Batch B

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PREFACE

The CoreConferences 2019 held on 28th – 29th June, 2019, in collaboration with Association of Scientists, Developers and Faculties (ASDF), an International body, at San Francisco, California, US.

CoreConferences 2019 provides a chance for Academic and Industry professionals to discuss the recent progress in the area of Multiple. The outcome of the conference will trigger for the further related research and future technological improvement. This conference highlights the novel concepts and improvements related to the research and technology.

The technical committee consists of experts in the various course subfields helped to scrutinize the technical papers in various fields, support to maintain the quality level of the proceedings of conference which consist of the information of various advancements in the field of research and development globally and would act as a primary resource of researchers to gain knowledge in their relevant fields.

The constant support and encouragement from Dr. S. Prithiv Rajan, ASDF Global President, Dr. Julie Rue Bishop, ASDF International President and Dr. K. Kokula Krishna Hari, ASDF International General Secretary helped a lot to conduct the conference and to publish the proceedings within a short span. I would like to express my deep appreciation and heartfelt thanks to the ASDF team members. Without them, the proceedings could not have been completed in a successful manner. I would like to express my sincere thanks to our management, student friends and colleagues for their involvement, interest, enthusiasm to bring this proceeding of the conference in a successful way.

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Mitigating the Fallout of Women from Corporate Leadership: What Employers Can Do

by Eileen Drew
The Relationship of Cultural Intelligence and Task Performance: The Case of Taiwan Student Teachers’ Internship in Korea

Wei-Yu Liu¹

Abstract: Metacognitive CQ and behavioural CQ predicted task performance (Bandura, 2002; cited from Ang, S., Dyne, L. V., Koh, C., & Chandrasekar, N. A., 2007). There is no study explore Taiwan Student Teachers’ Cultural Intelligence, nor of their Overseas Internship Performance in Korea context. This study is to explore the relationship of two Taiwan student teachers’ cultural Intelligence and their overseas internship performance in one Korea Chinese primary school. The participants were two Taiwan student teachers who graduated from National Dong Hwa University and gained Taiwan government’s scholarship to have their internship under the supervision of two instructors in one Korea Chinese primary school. The researcher is their overseas internship supervisor. During their overseas internship, the researcher had line video meeting twice each month from September to December in 2018. Each month they filled out their Cultural Intelligence Questionnaire, internship performance followed by our discussion. Each month, their instructors also filled out internship performance and followed by our discussion. The results show Carol’s overseas internship performance is better than that of Deirdre. Carol’s metacognitive CQ, motivational CQ and behaviour CQ is higher than that of Deirdre. However, Deirdre’s cognitive CQ is higher than that Carol.

Data Protection Compliance and The Fourth Industrial Revolution: A South African Higher Education Perspective

Corlia Van Der Walt¹

¹University of Johannesburg, South Africa

Abstract: Data protection and cybersecurity is a growing concern for public higher education institutions in South Africa. One of the most valuable assets for a public higher education institution is undoubtedly its personal information, and with this comes increased responsibilities in protecting this asset. During 2013 the Protection of Personal Information Act of 2013 (the Protection of Personal Information Act) was promulgated, becoming the first comprehensive data protection legislation in South Africa. This Act will impact how public higher education institutions collect and process personal information. The Protection of Personal Information Act is not yet fully operational, and therefore its full impact on the higher education environment is still unknown. This paper aims to provide a broad contextual overview of the governance structure of a public higher education institution. Furthermore, it considers public higher education institutions responsibilities relating to data protection and security when collecting and processing personal information in terms of the Protection of Personal Information Act. It also contemplates some of the critical aspects of the Protection of Personal Information Act and highlights various issues of concern relating to data protection compliance that must be considered to achieve compliance. Moreover, it provides some context regarding the Fourth Industrial Revolution and how it can assist public higher education institutions with becoming compliant with the Protection of Personal Information Act.
Collective Reincorporation of Ex-Combatants: Experiences in the Post-Peace Agreement with the FARC-EP in Colombia

Andrea Carolina Jaramillo Contreras

Abstract: DDR (Disarmament, Demobilization and Reintegration) are essential in countries in which peace operations involve armed groups. This is the case of the peace process in Colombia in which more than 7,000 ex-combatants were involved. As part of the peace agreement, the Colombian government has the compromise to implement a reincorporation process to the ex-combatants but with a prevalence on a collective perspective, which means the implementation of economic, social and political collective actions not just for the ex-combatants but also in benefit of surrounding communities. This approach has not been easy for both the ex-combatants and the government as this is the first reincorporation policy that focuses on a collective perspective in the phase of implementation, going against the approach of the traditional individual mechanism of reincorporation. The author employed an ethnography approach to analyze the local characteristics of collective reincorporation in the daily life of ex-combatants and surrounding communities. The study was carried out in three territories where ex-combatants are located, in the department of Caquetá and Antioquia. Using in depth interviews and daily participatory observation, the author identifies that social bonds emerged during conflict times are necessary to build a process of collective reincorporation of the ex-combatants as well as way to attach to the territories in which they are living now, avoiding therefore their returning to illegal armed groups. Hence, the role of surrounding communities plays a reciprocal contribution in the development of the territories. This study found different external and internal aspects that have effects in the success of collective reincorporation, such as international aid, security conditions, local support, internal organization, sense of belonging to the FARC and to the collectively, and local peacebuilding agency. The fact of having the interplay of external and internal factors lead to analyses the local as a mobile intervention that can fit with the political and economic fluctuation of the territories emerged after the peace agreement.

The Development of an Analytical System for Student Support Services

Bundit Busaba¹, Suchai Tanawastien², Prinya Tantaswadi³

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Abstract: The higher education is very essential for people because it concerns with an individual’s quality of life improvement, future career possibilities, upper wages and so on. However, many students drop out of the university because of diverse problems. The student problems are divided into five main aspects: learning, financial, social, health and psychological aspect. Some students face with one problem; others face with more than one. To maintain the student retention rate and to increase the opportunity to graduate from the university, the student support services workflow information system (SSS WIS) is necessary for the university. The proposed SSS WIS can screen the student with problems for incubating. In this paper, the education analytics for the student support services is proposed. The experimental results show that the proposed method can raise student retention rates to 92.76 percent.
Context-Aware Logistics for Transporting Heavyweight and Oversized Power Transformers

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Abstract: In transportation of heavyweight and oversized cargo, e.g. 100 tons Power Transformer, from the factory to a final destination can be a complicated task which involves planning, transporting, and arrival unloading and installing processes. This research developed a new end-to-end logistic management algorithm, HOCTA, supporting the transportation of heavyweight and oversized shipment in the context of time, location personals, communication and the business regulations involved from the process of disassembling, routing survey, shipment preparation, real-time management of transport to the destination, unloading and assembling the transformer. This logistic management system is to help reduce the mistakes preparation and execution. The architecture and the HOCTA software support the process planning and monitoring the travel on main route, providing context information to avoid obstacle during the transport. Traffic condition, thieves and coordination between the point of origin and destination. In the event that the unforeseeable circumstance occurred, secondary route will be taken. The context will provide useful information for the shipper in decision making whether to use the original or secondary route and once the shipment has reached the destination, the business rules and regulation involved during the inspection, the process of unloading shipments, storage and the supervision of installation process according to the company standards.

Student Enrolment Management Activities Tracking System

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Abstract: Strategic Enrolment Management (SEM) is a strategic integration of student recruitment for educational institutions. SEM jobs have disintegrated in various departments and this disintegration results in inefficient recruitment management. This article therefore presented an analysis of eleven important processes of SEM which can develop an information technology system to integrate and support the operations of the involved recruitment departments in order to achieve maximum efficiency in marketing, recruitment, guidance, registration, fee payment, orientation, graduation and conversion from students to alumni.
Education Analytics for Strategic Enrolment Management

Natedao Thotharat¹, Prinya Tantaswadi², Suchai Thanawastien¹
¹,²,³School of Science and Technology, Shinawatra University, Thailand

Abstract: This article presents Education Analytics for Strategic Enrolment Management (SEM). The process specifically focuses on 20 SEM procedures of new student recruitment to study at analytic educational institutions. Related terms were defined as follows: (1) Prospect to Student Conversion Analytics (PSCA) referring to the number of students who are regarded as potential prospects to study at an institution, have passed the SEM process, have registered in the system, and have already paid for tuition fees. PSCA evaluated the effectiveness of the SEM process. (2) Student to Alumni Conversion Analytics (SACA) refers to the number of students who could graduate at a specified time. SACA evaluated the effectiveness of the system to support the students to graduate and convert their status to alumni who will play a vital role in SEM recruitment in the future. (3) QML to QSL Conversion Analytics refers to the numbers of the prospects who are interested in pursuing their study at the institution and kept contact for guidance regarding to the study program. This indicates the potential to close the sale. (4) SEM Success Analytics (SSA) indicates whether the SEM operation in that year can accomplish the goal of student recruitment. These four analytics are a means of accomplishing the goal by tracking the performance and success of SEM process.

Evaluation of Suitability of Human Settlements in Nanjing, China

Xiaohua Yang¹

Abstract: The living environment is of great significance to human health. But the suitability of human settlements in Nanjing was not clear. In this paper, an indicator system was constructed which contains four aspects (society-economy conditions, natural environmental quality, public infrastructure and environment resources protection). An evaluation model was established for assessing suitability of human settlements in Nanjing. Increasing proposals on optimizing the human settlement environment of Nanjing are raised to assure the urban sustainable development.
An Empirical Study on Establishing Sustainable Destination Management by Creating Shared Value and 7S Framework

Teng-Yuan Hsiao¹, Nikki Yi-Ni Hsieh², Shu-Ling Chang³

Introduction

United Nations World Tourism Organization (UNWTO) suggests that sustainable tourism has a major effect on five substantial sectors as follows: (a) strengthening sustainable economic growth; (b) creating employment opportunities and reducing poverty; (c) ensuring resource efficiency and responding to the climate change; (d) conserving the culture value and heritage; and (e) enhancing the public mutual understanding (UNWTO, 2016). Proposed by Global Sustainable Tourism Council (GSTC) in 2016, the Global Sustainable Tourism Council’s Criteria for Destinations (GSTC-D) outlines the world’s most accepted criteria of sustainable tourism destination. This study believes that it is viable to apply GSTC-D when evaluating the development of a national tourism destination. Scholars further suggest that national scenic areas have the legitimacy of becoming an important area of sustainable destinations (Bieger et al., 2009; Bornhorst et al., 2010; Dredge, 1999).

Due to its narrow population, limited natural resources, frequent natural disasters and special international status, Taiwan urges and is determined to keep pace with UNWTO to promote the sustainable tourism development (National Sustainable Development Network, 2016). Because of its panoramic national scenery, Dapeng Bay National Scenic Area located in southern Taiwan possesses not only rich lagoon ecology, but also land, ocean, airspace sightseeing and recreation experience. Dapeng Bay National Scenic Area is an ideal area for the study of sustainable tourism destination management (Dapeng Bay Scenic Area Administration, 2017). Based on GSTC-D, Creating Shared Value (CSV), McKinsey’s 7S Framework (7S), and two-round Fuzzy Delphi technique; this study reviews the literature on responsible tourism, low-carbon and eco-tourism and analyses 15 expert’s questionnaires. This study further constructs the indicators of sustainable tourism destination management in national scenic areas in Taiwan and aims to create significant value by applying the result of this study in national scenic areas.

Literature Reviews

Development of Sustainable Tourism

According to the report released by United Nations Framework Conversation on Climate Change (UNFCCC) in 2016, the tourism industry accounts for 5% of global carbon dioxide emissions or 14% if diffusion effect such as the warming effect caused by greenhouse gas was aggregated. If we don’t take any concrete actions, the estimated carbon dioxide emission of tourism industry in 2035 will increase three-fold. Centre for Responsible Travel (CREST) further stated that countries around the world should strive to promote responsible tourism. Scholars suggest that responsible tourism is defined as minimizing negative impacts to the environment and society while maximizing business profits to help local residents preserve the culture and biological habitats or species. Therefore, effective destination management will improve its long-term development (CREST, 2016). This research deems both low-carbon tourism and responsible tourism as important issues for sustainable tourism.

McKinsey’s 7S Framework (7S) and Creating Shared Value (CSV)

The 7S Framework (Strategy, Structure, Systems, Style, Staff, Skills, Shared values) was proposed by the McKinsey company in 1970
Incorporating 7S, this study adopts the concept of shared value as a theoretical basis for strategic analysis. Established by Michael Porter in 2011, CSV pursues to expand the total value of the economy and society and it aims not only to create business value, but also to generate social value while meeting social needs and solving problems (Porter & Kramer, 2011). This study tends to explore how government operations and management of the national landscape accelerates the shared value chain among local shareholder, industry, and tourists with strategic thinking of CSV to expand the total social value of low-carbon tourism, responsible tourism and sustainable tourism.

**Dapeng Bay National Scenic Area and Destination Management Organization (DMO)**

Established by the Tourism Bureau of the Ministry of Communications in 1997, the total 2,762.2 hectares of Dapeng Bay National Scenic Area is the 4th national scenic area in Taiwan, which manages both Dapeng Bay and Little Liuqiu national scenic areas (Dapeng Bay Scenic Area Administration, 2017). Dapeng Bay was constructed with a diverse tourism environment and is one of only 13 national scenic areas in Taiwan that has been transformed from the traditional aquaculture industry and combined with local fish farming aquaculture, Dapeng Bay lagoon ecology, mangrove ecosystem and the wetland system (Dapeng Bay Scenic Area Administration, 2017).

The mission of the Destination Management Organization (DMO) is to increase the competitive advantages and effective management of destinations, and eventually to enable the development of community-based tourism destinations (Volgger & Pechlaner, 2014). DMO plays a dual role of both initiator and mediator to ensure its flexibility and to stimulate the motivation of self-responsibility, self-autonomy and self-regulation. Therefore, it is necessary to examine and discuss the management method of DMO in national scenic areas, because an effective and comprehensive destination management will improve its long-term development of an area.

**Method**

To ensure the reliability and validity of the results, this research adopted two stages of analysis, exploration and demonstration. A content validity examination was performed to review the relevant literature studies and reports. 21 preliminary indicators of constructing the sustainable tourism destination were collected by scrutinizing a collection of literature documents about low-carbon tourism, sustainable tourism and destination management in the past four years. A two-round Fuzzy Delphi expert survey was sent to the same group of 15 experts between October and December 2017, and the response rate was 100% on the first round and 93% on the second round. The results of the survey proved that 24 indicators collected as opinions of a group of experts were consistent. In addition, 13 indicators were screened with the arithmetic mean at 6.929 to construct a precise and accurate scoring system for the empirical research questionnaire design.

Furthermore, 13 indicators were used and blended in the literature review to achieve four critical empirical variables. These variables were Environment-Friendly (EF), Responsible Tourism (RT), Green Trust (GNT), and Destination Revisiting Intension (DRI). An empirical research questionnaire was conducted on visitors of Dapeng National Scenic Area from January to March 2018 and applied a Likert scale of 1-5 as a measurement: 5=totally agree, 4=agree, 3=fair, 2=disagree, 1=totally disagree. A total of 207 questionnaires were collected with a 95.65% effective response rate. Research hypotheses states as follows:

H1: EF has a significantly positive impact on tourists GNT
H2: RT has a significantly positive impact on tourists GNT
H3: GNT has a significantly positive impact on tourists DRI
H4: EF has a significantly positive impact on tourists DRI
H5: RT has a significantly positive impact on tourists DRI

The research structure is shown in Figure 1 below.
Results

Analysis of Tourists Empirical Questionnaire

This survey was conducted on visitors of Dapeng National Scenic Area from January to March 2018. Out of 207 questionnaires collected, 198 copies were validated which led to a 95.85% effective response rate. Descriptive statistical analysis of respondents’ gender, age, education and location is shown in Table 1.

Table 1. Descriptive statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Figure</th>
<th>Percentage</th>
<th>Accumulated percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>84</td>
<td>42.4</td>
<td>42.4</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>114</td>
<td>57.6</td>
<td>100</td>
</tr>
<tr>
<td>Education</td>
<td>Junior high or less</td>
<td>9</td>
<td>4.5</td>
<td>4.5</td>
</tr>
<tr>
<td></td>
<td>Senior high or equivalent</td>
<td>83</td>
<td>41.9</td>
<td>46.5</td>
</tr>
<tr>
<td></td>
<td>Associates/Bachelors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Graduate and above</td>
<td>99</td>
<td>50</td>
<td>96.5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7</td>
<td>35.5</td>
<td>100</td>
</tr>
<tr>
<td>Age</td>
<td>Below 20</td>
<td>1</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td></td>
<td>21-35</td>
<td>54</td>
<td>27.3</td>
<td>27.8</td>
</tr>
<tr>
<td></td>
<td>31-40</td>
<td>51</td>
<td>25.8</td>
<td>53.5</td>
</tr>
<tr>
<td></td>
<td>41-50</td>
<td>45</td>
<td>22.7</td>
<td>76.3</td>
</tr>
<tr>
<td></td>
<td>Above 51</td>
<td>47</td>
<td>23.7</td>
<td>100</td>
</tr>
<tr>
<td>Location</td>
<td>North Area</td>
<td>39</td>
<td>19.7</td>
<td>19.7</td>
</tr>
<tr>
<td></td>
<td>Central Area</td>
<td>88</td>
<td>44.4</td>
<td>64.1</td>
</tr>
<tr>
<td></td>
<td>South Area</td>
<td>61</td>
<td>30.8</td>
<td>94.9</td>
</tr>
<tr>
<td></td>
<td>East Coast</td>
<td>9</td>
<td>4.5</td>
<td>99.5</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>1</td>
<td>0.5</td>
<td>100</td>
</tr>
</tbody>
</table>

The result of this study suggests that a comprehensive set of relevant policies should be established such as water quality and water resource management, the process of land development, preserving local tradition and culture, and maintaining natural landscape and scenery. It would also be beneficial for government to establish sustainable tourism related policies. The independent sample t-test shown in Table 2 was used to investigate if there is significant evidence in gender on the scores of the following issues: business in different industries that should be integrated in a destination, companies that need their own plan or development progress regarding sustainable development, and the willingness of visitors’ intention to revisit.

Table 2. Independent sample t-test: gender

<table>
<thead>
<tr>
<th></th>
<th>F</th>
<th>Sig.</th>
<th>t</th>
<th>df</th>
<th>Sig.(2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.585</td>
<td>0.44</td>
<td>-3.358</td>
<td>196</td>
<td>0.001</td>
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<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-3.312</td>
</tr>
<tr>
<td>2</td>
<td>0.129</td>
<td>0.72</td>
<td>-2.128</td>
<td>196</td>
<td>0.035</td>
</tr>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-2.094</td>
</tr>
<tr>
<td>3</td>
<td>0.002</td>
<td>0.96</td>
<td>-2.086</td>
<td>196</td>
<td>0.038</td>
</tr>
<tr>
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<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Equal variances not assumed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-2.091</td>
</tr>
</tbody>
</table>

The result of one-way Anova proved that there was a significant difference between education level on whether the development and deployment of sustainable tourism destination should be regulated. After applying both Tukey and Bonferroni’s post hoc test, the results showed a strong belief that the development and deployment of sustainable tourism destination should be regulated. People who receive a graduate and above degree feel stronger than those that receive an associate’s or bachelor’s degree; and those who receive an associate’s or bachelor’s degree feel stronger that those who receive a high school diploma. However, there is no significant difference between people that received a high school diploma and those that did not.
Structural Model Analysis

Structural Model (also known as the Inner Model) was used to analyze the hypotheses proposed in this research, and the explanatory powers of each construct is shown in Figure 2. The confidence interval of correlation coefficient between each latent variable does not include the value of 1, which tells the discriminant validity does exist.

The above Figure 2 demonstrates the results of the structural model by Amos 22 software. The Normed Chi-square \(\chi^2/df\) requires a value between 1 to 3 to be considered an ideal fit index and the results of this study was considered acceptable with the value at 1.929. The RMSEA requires a value of 0.05 and 0.08 and the results of this study was 0.069 proving that it is a good fit. The result discovered the confidence interval of EF including 0 which was not significant; therefore, re-analysis was initiated after excluding the item. The re-analysis result showed the mediating effect exists as the total effect of both the confidence interval of Bootstrap; and the indirect effect between 0.015-0.082 did not include 0. Furthermore, because the confidence interval of direct effect also did not include 0, the indirect mediating effect was confirmed. The summary results of research hypotheses of this study is shown in Table 3 below.

Table 3. Result summary of research hypotheses

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Hypothesis</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>EF has a significantly positive impact on tourists GNT</td>
<td>Not support</td>
</tr>
<tr>
<td>H2</td>
<td>RT has a significantly positive impact on tourists GNT</td>
<td>Support</td>
</tr>
<tr>
<td>H3</td>
<td>GNT has a significantly positive impact on tourists DRI</td>
<td>Support</td>
</tr>
<tr>
<td>H4</td>
<td>EF has a significantly positive impact on tourists DRI</td>
<td>Not support</td>
</tr>
<tr>
<td>H5</td>
<td>RT has a significantly positive impact on tourists DRI</td>
<td>Support</td>
</tr>
</tbody>
</table>

Conclusion and Discussion

Through the calculation of the statistics of both conservative cognitive value and optimistic cognitive value, the consensus significant values of each indicator remained between five and eight. "Greenhouse Gas Emissions" with a value of 5.7 (GSTC, 2016) is less significant because national scenic areas are not located in industrial neighbourhoods. Energy-saving and carbon reduction policies have been implemented as a necessity for promoting sustainable tourism development. The most significant value at 7.93 is "Respecting Local Culture and Tradition", showing tourists behaviour has gained more serious concerns in public, and anticipating the government to establish policies to protect the local culture and custom. In addition, 13 final indicators were recommended to comply with sustainable tourism development. These indicators are as follows; (a) from a policy aspect five indicators were prioritized as natural landscape and scenic maintenance, local tradition and culture preservation, water quality and water resource management, community participation policy and land use situation, (b) four prioritized indicators were selected from the supply aspect including local communities participation in discussion, flexible tour options despite seasonality, employment opportunities provided by companies and traffic flow planning, (c) four prioritized indicators were collected from the demand aspect including tourist experiences, detailed information of an attraction in a scenic area, respecting local culture and tradition and the security of tourists health and safety.
The compelling findings in this empirical research are as follows. First, the GSTC certification index supplemented by the 7S framework can be constructed as an important reference for the development of sustainable tourism destination management in the national-level scenic areas. Second, constructing the marketing strategies for DMO with a system thinking perspective allows to identify the outcome of possible solutions and to reduce the risk of making wrong decisions. Third, the position of development strategy of CSV in a national scenic area depends on the design and composition of elements in each value chain; including industry, government, academic, local stakeholder, local residences and visitors. Finally, Disseminating the responsible tourism will enhance the green trust of sustainable tourism destination and augment visitors’ revisiting intention.

The literature review illustrates that the research topic of sustainable tourism has become the mainstream of policy development both internationally and domestically (UNWTO, 2016; National Sustainable Development Network, 2016). Therefore, further long-term researches on each construct will be recommended to investigate the comprehensive 13 indicators elaborated by this study. Even though issues such as Sustainability, Responsible Tourism and Green Tourism have been extensively discussed, more attention incorporating CSV must be given to promote sustainable tourism destination by government sectors. Finally, the result of this research can be applied to develop a knowledge-based system of sustainable tourism destination management; and with the cooperation of domestic authorities, the knowledge can be disseminated to the entrusted destination operators, tourism operators, service providers, local residences, stakeholders and visitors.

Reference

Individual or Institutional: Approaches to Gender Balance and Leadership

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Abstract: Gender pay and female leadership have surfaced as contemporary topics within higher education institutions across the UK. This paper explores some of the external factors that have been a catalyst for raising awareness and how both institutions and individuals have a responsibility to encourage change. The impact of planned initiatives at a single institution are discussed and evaluated to share good practice and challenge weaknesses.

Keywords: Women, Leadership, Gender Balance

Background

There is an increased scrutiny of gender pay gaps in higher education across the UK. The Equality Challenge Unit (ECU) published the existing situation and their recommendations to address the reported issues.

- 13.7% the overall median gender pay gap in HE in 2014/15
- 18.3% the overall mean gender pay gap in HE in 2014/15

Source: ECU (2016) Equality in higher education: staff statistical report

Equal pay is protected by law, however a gender pay gap (GPG) is an indicator that there are fewer women in senior leadership roles at universities and that the balance of women is much higher in low grade and part-time roles. The gap is compared with a national average of 9.1%.

Universities as with other public, private and voluntary sector organisations with 250 employees or more are required to publish their GPG annually.

Other metrics such as vertical and horizontal gender balance may provide a greater understanding of gender issues in HEIs.

In 2018 the CMI published a report on gender inequality “A Blueprint for Balance. Time to fix the broken windows”. The report identified clear practical ways in which individuals, managers and institutions could challenge seemingly small behaviours of gender inequality.

The GPG can also be situated within a national and international increase in a range of gender issues. The pay gap and the lack of women in senior positions within higher education is a long-term issue, however the current political climate and media attention has provided a vehicle for change. In 18/19 only 21% of vice-chancellors and 27% of senior’s managers are women.

Change cannot be restricted to outward actions although these may have some impact. O’Connor (2014) has identified that “Gendered processes effectively limit the available talent”.

The internal culture or ethos of an organisation will restrict or enable processes and interventions. It is suggested that a focus on the
power balance and underpinning belief systems that have to be addressed for any action or intervention to have a permanent effect (O’Connor 2014).

The impact of culture and accepted leadership behaviours is explored through a number of case studies (Fitzgerald 2014). The author compares how collaborative, relational, caring and nurturing qualities that are often associated with women are criticised in a leadership role but those who adopt male behaviours are also criticised.

**Approach**

Higher Education institutions have taken different approaches. For example, The University of Essex gave an immediate uplift for female professors to completely close the pay gap. Almost all HEIs have set out plans to address the GPG across different areas, including recruitment, promotion, development, flexible working. These initiatives include increased unconscious bias training, review of job adverts and mentoring.

Actions can be implemented at different levels for success but all must begin with recognition that if an HEI has an imbalance of men and women in senior leadership roles, or that it has a gender pay gap, then it must be addressed as a priority. The recognition changes a potential action of including both men and women on interview panels as enough through to selecting recruitment companies with a balanced gender profile and insisting on a blind application and an equal mix of shortlisted candidates. Successful organisations also make full use of active staff networks to champion best practice.

Target setting is common practice for universities: student recruitment, retention, attainment and many other measures to identify the ‘top’ universities for teaching, student experience, green campus and many other league tables. Measuring gender initiatives enables institutions to evaluate their comparative performance and direction of travel.

It is difficult to evaluate the impact of HEI action plans in the short term. The salary uplift as per the example of Essex University can be criticised as addressing an immediate issue but not the underlying cause or putting measures into place that will ensure the gap remains at zero. Neither does this guarantee an equal proportion of male and female professors.

Most English HEIs have a flexible working policy but it is the responsibility of individuals and managers to endorse this through their own practice. How many women are excluded from last minute early morning meetings or feel that they should apologise if caring responsibilities prevent them from attending. At an institutional level flexible working can be promoted as a positive benefit to an organisation and something that both men and women are encouraged to adopt.

The local approach at my own institution was from different angles. These are outlined in the table below.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Impact and Evaluation – Year 18/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creation of a Gender Pay Working Group</td>
<td>Detailed data evaluation of grade and role</td>
</tr>
<tr>
<td>Unconscious bias training</td>
<td>Central delivery to senior team by external consultant</td>
</tr>
<tr>
<td></td>
<td>Faculty autonomy for local delivery</td>
</tr>
<tr>
<td></td>
<td>Professional services delivery to managers and other key staff</td>
</tr>
<tr>
<td>Staff network Gender Leadership and Development (GLaD)</td>
<td>International Womens’ Day celebration introduced</td>
</tr>
<tr>
<td></td>
<td>Representation at Equality and Diversity Committee</td>
</tr>
<tr>
<td>Women only external leadership programme</td>
<td>16 women enrolled</td>
</tr>
<tr>
<td></td>
<td>Internal activities to support</td>
</tr>
<tr>
<td></td>
<td>Each woman assigned an internal coach mentor</td>
</tr>
<tr>
<td></td>
<td>Networking event with senior leadership team</td>
</tr>
<tr>
<td></td>
<td>Recognition through graduation event</td>
</tr>
<tr>
<td></td>
<td>Commitment to continued support and resource for 19/20</td>
</tr>
<tr>
<td>Stop period poverty</td>
<td>Donation baskets in female restrooms for sanitary products</td>
</tr>
<tr>
<td>Increase recruitment of senior female staff</td>
<td>Appoint new consultant company to address diversity</td>
</tr>
<tr>
<td></td>
<td>One female PVC appointed</td>
</tr>
</tbody>
</table>

Individuals are encouraged to confront gender bias, adopt their own good practice for example supporting flexible working and develop networking skills for leadership development.

**Results**

The gender pay gap has not decreased over the past twelve months; however, the institutional actions are long-term. The increased awareness of gender imbalance issues has given confidence to a number of female staffs who feel that they are part of a larger collective
and are empowered to raise their voices. This has included bringing issues of the menopause in the workplace, challenging negative comments and raising the profile of female colleagues.

Reflection

There is a significant amount of work to achieve gender balance, but there is a growing understanding that both the individual and the institution have to drive change. One cannot abdicate their responsibility to the other.

There is a reliance on some 'lone voices' to act as role models and their generous example will continue to make a difference.

Selected References

1. https://www.ecu.ac.uk/guidance-resources/employment-and-careers/terms-conditions/equal-pay/
Mitigating the Fallout of Women from Corporate Leadership: What Employers Can Do

Eileen Drew

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Abstract: This paper concentrates on why women are not progressing into senior management positions in the SME sector in Ireland/UK. Considerable research has been conducted into the issue of women’s exclusion and/or the impact of parenthood on women’s labour market behaviour. This study focuses on the specific timing of transitional challenges in the mid-career paths of women in small and medium-sized businesses.