

Portsmouth Business School

Principles for Responsible Management Education
Communication on progress report to the PRME Secretariat

Report No. 2
2015



Executive Summary

This is the second report of the Portsmouth Business School, commenting on progress against the 6 principles of PRME in developing and delivering a responsible management education.

This report has been compiled by the Faculty Sustainability lead, Dr Cheryl Rodgers.

Portsmouth Business School first reported in 2011 with our last submission was in 2013. Since that time we are proud to have developed our offering for our staff, student population, local and extended communities. Of particular note are our:

- **Strategic investment** in sustainability with a Sustainability Lead taking forward a sustainability agenda for the Faculty
- **Expanded delivery** of Sustainability teaching in the UG and Post Graduate and MBA curriculum
- **A Sustainability Week** in which 200 students and staff attend Business School Events with local sustainable employers
- **Impactful Research**, internationally recognized in agriculture and food economics and emerging cross disciplinary applied work in sustainability
- **Expanding Network of Partners** strengthening our place within local networks e.g. Future Solent, University of Portsmouth Environmental Network , Social Start Up Portsmouth.

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1. Our Commitment to PRME – A letter from the Vice Chancellor, Graham Galbraith

It is with great pleasure that I commend the on-going commitment of the Business School to the Principles of Responsible Management Education.

It is two years since our last report and in that time we have worked collectively across the University through our Shaping the Future initiative to create a vibrant and ambitious new strategy for the University. An extensive consultation with our staff, students and governors led us to generate bold statements regarding our on-going pledge to have a positive impact within our communities. Our commitment to pro-active responsible behaviour and sustainability is fundamental to both our vision and values and underpins our unreserved adoption of the principles of responsible management.

Whilst our new strategy continues to develop across the University, it is clear that the Business School has already made significant progress in embedding the Principles of Responsible Management Education throughout its teaching, research and engagement with businesses, charities and the community. That all our business students are exposed to responsible management learning is a clear strength. The work of our accounting students with local charities and in running debt clinics for the local community, the engagement of staff and students with the Cathedral Innovation and Sustainability Centres, a sustainability week and high profile engagement with Ben Ainsley Racing are just some examples of how the Business School brings the subject of responsible management alive for students. Our research in environmentalism and fair-trade informs our curriculum, exposing students to the latest knowledge in these important aspects of management education. These activities are greatly enhanced by the engagement of Business School staff with the University of Portsmouth Environmental Network.

As we progress towards the next submission to PRME in 2017, I wholly expect that the Business School will become even more ambitious in championing the principles of responsible management education through our emphasis on creativity, innovation and enterprise. I strongly support initiatives in this area.

A handwritten signature in dark ink, reading "Graham Galbraith". The signature is written in a cursive, flowing style.

Professor Graham Galbraith

2. Introduction from the Dean of Portsmouth Business School



I am proud of the achievements of our School since signing up to the PRME initiative in 2011. There is a growing and tangible passion and commitment from staff, students and the organizations we work with to sustainable and responsible management. This is demonstrated through our educational programmes, the real-life projects our students undertake, our research, our consultancy projects and the volunteering activities, which are woven into the curriculum.

The exciting journey of our increasing commitment to the PRME principles will see future cohorts of graduates enter the world of business better equipped than their predecessors to tackle the ever growing need to manage the global economy responsibly and ethically. Some of these graduates will return back to our School to share their experiences with the students of tomorrow. We believe that the ripple effects of our efforts today will have immeasurable impact on the businesses and workforce of the future.

I am delighted that in June this year we are hosting the Business in the Community 'Responsible Business Gala' which will celebrate the powerful role of business in creating a fairer society and a more sustainable future. The successful entrants to the Responsible Business Awards will be showcased with their stories of how they are positively impacting on their local communities through a variety of projects and activities. This will be of significant inspiration for our community.

Professor Gioia Pescetto
Dean



3. Reporting against the 6 PRME principles:

The University of Portsmouth has recently developed a new mission and vision, alongside key statements on how we will work together as a University community (our values). These key strategic statements will shape the future priorities of the University over the coming years and have been distilled from the results of our wide consultations with students, staff and governors through the **Shaping our Future** conversation. Our values are as follows:

WE ARE AMBITIOUS

- we pursue bold ideas in an environment where creativity, innovation and success is encouraged and celebrated
- we nurture and value relationships and partnerships that foster a global outlook
- we inspire and support staff and students to achieve their potential and meet the challenges of society
- we never settle for second best



WE ARE RESPONSIBLE

- we act with integrity for the greater good
- we insist on upholding the highest academic and professional standards
- we respect and celebrate diversity and equal opportunity through an inclusive culture
- we aim for sustainability across all our activities



WE ARE OPEN

- we work consultatively and collaboratively to benefit from new perspectives
- we share ideas and maintain transparency

- we are trustworthy and do what we say we will do
- we listen and respond to the needs of our students and staff¹

In alignment with these overarching strategic values, the University of Portsmouth Business School (PBS) signed up to the mission of the Principles for Responsible Management Education (PRME) initiative in 2011 with a view to supporting, inspiring and championing 'responsible management education, research and thought leadership globally. This report, as requested, documents our progress since our last report towards each of the 6 PRME principles.

¹ <http://www.port.ac.uk/realising-the-vision/the-way-we-work/>

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.

We are committed to developing the capabilities of our students and are already achieving this in a number of ways:

Our Education Strategy:

Our University Education Strategy is the guiding document for our current and future course development. It states that:

“We will provide an educational experience underpinned by research, scholarship and professional and ethical practice that inspires, engages and challenges students and promote success in an inclusive and supportive environment”

This Business School’s strategy contributes to this aim by:

“Further aligning the School’s curriculum with UN Global Compact - PRME (Principles of Responsible Management Education, www.unprme.org/), key elements being Corporate Social Responsibility (CSR), Ethics and Sustainability.”

Curriculum Development:

Following on and in support of the above, we have been working directly with staff to engage them in this agenda and to review and progress our teaching in all aspects of Sustainable Business. As a result of this activity, we can now be confident that every student on our:

Undergraduate Business Studies Programme (across all levels) has engaged with this agenda on multiple occasions and in different subject areas. Indeed, the European Foundation of Management Development (EFMD) Peer Review Team in their report recommending renewal of the EFMD Programme Accreditation Scheme (EPAS) accreditation for the generalist Business undergraduate programmes in September 2014 were pleased to report that Sustainability is one of the themes that underpin the programmes in PBS.

This is also the case across our major postgraduate programmes including the MBA, the MSc Business and Management and the MSc Innovation Management & Entrepreneurship courses.

This curriculum development has been supported by inputs from specialist guest lecturers, who were businesses active and leading in this field. We have also run additional ‘Sustainability’ events across the Business School which have incorporated workshops.

One for example, ‘Sustainable Business and Employability’, with a direct emphasis on career opportunities relating to the wider sustainability agenda.

Thus we are developing the capabilities of our students to be future generators of sustainable value for business and society at large. This is an ongoing agenda and our future plans are included in section 4.

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

The Global Compact via its ten principles asks ‘companies to embrace universal principles and to partner with the United Nations.’² It has grown to become a critical platform for the UN to engage effectively with enlightened global business.

Understanding the ten principles of the Global Compact is central to our values as a leading Business School in the UK and Responsible Business is taught in the context of all our units. We also achieve an understanding of these in our students via specific curriculum developments including dedicated units and also via engagement with businesses who can demonstrate their engagement in these areas.

Dedicated units include:

Responsible Management and Leadership

This focuses directly on this agenda and requires the students to engage in significant projects to develop their own ideas and understanding in this area. This year we have developed this construct further and the students are developing ‘real’ projects working on issues specific to the city of Portsmouth. These include projects on cycling safety for students in the city and waste and water management. We are delighted to have the direct engagement of Portsmouth City Council in these projects, which significantly reinforces the ‘social responsibility’ notions inherent in the students’ work.

Leadership, Ethics, Governance and Sustainability

Leadership, Ethics, Governance and Sustainability is a core level 5 undergraduate unit for 300 students exploring key contemporary issues within modern organisations. It begins with questions about the purpose of organisations of all types, both public and private, from transnational corporations to SMEs, social enterprises and not for profit. It then progresses to consider how they are led and governed. The unit explores a range of concepts including stakeholder theory, CSR and ethical decision making, and then investigates issues of practical application such as: stakeholder management, strategic CSR and social accounting.

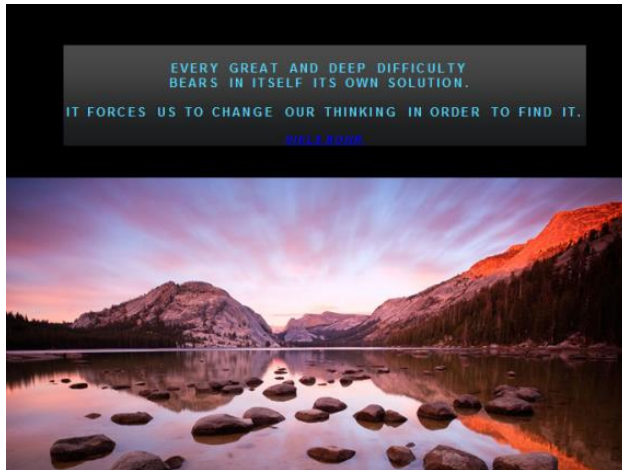
DR CHERYL RODGERS
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SUSTAIN - ABILITIES
SUSTAINABLE THINKING

² <https://www.unglobalcompact.org>

The coursework element of the assessment involves students designing an evaluation tool to analyse and rank the performance of companies based on corporate commitments and practices on ethics, governance and sustainability. This year students have been studying Nike and Ben & Jerry's. In the exam students are required to answer one compulsory question on Responsible Leadership and one question from a choice of three on Ethics, Governance and Sustainability. All questions involve application of learning from the coursework and subsequent feedback.

Business Innovation Development Project (BIDP):



A common first year (shared by eight generalist business degree programmes including BA (Hons) Business and Management, and BA (Hons) International Business) offers the opportunity to the 400 students to synthesise their learning of six core business areas with a seventh integrative unit – the Business Innovation Development Project (BIDP).

This core unit, while also acting as a vehicle for study and tutorial skills development, is innovative because it offers first year undergraduate business students the opportunity not simply to study the fundamental component parts of business, but also to link them together in ways that allow the real nature of business to emerge. The unit also acts as the vehicle for developing awareness of the business 'issues' and themes underpinning present and future business. Principal among these is responsible and sustainable business behaviour.

Principle 3 | Methods

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Building upon the specific staff and curriculum developments we have carried out to date, we are now beginning to enhance our frameworks, processes and environments that enable appropriate learning experiences in this field. Specifically we have developed and utilise the following:

Technology- Enhanced Active Learning (TEAL) Rooms:



These rooms, newly developed in the Business School as part of our pedagogical developments, have been used in the Responsible Management Unit described above as they greatly facilitate the students in carrying out their research and group project work. The agendas and issues in addressing the 'wicked problems' of sustainability are many and varied and we have seen that the facilities of the TEAL rooms allow multiple viewpoints and research angles to be addressed with ease. The students can share data very readily and this enhances their ability to take a greater 'systems' perspective in what they are doing and learning. As a result of this format and technology in the classroom, the project work is more thorough, more detailed and much more creative than previously - allowing more time and energy to be spent in debating and presenting the many arguments inherent in sustainability research and learning. Utilising these rooms has proved very beneficial in facilitating effective learning experiences for Responsible Leadership.

Curriculum Enhancement Days (CED):

The CED is part of our annual cycle of teaching and learning development and is an effective mechanism for sharing best practice across our teaching staff. We have developed presentations to be given at these days that highlight to staff the progress and the opportunities for us to develop our teaching frameworks and methods in terms of the Sustainability and the PRME agenda. An integral part is the sharing of examples of best practice. As these days are faculty-wide events, they have proved an effective mechanism of promulgation of these ideas.

MBA teaching and Master Classes:

We deliver Sustainability sessions in both our MBA classes on Strategic Management and also in specific one-day Masterclasses.

We work with students to explore Environmental Challenge and challenges with capitalism. For example, we use the work of Porter to open up debate:

'The capitalist system is under siege. In recent years business has been criticized as a major cause of social, environmental, and economic problems. Companies are widely thought to be prospering at the expense of their communities. Trust in business has fallen to new lows, leading government officials to set policies that undermine competitiveness and sap economic growth. Business is caught in a vicious circle.' Porter M.E.2011)

This session explores these ideas and applies them to current company initiatives examining the validity and coherence of the arguments. Their applicability to today's business culture will be debated by students based on the preparatory work and the implications for their own roles and businesses will be discussed.

These ideas are presented as private sector issues, and public and third sector contexts.

Sustainability Week:

One of our new innovations this year (2015) was a new Sustainability Week. This event saw a number of Sustainability talks, lectures and workshops arranged over a week with engagement from some 200 staff and student. Some of these events coincided directly with the curriculum and others were extra-curricula. The sessions included guest lectures from three external organizations from the private sector and public sector giving a spread of experience and knowledge. The keynote was given by Ben Ainslie Racing.

Experiential learning:

Authentic and practice based learning is a strength of the Business School and we offer experiences for students to lead and work with charitable organisations to develop their empathy and skills for working with the corporate and social responsibility agenda.



An excellent example of this occurs within our Accountancy programmes. Portsmouth Business schools send up to 50 Level 5 students out to work with local charities to work on their accounting and reporting. This supports both our employability agenda for our students and benefits the organisations who receive the supported expertise from our students. Not only are students able to use their knowledge of accounting to great effect, students develop awareness of the Corporate and social responsibility agenda in practice.

Caroline Willets, Accounting Lecturer who organizes this activity has been recognized in the [national press](#) for her pioneering work.



Principle 4 | Research:

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value

As a Business School, we engage conceptual and empirical research which is devoted to making a real contribution to knowledge and practice and this includes a focus on the creation of sustainable social, environmental and economic value.

Our research work can be described at the level of the firm, market and the economy and explores beneficial and detrimental practices that relate to responsible management. We consider these

1. At the level of the firm, market and the economy and
2. Through interdisciplinary cross-cutting themes within the University of Portsmouth Environment Network
3. Through applied projects with firms and organisations

At the level of the firm:

Portsmouth Business School research into **Employment Relations and Human Resource Management** is extremely influential, and was acknowledged as 'world-leading' by the Business and Management panel in the recent review of UK academic research (REF 2014).

Areas of especial interest to this research group include;

the **human impact of employee share ownership schemes** and how these interact with employee attitudes and behaviours at work (McConville); alternative work arrangements, employability, and organisational commitment (Fontinha), and how HR systems impact upon employee behaviour and interpersonal relations between organisational members in the organisational socialisation process (Batistic).

Mentoring, bullying and sickness within the firm form part of the wider research portfolio of Bozonielos, while Dai extends the research into the international sphere by considering how cultural understandings of **corporate sustainability and corporate social responsibility impact upon the multinational organisation**.

The international arena is the focus of Pereira, who examines **workplace culture and its relationship with/to HRM**, and of Papavasiliou – who analyse the nature of inter-generational differences and their impacts on managing people and work dynamics.

Generational differences are also the focus of recent research by Anderson (Valerie) and Mackay which investigated **mature workers' experiences of dealing with industry job insecurities, redundancy and fragmented career patterns** in conjunction with the National Institute of Adult Continuing Education (NIACE).

Culture is also an important aspect of the work of Jaffry, who explores the economic and social consequences of introducing **voluntary contributions** to visit heritage sites such as the British Museum, and Collins who undertakes research into the consumption of cultural goods, with a particular focus on predictions of cinema attendance.

At the level of the market:

Technology is also the focus of the work of the Product Innovation Research Group led by Simms and in particular, how the market for fast-moving consumer goods (FMCG) is leading to the development of new forms of packaging including eco-packaging and business models.

More recent work by the group centres on the specific product needs of the elderly market, and how food waste can be reduced through the development of more sustainable products and food supply chains. This value chain focus overlaps with the research of the **Gate-to-Plate (G-t-P)** Research Group of Professor Jack who are working with corporate clients and regulatory authorities to tackle the risks and concerns associated with food safety along the entire food supply chain (to ensure that people really can enjoy safe and nutritious food). G-t-P research also addresses issues of traceability, labeling and packaging, food safety monitoring systems and the risk modeling of food fraud.

Anderson (Matthew) in contrast looks at the intersection between civil society and business and, in particular the notion of corporate social responsibility viewed through the lens of the **Fair Trade movement**. Fair Trade's success as a 'consumer movement for change' needs to be understood and recognised as highly contingent on its connection to wider social networks. This, he contends, will require the integration within the existing sustainability narratives of a more broadly political perspective that extends beyond mere economic drivers of change.

At the level of the economy:

the work of Kizys, Palitidis and Vergos provides evidence of the regime-dependent **relation between banks' and sovereign credit default swaps** which, in the European banking sector, is driven by government rescue packages. Given that government interventions may destabilize the credit default swap market, their more recent research advances the case for firms accessing non-bank sources of finance.

Sustainability narratives at the national level are also a central theme of the work of the Centre for Operational Research and logistics (CORL) whose more recent work focuses on **offshore wind-farming** (and the logistical challenges thereof) and container shipping operations (and its impact on the immediate hinterland).

Cross-cutting themes:

Researchers from PBS actively collaborate in our cross-university themes. For example, there are members of PBS that contribute to interdisciplinary research within all three areas of focus within the University of Portsmouth Environment Network.

Through **Future Living**, which coordinates around a rethinking of the way we live and a transition to a low carbon society;

Dynamic Planet, which explores Earth and Ecological System science and;

Communities at Risk, which seeks to determine how economics and society can respond sustainably to Natural Disasters and Environmental Change. We have seen an increase in interdisciplinary research applications involving the expertise members of PBS that tackle some of these significant societal challenges.

An example of relevant research within PBS is the *Landscape Watch Hampshire* project. This is an innovative new community project to map landscape changes in the county over the last 8 years using aerial photography taken in 2005 and 2013. Using an online crowd sourcing platform, simultaneous viewing of aerial photo tiles enables changes to be readily identified.

Applied Research:

Applied research projects are commissioned by organisations which are aware of our particular expertise in different areas of Responsible Management.

Management of fishery stocks and coastline is a specialist area of our economics team. Pierre Failler has reviewed effectiveness of ecosystem management in the Caribbean for the EU and the French Ecology Ministry, now being extended to the Atlantic. Advice to EU on improving governance of the English Channel/Manche was provided by Helen Glenn. Social economic effects of the common fisheries policy was analysed for the EU by Aaron Hatcher, who is now reporting on innovative solutions to improve Scottish fisheries practice. NERC funded Paltalidis to report on impact of marine technology on green growth.

Military Ethics is a specialism, built upon our team at RAF Cranwell teaching leadership and our proximity to Portsmouth Naval base. Peter Lee collaborates with Kate Burnell in our Psychology department to advise on support for veterans (for Forces in Mind) and mental health of Reservists (for MOD).

Security is a specialism across our university and in the Business School Lisa Jack has been commissioned by the Food Standards Agency to report on fraud in the food supply chain. The Nigerian government has also commissioned workshops to review potential innovations in HR, law and finance to improve forensic accounting outcomes. River Basin Authorities from Nigeria have also sent teams here to discuss water security and environmental management of irrigation.

Our School of **Law** is active in child protection, with Annika Newnham commissioned by the Nuffield Foundation to review post separation judgments in care of children. Feenan has been commissioned to advise on law and compassion, and on possible gender bias in appointment of judges.

Crowdsourcing potential is being researched at Portsmouth and applied research is spinning off from this area of study. The Technology Strategy Board has commissioned Joe Cox and a team from mathematics and geography to develop a crowdsourcing platform to review land coastal change in UK.

HR specialisation at Portsmouth results in responsible management commissions, with Radian group commissioning Karen McIvor to report on staff turnover rates in their care sector, and possible solutions. Cheryl Brook has received commission to study social work practice challenges and the value of reflective action learning as part of the solution.

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.

We are constantly interacting with business organizations and their management to extend our knowledge and bring 'real' events and case studies into our curriculum. This happens in a variety of ways including guest speakers, project development and Knowledge Transfer Partnerships. In particular we engage by helping social enterprises and charities with their business skills.

Working with business

We are delighted that **Ben Ainslie Racing** - a newly formed organization to compete in the America's Cup World sailing event - has based itself in Portsmouth, very close to our Business School. They have placed Sustainability at the heart of what they do and we are developing what promises to be very exciting liaisons with the organization including possibilities such as student placements and projects.

Sir Ben Ainslie has been given the go-ahead to build his British team's America's Cup base in Old Portsmouth.³



³ <http://www.pbo.co.uk/news/sir-ben-ainslie-gets-the-green-light-for-portsmouth-team-base-836>

This week, Ben Ainslie Racing (BAR) was awarded the Olympic-inspired international standard, ISO 20121, that provides a framework for delivery of sustainable operations throughout the team's activities. BAR is the only sports team in the UK to achieve the certification across all its activities.

Working with charities:

We have student teams working in consultancy roles in organizations - 100 students have been involved in this way over the last three years.

There are also academics who take on non-executive Director roles. In particular, one of our Principal Lecturers, Dr Cheryl Rodgers, is a Trustee of a local charity known as *The Sustainability Centre*. As part of this relationship, their experts have given guest lectures and advice to student teams.



Our Associate Dean of Students is a board member of the charity, the **Cathedral Innovation Centre** which has a mission for social and civic innovation. The organisation, launched in May 13 2013, offers incubation facilities within the cathedral buildings and mentoring through the Royal Society of Arts. CEO, Prof Francis Davis, is a visiting scholar of the Business School and has partnered with us to offer MBA scholarships worth £17,400 for social responsibility and innovation. Businesses from the Cathedral Innovation Centre have become visiting speakers for the Business School.

We have been active members **of Business in the Community** (BITC) for several years and this has resulted in various volunteering projects being undertaken by our staff. The Business school offer prizes for participating organisations that work with the charitable trust.

An indication of our strengthening relations with BITC sees Portsmouth Business School hosting the Business in the Community 'Responsible Business Gala' in June 2015.

The plethora of stories tackling unemployment, stimulating the local economy, creating healthier and happier employees and reducing the dependency on natural resources, to name but a few, ensures the evening is an inspirational and resourceful evening for one and all.

"We are delighted to be hosting the 2015 Responsible Business Gala here at the University of Portsmouth Business School. The evening will put a spotlight on responsible business from across the South, enabling us to learn how employers are tackling key social and environmental issues through innovation and collaboration."

Professor Gioia Pescetto, Dean of Portsmouth Business School

Principle 6 | Dialogue:

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability

As one of five vibrant faculties in the University of Portsmouth, the Business School is engaging in many forms of dialogue with varied groups of stakeholders in order to widen our experience of and contribution to issues of global social responsibility and sustainability. These include:

UK PRME Chapter:

We are active and contributing members of the UK PRME Chapter which met last at the University of Winchester and is scheduled to meet again this summer.

Future Solent Conference:

The University is a founding partner of *Future Solent* - a local initiative whose activities and aims are described as follows:

Each year *Future Solent* stages a conference to address these issues and report on progress locally. In 2014 we took both staff and students to the conference to support this cross-society dialogue. As a result we have engaged further with local businesses and are progressing further initiatives with them which brings them closer to our curricula and to our students. The university is a founder member of the Future Solent partnership, and helps to deliver this agenda.



Graphic of the Solent Local Enterprise Partnership area, in which Future Solent works.

'The Solent Local Enterprise Partnership (Solent LEP), together with the Partnership for Urban South Hampshire (PUSH) and the Hampshire Chamber of Commerce have agreed a strategy for

development of a low carbon economy in the Solent area which will help stimulate sustainable economic growth, create jobs, and reduce our carbon footprint.'

Future Solent report their priorities as follows:

- New Low Carbon & Green Technology
- Capitalising on the world class research in the sub-region into green technologies and turning these into business opportunities, growth and jobs as well as supporting strong manufacturing.
- Resource Efficiency in Homes and Businesses
- Ensuring our homes and businesses minimise waste including waste of energy, to support household disposable income and business competitiveness.
- Generation of Secure, Renewable & Low Carbon Energy in the Solent Area
- Developing large scale renewable energy such as tidal and offshore wind, together with small scale on homes and businesses and renewable and district energy schemes incorporated into new development where practical.

The University of Portsmouth Environment Network (UPEN):

In addition to its own internal activities the Business School both feeds into and draws on a University-wide function known as UPEN which was established in 2010 to coordinate and promote the diverse array of environmentally relevant teaching and research from across the University. Our Associate Dean (Students) represents learning and teaching on the UPEN board.

Understanding interactions between the environment (natural, managed and built) and human populations is a global priority and the University is keen to build on its existing contribution to this agenda, through its research and educational activities. UPEN is a cross-faculty network helping to facilitate the engagement of 250+ university staff who are involved with environment-related teaching, research and innovation and it aims to "promote sustainability through environment-related education, research and innovation".



Specifically UPEN seeks to:

- Promote and facilitate excellence in environment-related learning and teaching and research and innovation, across all areas of the University.
- Strengthen environment-related collaborations within the University community and help to develop new links between academics, businesses and communities at local, national and international levels.
- Support efforts to improve the environmental performance of the University.

Green Champions:

Across the University of Portsmouth we have Green Champions working on *Green Impact Actions*. This project engages both staff and students and in particular, teams from Portsmouth Business School have promoted the sustainable travel '**My Journey Commuter Challenge**' and we won this for the first time last year.



Other events include:

- instead of exchanging Christmas cards, people brought in food for the local food bank
- a team day out to clear scrub in the New Forest (an area of National Park locally)
- chili growing/edibles grown on windowsills competitions
- working with a student on a composting project
- various reuse, up cycling and craft events using otherwise unwanted items
- swap corners and tables for unwanted items
- taking part in local beach cleans
- Everest challenge - keeping colleagues fit by encouraging them to take the stairs
- promoting sustainable travel - we won the 'love to ride' competition last summer
- taking part in the climate week challenge
- stationary amnesties
- 'green Christmas'/'wear a jumper'' events

Café Jurist:

The School of Law has complemented its innovative series of lectures with a highly effective outreach Café Jurist programme (see below for topics).

- **Café Jurist**
- Topic 1: Housing Justice
- Topic 2: Sexual Offences Law: Too Much or Not Enough?
- Topic 3: Poor Law: Welfare in Contemporary Britain
- Topic 4: In or Out in the European Convention on Human Rights?
- Topic 5: Social Inequality and Justice
- Topic 6: Women on Boards: A Place for Law, Policy...?

Café Jurist is a series of six free café-style evening presentations and follow-up discussions hosted at Le Café Parisien in Portsmouth involving at each event an invited speaker presenting on a topic of broad legal importance that will attract students, academics, legal professionals, and members of the public. Its café-style format aims to take important legal and political discussion into a community-friendly and egalitarian environment.



4. Our Future Perspectives/Key Objectives:

i. Working with Employability Agenda:

We are have a forum that enables us to directly integrate the Sustainability and Employability agendas. This stems from the development of top-level strategies which are then articulated via our Committee structure and thus into curricula and extra-curricula events and the student experience.

ii. Developing specific workshops on 'Sustainability and Employability':

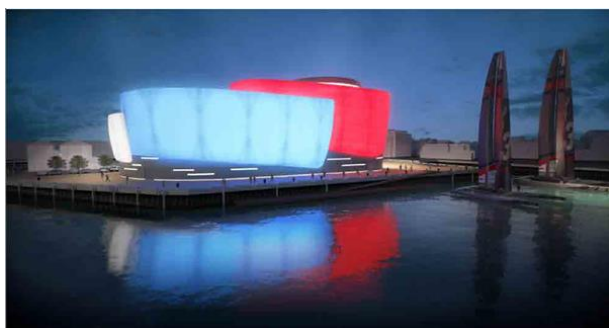
Following a pilot initiative this year, and building on the above, we are developing specific workshops in conjunction with our central Employability function – 'Purple Door' – in order to deliver these tailored workshops to students both in and out of the curriculum. This year, we engaged directly with local businesses in order to deliver this, which worked exceptionally well.

In addition, the Student Enterprise Team at the University of Portsmouth, in collaboration with Highbury College, Cathedral Innovation Centre and Council for Social Responsibility has recently launched the **Social Startup Portsmouth** programme.

This programme aims to provide the tools and training for budding social entrepreneurs of all ages to get their social or community venture off the ground. Funded by the partners and by HEFCE and UnLtd, Social Startup Portsmouth helps signpost resources, provide interactive workshops, share contacts and approaches to creating self-sustaining social ventures. The first workshop series, run by the University's Student Enterprise Team, began in February 2015 for students and the wider Portsmouth community alike with more set to take place throughout the year.

iii. Working with key business initiatives in our local area:

Ben Ainslie Racing, Portsmouth offer continued opportunities for collaboration and a management team with a clear focus on sustainability. We aim to build on the relationship to develop further learning opportunities for our students and understanding of the approach to sustainable business.



iv. Increasingly involve students in ‘real’ sustainability issues in our local area



This year also saw the development of student projects working directly with our local council – Portsmouth City Council.

Directors of the Council gave guest lectures and interactive sessions with the students

and then were available for follow up meetings and further discussions with the students. This gives the students a direct line to ‘real’ data and ‘real’ sustainability issues within the city, which they have found a very positive experience. We will build on this significant progress in linking directly with our local environment and sustainability issues in the forthcoming academic year.

v. Business Engagement via placements

We would like to build on our already thriving Placements Programme inherent in our Business and Management Courses, and develop ‘sustainability-oriented’ placements. This is a project scheduled to begin in the next academic year.

vii. Course Reviews/Unit Descriptions Project

Whilst we have incorporated much sustainability content and learning opportunities into our current business curriculum, we are now seeking to develop a project which will identify and locate these events in a way which is more visible to external audiences. This is a project scheduled to begin in the next academic year.

5. Support that may be of help from PRME

- i. Sharing of best practice – especially with other schools considering interdisciplinary learning structures.
- ii. Partnering with other Universities to tap into their experience/best practice of delivering Sustainable Business initiatives – particularly staff development.
- iii. Discussion of what the next phase of this agenda might be across Higher education.
- iv. The provision/development of workshops for students from across HE institutions.

