The Principles for Responsible Management Education

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Sharing Information on Progress (SIP) Report
July 2015

This is our Sharing Information on Progress (SIP) Report on the Implementation of the Principles for Responsible Management Education
1. PRINCIPLES OF RESPONSIBLE MANAGEMENT EDUCATION (PRME) AND THE UNIVERSITY OF SALFORD

Welcome to the University of Salford

Salford is an ambitious University, with our 20,000 students contributing enormously to the local economy and our expertise transforming individuals and communities through excellent teaching, research, innovation and engagement.

The University’s Strategic Plan (2014-18) sets out our vision by which we will meet our challenges and realise our aspirations up to 2017 when we celebrate 50 years as a Chartered University. The University's Strategic Plan framework shows our mission, our Salford vision and our values (see overleaf). In order to fulfil our vision, it is critical that we ensure we remain sustainable, economically, competitively, environmentally and socially.

VC Helen Marshall

“The University of Salford in its commitment towards quality teaching, research, innovation and enterprise engagement is closely affiliated with the Principles of Responsible Management Education (PRME). The University particularly recognises the importance of topics such as responsible leadership, business ethics and sustainable business being at the forefront of the curriculum for all our students. Informed by the principles of responsible management, the University remains committed to developing the environmental, economic and social potential of its stakeholders and the local, national and international business communities that it serves through its research and enterprise engagement activities”.

## Our Mission

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<th>Our Community – who we are</th>
<th>Our Partners – making connections</th>
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<td>Recognising that we are a people business, effect a culture of improvement and contribution through engagement with our people that will deliver excellence in teaching and learning.</td>
<td>A vibrant and supportive community fostering a sense of belonging and pride where everyone can excel</td>
<td>Expand our network of partners, and work with them to enhance the learning outcomes of our students and, through collaboration around research, professional development and community benefit, increase our impact on society</td>
<td>Through our research excellence and interdisciplinarity, we will develop practical, focussed solutions that will make a real difference in the foreseeable future, benefitting individuals and communities</td>
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## Our Values

- We act with **HONESTY, INTEGRITY** and **RESPECT**
- We are **PROUD** of who we are and we **ENJOY** what we do.
- We are committed to **QUALITY** and where we fall short we work hard to make things right
- We embrace **DIFFERENCE** and dare to be different
- We are **FRIENDLY and WELCOMING**, creating an environment in which people feel safe to work, study and grow together
- We are individually **ACCOUNTABLE** for what we do and collectively **RESPONSIBLE** for our university’s success

## Our Community

- A vibrant and supportive community fostering a sense of belonging and pride where everyone can excel

## Our Culture

- Delivering excellence

## Our Values

- HONESTY
- INTEGRITY
- RESPECT

## Sustainability

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## Our Partners

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## Our Impact

- Making a real difference

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## Our Partners

- Making connections

## Our Impact

- Making a real difference
The University of Salford and Salford Business School (SBS) in particular, as seen by our mission below, is committed to the furtherance of the principles for responsible management education, (PRME) and therefore fully supports the continued development of responsible leadership within our programmes and practices and the way we interact with internal and external stakeholders.

Salford Business School aims to be the regional and international first-choice in next-generation education & research for business higher skills, innovation & economic development needs of the digitally-connected, complex global knowledge economy.

Mission: Creating the agenda for and expressly serving the innovation, business growth and skills imperatives of the global economy and wider information society: Creating globally-relevant leaders, who are transformational in thinking, behaviour and practice, and leading innovation & sustainable acceleration in the digital and media, financial, legal services, sports business and technology industries.

2. PROGRESS SINCE THE LAST PRME REPORT

Since our last PRME SIP report, SBS has received a number of national and international awards and accreditations including:

Business School of the Year

In November 2014, SBS was awarded the Times Higher Education Business School of the Year. The award recognises the incredible innovation and commitment of our team and the great engagement of our students, alumni and business partners.
Enterprise

We excel in enterprise and innovation. In 2014, SBS was awarded the Small Business Charter Award in recognition of the role the School has played in helping to kick-start British enterprise. By receiving the award, SBS has demonstrated exceptional dedication to support and improve links with the small business community in the local area.

Digital Expertise

Our Centre for Digital Business are multi-award winners. In 2013, the Centre gained the first prize in the 'Best use of Search' not-for-profit category at the European Search Awards 2014, the continent’s leading event celebrating the best in search and digital marketing. In 2014, the work of SBS’s Centre for Digital Business in research and digital business projects was recognised at the Digital Entrepreneur Awards 2014, when the Centre won the Large Digital Team of the Year title.

Social Enterprise

The University of Salford was the first university in the UK to receive the Social Enterprise Gold Mark, after demonstrating excellence in best practice across areas such as governance, ethical business, financial transparency, and social and environmental impact.

Student Success

More than 300 small and medium-sized business (SMEs) have been helped to develop business overseas by using a free online training course created by students at SBS. The students' outstanding success was recognised at the Big Chip Awards, the largest digital awards outside London, where they were presented with the Little Chip Student Award.

In addition, the School was successfully EFMD EPAS and CEEMAN accredited, re-accredited by AMBA and awarded AACSB eligibility which all explicitly review our School’s curriculum in the area of sustainability, corporate social responsibility and responsible management practice.

An overview with web links to further information around the University of Salford’s activities since our last PRME Report and our goals for the future is now presented with regard to PRME’s six principles.

The Six Principles

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 development of enterprising and socially-responsible business practitioners is integral to business practice improvement. Therefore, themes around sustainability, corporate social responsibility and responsible management business practices have a core presence at SBS. At undergraduate level, we have a module titled Business Ethics & Sustainability, designed to equip students with an in-depth understanding of the implications of Business Ethics, Corporate Social Responsibility (CSR) and Sustainability in national and international organisations. In addition to developing a new Masters programme in Social Business and Sustainable Marketing (see PRME Principle No2 for more details), other relevant themes running through modules include Entrepreneurial & Innovation perspectives and Business Ethics.

Many of our modules involve direct contact with corporate partners and are subsequently involved in the design and delivery of both undergraduate and postgraduate modules, as well as the assessment design. Therefore, enabling students to relate theory to practice and simultaneously encourage corporate partners to improve their own practices.

One example of a practice-based learning activity that took place earlier this year was a recent international CSR in Action Programme, a University partnership with the Al Ahli Holding Group, UAE designed to boost social entrepreneurship, knowledge and practice amongst young people. An MBA student from SBS formed a project group with two students from other universities to compete against teams from across the world to win the $10,000 prize. Winning the prize will give the team the opportunity to launch their social enterprise. The University along with Al Ahli Holding Group will support the project by providing qualified instructors and trainers to educate and train the children in specialised areas such as art, technology, music, sports, and design.
In alignment with the sustainability and responsible management features of our AMBA, CEEMAN, EFMD EPAS and PRME accreditations, we are committed to developing learning objectives which facilitate a greater awareness of sustainable business practices for both our undergraduate and postgraduate students. SBS also aims to develop further practical enterprise opportunities for students via the provision of Business Innovation Projects with local, national and international businesses (see PRME Principle No5 for more details).

**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.

SBS actively promotes sustainability and diversity within the curriculum as featured in initiatives such as the United Nations Global Compact. Since our last SIP report, the Business School has invested in resources to help develop and support PRME. With the result that a core team has now been appointed to promote and develop our commitment to PRME values.

Many of our UG and PG students cover subjects which introduce and develop their knowledge of responsible management, for example Business Ethics & Sustainability and Social Accounting. A more recent curriculum development has been the recent introduction of the Masters programme in Social Business and Sustainable Marketing and a new Social Business module, which enables our students to gain specialist knowledge around social enterprise and sustainability to become the social business leaders of tomorrow.

These curriculum developments and corresponding research interests of our staff led to the establishment of the Centre for Social Business which runs relevant social enterprise events and invited speakers as well as reflecting underpinning PRME values. Examples of these include the Social Audit Network Annual Conference featuring presentations from the Rt Hon Hazel Blears MP for Salford and Eccles. It is imperative that Social Business graduates are able to appreciate the legalities
around the Social Value Act and more importantly be able to evaluate and report on their societal impact.

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

A target for all new buildings and major refurbishments is to achieve an “Excellent” BREEAM rating with a minimum of “Very Good. As well as creating exciting new spaces, we’re committed to developing and revitalising our existing facilities. For example, the outdated 1960s Chapman building has been completely transformed into a modern space with excellent green credentials. Featuring six lecture theatres equipped with the very latest technology, a series of learning and breakout spaces, plus a Fairtrade café with views across the campus, the poor energy performance of the building has also been tackled to significantly reduce carbon emissions and energy bills.

In response to challenges around the over-production of carbon dioxide, the University of Salford has developed an interdisciplinary Energy Theme encompassing the University’s activities in research and innovation; and in teaching, especially at the graduate level; and will include community engagement in driving demand reduction. Efforts in this area have recently led to being nominated for the forthcoming Energy Savings Award.

Also as a UK first, the University has newly installed a Micro – CHP (Combined Heat & Power) unit which will increase the University’s green credentials and also reduce the financial cost of heating and powering the building. The Vegawatt takes unwanted waste vegetable oil from our Students Union catering outlets and create electricity and hot water that is renewable and carbon neutral. The energy produced will be used to decrease Faraday’s baseline energy consumption levels and, with it, the utilities’ costs relating to the building. Initial calculations show the Vegawatt will save the University on energy, waste oil disposal and CO2 emissions. Figures will vary according to the amount of oil that will go through it and configuration (at the moment there is only one inverter connected to the system), but around £2k/yr and 36t CO2 are very achievable estimates in its current guise.
The University of Salford is one of 33 Universities taking part in Phase 6 of the Higher Education Carbon Management (HECM) programme run by the Carbon Trust. With the support of this programme, we have recently launched our Carbon Management Plan to define how we will work towards our target of a 30% reduction in carbon emissions. Read our Carbon Management Plan Summary and about our zero-emissions car trial at the University.

Run by the Environmental Association for Universities and Colleges, the Green Gown Awards are now in their ninth year and Salford has been a regular entrant – with a winner’s trophy in 2011 for the Energy House project and a highly commended entry in 2012 for a campaign based on encouraging students to recycle. Salford is also 17th out of 143 places on the annual People and Planet Green League Table of universities and colleges. To nurture a strong commitment to our campus materials, processes and building environment, the University hosts an event called ‘Green Impact Awards’, which celebrates the achievements of colleagues and students from across the university who participate in our annual Green Impact programme. Follow this link to read about the awards made in 2015.

Other events included Blackout, Go Green Salford, Fair Trade Fortnight and other actions such as ensuring recycling facilities were available and providing information on sustainable transport. Our future commitment to developing PRME’s principle No.3 is to build on these events further by integrating the environmental goals of the University’s Estates and Buildings team with our curriculum provision to provide greater learning opportunities for our students around responsible management and sustainability. For example, see our #gogreensalford event.
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.

On achieving 140% growth in world leading research and 40% of its impact judged as 'outstanding', the School now has an excellent platform for growth towards REF 2020. As part of this growth strategy, our doctoral students play a significant role. For example, the University hosts its own forum (SPARC) for developing research, offering a space for postgraduate researchers from all disciplines to exchange ideas.

SBS’s research activities are channelled through three University-wide Centres, providing opportunities for consultancy, research, funding collaboration, bespoke training courses etc. around the topics of sustainability, ethics and social value. Examples of which are given below.

1. Centre for Social Business

The Centre for Social Business promotes research and consultancy in areas such as microfinance, community issues, social housing, sustainable design, corporate social responsibility and business ethics. Its members demonstrate a strong record of internationally recognised research and features partnerships with policy makers, practitioners and the wider community to produce relevant and influential research that impacts on social business issues affecting today’s society. Examples of academic staff from the Centre for Social Business include:

Dr Adrian Monaghan joined the University of Salford in January 2010 as a Lecturer in Strategy and Corporate Social Responsibility. His areas of research interest are situated within the field of innovation for sustainability, which has CSR implications for the public and private sectors and for civil society.

Professor Kurt Allman has research interests which focus on technology and science SMEs. He is the Associate Dean for Enterprise & Engagement for the College of Business & Law and committed to university-industry engagement and developing the ‘impact agenda’. Kurt has extensive experience of international collaborative projects aimed at supporting social cohesion and regional economic development.

Dr Morven McEachern has a wide range of related research activities in the area of socially responsible management and ethical consumer behaviour. Together with Dr Kevin Kane, she is currently involved in a research project for the Irwell Valley Sustainable Communities Project which aims to assess the impact of local and regional policy on the Salford green economy.
2. **Centre for Digital Business**

The Centre for Digital Business has an internationally-recognised profile of research in digital technologies, and given the University of Salford’s new campus at MediaCityUK, it is well positioned to be a facilitator and enabler for local and global businesses. Member activities include providing a hub for commercially centered workshops and providing bespoke training courses to equip individuals with necessary critical digital business and analytical skills.

Of relevance to the creation of sustainable social and economic value, the Centre Director together with Tameside Council and the Sustainable Housing & Urban Studies Unit (SHUSU), developed an innovative engagement strategy and digital toolkit to support empty home owners return their empty properties back into use as much-needed affordable housing. This Knowledge Transfer Partnership (KTP) was awarded an outstanding rating - the highest possible - by an independent panel of assessors from Innovate UK. Examples of academic staff from the Centre for Digital Business include:

**Dr Marie Griffiths** is Director of the Centre for Digital Business and her research revolves around young people and technologies, gaming, gender studies, and digital privacy and surveillance.

**Dr Alexej Heinze** is co-Director of the Centre for Digital Business and conducts research in the areas of search & social media marketing and customer relationship networking. A recent project involved the development of Passport to Trade 2.0, a multiple award winning resource (*European Search Award 2014, Big Chip Little Chip 2014*), which provides up to date business culture knowledge to help international businesses develop their social media marketing (*http://businessculture.org/*).

**Dr Maria Kutar**'s research around online identities draws in the wider ethical considerations around privacy as well as the legal considerations around Data Protection and information security. The Day in the Digital Life Project (jointly with Marie Griffiths and Gordon Fletcher) aims to develop a methodology to quantify individual’s digital footprints, in order that we can better understand how it is evolving, and the changes to it over time.

3. **Centre for Sports Business**

The Centre for Sports Business promotes research and consultancy in sports statistics and analytics, sport finance, sport law and the economics of sport. It boasts a continued record of world-renowned research with its members publishing their work in top-rated academic journals. In 2014, a unique collaboration between the Centre members and Manchester United legends Ryan Giggs, Paul Scholes, Gary and Phil Neville and Nicky Butt facilitated the opportunity for Salford students to use their knowledge and expertise to contribute to the success of Salford City FC. The Class of '92 and the University of Salford partnership will see students and academics heavily involved in the development of Salford City FC, the Old Trafford Supporters’ Club and Hotel Football. Thus, enabling its members to build sustainable
social and economic opportunities for young talent and to help build on the Club’s roots within the local community. Examples of academic staff from the Centre for Digital Business include:

**Professor Chris Brady** is an expert in football business and finance and has authored several books on the subject, including Rules of the Game, End of the Road, and the best-selling The 90 Minute Manager.

**Professor Phil Scarf** has wide ranging interests in the application of statistics and operational research in reliability and maintenance, manufacturing informatics, autonomous systems, corrosion science, and sport. With reference to sustainable value, he is currently supervising an early-stage researcher on the EU FP7 “Marie Curie” ITN: “SMART-E: Sustainable Manufacturing through Advanced Robotics Training – Europe”.

Our commitment to research and knowledge exchange in the areas of responsible management, sustainability and ethics is evident but in order to grow and sustain these areas of research activity further, a greater emphasis on early career researchers and Doctoral student development will be sought in the future.

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**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.

One of SBS’s strategic priorities is to develop the employability of graduates and through the University’s membership of the Principles of Responsible Management Education (PRME), it has a strong reputation for being actively responsive to the needs of the local and national community promoting responsible leadership.

Our partnership activities were recently recognised by our Small Business Charter Award – of which SBS is a trailblazer member. By receiving the award, SBS has demonstrated exceptional dedication to support and improve links with the small business community in the local area. In addition to our many examples of collaboration with the business and policy-making world (for example: Salford City Council; Unlimited Potential; Salford Healthcare - Primary Care Trust; Broughton Trust), SBS provide an opportunity for all students to participate in a placement project within an international or national organisation. It has already helped 4,700 students find work placements in Britain’s exciting micro-business and start-up sector (see [http://www.salford.ac.uk/business-school/business-services/business-innovation-projects](http://www.salford.ac.uk/business-school/business-services/business-innovation-projects) for more details). Some examples of such projects and their relevance to sustainability and responsible management are given here:
Rochdale Social Enterprise and Co-operative Forum engaged with SBS students to help identify local manufacturing businesses with existing experience of, and/or potential for, delivering local economic, social and environmental benefits through informal co-operation.

Esther Martin is a Social Enterprise that provides a service selling affordable clothing to ladies and gentlemen who find it difficult to get out and about, helping them to maintain independence, identity and choice. Here, SBS students undertook research to evaluate the service provided to their consumers as well as the value to Managers, staff, carers and relatives beyond current testimonials/feedback.

Lets go Global are a community interest company combining art, education, film-making, digital development and training. Working on the Poppy Project, a new digital arts project exploring a contemporary, conceptual view on the Commemoration of the First World War 2014-18, SBS students were involved in supporting the social media campaign, analysing data, composing tweets, building an on-line audience for the work and maximising the use of other social media platform.

These partnerships have provided SBS the opportunity to develop a much wider stakeholder dialogue around the topics of social and environmental responsibilities for which we hope to develop further over the next eighteen months.

Principle 6 | Dialogue: We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability. We understand that our own organisational practices should serve as example of the values and attitudes we convey to our students.

The University of Salford recognizes its unique position in the community and the impact it can have especially in terms of facilitating and supporting a dialogue around social responsibility and sustainability with other educators via academic conferences, students via our teaching and learning activities, business via our consultancy, research and student innovation projects, media and other stakeholders. The following are examples of such activities:

To celebrate Social Enterprise Day, Dr Kevin Kane, recently gave a presentation on the Centre for Social Business’s activities and his own research on Broughton Trust at an event organised by The Rochdale Borough Social Enterprise and Co-operative Forum. The aim of the event was to bring together local Councils, NHS and Higher Education partners to share their ‘responsible’ vision for working with co-operatives and social enterprises.
To mark the visit by Nobel Laureate Professor Muhammad Yunus to the University in May 2013, the Centre for Social Business decided to initiate three Yunus Social Business Awards – Rising Star, University of Salford Achievement Award and Social Business Award. The winners were selected personally by Professor Yunus who provided a special congratulatory video message to the winners which was shown at a special event held at the University’s MediaCityUK campus, where the winners were announced. Winner of the Rising Star award, which celebrates social business ideas from 16-22 year olds in Greater Manchester, was James Goddard, founder of AIM Boxing Academy. The University of Salford Student award was presented to Grant Dolan from Eccles for his vending machine company REAL Vending, which supports young people from financially disadvantaged backgrounds into higher education. Greater Manchester Business award winner Mike Green received a trophy for his work in founding StandFirm, an Ancoats-based enterprise which provides skills training, work placements and employment opportunities for those facing significant barriers to employment. More details and photographs of the winners and runners-up are available on the Centre for Social Business webpage.

In recognition of the fact that our own organisational practices should serve as example of the values and attitudes we convey to our students, Business School staff provide advisory assistance to other University staff to help set up their own social businesses. For example:

- Brett Baker from the School of Arts and Media recently launched a socially responsible Saturday Club-style opportunity for young people to come along and learn a musical instrument, taught and mentored by music staff, students and alumni. The social business generates income from tuition that is then
used to buy new instruments to extend the range on offer and also to support our students to go out to local schools to provide taster sessions free of charge;

- The University’s Conference Office also now operates as a Social Business. Led by Clare Forster, Conference Office Manager, the purpose of the re-aligned conference business within the Office of University Advancement is to secure income from its conference and event management services and re-allocate any profit surplus to support the social impact of the University of Salford.

The School’s commitment to social business and its values has resulted in the University being the first in the UK to be awarded the Social Enterprise Gold Mark. The Social Enterprise Gold Mark is the only international certification for social enterprises and it enables the University to differentiate itself from other Universities by proving we are working or ‘trading for people and planet’, reinforcing the University’s brand values. Lucy Findlay, MD of the Social Enterprise Mark stated that “The Certification Panel was very impressed with the breadth and quality of the work that the University of Salford are doing in the social enterprise arena. They also felt that it was truly embedded in the ethos and culture of the organisation - an example of good practice”.

(Left to Right): Rt Hon. the Baroness Hughes of Stretford (Chair of Council, University of Salford), Rt Hon. Hazel Blears MP (Salford), and Colin McCallum (Executive Director, University Advancement, University of Salford), receive the Social Enterprise Gold Mark at the House of Commons on behalf of the University of Salford.

It is clear from our activities described above that SBS and the wider University have continued to engage proactively with our stakeholders around the areas of social responsibility and sustainability. Moreover, sustainability and responsible management are at the heart of what we do. In alignment with our organisational values and strategic direction, it is our intention to build on our successes and develop our activities further.
Further information:

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