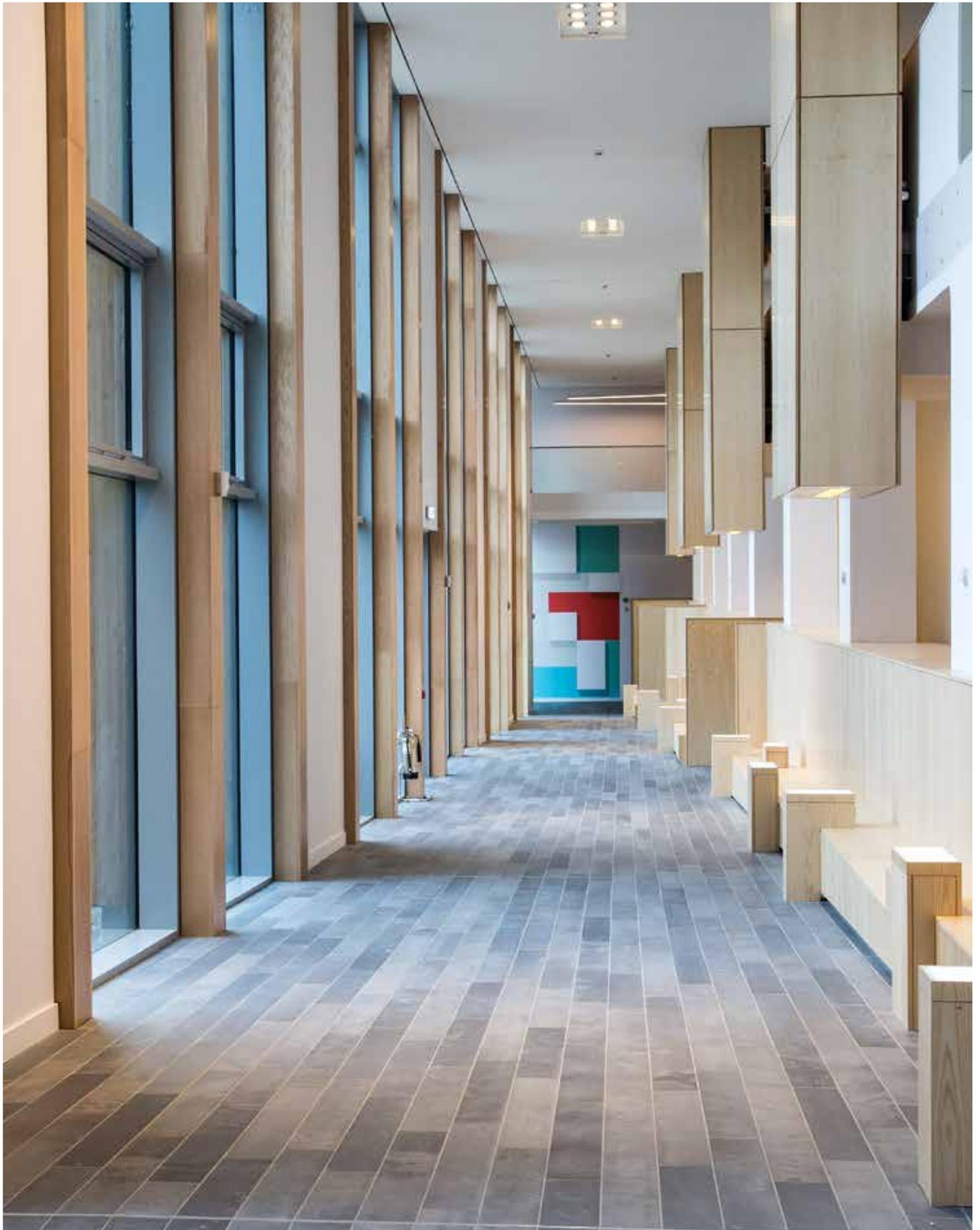




Principles for Responsible Management Education  
**Third Sharing Information on Progress report 2015/16**



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



I am very pleased to introduce Glasgow Caledonian University's third report sharing the progress we have made in embedding and promoting the Principles for Responsible Management Education. I am also proud to affirm GCU's continuing commitment to these Principles, which are central to our teaching, research, community and stakeholder engagement.

GCU's mission is expressed in our motto, 'For the Common Good'. This report demonstrates that this is more than a mere slogan – GCU's commitment to enhance well-being is evident in the activities and accomplishments of our staff and students and inspired by the example our Chancellor, Professor Muhammad Yunus. As Professor Yunus observed, a university 'must be a reservoir of knowledge which is useful to people – particularly its neighbours'<sup>1</sup>.

At GCU we embrace but also go beyond the traditional role of a university: as the University for the Common Good we are 'doers', harnessing our teaching, research, knowledge exchange and international engagement, and working collaboratively with others to create a better and fairer world<sup>2</sup>.

One example of this is our five year agreement with Transnet Freight Rail to deliver higher education to managers operating Africa's largest freight company. Another proud example is the Grameen Caledonian College of Nursing in Bangladesh, which was recognised once again by a Unilever International Award at the 2015 UK Responsible Business Awards. Building upon our award winning Caledonian Club, GCU's Advanced Higher Hub was shortlisted in the 2015 Herald Society Awards for nurturing the educational attainment of pupils from disadvantaged communities and opening up opportunities to underrepresented groups. These and the many other examples in this report testify to how GCU exemplifies the core purposes of PRME.

GCU is a global university with staff and students from over 100 different countries, campuses in Glasgow, London and New York, and international networks and partnerships across several continents. One of the most exciting of these is our new partnership to establish the African Leadership College delivering internationally accredited higher education<sup>3</sup>.

GCU continues to develop our stakeholder engagement activities and improve the excellence of our work, as recognised in the world leading quality of our research outputs and impact in both health studies and social policy in the 2014 Research Excellence Framework<sup>4</sup>. In the past year, GCU programmes were also accredited by the European Foundation for Management Development's (EFMD) 'EPAS' international quality accreditation system, and we became the first University in Scotland to be designated an Ashoka U Changemaker Campus.

Universities are the engines of our economies, they ignite public imagination, stimulate curiosity, produce knowledge to create a better future and, in the case of GCU, also seek to put their best ideas into practice for social benefit<sup>5</sup>. Our continuing contribution to PRME as Champions, and members of the UN Global Compact, testifies to our commitment to responsible management, environmental sustainability and the common good.



**Professor Pamela Gillies CBE FRSE**  
Principal and Vice-Chancellor  
Glasgow Caledonian University

<sup>1</sup> [www.caledonianblogs.net/thecaledonian/2015/10/07/23/](http://www.caledonianblogs.net/thecaledonian/2015/10/07/23/)  
<sup>2</sup> [www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf](http://www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf)  
<sup>3</sup> [www.alueducation.com/about/](http://www.alueducation.com/about/)  
<sup>4</sup> [www.gcu.ac.uk/research/ref2014/](http://www.gcu.ac.uk/research/ref2014/)

<sup>5</sup> [www.gcu.ac.uk/theuniversity/socialinnovation/](http://www.gcu.ac.uk/theuniversity/socialinnovation/)

## Executive Summary

GCU became the first university in Scotland to be awarded **Ashoka U Changemaker Campus** status in March 2015 in recognition of our global leadership role in promoting social innovation. Two of GCU's Glasgow School *for* Business and Society programmes were accredited by the EFMD's European Programme Accreditation Scheme (**EPAS**) in June 2015. GCU is one of only 64 institutions worldwide to gain this accreditation, and the first in Scotland to achieve this recognition. A key criterion used by EPAS is the degree to which an institution embeds ethics, responsible management and sustainability in to its values and activities, an area in which GSBS was judged to 'exceed standards'.

GCU has established the **African Leadership College** in partnership with African Leadership Unleashed. Based in Mauritius, the College addresses the shortage of tertiary education available on the African continent by providing affordable, accredited international quality higher education to African students.

The impact of our continuing partnership with the Grameen Healthcare Trust in establishing and developing the **Grameen Caledonian College of Nursing** in Bangladesh was recognised once more at the Responsible Business Awards, where GCU was re-accredited for the **Unilever International Award**.

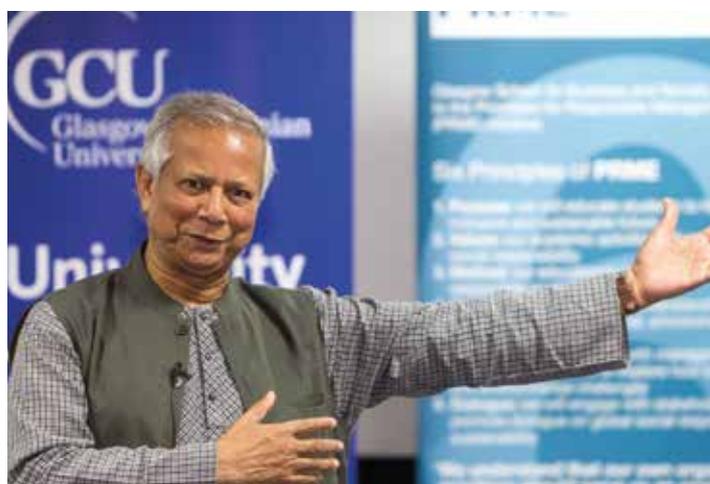
Our **Advanced Higher Hub** continues to open up new educational opportunities to secondary school pupils from underrepresented and disadvantaged communities. In only its second year, pupils participating in the Hub achieved a 90% pass rate in their sixth year examinations, compared to a national average of 81%. In recognition of this accomplishment, GCU's Advanced Higher Hub was shortlisted in the Education Initiative of the Year category in the 2015 Herald Society Awards.

GCU committed to the **Scottish Business Pledge** – a voluntary code established by the Scottish Government that supports fair employment and sustainable policies to boost productivity and increase diversity. Signatories to the Business Pledge must pay their staff at least a Living Wage, commit not to use exploitative zero hours contracts, play an active role in the community and pursue international business opportunities.

GCU is the first university in Scotland to achieve **ISO 14001 / EcoCampus Platinum** for its externally verified Environmental Management System. This builds upon GCU's accomplishment as the first university in Scotland to achieve EcoCampus Gold status in 2013.

GCU was rated 'first class' in the 2015 **People & Planet University League** – the UK's largest student network campaigning to end world poverty, defend human rights and protect the environment. GCU's environmental and ethical performance was ranked second in Scotland and tenth out of 151 universities in the UK.

In addition to being an active member of both the Anti-Poverty and SIP reporting Working Groups, GCU continues to contribute as a **PRME Champion**. GCU is also a leading member of the UK & Ireland PRME Chapter (UKI) and hosted its annual conference in June 2015, where Professor Muhammad Yunus delivered a keynote address to conference delegates. GCU also contributed two case studies to the first edition of the UKI's PRME Inspirational Guide.



**" GCU is a bold and creative institution that exemplifies its mission to be the University for the Common Good... GCU fosters entrepreneurialism, responsible leadership, and divergent thinking, so students truly understand their potential to not only be the leaders of tomorrow, but leaders today "**

**Professor Muhammad Yunus**, Chancellor of Glasgow Caledonian University<sup>6</sup>



Hazel Brooke (GCU Chair of Court) Professor Pamela Gillies (GCU Principal and Vice Chancellor), the Rt. Hon. Nicola Sturgeon MSP (First Minister of Scotland) and Cara Smyth (Vice President of GCU New York)

**“ The work of Glasgow Caledonian University - in Glasgow, in New York, in its collaborations around the world - is defined by a strong commitment to wider society, to the common good ”**

First Minister of Scotland, The Rt. Hon. Nicola Sturgeon MSP  
GCU New York Caledonian Lecture, 8th June 2015<sup>7</sup>

# Part One: Glasgow Caledonian University and PRME

## Introducing Glasgow Caledonian University

Glasgow Caledonian University (GCU) is a vibrant, modern university in the centre of Scotland's largest city. The University received its Royal Charter in 1993 and its founding institution, Glasgow Queen's College, dates back to 1875.

GCU's motto is 'For the Common Good' and its distinctive mission is a commitment to challenge social injustice at home and across the world<sup>9</sup>. As the University's Principal and Vice Chancellor, Professor Pamela Gillies, explains, this means.

"Providing opportunities to talented students whatever their background and circumstances and applying our research ideas, knowledge and expertise by aligning and collaborating with others for the practical benefit of the individuals, communities and organisations we serve at home in Scotland and overseas, all to ensure lasting impact"<sup>10</sup>.

GCU delivers academic excellence to over 20,000 students at home and internationally with the support of approximately 1,600 staff. The University is truly international, with students from over 100 countries and campuses in three global cities: Glasgow, London and New York. GCU also has partnerships with higher education institutions in Brazil, China, India, Oman, the USA and throughout Europe. In 2015 GCU co-founded the African Leadership College (ALC) in Mauritius to provide internationally excellent higher education to students in Africa, in collaboration with African Leadership Unleashed.

GCU comprises four Academic Schools:

- Glasgow School for Business and Society (GSBS)
- School of Health and Life Sciences (SHLS)
- School of Engineering and the Built Environment (SEBE)
- GCU London

These Schools are supported by the School for Work Based Education and the British School of Fashion, based in GCU London.

GCU's principal research centres include the Yunus Centre for Social Business and Health, the Centre for Climate Justice and the Centre for Living. Each has developed world class ground-breaking interdisciplinary research, teaching and community engagement which supports our commitment to the PRME agenda.

Central to this commitment is GCU's Chancellor, Professor Muhammad Yunus, Nobel Peace Laureate and one of the world's most decorated citizens for his pioneering work to alleviate global poverty through microfinance. Professor Yunus has worked with GCU since 2008, when he delivered the inaugural Magnusson Lecture and was awarded an Honorary Doctorate of Letters. He became GCU's Chancellor in 2012 and has championed our dedication to exploring social business and social innovation, promoting responsible management and environmental sustainability and widening educational opportunities. As explained in our previous PRME SIPs, GCU developed our own accessible version of the six Principles, which are proudly and prominently displayed on posters throughout the University<sup>11</sup>.

These express our 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.

Our third Sharing Information on Progress report describes our activities and reflects upon our accomplishments in each of these areas between mid-2014 to the end of 2015. It testifies to our continuing commitment to the Principle's for Responsible Management Education and our recognition of the further efforts we can make to advance the common good.

**" When in the future someone says to you "Why are you doing that nice, decent neighbourly, brotherly, sisterly thing? No one will notice. It won't make any difference to anyone". I hope you will reply "You see, I went to Glasgow Caledonian University. Doing this is in my educational DNA. I can do no other". And if you do that, who knows, maybe you will be the next person to change the world "**

Rev'd Dr. Lawrence A.B. Whitley GCU Winter Graduation Ceremony 2015<sup>8</sup>

<sup>8</sup> [www.youtube.com/watch?v=AC0EDLj2fGc](http://www.youtube.com/watch?v=AC0EDLj2fGc)  
<sup>9</sup> [www.thecompleteuniversityguide.co.uk/glasgow-caledonian](http://www.thecompleteuniversityguide.co.uk/glasgow-caledonian)  
<sup>10</sup> [www.gcu.ac.uk/theuniversity/communityandpublicengagement/commongood/](http://www.gcu.ac.uk/theuniversity/communityandpublicengagement/commongood/)  
<sup>11</sup> [www.unprme.org/participants/view-participants.php?partid=2796](http://www.unprme.org/participants/view-participants.php?partid=2796)  
<sup>12</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=119071](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=119071)

<sup>13</sup> [www.unprme.org/working-groups/champions.php](http://www.unprme.org/working-groups/champions.php)  
<sup>14</sup> [www.gcu.ac.uk/prme/](http://www.gcu.ac.uk/prme/)  
<sup>15</sup> [www.gcu.ac.uk/media/gcalwebv2/theuniversity/centresprojects/89107\\_UN\\_Global\\_impact\\_A4\\_CoP\\_Report\\_2015.pdf](http://www.gcu.ac.uk/media/gcalwebv2/theuniversity/centresprojects/89107_UN_Global_impact_A4_CoP_Report_2015.pdf)

# GCU's Continuing Commitment to PRME

GCU's participation in PRME reflects our position as an international university committed to the common good. Since first committing to PRME in January 2012 GCU has become a leading member and **PRME Champion**<sup>13</sup>. We have embedded the six Principles into the core strategies and operational procedures of our campuses in Glasgow, London and New York<sup>14</sup>.

GCU was the first Scottish university to become a signatory of the UN Global Compact (UNGC) in 2013 and we submitted our Communication on Engagement report to the UNGC Secretariat in 2015<sup>15</sup>. Our second (2014) PRME SIP report was recognised by the PRME Secretariat at the 2015 UN Global Summit as an example of good reporting<sup>16</sup>. Dr Stephen Sinclair of Glasgow School for Business and Society also contributed to the **PRME Working Group on 'Sharing Information on Progress'** reports.

GCU hosted and sponsored a reception for the PRME Global Forum and members of the UNGC at its New York campus in June 2015.

GCU staff contributed two case studies to the first edition of the UK and Ireland Chapter (UKI) **PRME Inspirational Guide**, published in November 2014. The first case study was co-authored by Alec Wersun, Susan Grant and Nathan Tagg, and discussed GCU's partnerships with schools in Glasgow and Scottish Business in the Community to widen access to higher education and revitalise deprived communities. The second case study was written by Anne Smith and Julie Thomson, and shared their experiences of delivering a 'Real World' project in a social business context to students<sup>17</sup>.

GCU hosted the 2nd annual conference of the **UK & Ireland PRME Chapter** in June 2015. The conference was attended by over 50 delegates<sup>18</sup>. GCU Chancellor and Nobel Laureate, Professor Muhammad Yunus, delivered a keynote address to delegates entitled 'Reflections on Social Business'. Professor Yunus spoke of his desire to create 'a world of three zeros - zero poverty, zero unemployment and zero net carbon emissions'<sup>19</sup>. There was also a panel discussion on 'Business as a Force for Good', led by Jane Wood, Chief Executive Officer of Scottish Business in the Community; Richard Taylor, Director of Communications at Scottish Power; and Sefton Laing, Head of Sustainability Services at the Royal Bank of Scotland.

Dr Alec Wersun was invited to join a select group of active participants helping to shape PRME's future strategic direction and operations in the next 3 - 5 years. Dr Wersun has a longstanding engagement with the PRME Secretariat as a member of the **PRME Advisory Committee** and represents GCU as a founding member and Vice-Chair of the UK and Ireland PRME Regional Chapter<sup>20</sup>.

Dr Wersun also attended the Global Compact +15 Europe Conference in Berlin in October 2015. The conference brought together European Global Compact Networks, PRME signatories and other stakeholders to examine the future of corporate sustainability and mark the launch of the UN's Sustainable Development Goals.

The pioneering work of GCU's Centre for Climate Justice, in partnership with the Mary Robinson Foundation for Climate Justice, also featured in the PRIMEtime blog in October 2015<sup>21</sup>.

GCU can claim to be at an 'Advanced' stage on the 'Spectrum of Business School Engagement' with the PRME agenda outlined in the report on the State of Sustainability in Management Education<sup>22</sup>. For example, at GCU we have,

- established goals and strategies related to PRME, measured the impact of our activities on society and business and reported on our progress in meeting our targets
- integrated sustainability education across our business and management programmes and delivered this within dedicated modules
- facilitated opportunities for inter- and multidisciplinary research
- made sustainability a focus of our research activities and collaborative partnerships with a range of stakeholders, including businesses
- transformed our Glasgow campus into a living laboratory through our 'Heart of the Campus' development and award-winning sustainability activities<sup>23</sup>
- demonstrated our leadership in this field and shared our knowledge and experiences with others - not least through our role as PRME Champions and sustained engagement in several PRME Working Groups, e.g. Working Group on Poverty, a Challenge for Management Education

**" As a University for the Common Good, we are playing a key role in the global transformation of business management education through our engagement with initiatives such as UN PRME. Corporate responsibility and sustainability are now fundamental concerns for every business, and we welcome the opportunity to work with like-minded thought leaders and organisations... as we seek to address the complex challenges of the global economy in the 21st century "**

**Professor Toni Hilton** Dean of Glasgow School for Business and Society<sup>12</sup>

<sup>16</sup> [primetime.unprme.org/2015/06/26/recognition-of-sharing-information-on-progress-reports-2015-2015-prme-global-forum/](http://primetime.unprme.org/2015/06/26/recognition-of-sharing-information-on-progress-reports-2015-2015-prme-global-forum/)

<sup>17</sup> [www.greenleaf-publishing.com/productdetail.kmod?productid=3987](http://www.greenleaf-publishing.com/productdetail.kmod?productid=3987)

<sup>18</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=120115](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=120115)

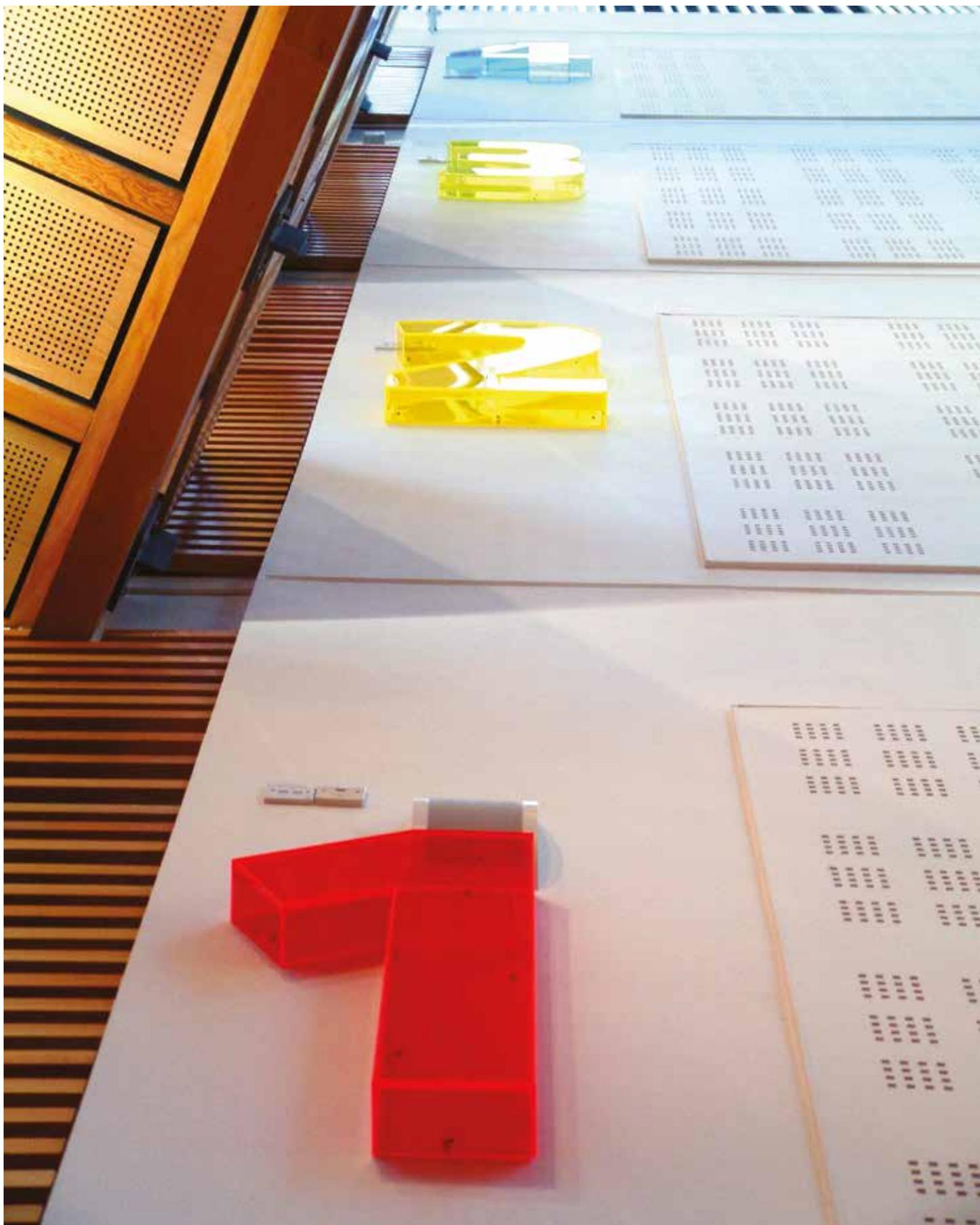
<sup>19</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=119396](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=119396)

<sup>20</sup> [www.unprme.org.uk/](http://www.unprme.org.uk/)

<sup>21</sup> [primetime.unprme.org/2015/10/](http://primetime.unprme.org/2015/10/)

<sup>22</sup> [www.unprme.org/resource-docs/SFBLStateofSustainabilityEducationOverview.pdf](http://www.unprme.org/resource-docs/SFBLStateofSustainabilityEducationOverview.pdf)

<sup>23</sup> [www.gcu.ac.uk/campusfutures/thecampus/heartofthecampus/](http://www.gcu.ac.uk/campusfutures/thecampus/heartofthecampus/)



## Part Two: Actions and Outcomes, 2014-15

### Principles #1 #2 and #3: Purposes, 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.’

**GCU’s Caledonian Code**, outlining the values and behaviours which members of the University commit to promote, was launched in 2015. The four overarching values in our Code are<sup>24</sup>:

- Integrity
- Creativity
- Responsibility
- Confidence

This report outlines some of the ways we have embedded these values through our integrated approach to promoting PRME within and out with the University. This involves both top-down and bottom-up actions, identifying and prioritising key issues, allocating resources to implement our strategy, and putting in place structures and processes to deliver our commitments. For example, the **GCU PRME Leadership Team** was established shortly after we first signed up to PRME in 2012 to champion the Principles among our colleagues and students across the university and to external stakeholders, and develop our involvement in the responsible management movement. The Team initially drew upon staff within the Glasgow School for Business and Society (GSBS) but now comprises members

from several Schools, Departments and Research Centres, including the University’s Sustainability Officer.

Central to GCU’s commitment to PRME is what and how we teach business and management students. Our approach to student learning is geared to developing entrepreneurialism, responsible leadership and producing global graduates able to address real-world issues and embody the ethos of PRME. Issues central to PRME, such as corporate responsibility, sustainability, human rights and equality are embedded in undergraduate and postgraduate programmes, curricula and core modules.

As the Director General and CEO of the European Foundation for Management Development (EFMD) noted, ‘More and more [Business Schools] recognise the need for business to be studied in a wider context, to see the impact it has on society. To this end, there is a growing need for business schools to work with other faculties, departments and experts throughout universities to ensure students receive a rounded education’<sup>25</sup>. The leadership by social scientists of core modules taken by students across all business and management programmes reflects this multidisciplinary and critical approach. These include the first year undergraduate *Business of Social Science* and the postgraduate *Contemporary Issues for Business and Society* modules. In these modules, and throughout their studies, GSBS students are taught to question conventional management practice and business doctrines so that our graduates possess the creativity and critical thinking necessary to alter the DNA of the corporations in which they work after they leave GCU. Another example of this approach is the creation of the University’s new MSc in Climate Justice delivered jointly by GCU’s Centre for Climate Justice and staff from the Department of Social Sciences, Media and Journalism who will lead modules on

‘Environmental Ethics and Climate Change’ and ‘Human Rights, Gender and Development’<sup>26</sup>.

Two of GCU’s programmes were accredited by the **European Foundation for Management Development Programme Accreditation Scheme (EPAS)** in 2015. Following the accreditation visit in March, the BA Business and MSc International Fashion Marketing programmes secured EPAS accreditation for a period of three years. GCU is one of only 64 institutions worldwide to have been recognised by EPAS and the first in Scotland to achieve this acknowledgement of international excellence. The EPAS evaluators commended the professionalism of the GCU team and noted in particular our evident commitment to embedding the ERS agenda (ethics, responsibility and sustainability) into our teaching, research and stakeholder engagement. The EPAS accreditors also remarked upon the enthusiasm of GCU staff and students to the university mission to contribute to the Common Good<sup>27</sup>.



<sup>24</sup> [www.gcu.ac.uk/media/gcalwebv2/emails/staff/Caledonian\\_Code\\_Draft\\_October\\_2014.pdf](http://www.gcu.ac.uk/media/gcalwebv2/emails/staff/Caledonian_Code_Draft_October_2014.pdf)

<sup>25</sup> Eric Cornuel, Director General and CEO, EFMD, in CarringtonCrisp (2014) See the Future 2014.

<sup>26</sup> [www.gcu.ac.uk/study/postgraduate/courses/climate-justice-10088.php](http://www.gcu.ac.uk/study/postgraduate/courses/climate-justice-10088.php)

<sup>27</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=119108](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=119108)

## Principle #4: Research

**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.’

GCU’s commitment to the Common Good is reflected in our *2020 Research Strategy* which addresses three major societal challenges: enabling communities in the UK and internationally to build Inclusive Societies, live Healthy Lives and develop Sustainable Environments<sup>29</sup>.

Our position as a world-class research institution was reaffirmed by the results in the 2014 UK **Research Excellence Framework (REF)**, which saw GCU ranked as the best modern university in Scotland by research power<sup>30</sup>. Overall, the University is ranked in the top 20 Higher Education Institutions in the UK for health research, and 89% of our research in the Allied Health Professions subject area was in the highest categories of world-leading (4\*) and internationally excellent (3\*). GCU’s research into poverty was ranked in the top 10 in the UK for research impact at world-leading levels, and almost two-thirds of our Social Work and Social Policy submission was rated world-leading and internationally excellent, with 80% of impact in this area rated world-class. GCU’s Built Environment research also performed strongly overall in the UK, with impact in this area rated as top 20 in the UK combining world-leading and internationally excellent research submissions.

**“ Future business schools will enable the development of creative responses and practical ways to move forward on their solutions by prototyping innovative models. They turn into living labs, interacting with the wider societal context and relevant stakeholder groups, where teaching staff - instead of offering prefabricated answers in edited formats derived from their**

### disciplines - take the role of co-creators of social innovation”

**Lutz E. Schlange** University of Applied Sciences HTW Chur, Switzerland<sup>31</sup>

GCU’s commitment to **Social Innovation** is reflected in its motto, for the Common Good, inspired by our Chancellor Professor Muhammad Yunus and delivered by our staff and students. In recognition of our global role in promoting social innovation, GCU was designated an **Ashoka U Changemaker Campus** at a ceremony held at the Ashoka U Exchange in March 2015. The Ashoka U Exchange supports the most innovative colleges and universities in the world that are developing teaching, research and collaborations to benefit society through social innovation and social entrepreneurship. GCU is the first university in Scotland to be awarded Ashoka U Changemaker Campus status and it provides our students and staff with a platform to connect with world-leading universities in the field of social innovation. The Ashoka U launch event at GCU included contributions from Mel Young, Ashoka Fellow and Co-founder of *The Big Issue in Scotland* and the Homeless World Cup; Neil McLean: CEO of the Social Enterprise Academy and Pauline Graham, CEO of Social Firms Scotland.

GCU has launched a website and blog **Social Innovation for the Common Good at GCU**, to enable GCU staff, students and external partners involved in the field of social innovation to exchange information and work together to develop novel approaches to tackle social problems and meet social needs<sup>32</sup>.

GCU also became an institutional member of the EMES network – the leading international research association examining social enterprise, social innovation and the social economy<sup>33</sup>. We will also be hosting the EMES PhD Summer School in June 2016.



Professor Cam Donaldson and Clementine Hill-O’Connor of GCU’s **Yunus Centre for Social Business and Health**, participated in the annual Global Social Business Summit in Mexico City in December 2014. Professor Donaldson led a session on ‘The Role of Universities in Social Business’ and chaired the Scientific Committee for the Research Conference at the Summit.

Staff from the Yunus Centre for Social Business and Health contributed to the three-day **Unusual Suspects Festival** in partnership with the Social Innovation Exchange in November 2015. The festival involved a series of events across Glasgow exploring different aspects of social innovation. Professor Cam Donaldson, Yunus Chair in Social Business and Health, Dr Michael Roy, Senior Lecturer in Social Business, and Dr Geoff Whittam, Reader in Entrepreneurship, discussed their respective research on different aspects of social business and social innovation<sup>34</sup>.

Other researchers in GCU’s Yunus Centre for Social Business and Health are investigating the viability of microcredit as a means of improving the finances and health of low-income individuals in the UK. The ‘Fair Credit, Health and Wellbeing’ action research project is funded with a £210,000 grant from the Chief Scientist Office of the Scottish Government and involves working with the first borrowers of Grameen in the UK to explore the potential association between improved income, community connectedness and health outcomes, and examine the potential for microcredit to enhance health and wellbeing.

GCU’s Water for ALL project, led by Professor Tahseen Jafray, **Director of the Centre for Climate Justice**<sup>35</sup>, is an 18-month project funded by the Scottish Government which aims to help improve access to water to the poorest and most vulnerable people in Malawi and Zambia. The project will build sustainable capacity in achieving equity and in accessing water and address issues of climate change, justice and human rights around water<sup>36</sup>.

<sup>28</sup> [www.gcu.ac.uk/research/researchatglasgowcaledonianuniversity/researchstrategy/](http://www.gcu.ac.uk/research/researchatglasgowcaledonianuniversity/researchstrategy/)

<sup>29</sup> [www.gcu.ac.uk/research/projectsearchresults/index.php?cn=healthylives](http://www.gcu.ac.uk/research/projectsearchresults/index.php?cn=healthylives)

<sup>30</sup> [www.gcu.ac.uk/research/ref2014/](http://www.gcu.ac.uk/research/ref2014/)

<sup>31</sup> [primetime.unprme.org/2014/11/](http://primetime.unprme.org/2014/11/)

<sup>32</sup> [www.gcu.ac.uk/theuniversity/socialinnovation/](http://www.gcu.ac.uk/theuniversity/socialinnovation/)

<sup>33</sup> [emes.net/](http://emes.net/)

<sup>34</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=123820](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=123820)

<sup>35</sup> [www.gcu.ac.uk/climatejustice/](http://www.gcu.ac.uk/climatejustice/)

<sup>36</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=124664](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=124664)

Researchers from the Centre for Climate Justice are also working with our Chancellor Professor Muhammad Yunus' Grameen Communications on an international project to tackle gender inequalities in agriculture in South Asia. Funded by a grant from the International Maize and Wheat Improvement Centre, this two-year project aims to achieve more inclusive and prosperous rural development through a global field study of gender norms and capacities for innovation in agriculture. Professor Tahseen Jafry is conducting a comprehensive diagnosis of gender relations in key wheat target regions of South Asia and developing guidelines for gender responsive wheat-based systems<sup>37</sup>.

This project builds upon the leading role that GCU's Centre for Climate Justice has taken in creating a repository, which collects and collates research data on climate justice issues. The Climate Justice Research Hub provides a global resource of peer-reviewed materials on the socio-economic effects and human-centred implications of climate change.

Professor Ole Paul and Dr Paul Teedon from GCU's School of Engineering and Built Environment are working with the Universidade Federal do ABC in São Paulo and Pontifícia Universidade Católica do Paraná in Curitiba to improve water quality in Brazil, where there is considerable concern about the long-term impact of water pollution on ecosystems and human health<sup>38</sup>. This cross-disciplinary project draws together environmental science, water engineering, eco-toxicological analysis, and stakeholder engagement expertise, and follows on from GCU's NoPILLS research project funded by the European Commission discussed in our previous SIP report.

**“ The Scottish Women's Budget Group has contributed very significantly to a much more rounded approach to budget making in Scotland. It has consistently challenged me directly, and in advice to ministers. Scotland is very much the better for it ”**

**John Swinney MSP** Deputy First Minister, Scottish Government<sup>39</sup>



Professor Tahseen Jafry and participants in some of GCU's Centre for Climate Justice research

Dr Angela O'Hagan, of Glasgow School for Business and Society was appointed to the Scottish Government's Commission on Local Tax Reform to provide a gender and equalities perspective on public policy. This appointment reflects her experience as Convenor of the Scottish Women's Budget Group and her international research into gender budget analysis within GCU's **Women in Scotland's Economy** Research Centre<sup>40</sup>. The WISE Centre promotes and makes more visible the economic situation and contribution of women. Professor Diane Elson, Morag Gillespie and Dr O'Hagan gave evidence to the Scottish Parliament Welfare Reform Committee inquiry on women and welfare in the summer of 2015. Their testimony highlighted core themes of WISE research, such as the impact of public policy decisions on women's income and financial independence, and the need to build on developments of gender budget analysis in policy making. Members of the WISE Centre were also invited to give evidence to the Commission on Childcare Reform which is investigating how childcare is organised, delivered and financed in Scotland with a view

to recommending reform<sup>41</sup>. WISE researchers ran the 4th WISE Weekend School for the Scottish Trades Union Congress' Women's Committee in May 2015. More than 30 delegates from trade unions across Scotland participated in sessions on 'Economics for Equality'. These included an analysis of women and poverty, building participants' understanding of the gendered nature of the economy, and providing tools and analyses from feminist economics to help combat gender inequality in the workplace.

<sup>37</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=114257](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=114257)

<sup>38</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=113868](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=113868)

<sup>39</sup> [www.gcu.ac.uk/wise/publicengagement/](http://www.gcu.ac.uk/wise/publicengagement/)

<sup>40</sup> [www.gcu.ac.uk/wise/](http://www.gcu.ac.uk/wise/)

<sup>41</sup> [www.childreninscotland.org.uk/sites/default/files/FinalChildcareCommissionReportJune2015.pdf](http://www.childreninscotland.org.uk/sites/default/files/FinalChildcareCommissionReportJune2015.pdf)

## 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.’

**“ The ivory tower university is a meaningless thing. If you want to be relevant to people’s lives you’ve got to get involved ”**

**Professor Muhammad Yunus**, Chancellor of Glasgow Caledonian University<sup>42</sup>

GCU believes that we can best lead and deliver our distinctive contribution to the common good from our three international campuses by aligning with national and international higher and further education institutions, relevant professions, our partners in business, the public and voluntary sectors, and our alumni, supporters and friends<sup>43</sup>.

One notable example of this is our partnership with the Grameen Bank in creating the first Grameen-style microlending scheme in Western Europe. The Grameen lending system was created by GCU Chancellor and Nobel Laureate, Professor Muhammad Yunus. The **Grameen in the UK**<sup>44</sup> venture was established in Glasgow in June 2014 to provide small loans to new start-ups and existing small businesses currently not served by financial services providers. This provides opportunities for financially excluded households and businesses to develop their economic and personal capacities as well as that of their family and communities. The initiative uses a group lending model, and 19 active borrower groups now operate across Glasgow. By December 2015 Grameen in the UK had issued over 250 loans, and with no bad debts recorded

in its first year, and payment arrears lower than other commercial UK ‘subprime’ lenders, Grameen in the UK is now preparing to expand to other disadvantaged communities across the west of Scotland and aiming to support an additional 400 new clients by the end of its second full year<sup>45</sup>.

Grameen in the UK is backed by Tesco Bank, which provided access to Grameen’s initial capital facilities and provides Grameen borrowers with access to basic savings accounts. The Whole Planet Foundation (part of Whole Foods Group) has provided additional financial backing of £250,000 over the next three years to fund new client loans, and the Moffat Charitable Trust granted £45,000 to Grameen in the UK to fund the operational costs of providing services in Ayrshire.

GCU was re-accredited in June 2015 for the Unilever International Award at the prestigious **Responsible Business Awards** run by Business in the Community. The re-accreditation was conferred in recognition of GCU demonstrating ‘continual and positive impact’ for its healthcare and education work since founding the **Grameen Caledonian College of Nursing** (GCCN) in Dhaka in 2010 in partnership with the Grameen Healthcare Trust<sup>46</sup>. The vision for the College is to establish an internationally recognised institution providing quality nursing and midwifery education to improve the health of the poorest communities in Bangladesh, using the social business model pioneered by Professor Yunus. Currently, 87% of mothers in Bangladesh give birth without professional medical support and there are only 23,000 registered nurses serving a population of 156 million. GCCN provides young women from disadvantaged backgrounds in Bangladesh with access to nursing education and clinical practice of international standard. Professor Yunus, who is Chairman of the GCCN, observed in the 2014 Annual Report that ‘In a short period of time it has become a genuine force for vital health development in Bangladesh and it will evolve as a leading centre for nursing education in South Asia’. GCCN’s goals for the next three years are to expand to 500 students, move to a new purpose-built college and

open a second college in Chittagong. As the Principal of GCCN, Professor Frank Crossan, said: ‘The goals of the College absolutely reflect GCU’s motto, For the Common Good, and its commitment to providing opportunities to students, whatever their background, as well as using its expertise for the practical benefit of communities around the world’.



GCU New York and the British School of Fashion based in GCU London established the **Fair Fashion Center** (FFC) in May 2015. The Center focuses on the business case for sustainability beyond conventional CSR and promoting responsible business principles and practices in relation to human and labour rights and environmental sustainability. The FFC will explore and develop new ways to embed sustainable business practices throughout companies’ supply chains<sup>47</sup>.

GCU New York also continues to run a programme of **Fashion Sharing Progress** ‘Town Hall’ events. The Town Hall series gathers leaders from various industries and organisations to offer different perspectives on sustainable development and help identify new solutions for the fashion and retail industry and beyond. This brings together academics, professionals and industry experts to facilitate new learning, which combines profitability with ethical, environmental, and social considerations. In July 2014, participants discussed new perspectives on labour and supply chains. Cara Chacon, Director of Social and Environmental Responsibility at outdoor-clothing brand Patagonia was joined by Kevin Cassidy, Communications and External Relations Officer at the International Labour Organisation and Scott Mackinlay Hahn, Founding Partner of eco-luxe label Loomstate and Rogan. They discussed how to raise awareness of sustainable fashion, the

<sup>42</sup> [www.caledonianblogs.net/thecaledonian/2015/10/07/23/](http://www.caledonianblogs.net/thecaledonian/2015/10/07/23/)

<sup>43</sup> [www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf](http://www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf)

<sup>44</sup> [www.grameenfoundation.org.uk/who-we-are/partners/](http://www.grameenfoundation.org.uk/who-we-are/partners/)

<sup>45</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=130136](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=130136)

<sup>46</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=114306](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=114306)

<sup>47</sup> [fairfashioncenter.org/index](http://fairfashioncenter.org/index)

[www.gcu.ac.uk/newsroom/news/article/?id=115417](http://www.gcu.ac.uk/newsroom/news/article/?id=115417)

future of the labour market and the challenges of monitoring working conditions in factories producing their goods around the world.

In November 2014 Neil Blumenthal, co-founder and CEO of Warby Parker, discussed how the company is revolutionising the eyewear industry and helping to transform the lives of people around the world unable to afford glasses. Warby Parker was established to make spectacles more affordable: its buy-a-pair, give-a-pair model ensures people in developing countries benefit from the company's success.

In March 2015 Dan Bena, Senior Director of Sustainable Development for PepsiCo, and Michael Kobori, Vice President for Social and Environmental Sustainability at Levi Strauss & Co, discussed water efficiency in industry. The guest speakers discussed how their respective companies achieved greater sustainability, such as Pepsi's improved water-use efficiency and the introduction of Levi's Water<Less collection. In September 2015 GCU New York hosted a discussion on 'Slow Fashion' and the business case for sustainability within the industry. The panel included Maxine Bédard, co-founder and CEO of Zady.com, and Emily Spivack, author of the bestseller *Worn Stories*. The conversation focused on how to value and connect to fashion in a more thoughtful way<sup>48</sup>.

To mark the Carnegie Council's Global Ethics Day in October 2015, GCU New York hosted a conversation exploring how ethics can be incorporated into impact investing to create social change and address international challenges. The panel included Abigail Noble, CEO of The ImPact, a non-profit social enterprise committed to helping families. Ms Noble explained, 'It's so important to have universities like GCU that are committed to providing education for the common good. I am honoured to be able to be part of the conversation about impact investing, which is thinking about the role of investment and finance for social good.' The panel also featured Tania Carnegie, creator and leader of the Community Leader Strategy and Impact Ventures - two groundbreaking national strategic initiatives at KPMG. Ms



GCU Optometry Student volunteers in South Africa

Carnegie spoke about the social impact of finance and how organisations can leverage their resources and expertise to positively influence the world<sup>49</sup>.

In October 2015, GCU NY hosted the Materials Matter for Climate Change event. Hannah Jones, Nike Inc's Chief Sustainability Officer and Vice-President Innovation Accelerator and representatives from Nike, Inc. Massachusetts Institute of Technology's Climate CoLab discussed strategies to reduce the textile industry's environmental impact<sup>50</sup>.

In October 2015 GCU Principal and Vice-Chancellor, Professor Pamela Gillies, and the Honourable Minister of Public Enterprises in South Africa, Lynne Brown MP, led the second graduation ceremony for Transnet employees who had completed degrees, diplomas and certificates in Railway Operations Management. The partnership programme between GCU's School for Work Based Education, the University of Johannesburg, the UK's Institution of Railway Operators

and Transnet's School of Rail was launched in 2012. 188 Transnet staff completed programmes specifically designed for Transnet Freight Rail, including Bachelor of Science degrees in Railway Operations Management, Diplomas of Higher Education and Certificates of Higher Education.

GCU's partnership with the Transnet Foundation provides unique student volunteering opportunities in South Africa on the **Phelophepa Train of Hope**. This mobile clinic delivers free healthcare to remote rural areas in South Africa. The Phelophepa programme was founded in 1993 and is operated by the Transnet Foundation, South Africa's largest freight rail company. In 2015, 32 undergraduate GCU Optometry students volunteered to carry out eye examinations and provide medical advice to some of the neediest communities in South Africa.

<sup>48</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=124007](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=124007)

<sup>49</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=126069](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=126069)

<sup>50</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=126105](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=126105)

GCU **Optometry Service for the Homeless** has been operational at Hunter Street Homeless Health Centre in Dennistoun in Glasgow since February 2015. The vision clinic was spearheaded by Dr Laura Sweeney and Dr Suzanne Hagan of GCU's School of Health and Life Sciences, with support from Professor Norman Button and research student Eilidh Martin. It acts as a first stop for homeless people in this area: checking their eye health, prescribing medication for eye conditions, providing glasses and referring them to further ophthalmology services if required. The clinic is now promoted across Glasgow to enable more homeless people to access its services.

The **GCU Leadership Forum** is a strand of activity in GSBS's three-year University-School Partnership (USP), which was officially launched in June 2014. The Leadership Forum makes GCU's expertise in strategy, leadership and management development available to partner schools in Glasgow (Castlemilk High and St Margaret Mary's Secondary School) to build their leadership capacity. The Leadership Forum is part of GCU's active engagement with the **Scottish Business in the Community (SbIC)** 'Business Class' programme, which provides a framework for organisations to develop partnerships rooted in long-term collaboration and strategic support<sup>51</sup>. GCU's participation is aimed at helping to ensure that a young person's educational success and prospects are not determined by their social background.

As part of the **Business Class** project, pupils from Eastbrook Comprehensive School in Dagenham joined GCU London staff for a host of shadowing events in May 2015. The visit provided students with insights into the work and employment environment of the university and an understanding of the vital support functions necessary to running organisations<sup>52</sup>.

GSBS sponsored the Glasgow Business Award for Best Performing Business as part of its membership of by the **Glasgow Chamber of Commerce**. These awards celebrate innovation, dedication and success in the local business community. The award was won by GAP Hire Solutions<sup>53</sup>.

GSBS also sponsored of the Best Corporate Social Responsibility Award at the 2015 Inspiring City Awards<sup>54</sup>.



Pupils from Eastbrook Comprehensive School visiting GCU London

GCU hosted the **Only Way is Ethics** festival in December 2015<sup>55</sup>. The festival provided a forum to debate different views on what a more ethical world might be and how it could be achieved. The festival had a firmly 'green' perspective and strong focus on social responsibility, social inclusion and animal rights, and provided a space for a city-wide conversation on the question, 'How can ethical thinking make Glasgow a better place for all?'

#### **Student Activities**

GCU students are heavily involved in PRME related activities across a variety of areas. For example, students from the Glasgow School for Business and Society and the School of Health and Life Sciences joined together in the **GCU Enactus Society** to design and deliver entrepreneurial, community-based projects for the Common Good. Enactus is a global social enterprise organisation of students, academic and business leaders committed to using the power of entrepreneurial action to transform lives and shape a better, more

sustainable future<sup>56</sup>. Enactus operates in over 1,700 universities and colleges in 36 countries. The GCU Enactus Society has more than 90 members. The GCU society launched a project - 'All WRAPed Up' (Work-Ready Action Programme) - with a workshop attended by pupils from Castlemilk High School and St. Margaret Mary's Secondary School. The project aims to boost the confidence of pupils and help them to secure a positive destination when they leave school by supporting them in their efforts to secure a job, apprenticeship or place in a further education college. GCU students mentored pupils from both schools throughout a 20-week project and delivered an educational programme, including motivational talks, help in writing personal statements and CVs, developing presentation, job searching and interview skills and securing work experience by tapping into the Enactus and GSBS Business Advisory Group networks.

In March 2015 GCU students qualified for the Enactus National Finals after presenting their

<sup>51</sup> [www.sbcsot.com/programmes/business-class/](http://www.sbcsot.com/programmes/business-class/)  
<sup>52</sup> [www.gculondon.ac.uk/news/article.php?id=115746](http://www.gculondon.ac.uk/news/article.php?id=115746)

<sup>53</sup> [glasgowchamberofcommerce.com/the-glasgow-business-awards/2015-main-category-and-in-kind-sponsors/glasgow-school-for-business-and-society-glasgow-caledonian-university/](http://glasgowchamberofcommerce.com/the-glasgow-business-awards/2015-main-category-and-in-kind-sponsors/glasgow-school-for-business-and-society-glasgow-caledonian-university/)

<sup>54</sup> [www.heraldscotland.com/news/homenews/13584423.Finalists\\_in\\_awards\\_that\\_recognise\\_Glasgow\\_s\\_most\\_inspiring\\_people\\_are\\_announced/?ref=rss](http://www.heraldscotland.com/news/homenews/13584423.Finalists_in_awards_that_recognise_Glasgow_s_most_inspiring_people_are_announced/?ref=rss)  
[www.gcu.ac.uk/newsroom/news/article/?id=115417](http://www.gcu.ac.uk/newsroom/news/article/?id=115417)

<sup>55</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=124007](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=124007)  
<sup>56</sup> [enactusuk.org/](http://enactusuk.org/)



GCU Law Clinic

social innovation project to a panel of judges in Ernst & Young's Glasgow offices. The GCU team showcased their community outreach projects to the judges, who evaluated their work on how successfully they had applied business concepts and an entrepreneurial approach to improve the quality of life of those in need. The GCU team went on to the Enactus UK National Champion finals in London, where over 800 university students competed for the title of Enactus UK National Champion. The GCU All WRAPed Up project came second in the 'Rookie League' and was shortlisted for KPMG's award for 'Inspiring Confidence and Empowering Change'<sup>57</sup>.

The GCU Enactus Society was also one of three finalists in the Most Improved Team category in the 2015 Enactus UK Summer Action

Awards. GCU students subsequently received five awards at the Enactus annual training weekend in Grantham in November 2015. The GCU Enactus team was named 'Most Engaged Enactus Team' in the Scotland, Northern Ireland and North West England region. The GCU team was also awarded corporate sponsorships from Asda, Ernst & Young, Wilko and Enterprise Rent-a-Car to help develop social innovation projects that will empower local communities. GCU hosted a gathering of Scottish Enactus societies in October 2015 to network and exchange experiences.

The **GCU Law Clinic** was officially launched in March 2014 and dealt with over 70 cases in its first year. GCU students are supported by staff, led by Dr Claire McFadzean, to provide free and confidential legal advice to the public.

The service addresses an unmet social need while instilling in students a commitment to *pro bono* work. The Clinic was shortlisted for the prestigious Scott + Co Scottish Legal Awards in the Pro Bono category. Students who run GCU's Law Clinic Outreach Team also provided Sixth-year pupils from schools across Glasgow with an opportunity to see the work of the Clinic and what is involved in undertaking an LLB degree<sup>58</sup>.

GCU's Students' Association launched a **Food Bank**, in collaboration with the charity Loaves and Fishes in March 2015. GCU Students and staff donate food, toys and toiletries to the bank, which is then collected weekly basis by Loaves and Fishes for distribution through their networks.

<sup>57</sup> [www.scotsman.com/news/the-business-of-changing-society-1-3864585](http://www.scotsman.com/news/the-business-of-changing-society-1-3864585)  
<sup>58</sup> [www.gcu.ac.uk/lawclinic/](http://www.gcu.ac.uk/lawclinic/)

# Organisational Culture and Administrative Systems

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

**“ We want our students and staff and the wider community to know that we are serious about being a good business – a business for the common good ”**

Alex Killick, GCU Director of People

As Professor Anthony Buono, Founding Director of the Alliance for Ethics and Social Responsibility, at Bentley University has noted, students attach considerable importance to Business Schools and Universities ‘living according to their values’<sup>59</sup>. GCU has developed a range of strategies and programmes to promote staff, student and stakeholder wellbeing and environmental benefits, and continues to refine these.

## Staff Wellbeing

In 2014 GCU was recognised with a Gold Award from **Healthy Working Lives** for the second year running, being the first university in Scotland to achieve this Award in 2013. The award recognises the University’s ongoing commitment to staff wellbeing, health and safety.



GCU became the first Scottish university to be formally accredited as a **Living Wage Employer** in 2014. The Living Wage is a voluntary scheme for employers, and GCU first committed to paying all staff at least a Living Wage in 2012. GCU’s Director of People Alex Killick outlined the reasons for the University’s commitment to the Living Wage in a short film produced by the Poverty Alliance<sup>60</sup>.

GCU signed the **Scottish Business Pledge** – a voluntary code established by the Scottish Government that supports fair and sustainable policies to boost productivity and increase diversity – in November 2015. Signatories must be accredited Living Wage employers, delivering on two of the nine Pledge elements, and committed to achieving the others over time. These include not using exploitative zero hours contracts, playing an active role in the community, and pursuing international business opportunities. GCU’s status as a Living Wage employer was noted, as was the absence of zero hours contracts, its international campuses and partnerships and the high level of staff volunteering and community engagement<sup>61</sup>.



## Equalities

The **Caledonian Women’s Group** and GCU Students’ Association held a series of ‘Women in Leadership’ events, including external speakers from academia and business, on how women can become more involved in Students’ Association and external leadership roles. As part of this series, Professor Alison Britton, GCU Professor of Healthcare and Medical Law, led a knowledge and networking session in February 2015 for female GCU staff on how to communicate in a confident and relaxed manner to influence, enthuse and inspire others. Professor Britton delivered a further session on ‘Communicating with Influence’ in October 2015. The GCU Caledonian Women’s Group also established the ‘I Am A Leader’ campaign to promote gender equality and women’s representation in the university sector<sup>62</sup>.

GCU provided staff with the opportunity to participate in the **Aurora: Developing Women Leaders in Higher Education** programme in August 2015. Aurora is a women-only leadership development initiative run annually

by the Leadership Foundation for Higher Education. The programme is aimed at female early career staff and provides an introduction to leadership in higher education.

In June 2015 GCU hosted an event aimed at inspiring more young women to get involved in science, technology, engineering, mathematics and medicine (STEMM). The inaugural **SmartSTEMs** event involved over 500 school pupils aged between 11 – 18 hearing from leading female business leaders, including June Thomson, IBM UK and Ireland Healthcare Industry Leader, and Sarah Drummond, Managing Director of design agency SNOOK. Ms Thomson spoke about the importance of having more women within STEMM. Ms Drummond delivered a speech titled ‘Hack the Planet’, which looked at how STEMM subjects can lead to a host of varied careers that can help change the world. There were also 30 breakout sessions with such titles as ‘Crime under the microscope’, ‘Code now – start writing software’ and ‘Exploring energy with the S-Cubes’. Some of the other breakout sessions looked at careers in aviation, security on mobile devices and digital modelling of interior space<sup>63</sup>. In addition, there were awards for the best wearable technology projects, with prizes including a trip to IBM’s research lab in Hursley, a visit to CISCO and a Rolls Royce ride to school. The SmartSTEMs event subsequently won an **Inspiring City Award** at a ceremony organised by *The Herald* and Glasgow Chamber of Commerce<sup>64</sup>.

Professor Valerie Webster, Vice-Principal & Pro Vice-Chancellor Learning and Student Experience, led a gender equality workshop in March 2015 to build upon focus group discussions held within GCU in 2014, when staff put forward suggestions about how the University could further improve its commitment to promoting gender equality in STEMM subjects. GCU has introduced a number of measures as part of its membership of the **Athena SWAN** Charter<sup>65</sup>. This includes an internal audit of equality and diversity systems. Athena SWAN is a national scheme, which recognises a commitment to supporting

<sup>59</sup> Buono, A. F. (2014) ‘Setting the Stage: Facilitating Global Partnerships for a Better World’, *S.A.M. Advanced Management Journal*, 79 (4), p. 6:

<sup>60</sup> [www.youtube.com/watch?v=rEfkPr9Afol](http://www.youtube.com/watch?v=rEfkPr9Afol)

<sup>61</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=127692](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=127692)

<sup>62</sup> [www.iamaleader.co.uk/#!-Am-A-Leader-Leadership-Talks/czts/NewsPostsItem0\\_11v8c4by28\\_0](http://www.iamaleader.co.uk/#!-Am-A-Leader-Leadership-Talks/czts/NewsPostsItem0_11v8c4by28_0)

<sup>63</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=117328](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=117328)

<sup>64</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=124003](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=124003)

<sup>65</sup> [www.gcu.ac.uk/equality/athenaswanatgcu/](http://www.gcu.ac.uk/equality/athenaswanatgcu/)

and advancing women's careers in STEM subjects in higher education and research<sup>66</sup>. GCU is committed to achieving the Athena SWAN Bronze University level award.



Author and CEO of GirlQuake, Denise Restauri, presented a masterclass to GCU staff and students entitled 'In Business, it's Personal: Brutally Honest Tales of Successful Women.' Ms. Restauri's Masterclass provided a perspective on the challenges female professionals face, along with their advice on how to succeed.

As part of Global Entrepreneurship Week GCU London hosted an event to celebrate women in business in November 2015. Three leading women, who have all founded and grown successful businesses, participated in the panel discussion: Lucy Evans, Founder and Managing Director of Dust PR; Natalie Maher, Managing Director of Good and Founder of Kerning The Gap; and Sophie Merchant, Founder and Creative Director of Merchant Archive. The panelists discussed the personal challenges they had faced in starting and leading their businesses, male and female management styles, gender pay gaps and whether positive discrimination could successfully address gender inequality.

GCU's People Services Department has created an online course for all staff providing training on **Diversity in the Workplace - Higher Education**. The course ensures that staff are familiar with their responsibilities under the 2010 Equality Act and assists them in meeting the demands of working with increasingly diverse student and staff populations.

The GCU **Disability Consultation** Forum aims to support and embed disability equality at GCU and improve the experience of disabled staff at the University<sup>67</sup>.

GCU's Engage team, based in the Learning Enhancement and Academic Development Student Experience Directorate, won two SPARQS (Student Participation in Quality Scotland) **Student Engagement Awards** in June 2015, in collaboration with GCU Students' Association. SPARQS is an agency funded by the Scottish Funding Council and managed by the National Union of Students Scotland. It works to put students at the heart of decisions about the quality and governance of their learning experience. GCU's Engage team won the Category 1 award, which recognises new initiatives established by a students' association in partnership with its university, which have made the greatest impact on the enhancement of the student experience<sup>68</sup>. GCU's Students' Association won the Category 3 award for the most effective course representative initiative in a university.

#### **Widening Access and Engaging Communities**

As the University for the Common Good, GCU supports widening access to higher education among disadvantaged communities, raising aspirations and creating flexible learning pathways to education in partnership with schools and colleges. GCU's commitment to widening participation was recognised by the Chair of the Commission for Widening Access,

Dame Ruth Silver, as being one of the most innovative and effective in Scotland.

**" We want to widen access to university and the crucial thing about Glasgow Caledonian University is that it is doing great work in this area to ensure every child from every community has every chance to succeed and, if they want to go to university, it is an option open to them "**

**Angela Constance MSP**, Scottish Government Cabinet Secretary for Education and Lifelong Learning<sup>69</sup>

GCU's award winning **Caledonian Club** was established at our Glasgow campus in 2008 and has operated in London since 2012. It works to raise educational aspirations and build confidence in young people and families from deprived communities and schools previously underrepresented in higher education<sup>70</sup>. It has engaged with 11,500 young people and 3,000 parents who have been supported by more than 500 student mentors, many of whom are former Caledonian Club members. There are plans to extend the programme to New York in the near future.



GCU's SPARQS award winners

<sup>66</sup> [www.ecu.ac.uk/equality-charter-marks/athena-swan/](http://www.ecu.ac.uk/equality-charter-marks/athena-swan/)  
<sup>67</sup> [www.gcu.ac.uk/.../Disability%20Consultation%20Forum%20TOR.docx](http://www.gcu.ac.uk/.../Disability%20Consultation%20Forum%20TOR.docx)  
<sup>68</sup> [www.sparqs.ac.uk/announcement-detail.php?page=431](http://www.sparqs.ac.uk/announcement-detail.php?page=431)  
<sup>69</sup> [www.gcu.ac.uk/ebe/news/article/?news\\_id=129967](http://www.gcu.ac.uk/ebe/news/article/?news_id=129967)



Children 'Graduating' at GCU's Caledonian Club

Based on the monitoring and evaluation studies of the Caledonian Club, the Scottish Government's Commission on Widening Access concluded that 'pupils working with the Club have higher levels of self-confidence, self-esteem and better communication skills. They are more likely to aspire to access further and higher education, and are more confident they can achieve these aims. Caledonian Club pupils also have a better understanding of what it means to go to university and the opportunities it offers'<sup>70</sup>.

Primary and secondary pupils from six Glasgow schools visited GCU's Glasgow campus in November 2014 as part of a community engagement partnership between GCU and the contractors Robertson, undertaking the Heart of the Campus redevelopment programme. Pupils from St Joseph's Primary School worked with fourth-year GCU Environmental Management students and staff from Robertson to learn about the environmental aspects of the project. Five secondary schools took part in the Caledonian Club's 'Think Ahead' project, which introduces pupils to a range of higher education subjects they have not encountered and provides them with advice on routes into future careers in construction and sustainability.

The Caledonian Club is working with the Centre for Climate Justice to share the findings of the Water for ALL project with children in Caledonian Club partner primary schools. Since October 2015, 150 Primary 6 pupils (aged 10) have been working alongside GCU student mentors on a range of STEM activities, focusing on their communities' relationship with water. Future stages of the project involve pupils comparing their experiences with the partner countries in the project – Zambia and Malawi<sup>72</sup>.

The Caledonian Club and School Connect Outreach Team Shadowing project ran between October– November 2015. The project gave 200 pupils in the 6th year of their Secondary education, who are applying to GCU courses, the chance to experience a realistic day in the life of a first-year university student. This experience supports pupils' applications through the UCAS system and helps confirm their choice of degree course.

In November 2015, the Caledonian Club launched a pilot project as part of its family engagement initiative. Families Connect was launched at Chesters Nursery in Drumchapel in November. It aims to support families' skills

development and nurture their health and wellbeing. The project, runs every Thursday at the nursery and is supported by GCU's School of Health and Life Sciences in partnership with Jobs & Business Glasgow's 'School Gates – Gateway to Success' initiative. During the inaugural session, family members completed the British Heart Foundation's 'Heartstart' training, during which they learned CPR and other life-saving skills. Subsequent sessions included Zumba, football and paediatric first aid. The aim is to launch similar projects with the Caledonian Club's other partner nurseries.

GCU's sustained commitment to widening access to talented individuals regardless of their backgrounds has inspired the long-term support of Sir Alex Ferguson CBE, an honorary graduate of GCU and the founding donor to the Glasgow Caledonian University Foundation. The £500,000 **Sir Alex Ferguson Scholarship and Awards Fund** will support 200 students over the next 10 years through widening access scholarships for selected undergraduates who join GCU through the Caledonian Club. The Fund will also provide mobility scholarships to enable the students to participate in study-enhancing opportunities in the UK and internationally<sup>73</sup>.

<sup>70</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=123939](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=123939)

<sup>71</sup> Commission on Widening Access (2015) Interim Report, p. 38 - [www.gov.scot/Resource/0048/00489004.pdf](http://www.gov.scot/Resource/0048/00489004.pdf)

<sup>72</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=125355](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=125355)



Jillian Watt (GCU Director of Development), Professor James Miller (GCU Deputy Vice-Chancellor with Sir Alex Ferguson)

The Morgan Stanley International Foundation donated £60,000 to GCU's Development and Alumni Relations to deliver the **Families Learning Together @GCU** project within the Caledonian Club. This ground breaking initiative brings together parents and children from five disadvantaged Glasgow communities for a unique summer school, designed to encourage positive family relationships and healthy life choices. Families benefit from free educational activities, such as cookery and nutrition, as well as social activities, such as a family sports day.

The **GCU London Club** collaborated with St Matthias Church of England Primary School in July 2015 to introduce its reception class pupils to university life. Twenty-three pupils, all aged five, took part in a series of activities with GCU staff and student mentors on the GCU London campus. The campus visit was followed by a Graduation event marking their entry to Primary education in September. The 'little graduates' donned robes and mortar boards and Headteacher Clare Sealy gave each pupil a special GCU London scroll. The children's' parents also attended the event to learn more about how GCU London engages with local primary pupils<sup>74</sup>.

In December 2014, the GCU London Club ran a three day Digital Book Project for Year 3 primary schoolchildren from Canon Barnett Primary School. The project gave the children the opportunity to become real life authors and illustrators by creating an original story inspired by a class topic, with support from GCU student mentors. The story text and illustrations were compiled into a digital book made available online, and each pupil was presented with their own hard copy at a showcase attended by the children's parents and families.

GCU's **School Connect Outreach** team and the Caledonian Club welcomed more than 300 Secondary 5th Year pupils to the Glasgow campus in June 2015 to give them a taste of university life. This is a key stage in the outreach and community engagement work of the Caledonian Club and School Connect, as it enables pupils to learn about future courses in time to focus their studies in their final two years at school.

GCU's **Advanced Higher Hub** opened in August 2013, supported by the Scottish Funding Council and in partnership with Glasgow City Council. It is the first project in Scotland to

employ school teachers on a university campus and supports GCU's commitment to delivering excellence in learning and an outstanding student experience, equipping students with the employability and entrepreneurial skills to succeed as global citizens. 21 different schools in Glasgow are involved in the Hub, which provides 6th year Secondary school pupils with additional learning opportunities and specialist training. As Eleanor Wilson MBE, GCU Director of Outreach and Community Engagement noted, 'The Advanced Higher Hub builds on GCU's University for the Common Good commitment and it is our aim to raise aspirations and widen access to higher education for pupils in the city'.

In 2015 pupils studying at the Advanced Higher Hub achieved a pass rate of 90%, compared to a national average of 80.9% (and 74% in the first year of the programme)<sup>75</sup>. 40% of the pupils received A grades and a further 30% B grades. Pupils studying History and English received 100% pass rates. The Scottish Government Cabinet Secretary for Education and Lifelong Learning, Angela Constance, congratulated the University on these achievements when she visited GCU in December to see the work of the Hub<sup>76</sup>.

<sup>73</sup> [www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf](http://www2.gcu.ac.uk/strategy2020/media/2020-Strategy-Brochure-OP.pdf)

<sup>74</sup> [www.gculondon.ac.uk/news/article.php?id=121186](http://www.gculondon.ac.uk/news/article.php?id=121186)



Secondary School pupils from GCU's Advanced Higher Hub

She applauded GCU for its 'great work' to widen access to university education and giving young people across the city access to world-class educational facilities<sup>77</sup>.

The Advanced Higher Hub was shortlisted in the Education Initiative of the Year category in the 2015 Herald Society Awards, which recognise the impact of best practice within the public and voluntary sectors<sup>78</sup>.

Glasgow School for Business and Society and the College Connect Academy welcomed College students from across Scotland to the University in April 2015 for a 'Day in the Life @ GCU' event. Fifty students from eight colleges took part in lecture and seminars. The event was an opportunity for College students to experience life at GCU before making the transition from college to university<sup>79</sup>.

Secondary school pupils from Glasgow took part in GCU's **Work Ready Action Programme (WRAP)** in May 2015, which aims to boost their confidence and employability by helping them to develop skills in fact finding, creative thinking, and team building. The WRAP programme was launched in 2014, marking the start of the University's three-year strategic partnership with the two secondary schools.

GCU staff work closely with the school's senior management, teachers and pupils to design projects that will have a lasting impact for the learners<sup>80</sup>. The programme encouraged Ryan Wilson a pupil from Castlemilk High, to think about his future. He said: 'It's been a good experience, there's a great atmosphere at the University and the people are really friendly. I've always wanted to learn a trade but I never thought I would be able to do this at university as I always thought it was only the smartest people at school who could go to university. Now I realise it's so much more than being smart, it's also about your other skills'.

Robert Kielty, Programme Leader of GCU's International Sports Management programme, developed a Sports Festival promoting stronger sporting links between pupils at Jordanhill Primary School and GCU's International Sports Management students to raise pupils' awareness of opportunities in the area of sports management and enhance their employability. Pupils were encouraged to try new sports and Richard Buchan, Head of Primary at Jordanhill School, commented that GCU students raised aspirations amongst the children by sharing information about their studies at Glasgow Caledonian University and the nature of their international course and its requirements. The

student-led event was very successful and marks the beginning of a long and sustained partnership with the staff and students based in Glasgow Caledonian University<sup>81</sup>.

#### **Sustainability<sup>82</sup>**

**" At GCU, we aim to embed sustainability into everything we do, from learning, teaching and research to associated support services and the way we manage the campus".**

**Paulo Cruz**, GCU Sustainability Officer<sup>83</sup>

GCU is a signatory of the **Universities and Colleges Climate Commitment for Scotland (UCCCCS)** and our *Carbon Management Plan*, which is currently under review, will identify the most appropriate interventions for delivering on this commitment<sup>84</sup>.

GCU is the first university in Scotland to achieve **ISO 14001 / EcoCampus Platinum** certification for its externally verified environmental Management System. EcoCampus is the leading national Environmental Management System for the higher and further education sectors, which enables institutions to

<sup>75</sup> [www.gcu.ac.uk/newsroom/news/article/?id=122285](http://www.gcu.ac.uk/newsroom/news/article/?id=122285)  
<sup>76</sup> [www.gcu.ac.uk/newsroom/news/article/?id=129967](http://www.gcu.ac.uk/newsroom/news/article/?id=129967)  
<sup>77</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=129967](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=129967)  
<sup>78</sup> [herald-events.com/societyawards/shortlist-2015/](http://herald-events.com/societyawards/shortlist-2015/)  
<sup>79</sup> [www.gcu.ac.uk/study/collegeconnect/news/](http://www.gcu.ac.uk/study/collegeconnect/news/)

<sup>80</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=117531](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=117531)  
<sup>81</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=117377](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=117377)  
<sup>82</sup> [www.gcu.ac.uk/sustainability/](http://www.gcu.ac.uk/sustainability/)  
<sup>83</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=110009](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=110009)



systematically identify, evaluate, manage and improve their sustainability performance and procedures. GCU was the first university in Scotland to achieve Gold status in 2013<sup>85</sup>.

GCU was rated 'first class' in the 2015 **People & Planet University League** - the UK's largest student network, which campaigns to end world poverty, defend human rights and protect the environment. GCU was ranked second in Scotland and tenth out of 151 universities in the UK for its environmental and ethical performance<sup>86</sup>. The People & Planet League is the only comprehensive and independent table of UK universities ranked by environmental and ethical performance. Performance criteria include carbon reduction, student and staff engagement, sustainable food, workers' rights, ethical investment and education for sustainability.

GCU was ranked 10th in the UK in the 'Green Score' in the 2015 *Complete University Guide*<sup>87</sup>.

GCU's Glasgow Commonwealth Games Legacy project reCYCLE was shortlisted for a **Green Gown Award** in the Best Newcomer category.

The Green Gown Awards recognise exceptional environmental and sustainability initiatives undertaken by UK universities, colleges and the learning and skills sector.

GCU Community and Public Engagement staff welcomed pupils from St Joseph's Primary to the campus in March 2015 for a Climate Change workshop as part of GCU Students' Association **Climate Change Festival**. The pupils were given a talk by GCU's Sustainability Officer, Paulo Cruz, and were set a challenge to design posters to be used as part of a campaign to encourage staff at GCU to reduce their energy consumption.

Other GCU sustainability initiatives include piloting Cycling Scotland's **Cycle Friendly Campus Award**, the introduction of the Cycle to Work scheme, and investment in state-of-the-art recycling facilities and a combined heat and power system to help reduce the University's carbon footprint. The GCU Students Association supported a series of **Love Food Hate Waste** workshops in Glasgow in February 2015 in association with Zero Waste Scotland's national campaign to reduce waste in society.

GCU was also re-certified as a **Fairtrade University** during Fairtrade Fortnight 2015. This certification recognises GCU's commitment to supporting ethical trade by ensuring that an increasing range of Fairtrade products are available in GCU's catering outlets.



<sup>84</sup> [www.gcu.ac.uk/sustainability/ourcommitments/carbonfootprint/](http://www.gcu.ac.uk/sustainability/ourcommitments/carbonfootprint/)

<sup>85</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=112842](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=112842)

<sup>86</sup> [www.gcu.ac.uk/newsroom/news/article/index.php?id=110009](http://www.gcu.ac.uk/newsroom/news/article/index.php?id=110009)

<sup>87</sup> [www.thecompleteuniversityguide.co.uk/league-tables/rankings?o=Green%20Score](http://www.thecompleteuniversityguide.co.uk/league-tables/rankings?o=Green%20Score)

## Part Three: Reflections on Progress and Future Objectives

**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.'

**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.'

**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.'

### Reflections on Progress

The staff, students and partners of Glasgow Caledonian University are proud of our achievements in promoting and embedding the Principles for Responsible Management Education, and we can point to evidence that we have delivered on the aims and commitments outlined in our two previous Sharing Information on Progress reports.

For example, we are on target to meet or exceed several of our key environmental policy goals, in particular:

- reducing our Carbon emissions
- reducing waste
- sustaining our recycling activities
- reducing water consumption

We were also successful in our ambition to attain Platinum status in the Eco Campus award system.

We piloted the *Sustainability Literacy Test* in core undergraduate and postgraduate modules. This resource has been embedded as a teaching tool and also employed to raise students' awareness of economic, environmental and social sustainability. We plan to significantly expand the use of the Test in the future.

In relation to research, the excellence and social value of our work in Health studies and Social Policy and Social Work was recognised by the UK Government's Research Excellence Framework. Building upon this accomplishment, the Yunus Centre for Social Business and Health has initiated a programme of pioneering world leading research tackling health inequalities and exploring models of social innovation. Similarly, GCU's Centre for Climate Justice continues to develop a range of international collaborative research projects examining imaginative responses to some of the fundamental challenges of sustainable development and gender equality.

GCU has made a considerable contribution to the work and reach of the international PRME community through our role as Champions, members of the Advisory Committee and several Working Groups, and as a leading participant in the PRME UK & Ireland Chapter. However we recognise that our commitment and contribution to PRME involves a programme of continuous improvement. We are therefore building upon the achievements of our 2015 Vision, and ensuring that PRME has a central place in our new Strategy and future activities.

### Future Objectives and Plans

Glasgow Caledonian University's plans to extend and embed our commitment to PRME based on evaluating our performance and past accomplishments, and reflecting on what we can learn from overcoming some of the challenges we have faced.

GCU is clear that our core Mission is to contribute to the Common Good, and commitment to this is widespread and deep throughout the University. The values that will guide our actions and behaviours to meet this Mission are expressed in the *Caledonian Code* outlined earlier in this report.

Our vision is that by 2020 Glasgow Caledonian University will have a global reputation for delivering social benefit and impact through education, research and social innovation. We will be recognised as the University for the Common Good that transforms lives, enriches cities and communities, innovates for social and economic impact, engages globally and aligns with others in partnership and collaboration to deliver our goals.

GCU's *Strategy 2020* outlines our priorities and objectives for the next five years. It emphasises and formally reinforces our distinct position as the University for the Common Good, working collaboratively to deliver social benefit to the communities we serve<sup>89</sup>. This Strategy will be delivered by actions to meet five over-arching goals:

#### 1. Transforming lives through education

We will deliver excellence in learning and an outstanding student experience which equips students with the employability and entrepreneurial skills to succeed as global citizens, and enables them to make a positive impact within their communities, transforming their lives and the lives of others.

#### 2. Enriching cities and communities through research

We will build on our key areas of research strength in inclusive societies, healthy lives



**“ GCU gives me inspiration that a university can be orientated to creating a new kind of framework, a new kind of world... it’s not one whimsical stab and let’s forget all about it. It’s a continuous effort in trying to redesign and reshape the minds of young people”**

**Professor Muhammad Yunus** Chancellor of Glasgow Caledonian University<sup>88</sup>

and sustainable environments, applying our research and knowledge to address societal challenges and enrich cities and communities.

### 3. Innovating for social and economic impact

We will provide solutions to real-world problems through applied research and development, working in partnership with business, the public and voluntary sectors.

### 4. Engaging globally

As a globally networked University, we will harness our campuses in Glasgow, London and New York and our educational offerings in Oman, Bangladesh and Africa to extend our global reach and impact, engaging in new ways with learners, partners and communities at home and overseas.

### 5. Aligning for the Common Good

We will develop and deepen our strategic relationships with local and global thought leaders, aligning with others to champion social justice and promote our ‘For the Common Good’ mission to deliver social benefit and impact. In particular we will work to:

- Raise aspirations and widen access to higher education
- Reduce inequalities and promote social justice
- Contribute to the regeneration and growth of communities

Reflecting our commitment to promoting gender equality and advance academic career opportunities for women, GCU aims to achieve the Athena SWAN Bronze University level award.

We will build upon our track record of successful international partnerships and collaborations to widen access to educational opportunities across the world and share our academic teaching and research expertise. In particular we will consolidate the accomplishments of the Grameen Caledonian College of Nursing in Bangladesh, and we have ambitious plans to expand the impact and extend the range of this multiple award-winning international partnership.

In a similar spirit, GCU has developed an exciting new partnership with the African Leadership Academy to launch a joint initiative in transnational education. The **African Leadership College of Higher Education** has been established in partnership with African Leadership Unleashed to provide a world-class tertiary education institution offering affordable programmes to develop the next generation of transformative leaders in Africa. The College will be based on a campus in the Republic of Mauritius and addresses the shortage of tertiary education on the African continent. GCU is the lead academic partner and awarding body providing academic programmes, oversight and governance to the Leadership College. This partnership meets our strategic goal of aligning with the Common Good by providing affordable education in Africa.

Our **Sustainability Strategy** sets out our commitment to embedding sustainability into every aspect of our operations, from learning and research to associated support services and how we manage our campus<sup>90</sup>. Similarly,

our **Smart Travel** strategy sets out the measures and advice we have established to reduce our carbon footprint and other environmental impacts associated with our operations<sup>91</sup>. These strategies are only part of GCU’s contribution to meeting the new Sustainable Development Goals, which will form an increasing part of our principles and actions.

GCU recently reaffirmed our commitment to PRME by extending our membership of the Champions group. This testifies to our aspiration to lead by example and also learn from others in the PRME community in our endeavour to contribute to the Common Good.

<sup>88</sup> [www.caledonianblogs.net/thecaledonian/2015/10/07/23/](http://www.caledonianblogs.net/thecaledonian/2015/10/07/23/)

<sup>89</sup> [www.gcu.ac.uk/strategy2020/](http://www.gcu.ac.uk/strategy2020/)

<sup>90</sup> [www.gcu.ac.uk/sustainability/ourcommitments/](http://www.gcu.ac.uk/sustainability/ourcommitments/)

<sup>91</sup> [www.gcu.ac.uk/sustainability/smarttravel/](http://www.gcu.ac.uk/sustainability/smarttravel/)



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