Cranfield UNIVERSITY
School of Management

Cranfield School of Management

PRME Communication on Progress Report

2010-2012

Cranfield School of Management

MISSION

To innovate and improve the practice of management around the world by creating and disseminating applied knowledge.

KEY ACTIVITIES

- Leading-edge, collaborative research and consultancy
- Postgraduate degree programmes (MBA, MSc, DBA, PhD)
- Executive development for middle and senior managers
- Customised company programmes

Cranfield School of Management understands complex management problems and has the 'know how' to identify innovative solutions.

This is achieved:

- Through a unique approach to management education and personal development
- By doing research which makes a difference to managers
- By supporting organisations in implementing solutions

INTRODUCTION BY PROFESSOR SUSAN VINNICOMBE OBE, CRANFIELD SCHOOL OF MANAGEMENT EXECUTIVE SPONSOR FOR PRME

Cranfield was one of the first business schools to sign up for UN Principles of Responsible Management Education (PRME) in the UK. Indeed, I attended the early meeting with other business school representatives at the UN in December 2008. There was a great sense of excitement as PRME publicly promoted diversity, ethics and sustainability – key research areas which we have been passionately engaged in for many years.

A well-established model we use in diversity-defines the three levels of implementing diversity; intellectually understanding the business case (accepting the evidence of the value created by diversity) emotionally engaging with diversity (empathising with the different and often negative experiences of diverse employees) and practically committing to action to make a difference.

What this model demonstrates is that whilst it is easy to accept the intellectual argument for diversity, it is much more challenging to persuade people to engage emotionally and ultimately to behave differently. This is relevant to us at Cranfield in terms of PRME. Whilst most faculty, staff and executive students intellectually embrace the concept of responsible leadership, the degree to which it is actually practised remains a challenge for us as in every organization.

There is no doubt that we have made considerable progress since our last report in terms of the positioning of PRME, the structure of our PRME committee and key outcomes. PRME is now fully integrated in the school's strategy and our six monthly strategy reviews always revolve around our commitment to PRME. The school's Finance Director, Neil Wilson, has executive accountability for the school's sustainability strategy, within which he takes particular responsibility for the environment and he is supported by three other champions to cover the market place, work place and our four communities. This practical commitment has led to positive change in day-to-day behaviours -The School is progressing towards achievement of the International Standard ISO14001 Environmental Management System certification.

Three important outcomes this past two years are the publication of Cranfield's book on corporate sustainability, the new MSc in Strategic Leadership and the continuing research on Women on Boards. The book represents a collaboration of thirty members of our faculty from across many disciplines, in which they explain how corporate sustainability is embedded in their work with companies. This year we are launching a new programme, the MSc in Strategic Leadership. The

heart of this exciting, new initiative is responsible leadership. We are co-delivering the latter in Canary Wharf and Cranfield with the aim of directly impacting senior managers' practise in key sectors like financial services – who have so often been labelled the perpetrators of unethical business behaviour. Lastly the research work of my own centre (Cranfield International Centre for Women Leaders) has been at the forefront of the initiative to increase the number of women on corporate boards in the UK. 44% of new board appointments have gone to women in the FTSE 100 companies over the past six months - a tremendous increase over 14%, which we had 18 months earlier!

Whilst celebrating our successes we are acutely aware of the challenges ahead of us, such as how we are going to integrate gender issues and awareness and the many other components of responsible management into our curricula and research; as well as in our own practice as a responsible organisation.

EMBEDDING PRME AT CRANFIELD SCHOOL OF MANAGEMENT (SoM)

This summarises progress against each of the PRME Principles since Cranfield School of Management's first PRME report to the UN PRME Secretariat, in summer 2010.

None of the activities we describe have been undertaken just because of PRME – but they illustrate Cranfield's commitment to implementing the spirit of PRME.

PRME: INTRODUCTION

As institutions of higher learning involved in the education of current and future managers we are voluntarily committed to engaging in a continuous process of improvement of the following Principles, reporting on progress to all our stakeholders and exchanging effective practices with other academic institutions:

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

Cranfield School of Management has nominated representatives for a new Sustainability network established by EFMD amongst member schools. Nadine Exter participated in the first meeting of this network in Brussels June 2011.

Cranfield School of Management was selected as a case-study of embedding sustainability and CR for a report funded by the UK's Higher Education Funding Council (HEFC) which was researched and written by Bath, Nottingham and Warwick Business Schools, into practice amongst all the UK schools. Nadine Exter gave a presentation explaining Cranfield's approach as a change-management project, to a conference at Nottingham Business School in Oct 2011. This presentation has subsequently been written up for a special issue of the Journal of Management Development[1].

Cranfield SOM co-operated with the AACSB in the latter's research and writing up of a profile of Cranfield's approach to embedding sustainability in the Cranfield MBA curriculum and experience. This was published in Nov 2010: SPOTLIGHT: Business Schools & Ethics/Sustainability[2]

Prof David Grayson CBE describes some of the latest Cranfield School of Management experiences in embedding corporate responsibility and sustainability for the EFMD Global Focus magazine in a "by invitation essay" published in January 2013[3].

[1] Exter, N. Grayson. D, Maher R., Facilitating Organizational Change For Embedding Sustainability Into Academia: A Case Study, JMD, Vol. 32, issue 3 (2013),
[2] http://www.aacsb.edu/resources/ethics-sustainability/spotlights/cranfielduniversity.pdf
[3] Global Focus. Volume 7 - Issue 1.The Chinese version will be published in mid-March.

PRME 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.*

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

(a) MBA

- As part of a review of the Full-time MBA, the School of Management has decided that issues of personal and organisational responsibility, and sustainability should become a substantial part of the compulsory core course, starting with the next cohort in 2013-14. Prior to this:
    - A new Ethics elective led by Prof Donna Ladkin was added to the Cranfield MBA in 2011
    - The "Managing a Sustainable Business Elective" , delivered as a joint course by seven faculty and five visiting faculty & associates, was substantially developed during 2010-11
    - New classes on Responsibility in Business have been added to the compulsory term 1 Organisational Behaviour, Personal and Professional Development course. The Doughty Centre for Corporate Responsibility designed and ran with the British headquartered retailer Marks and Spencer the "M&S Retailing Challenge" – a competition for MBA students across leading European business schools to develop commercially attractive sustainability products and services.
- The School of Management's Bettany Centre for Entrepreneurship has hosted in 2010 and again in 2011, the MBA "EBPY" (European Business Plan of the Year) competition and the Doughty Centre sponsored a specific sustainability prize.
- More than thirty MBA and MSc students took advantage of travel bursaries to attend student-run CR, sustainability and social entrepreneurship conferences at Said, IESE and London Business School in 2010-11; and to participate in the Hult Challenge; and a similar number benefitted in 2011-12.
- More independent projects and thesis titles were developed in 2010-12 for MBA and other graduate students in sustainability-related subjects.

(B) EMBEDDING SUSTAINABILITY AND RESPONSIBILITY IN MASTERS PROGRAMMES

- In 2011-12, visiting professor Lance Moir and the School of Management's Doughty Centre took over from an external provider, the design and delivery of a module on personal and organisational ethics and CR on the Finance MSc;
- All new doctoral students have a presentation on Corporate Responsibility and Sustainability as part of their induction week;
- A new compulsory module has been added to the existing MSc in International Human Resource Management; and sustainability and responsibility will be a compulsory course on each of two new MSs programmes that Cranfield is launching in 2013. Professors associated with each of these courses explain the context below.

MSc International Human Resource Management (IHRM)

The MSc International HRM is aimed at senior HR executive who have substantial human resources, management and leadership experience. Ethical decision making and responsible management and leadership are key to the aims of the programme and to our vision of student achievement. Therefore, each module of the MSc has responsible management elements incorporated while five modules focus especially on issues of ethics and corporate/organizational responsibility:

- Strategic International Human Resource Management explores differences in SHRM in diverse countries, illuminates the changing world of work and discusses demographic development.
- Dimensions of Cross-Cultural Communication focuses on international management and working in diverse cultural environments. The diverse pressures on corporate decision-makers as well as behavioural aspects are explored and the ethics of different attitudes and behaviours investigated.
- International Employment Relations is geared at understanding diverse institutional environments and the 'fabric' of different modes of (capitalist) competition. Philosophical and ethical aspects with their implications on management behaviour are illuminated and insights from the ILO used.
- Regional Human Resource Management investigates the structures and behaviours of domestic and multinational corporations across Europe, in India, China and across Africa. Resulting divergences of organizational behaviour linked to their national and regional context are investigated and ethical issues are explored.
- Mastering the Ethical and Sustainability Dimensions of Organizations. The module equips students with ways to identify and deal with the issues of corporate responsibility and ethics which are an intrinsic part of managerial work in the 21st century. It reaffirms the importance of these issues for organizational sustainability in the future, as well as provides them with frameworks and theories through which they can develop strategies for proactively engaging with related challenges.

Given their senior positions , the students on the MSc are often confronted with ethical dilemmas so that responsible and sustainable, ethical management is paramount for their success in business. The course equips them with insights, frameworks and methods to successfully deal with these challenges.

Michael F. Dickmann, Professor of International HRM and Director Executive MSc International HRM

MSc in Strategic Leadership

Responsible leadership is at the heart of our new MSc in Strategic Leadership, referred to by Prof Vinnicombe in her foreword. This degree is aimed at busy executives who are moving into senior roles, who may have already become professionally qualified or have done an MBA, but now realise that good leadership practice is the core of their organizational role. The course aims to produce graduates:

- who consider how leadership practices need to change to address the challenges and criticisms of a changing world;
- with the knowledge, skills and understanding to take on the responsibility of strategic and sustainable leadership within their organisations;
- who are familiar with leadership research and proactively apply this to organisational leadership challenges;
- have explored the personal dimensions of leadership and are aware of how good leadership practices can be developed.

Some elements of the course will be taught in London, using the training and development faculties of a blue chip organization, in evening sessions. By being literally close to business, the course will be accessible to the bankers, professional service firms, insurance companies, oil companies and so on, who are headquartered there. This is crucial because we believe this programme will be a central plank of their leadership development activity for rising executives. Our discussions with executives in these organizations confirm the importance of values-based leadership, and the centrality of corporate governance, responsibility and sustainability for their organizations' futures. In addition to London based sessions there will be residential days at Cranfield and, importantly, two international business experience events in which students visit emerging markets to understand local business cultures and challenges. As many of the companies they work in are now entering these markets, we believe these experiences, in a learning role, are crucial for leaders who will be developing business in new regions.

The Masters programme comprises 10 core modules plus a research methods module which prepares students for the thesis requirement. Several modules are focused specifically on key issues for *UNPRME*) but all modules will include them. The core modules are The Landscape of Leadership; Leading Strategic Change 1; Leading Sustainable Change; The Ethical Dimension of Leadership; Authentic Leadership; Leading Strategic Change 2: Inspired Leadership; Leading Change in a Global Environment; Governance and Corporate Responsibility; .The leader's journey - a leadership retreat. From our market research we believe that this programme is differentiated by its focus on leadership rather than business, underpinned by an explicit focus on responsible leadership.

Kim Turnbull James, Professor of Executive Learning and Dean of the Faculty and Director of Faculty Development.

MSc in Management

Responsible management is a key principle of our new MSc in Management programme. This degree is aimed at entry-level executives looking to move into a future career in general management. The aims of the course are:

- To prepare students for the world of employment in management, partly through a strong balanced focus between theoretical perspectives and simulation in the curriculum and partly through the offer of a multi-modal thesis project (which incorporates internships, company-based thesis and business research projects with a business planning/new venture proposal element as well as more traditional thesis types such as the systematic literature review and the empirical study)
- The advanced study of organisations, their management and the changing external context in which they operate
- Development of a range of business knowledge and skills, together with self-awareness and personal development appropriate for managerial career entry
- Development of the ability to apply concepts and theories to complex management issues, both systematically and creatively, to advance the effectiveness and competitiveness of the employing organisation
- Enhancement of lifelong learning through the development of transferable intellectual and study skills, personal development to enable self-direction and creativity, in order to contribute to business, the economy and society at large.

The Masters comprises 9 core modules plus a research methods module, which prepares students for the thesis/internship requirement. Students have a choice of six electives from which they must select 3. One particular module, Managing Corporate Sustainability, is focused exclusively on key issues for UNPRME but all modules will cover sustainability issues to some degree. The core modules include the following: Marketing Strategy and Planning; Organisational Theory and Behaviour; Managing Profitability, Liquidity and Asset Utilisation; Improving Decision Quality with Management Science; Economics for Managers; Managing Operations; Strategic Management; Management Consulting; and Managing Corporate Sustainability

Because the programme also requires students to undertake a thesis research project (which could involve a paid internship or a company-based project), there is also an opportunity for students to gain practical experience of working in a sustainability position.

Paul Baines, Professor of Political Marketing & Programme Director, MSc in Management

PRME 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.*

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

- Thirty members of the Cranfield School of Management faculty collaborated on the production of "Cranfield on Corporate Responsibility" – a book describing the application of different management disciplines to how corporate sustainability is embedded in companies. This book was published in July 2012. Filmed interviews with lead authors for each chapter explaining the key concepts of their chapter have now been recorded and can be viewed at: http://www.som.cranfield.ac.uk/som/p16922/Knowledge-Interchange/Management-Themes/Corporate-Responsibility-and-Sustainability/Cranfield-On-Corporate-Responsibility-and-Sustainability

PRME Principle 3

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

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

(a) Teaching case and other teaching resources

- As a member of the Pears Business School Partnership, together with Said, Oxford and the London Business Schools, Cranfield has developed a series of new business school teaching cases. Over three years 2010-12, Cranfield has researched, developed, taught and is now publishing a dozen new cases, e.g. on the world's largest mobile phone company China Mobile and its Mobile Health initiatives to bridge the rural:/urban health-care divide; and on the BP Deepwater Horizon disaster.
- One of the Pears Foundation funded cases is a joint project involving eight members of faculty and doctoral students developing a multi-dimensional teaching case – each part written from a different management discipline's perspective – on the Dutch headquartered DESSO floor coverings business which has adopted "Cradle to Cradle" manufacturing.
- Other relevant teaching cases developed by Cranfield faculty include one by Prof Kim Turnbull James on leading sustainably which is based on the Adnams Brewery and hospitality business which has just won, among a plethora of awards for its green practices over more than a decade, its second Queen's Award for Sustainability.
- In co-operation with Synergy Global, Cranfield School of Management has developed a new simulation game, which helps students to understand stakeholder-engagement, business and human rights, working with indigenous peoples in under-developed parts of the world, and partnership-building skills.
- Cranfield School of Management has also developed with the Institute for Business and Human Rights, a new teaching module for Masters degree students and others, on "Business and Human Rights" which like the teaching cases and simulation game, will be available to other business school teachers through the ecch (European Case Clearing House).

(b) Executive Programmes and extra-curricular activities

- Sustainability and CR are taught on the taught on the School of Management's two main open executive leadership programmes: Cranfield Advanced Development Programme and the Business Leadership Programme. Board oversight and governance of CR and sustainability is now incorporated within the School of Management's long-running Non-Executive Directors' course.
- The Bettany Centre for Entrepreneurship has launched an Evergreen Fund supported by alumni of the Centre's Business Growth Programme to enable deserving candidates who cannot afford the full fees to attend the BGP. It is planned that this will include social entrepreneurs with the aspiration and potential to grow. In preparation, the School of Management has already sponsored the development by BGP social entrepreneur alumni of additional course content specifically to meet the needs of social entrepreneurs.

- The Cranfield CR Network hosted fourteen speakers during 2010-12 including Jessica Sansom, the head of sustainability for innocent fruit smoothies; Paul Druckman, chairman of the Integrated Reporting working party; Prof Henri-Claude de Bettignies from CEIBS; Clare Melford, CEO of the International Business Leaders Forum and Stef Kranendijk, CEO of Desso.

Some recent speakers at the SEE Conference /Cranfield Corporate Responsibility Network: presentations can be found www.som.cranfield.ac.uk/som/p14361/Research/Research-Centres/Doughty-Centre-Home/Knowledge-Dissemination/CCRN

PRME 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.*

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

- Profs Andrew Kakabadse and David Grayson are leading a new research project in collaboration with the Corporate Responsibility Index team of the business-led CR coalition Business in the Community into how boards of FTSE 100 Companies organise board oversight and governance of their commitment to CR; the desired skills and experience of board members on sustainability and CR; and how boards deal with difficult CR issues.
- Prof Susan Vinnicombe and Dr Ruth Sealy continue the work of Cranfield's International Centre for Women's Leadership into women on boards, primarily through their annual Female FTSE Report and Professor Vinnicombe's membership of the Lord Davies Steering Committee for Women on Board.
- Small-scale research grants have been awarded from the Doughty Centre, to a cross-section of faculty to undertake research leading to teaching cases, conference papers and/or academic journal articles applying CR and sustainability to their management discipline.
- The Doughty Centre for Corporate Responsibility is currently researching how companies encourage all employees to be engaged with sustainability and CR, including the particular contribution of social intrapreneurs. The Doughty Centre has also completed an examination of the business case for responsible business with the CR coalition Business in the Community which has resulted in a practitioner report, covered in The Financial Times, and now to the subject of an academic journal article in submission.
- Dr Denyse Julien, Senior Lecturer within the Supply Chain Research Centre, and Dr Carlos Mena, Reader in Procurement, are currently involved in a major new project to dramatically improve the food supply chain to meet the rising global demand for food and to protect the environment. Step Change in Agri-Food Logistics Eco-Systems (Project SCALE) is a 3 year research project on which Cranfield's School of Management is the lead partner working along with four partner organisations: the European Food and Farming Partnerships (EFFP), DHL, Wageningen University and the Université d'Artois.
- The 'Food@Cranfield' network is to be launched shortly. This initiative, which will look at environmental, scientific and supply chains issues around sustainable food supply, will be led by the School of Management in collaboration with the School of Applied Science and Cranfield School of Health, plus industrial research partners. The School of Management academic lead is Dr Denyse Julien.

PRME 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.*

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

- The Doughty Centre for Corporate Responsibility regularly produces "How-to guides" about different aspects of embedding corporate sustainability. These are written for busy managers and aim to combine the best of latest academic thinking and management practice. The most recent guide: "How to identify a company's major impacts – and manage them" by visiting fellow Mandy Cormack, formerly Unilever's Global Corporate Responsibility director, was produced with the help of a reference group of company and CR experts: http://www.som.cranfield.ac.uk/som/dinamic-content/media/research/Research%20Centres/Doughty%20Centre%20for%20Corporate%20Responsibility/How%20to%20identify%20impacts%20FINAL.pdf
- The School of Management Knowledge Interchange On-Line now includes a new "Management Theme" portal on Sustainability and Corporate Responsibility. This showcases research and activities from across the faculty on these topics, highlight interested faculty and forthcoming events, and share practical how-to guides www.som.cranfield.ac.uk/som/p16919/Knowledge-Interchange/Management-Themes/Corporate-Responsibility-and-Sustainability).

Business Economics and Finance

Business Performance Management

Corporate Responsibility and Sustainability

Entrepreneurship and Business Growth

General Management

Information Systems

Innovation and Operations Management

Leadership

Managing People and Global Careers

Marketing, Sales and Client Relationships

Programme and Project Management

Strategy, Complexity and Change Management

Supply Chain and Logistics Management

PRME Principle 6

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

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

- Cranfield School of Management faculty regularly appear in the print and broadcast media. For example, Dr Ruth Bender, an expert in executive compensation, was extensively quoted during debates about excessive pay for top management of companies.
- Prof Andrew Kakabadse was asked by the Public Administration Committee of the British Parliament to analyse the Change Management plans of each UK government department. This was published in 2012: *Good Governance and Civil Service Reform: 'End of Term' report on Whitehall plans for structural reform*, HC 901, Session 2010–12
- Prof Susan Vinnicombe is a member of the Independent Davies Review on women on boards and has subsequently spoken on the proposals at a number of national and international events. Over the period 2010-2012 Cranfield's women on boards research received over 400 mentions in the press and Professor Vinnicombe and her colleague Dr Ruth Sealy gave evidence to both the House of Commons and the House of Lords about the E.U. proposal to establish a quota of 40% women on boards.
- Prof David Grayson has delivered a number of key-note presentations to business conferences in the UK, continental Europe, Asia, Australia, Russia and the Middle East in 2010-12.
- The Doughty Centre contributes a Twitter-feed, blogs for the Guardian Sustainable Business (www.guardian.co.uk/sustainability/blog) and quarterly management essays for the main corporate responsibility and sustainability practitioner publication, The Ethical Corporation (www.ethicalcorp.com). This has included contributing to international debates about the purpose of business schools and the impact of greater pressures for sustainability and CR on what business schools do.

Dr Ruth Sealy (far right) and Prof Susan Vinnicombe OBE (third from right) with UK Secretary of State for Business Innovation & Skills, the Rt. Hon Vince Cable MP at the opening of trading on the London Stock Exchange

PRME Codicil

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students

EXAMPLES OF PROGRESS TO IMPLEMENT PRME

One of the seven strategic objectives of Cranfield School of Management is "To become a leading international centre for teaching, research, and practice of responsible business. "(Cranfield School of Management's Strategy, revised June 2011). The School's overall strategy states that "The School's Sustainability Strategy will align with, and form part of, the School's overall strategy. This will help achieve our strategic aims, differentiate ourselves, as a responsible Management School and will be of financial benefit to the School….We recognise that corporate responsibility and sustainability represent a 'journey', and we therefore seek continuous improvement. We are identifying the School's most significant environmental and social impacts, in order to determine future sustainability priorities and will cross-check these with stakeholder views and benchmark practices at other business schools."

The Strategic objectives of the School of Management's Sustainability Strategy, confirmed in the overall corporate strategy are:

1. To create a diverse workplace where employees enjoy working, performance is valued and rewarded appropriately and work/personal life balance is considered
2. To promote excellence in Corporate Responsibility through research and teaching, and consultancy, partnering with companies, academic institutions and individuals
3. To consider our supply chains, and wherever possible to use recycled and recyclable materials, energy efficient products and suppliers who can demonstrate their own commitment to sustainability
4. To minimise our impact on the environment though an effective Environmental Management System
5. Encourage staff and students to minimise energy usage and maximise recycling
6. To invest in technology which provides a reasonable alternative to travel, through network learning and internet meetings
7. To communicate both internally and externally to promote these strategic aims and to learn from others

To help the School Executive and the Finance Director who has the executive accountability for the Sustainability Strategy, a group of Sustainability champions have been appointed:

- MARKET-PLACE: Prof Mark Jenkins, Director of Research
- WORK-PLACE: Helen Perkins, HR Manager
- COMMUNITY: Prof Susan Vinnicombe, Head of Learning & Development Community
- ENVIRONMENT: Neil Wilson, Finance Director

In addition, an enthusiastic Green Team of faculty and staff volunteers champion sustainability initiatives and lead the design and delivery of an annual Green Week. This has now become an annual, university-wide activity.

- As part of the School of Management's commitment to corporate citizenship we offer bursaries to staff and faculty wishing to serve on NGO, Charity and public sector boards, to attend the Non-Executive Directors' Course run by the School of Management for aspiring and newly appointed non-executive directors.
- We promote the Cranfield Trust which mobilises pro-bono managerial help from MBAs and other alumni of Cranfield and other business schools, to smaller charities and social enterprises; and we are now building links to the Bettany Centre's Business Growth Programme and Masters' students' Independent Student Projects and theses.
- For many years, the School of Management has run and hosted an annual business simulation game competition for local schools.
- A graduating MBA student of the School of Management was commissioned to complete a best practice benchmarking exercise into what environmental indicators other business schools and universities use and to make recommendations for further action by Cranfield School of Management and University on waste-management and environmental practices more broadly.
- An annual School of Management /University workplace satisfaction survey on employee well- being takes place. Although good progress has been made and the School is a leader in this regard in the University, further work is needed to deepen engagement with employee groups.
- In the last five years we have reduced the School's electricity consumption by 23% and our paper usage by 45%. We have made recycling an easy everyday occurrence and recycle over 60% (by weight) of what we throw away.

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Cranfield's Carbon Reduction Plan

The cobbler's children, it's said, are always the worst shod. By 2008, many parts of the school were working extensively with our corporate clients on carbon reduction. Just one such client, Rolls-Royce, has a carbon footprint of its engines in use that exceeds that of many countries, so every little we and our University engineering colleagues could do to help could make a big difference, from supply chain and operations to nudging customer behaviour. But both morally and for our credibility in work such as this, we had to put our own house in order.

So that spring, colleagues in the School and I proposed that we develop a University carbon reduction programme with the help of Carbon Trust, which had previously helped identify efficiencies in the School's Management Development Centre. Our recommendations on programme governance were based on the research of Dr Krista Bondy, then in our marketing faculty, into the management of sustainability initiatives in blue-chips. Under a project sponsored by the Head of School and headed by the University's "change agent", Professor William Stephens, an ambitious carbon reduction plan was developed by a team including Krista and others across the university, and launched later that year. With the help of deep expertise in environmental management from the School of Applied Sciences, and equally importantly the enthusiasm of its Director Professor Tom Stephenson, the plan was based on a combination of top-down technology-driven improvements and bottom-up behavioural change inspired by the School of Management's "Green Team".

Since then, the University has become accustomed to such things as Green Weeks, carbon reduction competitions between buildings, incentives for car sharing and cycling, Christmas kit shutdowns, and remote learning technologies. Less visible but just as significant, technologies such as a combined heat and power plant have been introduced under Energy Manager Gareth Evans, who was recruited to implement the plan and whose post is funded by its financial savings. Results are beginning to add up, with a reduction in CO2 of 20% in five years, and plans for a 50% reduction by 2020.

Change on this scale doesn't happen without the energy of many, and the few names I've mentioned are frighteningly selective. And there is an immense amount to do, not least broadening our reach to such issues as our customers' travel, outside our control but still within our influence. But I'm proud at least that the School has played its part in the chain of events thus far, helping me when the conversation turns to carbon to look our clients, and indeed my son, in the eye.

Professor Hugh Wilson, Professor of Strategic Marketing and Director of the Cranfield Customer Management Forum

LOOKING AHEAD: CRANFIELD SCHOOL OF MANAGEMENT - VISION 2020 FOR IMPLEMENTATION OF PRME

This vision is our aspiration of what the School of Management is working towards over the coming decade.

By 2020, the UN Principles of Responsible Management Education will be so embedded in the culture of Cranfield School of Management that:

- It is axiomatic that in their research, teaching and consulting, faculty automatically think about sustainability as fundamental to the business environment, just as nowadays they think about globalisation or networked connectivity as givens of the business context. Taking responsibility for material Social, Environmental & Economic (SEE) Impacts (Corporate Responsibility) will not be treated as something separate or silo-ed off in the School of Management, but treated as a *sine qua non* of doing business successfully;

- Faculty are incorporating responsibility and sustainability in their discipline and Cranfield research is helping to innovate and improve the practice of responsible management around the world by creating and disseminating applied knowledge about the profitable management of a company's SEE impacts;

- Executive and graduate programmes will encourage lively debate about the responsibilities of individual managers and leaders, personal and organizational ethics, and the responsibilities and opportunities for businesses to minimize negative impacts and maximise positive SEE impacts;

- Cranfield School of Management becomes a practice-focussed leader amongst the world's major business schools not just for embedding sustainability and responsibility in its research, teaching & consulting, and its own organizational practices; but also for sharing its experiences and learning from that of other schools, through academic journal articles, books, practitioner magazines, media and conference presentations;

- Cranfield School of Management seeks to engage employees, students, alumni and business partners in enhancing its own performance and in sharing emergent good practice – not least through the creative use of advisory groups, research clubs, project boards and on-line learning;

- Cranfield School of Management encourages its staff, students, alumni, faculty to be responsible managers/leaders; and as active citizens, to share their professional expertise with charities, social enterprises, NGOS ad public sector/international institutions through organisations such as the Cranfield Trust (which promotes pro-bono management help to smaller charities and social enterprises);

- Cranfield School of Management seeks to leverage its competitive advantage as a leading global management school, which is fully integrated within a world-class technology university that has extensive expertise in many technical aspects of sustainable development.

For inquiries relating to this Communication on Progress please contact Prof Frank Horwitz: Frank.Horwitz@cranfield.ac.uk or Prof David Grayson: David.Grayson@cranfield.ac.uk

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