



Principles for Responsible Management Education Sharing Information on Progress 2013

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the implementation of the **Principles for
Responsible Management Education**



Principal's Letter of Renewed Commitment to Principles for Responsible Management Education

I am pleased to have this opportunity to reaffirm the commitment of Glasgow Caledonian University (GCU) to the Principles for Responsible Management Education (PRME).

GCU's motto is 'For the Common Weal' and, reflecting this, the University was honoured to install Professor Muhammad Yunus, the Nobel Peace Prize winner and global anti-poverty campaigner, as Chancellor in 2012. Professor Yunus has dedicated his life to developing innovative solutions to alleviate poverty and transform the lives of those in deprived and disadvantaged communities. His appointment as GCU Chancellor is a public statement of the importance GCU attaches to our social mission and of our commitment to apply our research and teaching to benefit the communities we serve in Scotland and internationally.

Professor Yunus' work has inspired young people throughout the world to devote

themselves to promoting social well-being. As educators of future leaders, GCU also aims to inspire our students to create a world which is better for themselves and for others. GCU will draw upon Professor Yunus' inspirational example and our participation in PRME to harness our intellectual and social capital and collaborate with local and international partners to develop solutions to contemporary social, economic and environmental challenges.

This report outlines some of the measures which GCU has taken to make a positive social impact on the world, such as establishing the Grameen Caledonian College of Nursing in Bangladesh, through which we work with local partners to apply our expertise to improve conditions for some of the poorest people in the world.

GCU's participation in PRME is initially being led by one of the University's three academic Schools, i.e. Glasgow School for Business

and Society, but as this, our first Sharing Information on Progress report demonstrates, as a globally networked and socially engaged research and teaching institution, there are activities underway throughout the University which promote the principles of sustainability, responsible leadership and ethical practice central to PRME.

We will continue to deepen and extend these activities and welcome this opportunity to outline the recent progress we have made and to restate our commitment to promoting responsible leadership and engaging with the international PRME community.



Professor Pamela Gillies CBE
Principal and Vice-Chancellor

" At Glasgow Caledonian University, we are harnessing our intellectual and social capital to deliver real impact and benefits for the communities, business and students we serve in Scotland and beyond."

Principal and Vice-Chancellor **Professor Pamela Gillies**



Executive Summary

Glasgow Caledonian University (GCU) made a commitment to the UN Principles for Management Education (PRME) in January 2012. Commitment to the Principles reflects the University motto to work “for the common weal”. Since signing up to PRME, the University’s involvement has been led by one of its three academic schools, i.e. Glasgow School for Business and Society, and very significant steps have been taken at both University and School levels in demonstrating commitment to PRME. Examples include:

University:

- appointing Nobel Peace Prize winner and global anti-poverty campaigner Professor Muhammad Yunus as Chancellor of the University in 2012;
- investing £25 million in the “Campus Futures” sustainability strategy to produce a ‘greener’ campus;
- signing the ‘Engaged University’ manifesto, establishing a Community and Public Engagement (CPE) Steering Group, and appointing CPE Fellows;
- committing to paying a ‘Living Wage’ for all GCU staff, joining a UK movement seeking to address working poverty and strengthen families.

Glasgow School for Business and Society:

- integrating the multi-disciplinary departments of business, law and social sciences to create a new and distinctive school, Glasgow School for Business and Society;
- establishing a PRME Leadership Team to oversee and co-ordinate the process of developing measures to embed PRME across the School and the University;
- participating in the PRME Global Forum in Rio in 2012;
- joining PRME Working Groups on poverty, gender and anti-corruption;
- being a member of the Advisory Group established to form a UK Chapter of PRME;
- refreshing and reviewing the School portfolio to ensure that PRME is central to all programmes at undergraduate and postgraduate levels;
- expanding teaching, research and knowledge exchange to improve understanding and the impact of social enterprise and social business;
- joining and taking a leadership role in the Glasgow Chamber of Commerce, further promoting PRME;
- participating in the UK’s largest charity promoting responsible business – Business in the Community.

Future Plans

As the University plans its PRME efforts for the next 12 months, the 2013 PRME Summit’s focus on “New Ways of Developing Leaders for the Future We Want” will be given particular consideration and future efforts will be guided by the six Principles and also by the four “I”s of PRME:

- Inspiration: Inspiring graduates to contribute to an inclusive and sustainable future.
- Innovation: Developing methods that enable students to become responsible leaders.
- Implementation: Delivering on the University mission to work “for the common weal”.
- Impact: Making a difference in all of the communities in which the University has a presence.





"I have always felt the university is... a world of knowledge, but, at the same time, the knowledge has to spill over into the neighbourhood before you solve the problems of the world. The challenge you face next door to your campus is the most important one, because a thousand-mile journey starts with the first little step. That little step is the neighbourhood, and that neighbourhood must feel that the presence of this university is a blessing for us, because they showed us the way to solve our problems."

Professor Muhammad Yunus at his installation as Chancellor of Glasgow Caledonian University, 26th October 2012.

Part One:

Glasgow Caledonian University and PRME

Glasgow Caledonian University (GCU) is one of the UK's most forward-looking, modern universities, with a clearly defined set of ambitious strategic goals.

The University has 17,500 students, drawn from more than 100 countries, at its main campus in Glasgow, and a further 2,500 in outreach campuses in London, Bangladesh and Oman. They enjoy a highly-rated student experience in advanced learning environments and the Glasgow campus is soon to benefit from a further £25million investment as part of a "Campus Futures" project.

GCU's three academic schools: Glasgow School for Business and Society, the School of Health and Life Sciences and the School of Engineering and Built Environment are complemented by specialist centres. These include the Moffat Centre for Travel, Tourism and Business Development, the Yunus Centre for Social Business and Health, and Business Academies such as Transnet Freight Rail and Howden, the global engineering company. Partnerships with Shell to undertake research on workplace learning, and work with FMC Technologies, to deliver remote sensing

solutions for safe energy production, are just two collaborations that will have an impact on a global scale.

Three cross-disciplinary Research Institutes: the Institute for Applied Health Research, the Institute for Society and Social Justice Research and the Institute for Sustainable Engineering and Technology Research help the University to meet upcoming research challenges. GCU is rated among the top 10 in the UK for its allied health research and in the top 20 for research in the built and natural environment.

A dedication to pushing the boundaries through applied research, learning and teaching, and its commitment to making a positive contribution to society, have attracted the respect of world thought leaders such as micro-finance founder and Nobel Peace Prize winner Professor Muhammad Yunus, who was appointed as GCU's Chancellor in 2012; Kofi Annan, the seventh Secretary-General of the United Nations; Dr Mary Robinson, former President of Ireland and former UN High Commissioner for Human Rights and Annie Lennox, recipient of GCU's first International Humanitarian award.

The University's commitment to using its wealth of teaching and research skills, facilities and knowledge to make a positive contribution to society is reflected in its motto, 'For the Common Weal' (For the Common Good). In 2010, the University collaborated with Professor Yunus and the Grameen Trust in establishing the Grameen Caledonian College of Nursing in Bangladesh, to help raise nursing and midwifery training to an international standard in this country. This commitment to the common good is also exemplified by the award-winning Caledonian Club, which works with families and children in areas in Glasgow and London where the number of applications to universities is traditionally low.

GCU's Existing Commitment to PRME

GCU's participation in PRME reflects our long term mission to deliver economic and social benefits to our local community and across the world. This motto and Vision require us to be both outwardly focused and externally connected: to share our knowledge and expertise for collective benefit and to work in partnership to deliver economic and social improvements to the local, national and international communities of which we are a part.

"Scotland is a world leader in eye care and this is something we should be immensely proud of and be willing to fight for."

Convener of the Scottish Parliament Cross-Party Group on Visual Impairment,
Stuart McMillan MSP (Holyrood Magazine)

GSBS is leading GCU's participation in PRME. GSBS is a new and innovative School comprising three Departments: Law, Economics, Accountancy & Risk; Business Management; Social Sciences, Media and Journalism. Drawing upon this range of disciplines affords GSBS the opportunity to develop a unique approach to teaching, research and community engagement, one which provides a distinctive perspective on the demands of, and responsibilities involved in, managing organisations and the social and environmental impact of enterprise.

The decision to name GSBS as a School *for* Business and Society signals our commitment to both serving stakeholders in the business community and also maintaining wider social engagement. Central to the School is a commitment to 'nurturing enterprise, promoting social responsibility and enabling people to fulfil leadership roles in business and/or the community'. The 10 year ambition for the School includes the aspiration to be 'internationally renowned for contributing to business and society through public engagement and the development of socially responsible and innovative leaders operating in different cultures'.

The defining characteristics of the School include promoting responsible leadership, global citizenship, innovation and entrepreneurship among students and staff, and integrating PRME is a key feature of our plans for the future. We regard the process of embedding PRME into our teaching, research and stakeholder engagement activities as an opportunity to integrate the different strengths into a unified whole and enable the School fully to contribute to the fulfilment of the University's Mission.

Social Innovation and Social Engagement

The philosophy of GSBS and of GCU as a whole is reflected in the investiture of Professor Muhammad Yunus as University Chancellor in October 2012. Professor Yunus was awarded the Nobel Peace Prize in 2006 for his pioneering work in developing microcredit and establishing the Grameen Bank in Bangladesh, which provides financial support to some of the most deprived and marginalised people in the world to enable them to develop opportunities for economic self-sufficiency.

The appointment of Professor Yunus is the latest expression of GCU's partnership with the Grameen Bank and our commitment to

developing new relationships and working models to address intransigent social problems through social business and innovation

www.gcu.ac.uk/grameencaledonianpartnership/

GCU has been heavily involved in the development of the Grameen Scotland Foundation, and the launch of a Grameen micro-lending initiative in Scotland. This initiative involves partnership with Tesco Bank and support from the Scottish Government to provide savings facilities and business support for aspiring entrepreneurs who wish to start businesses in some of Scotland's most deprived communities and who otherwise would have no access to capital investment due to their lack of collateral **<http://www.gcu.ac.uk/grameencaledonianpartnership/grameenscotland/grameenmicro-lendinglaunchesinscotland/>**

In 2009 GCU reached an agreement with the Grameen Trust to establish a college for the education of nurses and midwives in Dhaka, Bangladesh.

The Grameen Caledonian College of Nursing is developing the standards of nursing and midwifery in Bangladesh to an international level by providing education and research of the highest quality www.gcu.ac.uk/grameencaledonianpartnershipgrameencaledoniancollegeofnursing/

GCU's association with Grameen institutions and pioneering social innovation are also expressed in the resources invested in establishing the Yunus Centre for Social Business and Health. This Centre has recruited a team of world leading Health Economists to work with researchers in the Institute of Applied Health Research and the Institute for Society and Social Justice Research to develop a unique research programme examining whether and how innovative financial inclusion and microcredit initiatives could develop community capacity and assets to address the serious health inequalities in deprived communities.

GSBS is well placed to become the principal academic institution in Scotland specialising in teaching and research on social enterprise, social business and social innovation. GCU created Scotland's first postgraduate degree

in Scotland designed specifically for the social enterprise sector, in partnership with the Social Enterprise Academy <http://www.gcu.ac.uk/study/postgraduate/courses/social-enterprise-8958.php?loc=uk>

The University also established a Social Enterprise Library in 2012 and was shortlisted for the 2012 Scottish Social Enterprise Award in the category of Social Enterprise Supporter.

GCU's Continuing Commitment to PRME

GCU possesses several of the 'general success factors' identified by the PRME Secretariat as necessary to embrace and promote the Principles including: commitment from senior staff; a vision of what must be achieved in terms of the curricula; research, and engagement activities; and a multi-stakeholder and multi-disciplinary Leadership Team to champion the required strategy. This is the beginning of a process of reform but it builds upon a solid foundation of a commitment to social value and responsible citizenship. The distinctive ethos and composition of GSBS means that the School is particularly well suited to leading the development of a new approach to business and management education, which will then be applied as

appropriate across the whole of GCU. In the last year staff within GSBS and across the University have been reflecting upon the relevance of PRME to their teaching, research and engagement activities, and considering how they could embrace these Principles further. When this process is complete, environmental, ethical and social issues will be mainstream themes in GSBS's business and management teaching programmes, not merely added to existing practice.

This is GCU's first opportunity to Share Information on Progress since committing to PRME in January 2012. We hope that it demonstrates the many ways in which we reflect and embrace the Principles for Responsible Management Education, and we would be happy to share further information on our activities and experiences with the other members of the PRME community. We regard this report as part of a process of continuing improvement and look forward to increasing and extending our participation in PRME in the future, and working with others to promote responsible management, global citizenship and a positive contribution to the Common Weal.





Part Two:

Activities and Achievements, 2012-13

Principles #1 #2 and #3: Embedding PRME In Our Principles, Values and Methods

Principle #1: Purpose - 'we will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.'

Principle #2: Values - 'We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.'

Principle #3: Method - 'We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.'

GSBS has started to integrate systematically the Purpose, Values and Methods of PRME in to its teaching. For example, the MBA programme offered by GSBS includes a Globalisation and Global Citizenship module

which provides prospective business leaders with the essential economic, political and legal knowledge required for successful international operations. MBA students also undertake a module in Responsible Management which develops core competencies and involves a 'Responsible Leadership Competency Audit'. This entails 360 degree feedback which assesses students' strengths and development needs in three leadership competency areas (knowledge, skills and attitudes). This structured reflection process enables students to prepare a Personal Development Plan.

Other examples where the Principles are reflected in GSBS teaching are the following:

- the Decision Making and Ethics for Financial Institutions module available as an option in the BA (Hons) Business with Financial Services and BA (Hons) Finance, Investment and Risk programmes;
- Managing Sustainable Business Excellence - a Level 4 undergraduate module which is a core component of the BA (Hons) Management programme and an option on the BA (Hons) Business degree;

- Performance Excellence in Business Operations - a core module on the MSc Operations and Business Management;
- modules on Tourism Sustainability and Environmental Management and Tourism Planning and Sustainable Development are delivered on the BA (Hons) International Tourism Management and BA (Hons) International Hospitality Management programmes;
- the Change and Leadership module in the MSc in International Human Resource Management programme includes teaching and assessment in both ethics and corporate social responsibility;
- a module on Events and Sustainable Regeneration is delivered as part of the BA (Hons) Business with Events Management / Business with Events Management;
- corporate social responsibility reporting is included in the Level 3 Strategic Management module, which is a core element of the BA Business; BA Business Studies; BA Management; and BA Management, Technology & Enterprise programmes;



- the Fashion, Marketing & Retailing subject area group in GSBS ensures that final year students include corporate social responsibility issues within their assessment in the Retail Brand Strategy module. Fashion Branding students also analyse ethical consumerism and social enterprise in their final year of study;
- the first year module Personal Development and Self Presentation involves a charity fundraising event as a group assignment for students on programmes across the Department of Business Management;
- staff in the Fashion, Marketing and Retailing subject area group have been actively involved in Fashioning an Ethical Industry, (FEI) a 'Labour Behind the Label' project that works with fashion related courses to raise awareness of contemporary issues in the global garment industry. By incorporating such issues as labour rights, and embedding social responsibility into teaching, students - as future figures in the fashion industry - are inspired to raise standards and conditions for the workers they will employ in the future. Although funding of the FEI project has now

ended, this initiative will continue through the Centre for Sustainable Fashion and the Design for Sustainability Educators Network.

In order to build upon existing activities, GSBS is undertaking a Portfolio Refresh to capitalise on the eclectic disciplines within the School, and PRME is central to this process. The exercise involves engaging the whole School in discussing the kind of business, management and social science graduates we want to help develop and providing the most effective means to achieve this outcome. The process involves identifying where issues of corporate social responsibility, ethics and global citizenship are already included in the curriculum and documenting effective practice in delivering these. This will form the basis of revised curricula so that PRME is reflected in all GSBS programmes, before extending this across the relevant areas of GCU as a whole. GSBS students will realise from the outset that they have joined a School which offers a multidisciplinary perspective on business and management issues. For example, GSBS will follow the practice of Sabanci University, as

described in the PRME Inspirational Guide (p. 60), and ensure that the Executive Dean and Pro Vice-Chancellor addresses all students during the induction process to explain the significance of PRME and its place in the School.

The Portfolio Refresh is not regarded as a one-off event but part of a process of on-going reflection and continuous improvement to ensure that the content and pedagogy of our programmes reflect the values of PRME. We intend to report on developments in this regard in future Sharing Information on Progress reports.

Internationalisation: Developing Global Citizens

GCU envisages several 'Attributes of 21st Century Graduates' that our students should possess. These include considering issues from a global and environmental perspective, respecting and valuing diversity and social justice, and demonstrating a commitment to the common good www.gcu.ac.uk/graduateattributes/

Reflecting this, internationalisation is at the centre of GCU's vision for the future. Internationalisation entails assisting students to develop a global perspective and cross-cultural capabilities. Our long-term aim is to embed internationalisation across all University activities, including our approaches to learning and teaching.

A GCU Working Group on the internationalisation of teaching and research has been established to support this strategy. This Group is currently scoping the scale and nature of internationalisation activity across all Schools to inform the development of a road map to embed internationalisation across curricula by 2015. The University's Centre for Learning Enhancement and Academic Development (GCU LEAD) has also launched a three-year project on internationalising the curriculum called 'Global Perspectives' www.gcu.ac.uk/lead/leadthemes/internationalisation/

This aims to explore what internationalisation of the curriculum means in practice, how

internationalisation is currently implemented at GCU and what the best mechanisms are for embedding it in all Schools. The project has created an audit tool to assist programme teams to scan their curricula for international perspectives in learning, teaching and assessment, draw up a road map to guide internationalising the University curriculum, and suggest continuing professional development (CPD) measures to support academics responsible for delivering internationalisation.

Ethical Leadership

GCU was one of 13 higher education institutions which participated in a seminar on 'Teaching Business Ethics and Corporate Responsibility' under the auspices of the Association to Advance Collegiate Schools of Business (AACSB) hosted by the ESADE Business School in Barcelona on 24th-25th October 2012. Angela Sutherland from the GSBS Department of Business Management led the seminar discussion of a live case study on experiential learning of business ethics. GCU currently delivers several of the practices

and frameworks for teaching business ethics which were discussed at this seminar, but further opportunities to exploit innovative approaches to integrate ethics as part of the culture of the business curriculum have been identified, and GSBS is currently considering how to benchmark its practices in this area against other higher education institutions.

Enterprise and Responsibility

The University has established an Enterprise Education Sub Committee, led by Professor Bruce Wood, Director of the Centre for Creative Industries, to develop, support, promote and monitor enterprise education and implement a three year Enterprise Operational Plan. The Sub-Committee will work with other Higher and Further Education institutions to enhance enterprise education provision in Glasgow and Scotland, and develop mechanisms to encourage and enable students to become involved in social enterprise projects.



GCU's engagement with Enterprise Education addresses Scotland's need for more graduates who not only possess the skills, knowledge and attitudes necessary to tackle today's economic, social and environmental problems, but who are also prepared to challenge current thinking and seek to improve quality of life for all communities.

The GCU Students' Enterprise Society provides advice and support for students interested in starting up their own businesses, and works with the Scottish Institute for Enterprise to promote effective, sustainable and responsible business start-up. The Enterprise Society ran a CreAction Lab for six weeks from 25th October 2012, which provided support and opportunities for students to develop their business ideas - www.gcu.ac.uk/studententerprise/

GCU is a partner of Entrepreneurial-Spark, www.entrepreneurial-spark.com/, a hybrid of 'a business incubator and business accelerator - Hatchery - where start-up and early stage businesses are hot-housed, nurtured and

enabled'. Jim Duffy, the CEO, is a Visiting Fellow at Glasgow Caledonian University, and both he and his colleagues have delivered guest lectures on entrepreneurship and the support provided by Entrepreneurial-Spark. In September 2012 Lucy-Rose Walker, the Chief Solutions Officer, participated in a panel discussion as part of the Professional Business and Management Development module delivered to Doctorate of Business Administration (DBA) students.

GCU participates in the Micro Tyco Business Challenge - <http://micro-tyco.com>. Micro Tyco is an initiative of WildHearts, a charity which aims to fund micro-loans and business training for those on low incomes in developing world countries - www.wildheartsinaction.org/index.html

In November 2012, five teams of GSBS undergraduates took part in fund raising activities with WildHearts through the Micro Tyco challenge. This required them to apply to WildHearts for 'seed capital' - a micro-loan of £1 - which they then had to turn into

as much money as possible in the course of one month (excluding gambling or any illegal activities). The competition was embedded into students' learning and assessment. A progressive feedback system was created which allowed students to assess their own performance based on criteria that measures entrepreneurial capability. The five GSBS teams collectively raised £1,246.03 - enough to offer micro finance to ten businesses in developing countries.

Employability and Engagement

GSBS provides students with a number of opportunities for engaging with external stakeholders and use their developing skills to make a positive social contribution. For example, the Sociology, Social Policy and Criminology subject group within the Department of Social Sciences, Media and Journalism, have a long-standing 'Community Links' module, through which undergraduate social science students provide supervised research support to an external stakeholder, such as a charity, NGO or campaigning organisation.

Similarly, the GSBS Department of Law, Economics, Accountancy and Risk has developed a 'Professional Links' module where students undertake placements in legal practices in the Glasgow area. This module forms the basis for developing a Law Clinic to address the unmet need for legal advice in deprived local communities, and is also the first step towards the development of a Business Clinic through which the School will provide advice and support to small and medium sized enterprises, while also providing students on Business and Management programmes the opportunity to experience the issues which confront such companies.

Student employability and stakeholder engagement are enhanced through a number of modules which provide structured practical work experience. For example, Range Design for Industry is a core Level 4 module on the BA (Hons) Fashion Business programme in which students research, design, produce and promote a range of garments reflecting the specification of the sponsoring clothing company. Companies participating in previous years have included global brands such as WL Gore, Mackintosh and Barbour.

The 'Realising Work-related Learning Diffusion' project (Real WoRLD) is aimed at raising the profile of employability across the University and supporting teaching staff to embed work-related learning activities for students in the curriculum - www.academy.gcal.ac.uk/realworld/index.html Increasing emphasis will be given to the values of PRME as this project develops in the future.

Principle #4: Research

Principle #4: Research - 'We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.'

GCU has a substantial record of research which has contributed to improved understanding of the economic, social and environmental impacts of businesses and corporations. Elements of Business and Management, Accounting and Finance research in GCU were rated as internationally excellent in the 2008 Research Assessment Exercise. Building on this, the recent work of Professor Paurav Shukla of GCU London and his colleagues,

examining the advertising campaigns of the oil industry and comparing these with their actual practices, highlights examples of irresponsible management practices and contributes to heightening awareness of corporate social negligence, which PRME is concerned to address.

The Women in Scotland's Economy teaching and research programme (WISE), led by Professor Ailsa McKay (a member of the PRME Working Group on Gender Equality), builds upon GCU's international reputation for research excellence in occupational segregation, equal pay, women in management; social economy and social enterprise development, and gender analysis in policy making and public resource allocation.

The Yunus Centre for Social Business and Health is developing a programme of research to measure the impact on health inequalities and social well-being of enterprise, social business and social innovation.



The University recently invested in a research project, as part of its Caledonian Scholarship programme, to reflect upon the experience of embedding PRME within GSBS and University as an example of an organisational change process. This action research project will examine the relative effectiveness of different measures to encourage staff to embrace and internalise PRME, and what lessons might be shared with the international PRME community about how to cultivate receptiveness to the Principles. These lessons will be disseminated throughout the PRME community by presentations at international seminars and conferences and through publications.

Principles #5 and #6: Stakeholder Engagement

Principle #5: Partnership - 'We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.'

Principle #6: Dialogue - 'We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.'

GCU: Communicating PRME

The engagement and involvement of staff, students and external stakeholders are essential to embedding PRME within GCU. To assist this, GCU has developed a PRME Communications Strategy to publicise our commitment to the Principles to colleagues across the University, to students and to partners and external stakeholders. The Communications Strategy outlines how GCU is embracing and embedding PRME, what the Principles mean for our relationships with our different stakeholders, and forms a starting point for cultivating their participation in the process of incorporating the Principles across the range of our activities.

The Communications Strategy includes:

- a series of publicity materials (including posters, promotional stands, flyers and other outputs) displayed in prominent locations throughout the GCU campuses in Glasgow and London;
- our commitment to PRME will be highlighted in relevant prospectus, student guidebooks and other GCU and GSBS brochure ware;
- publicising our commitment to PRME and highlighting measures we have taken to embed the Principles in our Caledonian Connected staff e-bulletin and the Your GCU student e-bulletin;
- maintaining a dedicated GCU webpage which publicises our participation in PRME events and other activities which promote the Principles www.gcu.ac.uk/gsbs/aboutus/professionalaffiliations/prme/
- developing a range of social media to explain what PRME is and to spread the word about GCU's activities to promote the Principles.

As a first stage in this Communications Strategy, the GCU PRME Leadership Team has developed a simplified version of the six Principles for staff and stakeholders who are currently unfamiliar with these. In these Principles, GCU makes the following commitments:

- #1. Purpose: to develop graduates able and willing to contribute to an inclusive and sustainable future.
- #2. Values: to develop graduates who care about the global environment and social responsibility.
- #3. Method: to develop learning and teaching which enables students to become responsible managers and leaders.
- #4. Research: to advance understanding of the creation of sustainable social, environmental and economic value
- #5. Partnership: to work with businesses and other stakeholders to explore mutually beneficial responses to social and environmental challenges.
- #6. Dialogue: to promote dialogue and debate among stakeholders on global social responsibility and sustainability issues.

Underpinning these commitments, GCU declares that 'We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students'. We have already found that staff and stakeholders understand and respond more readily to these 'simplified' statements than the full Principles.

This more accessible version of the Principles was first articulated to GCU staff at a university-wide Briefing delivered by the GSBS Executive Dean in December 2012. This was an opportunity to explain what PRME is to those less familiar with the initiative and reiterate GCU's commitment to embracing and embedding the Principles. Further presentations and a PRME Q+A session were held at GSBS staff away days in June and December 2012.

GCU staff raised national awareness of PRME and our commitment to the Principles by hosting a meeting at the annual conference of the Scottish National Party in Perth on 18th October 2012. This was an opportunity to

discuss the role of the higher education sector in promoting corporate responsibility and sustainability to an audience of party members. This event was the first in what is proposed to be a series of such discussions organised to take place at the conferences of all the main political parties in Scotland.

Dr. Stephen Sinclair of the GSBS Department of Social Sciences, Media and Journalism published an article outlining PRME and its relevance to the discipline of social policy in the winter 2012 issue of *Policy World*, the journal of the Social Policy Association.

Community and Public Engagement

The Principal and Vice-Chancellor signed the National Coordinating Centre for Public Engagement's 'Engaged University' manifesto in June 2012.

This commits signatories to sharing knowledge, resources and skills with the public, and listening to and learning from the expertise and insights of the different communities with which they engage.



Reflecting this commitment, GCU has created a Community and Public Engagement (CPE) Steering Group to oversee the coordination and development of our CPE portfolio. This Group is mapping all of the community and public engagement activity across GCU. The CPE Steering Group liaises with the GCU Students' Association, which is developing its own Engagement strategy.

GCU has also appointed CPE Fellows in each of the three Schools. These Fellows act as ambassadors for CPE within their Schools and across the University; they participate in overseeing the CPE agenda, network externally, and bring ideas and examples of effective practice to the attention of colleagues.

The University sponsors the International Award for Outstanding Achievement in Business at the Scottish Council for Development and Industry (SCDI) International Awards. In 2012 the winner was Shed Productions, a leading producer and distributor of award-winning TV series.

The School is an active participant of the Glasgow Chamber of Commerce. Professor John Wilson, Executive Dean of GSBS and Pro Vice-Chancellor, was elected to the ruling Council of the Chamber in February 2013. GSBS also sponsors the Glasgow Chamber of Commerce Business Awards for best performing small business.

GSBS joined Business in the Community (BITC) in November 2012. BITC is a business-led charity focused on promoting responsible business practice - www.bitc.org.uk/ GSBS's membership of BITC signals the School's commitment to continually improving our impact on society through responsible business practice. Working with BITC provides a framework and set of tools to enable GSBS to develop demonstrable ways of practicing responsible management rather than merely teaching and researching corporate responsibility.

This combination of scholarly analysis with practical activity was recognised at the 2012 African Achievement Awards when GCU

was honoured in recognition of the work of the Moffat Centre for Travel and Tourism in contributing to sustainable business development in Malawi.

Beyond business partnerships and corporate responsibility, GCU continues to develop its contribution to social enterprise, and held a joint event with the Social Enterprise Academy on 'Changing the Way we do Business' in December 2012 - www.gcu.ac.uk/newsevents/news/article.php?id=50364.

The University launched the Social Innovation Network website in January 2013, under the Directorship of Dr. Colin Combe, Senior Lecturer In Strategic Management in GSBS. The Network is dedicated to generating and sharing knowledge to promote and enhance understanding of social innovation in all its diverse forms- www.socialinnovationnetwork.eu/.

A core characteristic of Social Innovation is fostering new forms of collaboration between stakeholders to promote social value and the common good, which aligns closely with GCU's core mission of 'applying our knowledge and skills for the social and economic benefit of the communities we serve in Scotland and around the world'. Participating in the Network will be an important aspect of our contribution to improving understanding of the theory and practice of Social Innovation.

Staff at the Yunus Centre for Social Business and Health have established relationships with a number of national organisations in the social enterprise and social innovation sectors. These include Social Enterprise Scotland, Social Firms Scotland and the Scottish Institute for Enterprise. These relationships are important to examining the potential to develop new ways of meeting the 'triple bottom line' of producing economic, environmental and social value, and addressing social problems.

Several staff in the Sociology, Social Policy and Criminology subject group in GSBS also have

strong collaborative relationships with a range of third sector organisations, including the Poverty Alliance, Save the Children, Oxfam and Child Poverty Action Group, among others. Reflecting the extent of our business partnerships and community engagement activities, Mel Young, Founder of the Big Issue in Scotland and President of the Homeless World Cup stated that 'Glasgow Caledonian University is trailblazing in Scotland in this area and I think that is probably an indication of how connected Glasgow Caledonian is to the wider community'.

GCU Participation in PRME

GCU was represented at the 3rd Global Forum for Responsible Management Education held June 2012 in Rio de Janeiro, Brazil by Dr. Peter Duncan of the GSBS Department of Business Management. Dr. Duncan also attended the Rio+20 Corporate Sustainability Forum: Innovation and Collaboration for the Future we Want. Dr. Duncan's attendance at these two events provided a range of contacts, ideas and examples of good practice which will inform GSBS's future engagement with PRME.

Several GSBS staff are active members of PRME Working Groups. For example, Dr. Duncan is a member of Anti-corruption in Curriculum Change Working Group and Professor Ailsa McKay a member of the PRME Working Group on Gender Equality. Dr. Alec Wersun and Dr. Stephen Sinclair are members of the PRME Working Group on Poverty: a Challenge for Management Education, and have contributed to several of its activities and discussions of future measures. For example, Dr. Sinclair circulated his article on the relationship between Social Policy and PRME to members of the Working Group. He has also disseminated information to Working Group members about an action research project currently underway in GSBS reflecting on the experience of embedding PRME. Staff at the Yunus Centre for Social Business and Health will contribute a chapter for one of the two books being developed for publication by the PRME Working Group on Poverty. GSBS will also be represented at the meeting of the Working Group scheduled to take place at the PRME Summit in Bled in September 2013.



GSBS staff have responded to requests from PRME and CEEMAN for volunteers to judge submissions to the 2013 Challenge: Future Competitions, which is aimed at engaging young people in developing innovative and sustainable responses to current economic, environmental and social challenges www.challengefuture.org/

Organisational and Administrative Procedures

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

GCU's People Strategy was approved by the University Court in 2012 and is the basis of the human resources corporate plan until 2015. Two of the most significant expressions of how GCU's organisational practices exemplify the values of PRME which are reflected in this strategy are the treatment of equalities issues and remuneration which respects the dignity of staff.

Equalities Issues

GCU aims to maintain equality and diversity at the heart of all University activities and strategies in order to enhance the staff and student experience. To this end the University recently updated its Equality and Diversity action plan for implementation by April 2013. The strategy highlights the role of the University's Faith and Belief Centre and group of chaplains that cater for the spiritual and emotional needs of students and staff. Professor John Wilson is the Faith and Belief Champion on behalf of the Executive Board. The principles of the Equality and Diversity strategy were outlined at the GSBS Away Day in December 2012, and at an Equality and Diversity event held in February 2013. A University Champion for Equalities has been appointed to drive the strategy forward.

A Living Wage

GCU has committed to paying the Living Wage to staff in both Glasgow and London. The Living Wage is a voluntary scheme for employers to ensure that all staff receive sufficient to maintain a socially acceptable

standard of living - www.livingwage.org.uk/home GCU is one of the first British Universities outside London which has made this commitment to responsible employment practice.

Widening Access and Participation

GCU believes that participation in higher education should be available to those who have the ability and potential to benefit from it. As part of the University's mission to promote the common weal, we are committed to the strategic goal of being an internationally renowned provider of opportunities to access higher education for traditionally under-represented groups, and to provide appropriate support and approaches to learning, teaching and assessment which facilitate successful engagement, progression and achievement - www.gcu.ac.uk/qualityhandbook/Documents/GCUWideningParticipationStrategy.pdf

The development of the University's new Learning, Teaching and Assessment Strategy will embrace an inclusive, flexible curriculum that aims to offer all students an outstanding learning experience, regardless of their social, cultural or educational background.

The University is developing a number of activities and partnerships to remove perceptual barriers to HE among under-represented and disadvantaged communities. An important example of such efforts is the Caledonian Club and the GCU London Club.

These are part of GCU's award-winning initiative to encourage higher educational aspirations among young people from some of the most disadvantaged areas in Glasgow and London. The Club is currently engaging with 4,000 children and 1,500 parents in Glasgow and the London borough of Tower Hamlets - www.gcu.ac.uk/caledonianclub/

The work of the Caledonian Club contributes to the University's activities in collaboration with the Frank Buttle Trust, which aims to raise the aspirations of students from a looked after and care background - www.buttleuk.org/

For example, GCU's Outreach and Recruitment team provide mentoring which supports all students, including students from a looked after and care background. The Student

Support Service offers special support for such students, and has developed a leaflet that describes all the services available for students who disclose that they come from a looked after and care background, including 365-day accommodation and financial support.

GCU works in partnership with universities and colleges throughout Scotland, as well as with organisations that support young people from a looked after and care background, such as the Centre for Excellence in Looked After Children in Scotland (CELCIS). Among the outcomes of the partnership with CELCIS is a jointly run seminar on supporting students from a looked after and care background into and through higher education, involving participants from across Scotland, and a series of Recognition of Prior Learning workshops with practitioners who work with young persons from a looked after and care background.

Sustainability

GCU became a signatory to the Sustainable Practices and HE Institutions Rio+20

Declaration on 19th July 2012. This commitment is reflected in several strategies and actions designed to enable the University to develop in a sustainable manner.

The cornerstone of GCU's sustainability agenda is the Carbon Management Plan which aims to reduce carbon emissions by 20% by 2014 from the baseline year of 2008/09. GCU is committed to continually improving environmental performance and is developing an Environmental Management System (EMS) to support this. Among the performance indicators already in place are to increase recycling by 5% year on year, reduce the negative impacts of travel by 4% in the current year, and reduce water use by 10% over the next two years,

The University will be investing approximately £25 million in Campus Futures plus £1m annually - a five year strategy which will reduce the University's carbon footprint, enhance the University campus and ensure a more eco-friendly and sustainable future www.gcu.ac.uk/campusfutures/thestrategy/



This initiative includes investing £4.9 million in a new Combined Heat and Power (CHP) development which will contribute towards the carbon emissions reduction target. The investment in CHP will enable GCU to share heat and power with other buildings in Glasgow. This is part of the University's participation in the Sustainable Glasgow partnership, which aims to make the city one of the most environmentally sustainable urban areas in Europe and reduce carbon emissions by 30% over 10 years. The development and implementation of the CHP project will also be used as a teaching and research opportunity, enabling GCU Engineering and Environment students to gain practical experience of applied environmental projects.

GCU is extending the provision of environmental training for staff: an online 'Environment Essentials' course has been developed for staff and will become part of the process of inducting new staff to the University. This learning resource is reinforced by the work of Environment and Sustainability Champions in each School.

The University promotes and develops education on environmental issues and sustainable development and is committed to embedding these into teaching and research. An Education Sub-committee was established in December 2012 to examine how to embed Sustainability in the Curriculum. This Sub-committee will contribute to the development of programmes and curricula across the University to ensure that GCU graduates are equipped with an appropriate understanding of sustainable development issues relevant to their specialisms.



Part Three

Future Objectives and Activities

Principle #1: Purpose - 'we will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.'

Principle #2: Values - 'We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.'

Principle #3: Method - 'We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.'

Embedding and extending our commitment to PRME are central to the preparation involved to achieve GCU's target of accreditation from and membership of several international organisations in the next few years. These include:

- AMBA (Association of MBAs)
- EFMD - EPAS (European Foundation for Management Development Programme Accreditation System)
- CEEMAN - IQA (Central and East European Management Development Association International Quality Accreditation)
- AACSB (Association to Advance Collegiate Schools of Business) .

Over the course of the next few years GCU will undertake a series of surveys to document how issues relevant to PRME are incorporated into our teaching, and also to seek suggestions from staff about how our commitment to the Principles can be extended and deepened across programmes and modules. This information will consolidate current effective practice by providing a foundation upon which to build.

Internationalisation: Developing Global Citizens

As part of the University's programme of internationalisation of teaching and learning, a number of innovative methods will be piloted and evaluated in the next year within the 'Global Perspectives' research and development programme. The findings from this initiative will also inform recommendations for provision of future training and continuing professional development provision for staff www.gcu.ac.uk/media/gcalwebv2/gculead/Global%20Perspectives%20Project%20Plan.pdf

GCU also proposes to extend the nature and expand the number of staff and student exchanges and collaborations which we have with our international partners www.gcu.ac.uk/theuniversity/international/internationalstrategicpartnerships/

GCU plans to establish a base in New York, developing upon the model of the successful GCU London initiative. The New York hub will deliver executive training and short courses and explore the possibility of delivering niche Masters courses in areas where GCU has established expertise and an international reputation. GCU will also use this hub as a basis to enhance research collaboration with HEIs in the New York area, including extending our existing relationship with Stony Brook University.

Sustainability

GCU's commitment to the Rio+20 Declaration on Sustainable Practices and HE Institutions entails a duty to put environmental considerations at the heart of our activities, and we will report annually on the measures we have taken to do so.

In the next year and beyond, GCU's Environmental Sustainability Project Board will oversee the 'Heart of the Campus' initiative, which involves not only an upgrade and development of existing facilities but also

the development of a new energy system and creation of a dynamic new Eco-campus www.gcu.ac.uk/campusfutures/projects/heartofthecampus/

Principle #4: Research - 'We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.'

GSBS staff developed a panel session for the 17th International Research Society for Public Management Conference in Prague in April 2013 on HRM Leaders' Responses to the Challenges of the Global Crisis. Several GSBS staff will be participating in the 2013 EMES conference on the social economy, further developing the School's international reputation for social enterprise research. Related to this, GCU is co-hosting an international conference on Social Innovation with Nesta, the Rockefeller Foundation and the Said Business School at Oxford University in London in November 2013.

In preparation for future Sharing Information on Progress reports, GCU will undertake a systematic survey and mapping exercise of staff's research activities and future plans, drawing upon information gathered as part of the 2013 Research Excellence Framework assessment.

Principle #5: Partnership - 'We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.'

Principle #6: Dialogue - 'We will facilitate and support dialogue and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.'



GCU will continue to consolidate its links with the business community and other stakeholders in 2013-14, and is exploring several new ways of adding to and enhancing engagement activities. To advance our mission to enhance global social citizenship, GCU is in discussion with Mel Young, co-founder of The Big Issue, to explore potential partnership opportunities in relation to the Homeless World Cup.

Bringing together students, academics and business leaders to harness the principles of enterprise to social action corresponds to the ethos and distinctive character of GSBS, and we are keen to develop further practical expressions of this in the future.

In the course of the next year, GCU will examine the possibility of participating in the Enactus initiative, an international non-profit organisation that brings together students, academic and business leaders to apply entrepreneurial skills to develop and implement community empowerment projects designed to assist disadvantaged and deprived groups: <http://enactus.org/>

GCU Participation in PRME

GCU and GSBS will continue to be active members of the PRME community and involved in the future development and sharing ideas in 2013-14. GCU will be represented at the 2013 PRME Summit in Slovenia, and future events organised by the Working Group on Poverty as a Challenge for Management Education. A member of GCU will join the PRME Working Group on Sustainable Leadership in an Era of Climate Change.

Building on contacts established at the 2012 PRME Summit, GCU attended the first planning meeting of the development of a PRME UK and Ireland Chapter held in Winchester in February 2013. Dr. Alec Wersun is a member of the Advisory Group leading the development of this initiative in partnership with other UK and Ireland PRME members, and we hope to use these relationships as the basis for discussions and mutual learning on how best to embed and promote PRME.

GCU is discussing with members of the UK and Ireland Chapter options for hosting a PRME conference, seminars or invited lectures.

GCU regards the various memberships and relationships which we have established in our first year of participating in PRME to be the start of on-going collaboration through which we will share ideas about and experiences of advancing the PRME agenda.

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

GSBS will undertake a programme administration audit to ensure that processes and frameworks for staff - student discussion reflect the six Principles.

The centrality of PRME to the Mission and activities of the University will be reflected in professional development and line managers will be encouraged to explore colleagues' awareness of and possible contributions to PRME activities as part of the annual Performance Development and Review discussions.



Part Four

PRME Activities and Support Requirements

As part of its membership of Business in the Community, GSBS will work to explore how we can inform and improve existing practice by assessing future performance in relation to relevant components of the BITC Corporate Responsibility Index http://www.bitc.org.uk/cr_index/

This will ultimately result in GSBS subjecting itself to external review and scrutiny to ensure that our commitment to responsible management is reflected in our activities as well as our teaching and research.

GCU has committed to participate in Investors in People (IiP), and GSBS will be the lead School taking this forward. IiP is the UK's leading people management standard and acts as a critical friend to assist organisations develop best practice in staff development and management practice in their field, and to maintain continuous improvement. The Chief Executive of IiP in Scotland, Peter Russian, delivered a presentation at the GSBS Away Day in December 2012 in which the aims and value of this initiative were outlined.

GCU has already made use of the Inspirational Guide for the Implementation of PRME and other resources to inform our plans to incorporate the Principles into our operations, and we would make full use of any other such resources in the future.

Our participation in several PRME Working Groups has allowed us to learn from other institutions and in particular to exchange ideas about how to mainstream poverty and related issues within business and management and social sciences education and research. GCU staff members involved in different PRME Working Groups have expressed satisfaction with the activities and operation of the Groups, and would welcome further opportunities to engage with fellow Working Group members. It is our intention to continue to share our experiences of promoting the principles of responsible management, sustainability and global citizenship with other Business Schools and Higher Education Institutions, and contribute to enhancing the common good through teaching, research and partnership with our community, locally and globally.

We look forward to a further year of progress in adopting and promoting the Principles for Responsible Management Education and reporting on this to members of the international PRME community in 2014.



This is our **Sharing Information on Progress (SIP)** Report on the implementation of the **Principles for Responsible Management Education**

A horizontal bar composed of 18 small, adjacent squares in various colors including magenta, red, yellow, green, blue, and purple.

Brighter futures begin with GCU

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