit competition every study block and to choose a winner in each block. The goal with this initiative was to continuously promote sustainability to staff and students on campus while also driving engagement and excitement around the subject matter.

Project outcomes

Only 75 per cent of participants joined in the competition compared to the number of competitors GOT expected. Green Office Toitū planned for and predicted to have 16 competitors but only 12 joined the competition during the first study block of 2022 which started on 8 February 2022.

Green Office Toitū's marketing team presented the competition during classes, staff meetings, and other sessions. The team also posted about the competition on GOT's social media pages. More than 90 per cent of the total participants joined after presentations while only 10 per cent joined due to social media posts. A total of 94 people had seen GOT's social media posts about the competition by the end of 22 March 2020.

Twelve individuals ended up joining the competition but only 11 competitors actively participated by completing the actions and goals. It was interesting to observe that all participants used their campus email as the primary means of communication to interact with GOT even though the office had multiple social media accounts. Email was used both to join the competition, as well as seek support in using the FutureFit platform and enquire further about the competition.

By 23 March, the competitors together saved 55.54 kilograms of carbon and earned 27 badges. The GOT FutureFit group was placed 27th in the country for the amount of carbon emissions saved out of 256 teams. Saving any amount of carbon emissions should be considered a win for the environment. It is, however, too early to know how successful this first FutureFit competition was. It would be best to compare the results of this competition to those of the other three planned for the rest of 2022.

Conservation volunteering day

Volunteering Auckland is a non-profitable organisation that provides volunteer opportunities and projects across Auckland. Green Office Toitū collaborated with Volunteering Auckland to organise volunteering events monthly during the study blocks. Green Office Toitū planned to have its first volunteering event on 28 March 2022. The event was planned to be conducted in Selwyn Bush, Kohimarama from 8:30 a.m. to 3:00 p.m. The event involved a set of conservation tasks including weed removal, mulching, litter removal, nursery work, and planting.

Project outcomes

Green Office Toitū created an attractive volunteering day poster for social media to increase participation; the marketing team sent out an email to all students and staff of OPAIC and presented the event during different occasions such as meetings, classes, sustainability forums, and so on.

By the end of March 2022, only half the expected students and staff expressed interest and signed up for the event. All of them expressed interest by replying to an email that the GOT marketing team GOT sent out. Of those who signed up, 60 per cent added the event on their outlook calendar as soon as they expressed interest.

The marketing team of GOT posted about the event on all social media platforms. By 23 March, only 20 people had seen the post on Facebook and 32 people saw the Instagram post. This is less than 10 per cent of the 352 students who studied at OPAIC during Block One of 2022. This is a good start since this was the first study block of GOT's operation, but more work needs to be done to attract students to the group's sustainability initiatives.

Social media statistics

Green Office Toitū created its own Facebook and Instagram profiles to promote its events and provide news updates to students, staff, OPAIC alumni, prospective students, community members, and industrial partners. Other than promoting sustainability initiatives, GOT also planned to use its social media platforms to encourage students and staff to come up with creative sustainability ideas and to celebrate the sustainable achievement of OPAIC. Green Office Toitū's goal was to provide at least two informational content posts weekly along with daily shorts and stories.

Strategy

The social media engagement strategy used by GOT focussed on the following elements: audience, objective, content ideas, posting frequency, analytics and growth. GOT's audience included students, staff members, alumni, prospective students, community members and industry partners. The plan was to share GOT's posts to the Otago Polytechnic Facebook page which had around 38 thousand followers to help increase the online presence of GOT.

The objective of GOT's Facebook page was to increase awareness of sustainability projects occurring on campus. This was to be done by engaging, entertaining and informing their followers about all GOT related activities, events and news. Goodwill and engagement was to be generated by encouraging followers to come up with creative sustainability ideas to implement on campus. Lastly, the page was also meant to celebrate the sustainability achievements of students, staff and industry partners.

The GOT team had to come up with quite a few ideas for content that they could post. The first and most obvious was to post about GOT news, events and activities. Stories and status updates containing daily sustainability tips and facts was a second type of post developed. Lastly, it was to promote local sustainability movements and initiatives run by GOT's industry partners.

Green Office Toitū's interns found that posting on Facebook at least three times a week was the best way to keep their audience engaged. They analysed the number of followers and likes per post to determine overall engagement. The engagement rate was checked every second week to see if their current strategy was working or if changes had to be made.

Facebook and Instagram pages

Analytics was only measured on the first six posts made throughout the first study block at OPAIC. Post 1 was the welcome post of GOT. It was posted on both Facebook and Instagram. This content summarised the purpose of GOT and what it aims to accomplish at OPAIC. The Facebook post had three likes and three shares. The Instagram post on the other hand had eight likes. Even early on, Instagram seemed to be the more popular platform among GOT's audience.

Green Office Toitū's second post was about their FutureFit competition. The content introduced the FutureFit competition and explained how OPAIC students and staff could enrol for it. The post on Facebook had four likes and two comments and one person enrolled for the competition due to the post. The Instagram page had 10 likes which showed that the platform was still in the lead in terms of audience engagement. The third post was a short informative video about the correct way to recycle plastic. On Facebook the post had 13 views and two likes. The Instagram video had 18 views and six likes. At this point, it seemed like the gap between the two platforms was closing.

The fourth post was about the launching the FutureFit competition. The content explained when the competition would start and how the winners would be selected. It also contained a poster showing how to get involved with the competition. The Facebook post had 21 views and three likes. The Instagram post has 30 views and five likes. Instagram seemed to consistently have more engagement with the gap between the platforms increasing again. The fifth social media post was a poster that provided information about the volunteering event that GOT organised for March 2022. The Facebook post reached up to 20 views and the Instagram post reached 32 views. Neither platform received likes for this post.

The last post was a short video about the National Geographic documentary featuring Leonardo DiCaprio's journey through five continents to document consequences of climate change. The Facebook post had 10 views and two likes; Instagram posts had 12 views and three likes.

Key findings

It was interesting to note that the post with the most engagement was the fourth post about launching the FutureFit competition. It shows that students were more interested in information about an active form of engagement rather than passive sustainability related posts. It would be worth exploring other active engagement related posts in the future, such as promoting works, volunteering events and other competitions that promote sustainability.

Sixteen people followed GOT's Facebook page while the Instagram page had more than 40 followers. More than 90 per cent of Instagram followers were current OPAIC students. All the students who followed GOT's social media platforms were from the applied management department. No other department's students followed GOT on social media. This shows that a lot of work still needs to be done by the GOT team to promote more engagement from other departments. All of the GOT interns are from applied management, which explains the level of engagement from that department.

Out of all the messages that the GOT pages have received, more than 80 per cent of them were inquiries regarding internship and part-time job opportunities. Around 15 per cent were inquiries regarding GOT projects and events. The last five per cent were about GOT's weekly newsletter. These figures reveal that most of the engagement was about employability rather than sustainability. This was due to GOT being run through OPAIC's employability department. A challenge for GOT moving forward would be to find ways to increase engagement and enquiries relating to sustainability.

INTERVIEW OUTCOMES

Data was collected from nine interviews conducted with OPAIC students covering each department, including applied management, IT, and construction. Each participant was asked the same 11 questions. The first questions asked what the participants thought the purpose of GOT was. More than half of participants correctly assumed the main purpose of GOT was to promote sustainability. Three participants had no idea what the role of GOT was. Interestingly two participants mentioned student internship management as one of the roles of GOT. This was mostly like due to GOT being run from OPAIC's employability department.

In the next question, participants were asked how they found out about GOT. A third of participants learned about GOT through their interactions with OPAIC's employability team. One of the participants was introduced to GOT at its launch ceremony. One participant found out about GOT through the OPAIC website posts and another learned about it through GOT's weekly newsletter. Two of the participants had not heard about GOT before the interview. One of the participants did see social media posts about GOT, but had no idea what it was.

Participants were then asked about their level of involvement in GOT activities throughout the study block. Only one of the participants was involved in a GOT initiative, which in this case was the FutureFit competition. A third of participants were looking for industry related events through GOT. Another third said they wanted to participate in more fun GOT events in the future. Most participants had not been involved in any GOT activities and one of them specified that they did not like participating in any extracurricular activities. One of the participants noted that they could not join any activities due to COVID-19 restrictions. One of the participants also specified interest in online sustainability events.

All participants gave recommendations that GOT could implement to improve engagement. Participant 01 mentioned that campus email and the Teams platform are the easiest and most professional ways to reach students. Promoting events directly to students face-to-face was the most effective way according to Participant 01. Participant 02 also mentioned that school email was the most effective way to approach students. The participant said that OPAIC and GOT should take more tangible sustainable initiatives. The participant believes that GOT should make some events compulsory to improve student engagement.

Participant 03 mentioned the Teams platform was the most effective communication channel. The participant said GOT should utilise Teams more to improve student engagement. Participant 04 mentioned that campus email is the easiest way to approach students. The participant was excited about the campus initiatives on sustainability and would like to contribute to that. Participant 04 mentioned that GOT should focus more on employability workshops to get more students.

Participant 05 was one of the few who said that social media was the most effective method to reach students. The participants recommend having more online-based sustainable events to accommodate students during COVID restrictions. Like most, Participant 06 said that campus email is the most professional way to reach students. The participant mentioned that GOT should collaborate with all departments at OPAIC to promote events.

Participant 07 chose social media as the easiest way to reach students. The participant explained that it is crucial for GOT to organise more online-based events during COVID restrictions to keep the attention of students. Participant 08 also chose campus email as the most approachable way to reach students. The participant also recommended promoting the events and projects of GOT in classes. Participant 09 recommended that student ambassadors promote GOT to increase awareness and participation.

Key findings

More than 90 per cent of participants mentioned campus emails and Microsoft Teams as the most effective communication channels to reach students. Of the total participants, 80 per cent chose industry-related events and fun activities as their preferred form of engagement. The rest of participants mentioned that they would like to participate in sustainability events and one of the participants expressed interest in sustainable research events.

Forty per cent of participants mentioned that they could not join campus events and projects due to COVID-19 restrictions. Some of them mentioned experiencing additional stress due to the restrictions and, as a result, they were not able to focus on extracurricular activities.

More than 60 per cent of all participants recommended organising fun and informative activities to attract more students. Almost half of participants suggested GOT organise more online-based sustainable activities and events that students could participate in during COVID-19 restrictions.

Conclusion from interview analysis

COVID-19 has led school systems across the world to shut down. Subsequently, education systems have undergone significant transformation, with the rise of e-learning and increase in remote learning via digital platforms (Li & Lalani, 2020). Based on the evaluations of the project outcomes, a lack of engagement among students for voluntary events can be identified as due to COVID-19 restrictions and distance learning.

Based on the results and analysis, we conclude that the majority of students would like to have industry-related events and activities as their first preference. This further demonstrates the confusion that students have regarding the purpose of GOT and it highlights the branding issue that the office has.

From the interviews, one can conclude that campus email and the Teams platform are the most effective communications channels GOT can use to reach students and promote their events and projects. These methods of communication are also perceived as more professional.

The social media statistics show that the majority of current OPAIC students prefer following GOT news and update posts through Instagram. The Instagram platform had a good engagement rate from the beginning, and it

kept improving over time. Facebook, on the other hand, had a higher rate of external engagement, which makes it an ideal platform for promoting GOT beyond OPAIC.

RECOMMENDATIONS

Organising a variety of short, fun, and informative events

Green Office Toitū should come up with a series of short, fun, and informative events to improve student engagement. The weekly term plan can be continually improved with reflection, engagement metrics and quality improvement techniques such as Plan–Do–Check–Act.

Acknowledgment and appreciation are vital to maintaining a good participation rate for GOT's events and projects. Acknowledgment and appreciation of participants makes them feel more valued. Making participants feel valued helps motivate them and provides a positive mind-set. GOT should take the initiative to acknowledge and appreciate the engagement of current participants. As an example, GOT can introduce a system of giving participation badges to OPAIC students who engage with GOT projects and events. This will help the participants engage more in GOT events and projects.

Green Office Toitū can also select OPAIC students and staff who have participated the most in sustainable initiatives in a given month and reward them with a prize. This prize can take the form of an environmentally friendly digital certificate to acknowledge their engagement. GOT can also post about the participant's achievement on social media platforms to spread awareness among other OPAIC students and staff.

Green Office Toitū can also collaborate with the student success team to hand out participation certificates, awards, and prizes during the Excellent Scholar Award which occurs every study block. This will also go a long way to help GOT spread awareness among the ceremony's attendees.

Improving communication

Based on the interview evaluation, the campus email and Teams platform are the preferred options for engaging with OPAIC's internal stakeholders. GOT's social media analytics concluded that the majority of current OPAIC students follow GOT on Instagram. GOT should therefore focus their efforts more to create marketing campaigns on Instagram to promote themselves and the events that they organise.

The following are the marketing actions for each platform that GOT can use.

1. GOT can create a database that includes all OPAIC staff and students. GOT can then conduct a weekly email campaign to send out to students and staff about their events and activities.
2. GOT can also create a group on Teams and invite all OPAIC students and staff to further improve engagement.
3. Instagram also offers a wide range of promotional plans. With an educational page, GOT can pay for a "Category A" promotion plan which will help them get approximately 100 followers by specifying a target audience. This will only cost them around \$50.

A lack of overall engagement was also identified while observing the GOT initiatives of Block 1 2022. One way to improve student participation could be to create a Moodle course that teaches them about environment sustainability, as Moodle is the learning management platform used by OPAIC. Introducing a Moodle course provided by GOT will help introduce students to the importance of sustainability while also bringing awareness to GOT and its initiatives. Alternatively, these initiatives can be introduced at campus sustainability week.

CONCLUSION

Aotearoa's first Green Office has had a positive first study block overall. Green Office Toitū had already helped OPAIC save carbon emissions, promote sustainability to internal and external stakeholders as well as form additional industry partnerships. For this newly created alliance between OPAIC's internal stakeholders to succeed, they would need high levels of student engagement and participation. Continual growth and momentum is needed for GOT's sustainability efforts to have an impact.

Green Office Toitū has been able to attract students to their initiatives, but as the research has shown it is often for the wrong reasons. Students have confused GOT for OPAIC's employability office, which is a branding issue that the office will need to clarify. After analysing GOT's social media presence, it is clear that more should be done to improve awareness and online engagement. Focusing on Instagram should improve overall awareness of both GOT and the importance of sustainability related actions. Promoting initiatives via student email and the Teams platform will go a long way to improve student engagement and participation. COVID-19 restrictions were clearly a hindrance for many students to engage with GOT initiatives, but this should be a temporary challenge that can be overcome by having more online events. Lastly, adding a GOT Moodle course on sustainability would go a long way to introducing new students to the office while also educating them on sustainability actions that they can take to help curb emissions.

Green Office Toitū has had a few bumps along the way, but has managed to reach a positive outcome despite all the restrictions and challenges they had to deal with. They were able to bring together all of OPAIC's stakeholders and provide more focussed sustainability initiatives that all parties could partake in and support. These benefits are not only restricted internally as GOT's projects also had a positive impact on the local community. Forming industry partnerships around sustainability projects, participating in a council run sustainability competition, planting trees in the Auckland area and providing sustainability tips and educational pieces on social media have benefitted the local community around OPAIC as well. The Green Office Movement and GOT in particular is an area of interest for future research that could lead to an improved understanding of how to best manage a sustainability office to maximise its impact on society.

Christiaan Bredenkamp is a researcher currently employed at Otago Polytechnic Auckland International Campus. From industry research and analysis for consultancy projects, he progressed to an academic career in continental philosophy specialising in psychoanalytic philosophy and philosophy of economics. His strong academic and professional background in research creates collaboration with international partners in many academic disciplines and industry sectors. Email: christiaanb@op.ac.nz

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Dani Mao has worked in higher education as Academic Service Manager, Senior Lecturer, and Internship Project Coordinator, and is currently Senior Employability Manager at OPAIC. She also has ten years of international project management and business consultancy experience before moving to New Zealand. She has initiated the creation of Green Office Toitū as an official sustainability hub on campus to inspire collaboration on sustainability research with local and international partners.

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Marianne Cherrington is a Manager at the Electrical Training Company. Data-driven decision-making in industry is an ongoing motivation, with a current focus on organisational sustainability and carbon reduction strategies. Doctoral research into machine learning feature selection algorithms applies in many fields, producing interesting collaborations with local and international partners in many disciplines and sectors.

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