Message from the School Director

Nottingham University Business School was one of the first 100 signatories to the Principles for Responsible Management Education initiative and I am proud to introduce this report on our progress and commitment to the PRME Principles.

As part of a global university with campuses in the UK, China, and Malaysia, we take very seriously our responsibility to educate future business leaders to take a broader ethical and societal perspective on business practices and finance. Under the leadership of the School’s International Centre for Corporate Social Responsibility (ICCSR), our success in embedding corporate social responsibility into our curriculum fully supports this objective. Nottingham brings a distinctive global awareness and perspective to these issues that reflect the increasingly global nature of business.

I am particularly delighted that in 2009 Nottingham University Business School continued to demonstrate its leadership in responsible business education – we are placed 1st in the UK, third in Europe, and 23rd globally in the Aspen Institute’s 2009-10 ‘Beyond Grey Pinstripes’ ranking of MBA programmes and faculty research that integrate social, ethical, and environmental issues.

Our expertise in entrepreneurship and innovation complements our work in sustainability and the Business School is now a focus of entrepreneurial activity. This unites several of the University’s Schools and external organisations in collaborative teaching, research, and the generation and development of new ideas.

In addition, the PRME framework has proved a valuable guide in our efforts to raise awareness and integrate issues of sustainability across all the School’s activities, from our teaching and research, to public relations and media activities, and support for student and staff volunteering and community work.

We are fortunate to be part of a university that is committed to protecting and enhancing the environment at all its campuses in order to provide the best possible surroundings for learning. The Business School in Nottingham is located on the award-winning, Jubilee Campus, which is recognised for its innovative architecture and sustainability. The University of Nottingham has invested significantly in new initiatives to support energy management, traffic management, and recycling across all campuses and this is set to continue.

We look forward to building on these initiatives to enable the School, its staff and its students to manifest and promote the UN Principles of Responsible Management Education.

Leigh Drake
School Director, Professor of Financial Economics
Message from the Vice-Chancellor

The Business School’s commitment to the Principles for Responsible Management Education initiative is an important element of the University’s vision to be recognised globally for our signature contributions, especially through our research strengths and in environmental sustainability.

The University prizes and preserves its environment. To us this means energy efficient and low carbon buildings, leadership and innovation in developing sustainable technologies, providing students and staff with relevant skills, and informed stewardship of beautiful campuses in three countries encompassing parklands, tropical and urban environments.

We aim to use our established strength in key research areas and capabilities in knowledge transfer to deliver sustainable economic, environmental and cultural benefits internationally, nationally and to our local communities.

The University of Nottingham is also committed to fostering the broader social good, at local and national level in the countries we operate in, as well as globally. I look forward to working with the Business School to realise its ambitions on these fundamentally important areas.

Professor David Greenaway
Vice-Chancellor, University of Nottingham
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.
The School has taken great strides to develop the capabilities of its students to work for a more sustainable society, business, and global economy.

This is illustrated by:

- The values of global social responsibility that we have built into the curricula of our BA, MSc, MBA and Executive Education programmes (Principle 2)

- The methods we have created to enable effective learning experiences for responsible leadership (Principle 3)

- The research we have engaged in to understand the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value, which is a key element in the School’s wider commitment to research-led education (Principle 4)

- The partnerships we have developed with managers to extend our knowledge of their challenges in meeting social and environmental responsibilities and to jointly explore effective approaches to managing these (Principle 5)

- The dialogue and debate we have facilitated and supported among educators, business, government, consumers, media, and civil society organizations on critical issues related to global social responsibility and sustainability (Principle 6)

- The organizational practices we continue to develop at the University and School levels to reflect and convey these values and attitudes to our students (Principle 7).

The School’s commitment to corporate responsibility education and engagement, including in its own operations, has been signalled by its membership of the European Academy of Business in Society (since 2002), and of the East Midlands Branch of Business in the Community (since 2008, the membership has been assumed by the University). These memberships have provided opportunities for collaboration around responsible business education (e.g. CSR in business education surveys, and networking opportunities for faculty and students).

This commitment is based on a long-term interest in questions of responsible business and the University’s long-term community involvement.

More specifically, in 2002 the University committed to developing teaching and research in CSR by creating the International Centre for Corporate Social Responsibility at the Business School (www.nottingham.ac.uk/business/ICCSR/). This centre is now a focal point for many of the teaching, research and engagement activities that cultivate students’ capabilities in creating sustainable value.

More broadly, the School’s commitment in this area is illustrated by its work to build its brand around these ideas: Responsible, International, Innovative, Entrepreneurial and Sustainable. This branding was initially reflected in the development of specialist CSR education and research, and subsequently in the mainstreaming of this education. We achieved this first by making specialist modules in CSR, sustainability and ethics available to non-CSR students. Secondly, this commitment was shown by introducing core modules:

- Business Ethics for 3rd year BA Management and BA Finance, Accounting and Management students;

- Sustainable Decisions and Organizations – an integrative module for the MBA

This commitment is underpinned by the purchase of CSR and sustainability learning resources and in the special Careers Office resources for careers in responsible and sustainable business, as well as annual careers events organized around these themes.

In 2009-10, the School also invested in specialist public relations consultancy support to promote faculty expertise and raise the School’s profile in issues of sustainability, business ethics, and CSR.
The School’s commitment to developing the capabilities of its students for creating sustainable value is recognised in several ways.

Nottingham University Business School has been consistently placed in the Aspen Institute’s biennial Beyond Grey Pinstripes Global Top 100 ranking over the last three review periods (i.e. over the last six years).

In this ranking we are:
- the third in Europe (2009)
- 5th globally for small schools (2009)
- 5th globally for research (2009)

In 2009, the School was ranked 2nd best in the world ‘for corporate social responsibility’ according to alumni ratings within the Financial Times MBA Top 100.

It is also substantiated in individual Aspen Institute Faculty Pioneer awards for ‘preparing MBAs for social and environmental stewardship’:
- Jeremy Moon, European Faculty Pioneer (2005)
- Wendy Chapple, European Faculty Rising Star (2008)

The University’s Students in Free Enterprise (SIFE) team, mentored by the Business School, won the UK SIFE competition in four consecutive years between 2005 and 2008 and were runners up in 2009.

In 2007 and 2008 they were also semi-finalists in the SIFE World Championship. Their projects reflected the students’ interest in social entrepreneurship.

In addition, the NUBS SIFE Co-President for 2007-08, Chris Skilton (BA Management; MSc Entrepreneurship) won the 2008 “Socially Responsible Student of the Year” award by Real World Magazine.
• Nottingham University Business School students have won at least one award in the Institute of Business Ethics essay competition every year between 2003 and 2009.

• ICCSR students have made early career steps demonstrating their contribution to sustainable futures.

• Among MA CSR graduates, Sarah Singleton has been employed in the Cadbury’s graduate marketing scheme and has joined the company’s CSR committee. Rob Bailes works at Weber Shandwick – a global Public Relations agency – and sits in Planet 2050, their specialist CR and Sustainability practice.

• Among MBA CSR graduates, Claudia Frere is employed in the University of Washington, in the new office of Environmental Stewardship and Sustainability. Tobin Postma works in Corporate Responsibility Communications and Community Engagement internship at ArcelorMittal. Moutushi Kabir is Deputy General Manager, Social Communication and Corporate Social Responsibility at Grameenphone Ltd.

There is a great deal of evidence of the positive impact our activities have had upon students as future generators of sustainable value.

Chris Skilton (BA Management; MSc Entrepreneurship) used his prize money from winning the 2008 “Socially Responsible Student of the Year” award to launch a new social enterprise CEDIS in 2009. Photography © Chris Skilton
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.
At the undergraduate (BA) level the Business Ethics module is now a required core module on the Management and the Finance Management & Accounting programmes. In addition, various BA elective modules address key sustainability issues (e.g. ‘Marketing and Society’, ‘Auditing, Governance and Scandals’).

A dedicated MSc (formerly MA) Corporate Social Responsibility (CSR) programme has been offered since 2004 and a CSR Minor stream has been introduced in the MSc International Business programme. As a result of offering the MSc programme, a number of other modules are available to other MSc students, including in some cases from outside the School (e.g. Geography, Chemical Engineering):

- Business Ethics
- Managing for Sustainability
- Social and Environmental Accountability

Two other modules are exclusive to the MSc CSR programme for reasons of cohort development and team-building:

- Strategies for CSR
- CSR and Global Governance

The School also contributes to the MSc Sustainable Energy and Entrepreneurship programme.

There has been a dedicated MBA (CSR) programme since 2003 with three core modules:

- Business Ethics
- Corporate Governance and Social Accountability
- Strategies for Corporate Social Responsibility

There are also two specialist elective modules within the MBA (CSR) programme:

- Ethical Finance
- Social Entrepreneurship

As a result of offering the MBA (CSR) programme all five of these modules are available to other MBA students.

All of these modules are also available on the MBA Executive Programme and a number are also being offered in the Open Executive programme and in the MBA programmes delivered in Singapore, Malaysia and China.

As reported to the Aspen Institute’s Beyond Grey Pinstripes ranking, a large number of the School’s other MBA core and elective modules include content related to social, environmental or ethical topics.

The most recent curriculum innovation to reflect the values of the UNGC and other CSR initiatives is the launch of a new integrative module on the MBA programmes (from 2009 – 2010): ‘Sustainable Decisions and Organisations.’

For three years the School also delivered a Chevening Responsible Business Executive Programme for the UK Foreign and Commonwealth Office (2006 – 2008).
Principle 3

Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.
As indicated under Principle 4, we are a leading research business school. Thus the educational frameworks are both theoretically-informed and evidence-based. As a result, course materials and learning materials reflect a concern with appropriate research standards as well as cutting edge research insights. This also means that our students are encouraged to undertake relatively sophisticated research in their course-work, dissertations and management projects. It should be noted that some student work has contributed to subsequent publications in collaboration with their teachers.

Teachers are also able to draw upon their research networks to provide guest speakers. Leading researchers who have engaged with our MSc and MBA students in recent years included:

- Andrew Crane, Schulich School of Management, York University
- R. Edward Freeman, Darden School of Management, University of Virginia
- Bernard Leca, Rouen School of Management
- Guido Palazzo, University of Lausanne School of Management

In addition the School brings in a wealth of practical experience and insight to classrooms, to special CSR events, and to School events.

Recent speakers in classes brought their experience from:

**Associations**: e.g. Institute of Business Ethics; World Business Council for Sustainable Development

**Companies**: e.g. BAT; Alliance Boots plc; Commercial Group; Gala Coral Group; HSBC; Triodos Bank

**Consultants**: e.g. Control Risks; Forum for the Future; KPMG; Palazzo & Palazzo Consultants

**Government**: e.g. Anti Corruption Unit; Bank of England

**Partnerships**: e.g. Ethical Trade Initiative

**Socially Responsible Investment**: e.g. FTSE 4 Good; Insight Investment

Recent speakers at special ICCSR events (e.g. lunch-time speakers; key-note speakers; symposiums) brought their experience from:

**Associations**: e.g. British Jewellery Association

**Companies**: e.g. Cadbury’s; Sainsbury’s

**Consultants**: e.g. Accenture; Business Respect; Ethics Etc

**Foundations**: e.g. Manchester United Foundation; Shell Foundation

**NGOs**: e.g. Comic Relief; Oxfam UK; The Work Foundation
Internships provide another form of engagement with practice. A system of summer internships is available for MSc and MBA students. In the latter case it is intended that these inform the students’ MBA Management Project.

Recent examples include:

- Achilles (business analysts on sustainable procurement)
- Arcelor Mittal (MNC)
- Better Regulation Executive (UK Government)
- Business in the Community (business association)
- Halcrow (infrastructure planning, management, design corporation)
- Healthy Planet (charity)
- Oxfam (charity)
- UK Sustainable Investment and Finance Association

The School has encouraged reflective learning through a range of innovative pedagogies.

The ICCSR has organised the annual Doing the Business Film series in partnership with the independent Broadway Cinema in Nottingham over the last six years. Each year a programme of films is presented and debate is led on the ethical issues arising by a relevant practitioner or commentator. For example, following the showing of Blood Diamonds there was a presentation by a representative of the UK Government Diamond Office; the discussion following a showing of the End of the Line was led by the chief fish buyer from Waitrose supermarkets; and after The Informant, discussion was led by a representative of Concern at Work.

Students taking the MSc CSR and the full-time MBA have been given the opportunity for reflective learning through a role play exercise, Paradise Island. This pitted students against each other in teams of developers, financiers and residents around the issue of a hotel development on a tropical island. Students reflected on their experiences through a learning log.

Most recently, in the integrative module, Sustainable Decisions and Organisations, all the full-time MBA students were given a live case company in which they develop a strategy for a failing company and then respond to product recall and supply chain issues. They had to present and explain their strategy and actions at a media conference (including journalists from the BBC, Daily Telegraph and Financial Times) and at a board meeting (including company representatives from Barclays plc, BT, Construction Products Association, Experian, Standard Chartered Bank). Again, the students are required to reflect on the group processes, strategy, responses and presentations in a final assignment.
The Students in Free Enterprise (SIFE – see Principle 1) team is well-supported by the School in the form of mentoring and financial support. The team has worked on Community Projects such as The Crocus Café in Lenton: a volunteer led social enterprise located in one of Nottingham’s most deprived areas, to enable students and permanent residents to meet and interact, creating more social cohesion in the community. This was voted one of the top 15 vegetarian restaurants in the UK by *The Observer*.

SIFE students engage in regular video conferences with students at our Business Schools in China and Malaysia and have made significant impact in Ghana with their Beevelop project establishing beekeeping farms in Ghana, tripling the income of the farmers in the region (www.sifenottingham.co.uk).

In 2006, Nottingham MBAs founded a chapter of NetImpact, one of the world’s most influential networks of MBAs, graduate students, and professionals.

NetImpact members are current and emerging leaders in corporate social responsibility, social entrepreneurship, non-profit management, international development, and environmental sustainability. The School co-sponsored NetImpact’s first European conference in Geneva and a team of our MBAs attended the conference.

The School has funded its students to participate in the World Model United Nations conference, which involved 1700 students from 42 countries in Puebla, Mexico (2008) and The Hague (2009). The Nottingham team achieved two Outstanding Delegate Awards in 2009 with the highest individual prize going to our student, Subha Bhattacharya, representing Save the Children International in the NGO Committee.

In addition, the School’s Sharing Culture programme forges closer links between international, EU and home students and their local community. It links students on exchange from the Ningbo and Malaysian campuses with home students planning to go to these campuses and with local primary schools to promote the Chinese and Malaysian cultures. Students on Management with languages in French and Spanish can work with French or Spanish students either studying here full time or on the Erasmus programme. These cultural visits help to broaden the children’s and students’ understanding of cultural differences.

The School also encourages student learning, particularly around the area of responsible management across the programmes. A good example is the ICCSR’s *Social Drinker*, a monthly informal opportunity for students from different CSR programmes to meet. This has led to the development of a strong alumni network.

There are also wider opportunities to learn about responsible leadership. For example, the University of Nottingham’s Environment team organised a *Go Greener* week to increase staff and student awareness of environmental issues.

Finally, the School has contributed to the wider availability of CSR learning resources through the ICCSR’s partnership with the Indian Institute of Management Bangalore and the British Council India to support ‘TeachCSR.com’ a free download of CSR teaching materials.
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.
The School has developed a reputation as a leader in CSR and sustainability research.

This is illustrated by the high rating of our research in the Aspen Institute’s Beyond Grey Pinstripes ranking: 5th globally in 2009. In the 2008 UK Research Assessment Exercise, we ranked 6th for ‘research power’ with 70% of our research described as either internationally excellent or world-leading.

Some of the research reflects individual research interests while other research reflects ICCSR projects, sometimes in collaboration with practitioner organisations, e.g.:

- Corporate Community Investment and Stakeholder Engagement (with the Charities Aid Foundation)
- Gender mainstreaming in CSR (with the Association of Certified Chartered Accountants)
- CSR in European Business School Education (with the European Academy of Business in Society)
- Accounting for Sustainability (with The Prince of Wales Trust)
- Key Issues in Sustainability Assurance (with the Association of Certified Chartered Accountants)
- CSR and Recession (with the Financial Services Research Forum)

Some of these projects have led to published reports for practitioners, e.g.:

- Getting Engaged – the role of stakeholders in corporate community investment (Charities Aid Foundation 2009)
- The Role of Stakeholder Engagement in Corporate Community Investment (Charities Aid Foundation 2007)
- An evaluation of Corporate Community Investment in the UK: Current developments, future challenges (Charities Aid Foundation 2006)
Business School staff members have contributed to research in the broad field of sustainability.

For example:

- The Operations Management Division ran The Impact of Environmental Regulations on Innovation, Performance and Sustainability in the UK Manufacturing Sector project (ERIPS). This project assesses environmental regulations in the UK manufacturing sector. The findings were disseminated and discussed at a 2010 Business School workshop with delegates from industry, academia and the government.

- The Christel Dehaan Travel and Tourism Research Institute (TTRI) has particular research expertise in the analysis of economic development and sustainability through tourism. In 2009, a study for the Chambers Active for Sustainable Tourism (CAST) project was completed. Here the TTRI analysed tourism SMEs in six European regions about their sustainable energy, water and waste management initiatives and changing demand for sustainable tourism. On the basis of this CAST produced a methodology guide to assist tourism SME in implementing environmental initiatives and a leaflet of 10 eco-tips for tourism businesses.
For example, the ICCSR is a partner in the IMPACT—Impact Measurement and Performance Analysis of CSR project with a network of EU research partners supported by an FP 7 EU Research Grant.

Academic articles in the area of responsible and sustainable management are published in a wide range of journal types, including leaders in their fields:

- **Management:** Academy of Management Review; British Journal of Management; Human Relations; Journal of Management Studies; Organization & Environment; Public Management Review

- **Accounting and Corporate Governance:** Accounting, Auditing & Accountability Journal; Accounting Education; Accounting Forum; Accounting, Organizations and Society; British Accounting Review; Corporate Governance: An International Review; Critical Perspectives on Accounting; European Accounting Review

- **CSR and Business Ethics:** Business Ethics Quarterly; Business Ethics: A European Review; Business and Society; Business Strategy and the Environment; Journal of Business Ethics

- **Economic and Social Science:** Applied Economics; Community Development Journal; Government and Opposition; International Feminist Journal of Politics; Journal of Productivity Analysis; Managerial and Decision Economics

Research in the area of responsibility and sustainability are authored not only by members of the ICCSR but also by staff from all Divisions: Accounting and Finance; Entrepreneurship; Industrial Economics; Marketing; Operations Management; OB, HRM & Information Systems; and Strategy. Members of the School regularly attend leading management conferences where they present their research. They have won several best paper awards (e.g. at the Academy of Management, European Business Ethics Network, Strategic Management Society).

In addition, staff have contributed chapters to numerous edited journals and book collections and have also edited special editions of journals (e.g. Journal of Business Ethics), collections of leading papers (e.g. Corporate Governance and Business Ethics) and commissioned collections of papers from leading researchers (e.g. Oxford Handbook of CSR).

As well as the formal course-work requirements of the PhD programme, the ICCSR also organises a series of PhD workshops on CSR topics, broadly defined, which are attended by PhDs from across the School. The ICCSR has supervised eight PhDs to completion and continues to supervise a strong cohort of PhD students. Six of the ICCSR PhD graduates are now employed at the following universities: Bath (2); Brunel; Cambridge; Manchester; Nottingham.
Partnership: We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.
We have developed various forms of engagement with managers of business corporations and other organisations in order to extend our knowledge of our social and environmental responsibilities.

We have numerous long term research partnerships, e.g.:

- The Use of Sustainability Management Accounting for Strategic Decision-Making: Opening the Black Box (This is funded by the Chartered Institute of Management Accountants and brings partnerships with two MNCs, Alliance Boots and Halcrow, and one SME, The Commercial Group).

- How to make CSR calculable and corporations accountable? The institutional mechanisms of CSR metrics and corporate behaviour (This is funded by the UK Economic and Social Research Council and brings a close partnership with the leading socially responsible investment organisation, FTSE4 Good)

- CSR in Civil Engineering (This is funded by the UK Engineering and Physical Sciences Research Council with Scott Wilson Consultants, a leading construction sector consultancy)

As noted under Principle 3, we provide MSc and MBA CSR researchers to partner organisations to conduct research on projects of shared interest. Findings not only contribute to the MSc dissertations and the MBA Management Projects but also our interns prepare short executive reports for the benefit of their host organisations.

As noted under Principle 4, many of our other research projects are conducted with and for practitioners.

Business Leaders Series

More broadly, the School hosts an annual series of high-profile speaking events, the Business Leaders Series, which are open to alumni, students, staff, and our business associates. Recent speakers include:

- Steve Holliday, CEO National Grid who discussed how the company’s green agenda related to company strategy

- Dr Peter Homa, Chief Executive, Nottingham University Hospitals NHS Trust who spoke about the importance of integrity in leadership

- Dr Hamid Mughal, Executive Vice President, Rolls-Royce discussed the importance of long-term value for business success

- Srin Gopalan, Managing Director, Europe, Capital One who spoke about the importance of leaders confronting reality

- Alex Gourlay, Managing Director, Health and Beauty, Alliance Boots stressed the importance of understanding customer needs and of developing new capabilities to meet these

- Michael Queen, Chief Executive, 3i pointed to the need for private equity to take corporate social responsibility seriously.

The School attracts leading figures from the business community. Lord Sainsbury gives a lecture.
The next talk in the 2010 UNIEI series on ‘Can Chemistry by Green?’ is by Martyn Poliakoff, Professor in the Nottingham School of Chemistry and one of the UK’s leading chemistry researchers.

Various School members are on boards and committees of outside organisations with a commitment to meeting social and environmental responsibilities, e.g.:

- **Judy Muthuri**, Lecturer in Corporate Social Responsibility, is on the UK’s Comic Relief Trade Programme Advisory Committee and in 2010 was invited to join the judging panel of the inaugural East African CSR Awards.

- **Dave Owen**, Professor of Social and Environmental Accounting, is on the Association of Certified Chartered Accountants Sustainability Reporting Awards Panel.

- **Heidi Winklhofer**, Professor of Marketing, is a board member of Nottingham’s New Art Exchange, the UK’s only centre dedicated to African and South Asian visual arts and the largest facility of its kind outside London. She works on student projects for the NAE to attract audiences from underprivileged backgrounds.

- **Kul Pawar**, Professor of Operations Management, was invited by the UK Government to join an Expert Forum on the Reduction of Food Waste as part of the UK Science and Innovation Network and Foresight Global Food and Farming Futures project.

- **Robert Lambert**, Lecturer in Tourism and the Environment, was invited to brief ministers in the UK Foreign Office as part of the Government’s Antarctica Tourism Workshop.

Finally, members of the ICCSR are frequently invited to address practitioner conferences on topics around responsibility and sustainability, e.g.:

- **Jeremy Moon** at the Institution for Civil Institution of Civil Engineers; the Chinese Government Training College; and the Corporate Fundraisers Institute

- **Judy Muthuri** at a conference of Financial Directors of the Arms Length Management Organisations

- **Dave Owen** at the Conference of Asian and Pacific Accountants; and the Global Reporting Initiative Conference on Sustainability and Transparency
Sharing Information on Progress

United Nations Principles for Responsible Management Education
Principle 6

**Dialogue:** We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.
The ICCSR hosts an annual symposium on such topics as:

- ‘Stakeholder Democracy’
- ‘Business, Government and CSR’
- ‘Comparative CSR’
- ‘CSR Agendas for Asia’
- ‘Learning about Responsible Business from Stakeholders’
- ‘Corporations and Human Rights’
- ‘Corporate Innovation and Sustainable Community Development’

These are designed to bring academic and practitioner colleagues together and usually include keynote addresses, workshops for academic papers and a practitioner panel with representatives from corporations (e.g. Essilor International, GlaxoSmithKline), governmental organisations (e.g. the United Nations); and NGOs (e.g. Oxfam, GB, Comic Relief, UK). Usually these symposiums are linked to a special issue of a journal which members of the team edit (e.g. Journal of Business Ethics, Business and Society).

The ICCSR has also held occasional CSR conferences (e.g. ‘Inter-Disciplinary Approaches to CSR’ Nottingham 2004, ‘CSR in Asia’ Kuala Lumpur, 2003; CSR Asia Agendas Kuala Lumpur, 2006). Again these combine academic and practitioner audiences, keynotes, and panels, and are linked to journal special issues.

The School was a partner in a European Union funded FP6 series of four Marie Curie conferences, CORE (The potential of CSR to contribute to the implementation and integration of EU strategies, 2006 to 2010). This involved bringing young and more experienced international researchers together to address the core theme.

The ICCSR’s annual film series ‘Doing the Business’ is not only an opportunity for more reflective learning by its students but also an opportunity to engage with members of the public over issues of business ethics and responsibility.

Members of the School are frequent keynote speakers and participants in CSR and more general management and social science conferences and workshops.

Members of the School regularly make presentations at practitioner events and various centres and institutes host respective series of practitioner lectures.

In 2009-10, Business School staff contributed frequently to the general and more specialised media on issues of business responsibility and sustainability, for example:

17.01.09, FT.com, ‘Shifts in corporate philanthropy’
09.06.09, CNN.com, ‘MBA students pledge to serve the greater good’
1.10.09, Ethical Performance, ‘Taking an ethical oath is fine, but we need more than words’
2.10.09, ‘Lessons that need learning,’ The Times (MBA)
05.10.09, ‘Third sector is first choice for many students,’ The Times (MBA)
4.10.09, Director Magazine (web edition), ‘Taking leadership’
29.10.09, Manager Online, ‘Nottingham MBA is UK’s best for responsible business education’
November 09, Association of Business Schools 2009/10 Pillars of the sustainable economy, ‘CSR Modules Rising in Popularity at Nottingham’
01.11.09, ‘Business ethics in paradise,’ Ethical Performance
19.11.09, CSR may be salvation for devalued business, Wharf (Main)
03.02.10, Courses grow greener, The Times, (MBA)
08.03.09, The Observer (letter) ‘Who told them greed was good?’
11.03.10, Billions of PCs destined for an e-waste mountain, Metro (London)
11.03.10, Billions of PCs ‘needlessly scrapped’ telegraph.co.uk
24.03.10, How HR can ensure risk-taking is responsible risk-taking, hrmagazine.co.uk
05.04.10, UK Green Policy is Too Rigid, According to Study, BBC Radio 5 Live
05.04.10, Concerns about Environment are Stifling Innovation, BBC Radio 4 FM
06.04.10, Cleaning up Britain’s boardrooms, Management-issues.com
01.04.10, E-waste worries, Ethical Corporation Magazine
May 10, The Broader View, Sustainable Business magazine
Principle 7

**Dialogue:** We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.
Benefactor to the University and heir to the Boots Company, Jesse Boot, said of our students in 1928 that ‘their work will link still more closely with industry and science, add to the honour of the City and help to increase the well-being of our nation.’

The University Plan 2007 – 2010 specifies ‘Meeting our Civic Responsibilities’: ‘We have always been strongly committed to the City of Nottingham and to our local communities. We have responsibilities that come with a high level of public funding, but individual members of the University also give their time to promoting the public good’. Specific aims include:

- Promoting the importance and value of our contributions to the life of the city of Nottingham and its communities;

- Making sure that the value of staff and student volunteering activities to the University is more fully recognized and celebrated;

- Building a solid foundation for our work with the City Academy project.

The School’s University has a Pro Vice Chancellor portfolio for the Environment and the role-holder chairs the University Environment Committee. The University is currently running an Energy Awareness campaign. The University also has an Environmental Champions Network and it has participated in the Business in the Community (BiTC) Environmental Index and is participating in the BiTC ‘Universities that Count’ benchmarking project.

Built on a site that previously had industrial use, Jubilee Campus where the Business School is located is an exemplar of brownfield regeneration and has impeccable green credentials. The Campus has received numerous awards for environmental sustainability and recently won the 2009 Times Higher Education Awards - Estates Initiative of the Year. The recent campus expansion has achieved significant carbon savings through several green technologies and University-wide recycling rates have improved from 4% (2004/5) to 29% (2007/8). Water saving measures have been introduced (e.g. replacement of water dispensers with mains drinking water outlets). There is a green energy procurement policy. Transport measures include free inter-campus shuttles; additional bus routes to City; green estates transport; strategy for cycling (including expansion of bicycle parking space; and a tax free cycle purchase scheme).

The University promotes ethical behaviour and corporate responsibility as fundamental objectives underpinning its own internal operations. The University of Nottingham Charter requires that no ‘religious tests’ shall be applied to staff or students and that ‘appointments and admissions are open to men and women equally.’ The University of Nottingham ensures equality of opportunity regardless of race, gender, disability, age, religion or sexual orientation, in the delivery of its services to students and in the employment of staff. It is committed to ensuring disability equality in its service provision and in its responsibility as a provider of higher education to students, as an employer and as a member of the broader community. The designated central team, Academic Support, provides advice to academic staff and students and works with a network of School based disability advisors known as Disability Liaison Officers.

The University was one of the first British universities to win Fairtrade Status (2004).

Staff and students are engaged in local and national communities through volunteering schemes and membership of boards of charities, non-governmental organisations and governmental agencies. Student participation in the Community Engagement Programme is now linked as a module to the University’s own Nottingham Advantage Award, which recognises student success in extra-curricular activities.
Looking to the Future: Nottingham University Business School intends to build on the initiatives detailed here in order to further integrate the principles of management education into its activities.
First, the School plans to launch an MSc programme on Managing for Sustainability in 2012.

In meeting anticipated student demand, the School expects to integrate different approaches to the sustainability challenges in building, developing and running the programme.

Secondly, following the deliberations of a working party on Responsibility and Sustainability, the School is about to introduce a Social and Environmental Responsibility Working Group whose overall aim is to enable the School and its members to be socially and environmentally responsible.

Its brief will cover curricula issues, research topics, outside engagement and School operations. It will include academic, administrative and student members and will report directly into the School’s main policy making-systems, to connect with wider University and community initiatives in the area, and to lead research and action in response to key social and environmental issues.

Thirdly, through the ICCSR, the School has just been awarded a grant by the Higher Education Funding Council for England on Integrating Sustainability into Business Schools in partnership with the Bath School of Management.

The project will provide guidance to business schools on the integration and communication of social, economic and ecological sustainability in their educational programmes, research and their organisational practices and processes. The guidance will be derived from research into those business schools that have already made commitments to contributing to sustainability education. The project will translate the research findings into mini cases of ‘Integrating Sustainability into Business Schools’ and develop tools and methods for wider usage of these good practices.
“The PRME framework has proved a valuable guide in our efforts to raise awareness and integrate issues of sustainability across all the School’s activities, from our teaching and research, to public relations and media activities, and support for student and staff volunteering and community work.”

Leigh Drake
School Director, Professor of Financial Economics