



Middlesex
University
London

Principles on Responsible Management Education Report



Foreword

Renewing our commitment

As one of the first UK universities to sign up to PRME, I am delighted to reaffirm our lasting commitment to the Principles for Responsible Management Education.

Our innovative Business School has been a leading provider of education and development in London for almost sixty years. In that time, we have succeeded in our long-term vision to provide access to high quality education for a globally diverse community of students. We've equipped our students with the knowledge and skills they need to take leadership positions in their own countries and on the world stage.

That vision remains as relevant as ever before. Higher education may have changed beyond recognition in those sixty years ago, yet our Business School has kept evolving and progressing. Today, we are better positioned than ever before to improve the prospects of our students and their communities.

As Dean, I am determined that the School builds on our respected reputation for world-class research and expands our close links within industry and the professions. By feeding research into our teaching, we will provide an education that reflects cutting edge ideas and concepts. Our graduates will leave us with the three key attributes that I believe are central to a successful and responsible career:

Firstly, the ability to think creatively, and have the knowledge base and know-how to access and implement the latest ideas for sustainable and ethical business;

Next, to appreciate and be comfortable in an international environment through a lived and shared learning experience with staff and students drawn from all over the world; and

Finally, the ability to communicate effectively, drawing confidence from the substantive knowledge and interactive skills gained through their education.

For our graduates to succeed in today's competitive marketplace, they will need a great deal of skill, plenty of determination and the ability to rise to the challenges that life throws at them. At our Business School, students hone those attributes. They are adept at working in different cultural contexts. They gain practical knowledge and experience. But above all, they grow in confidence – so often the key ingredient for a successful career in business.

This brief report highlights some of the measures that Middlesex University has taken to make a positive impact on the world through its curricula and research. It shows how we, as an institution, strive to make a difference. In particular, our award-winning plan to create a Green campus is a source of great pride.

I hope you enjoy reading it. We look forward to continuing our proactive involvement with the PRME community worldwide.

Anna Kyprianou,
Dean and Pro Vice Chancellor,
Middlesex University
Business School



“Our award-winning plan to create a Green campus is a source of great pride.”

Our commitment

Middlesex University Business School takes its obligations as a leading Business School incredibly seriously. We aim to make a positive difference through our relationships with our global communities, our students, staff and partners. We are committed to ensuring our staff and students learn and work in a socially responsible environment.

About Middlesex University Business School

Today we are one of the largest Business Schools in the UK with over 5000 students, including around 3500 undergraduates and 1500 postgraduate and doctoral students. Reflecting our global reach, these students come from 130 countries. In addition, over 3000 students are studying on Business School programmes at our Dubai and Mauritius campuses and partner institutions.

As a full-service Business School, we are accredited by a range of professional bodies. Our portfolio of programmes at undergraduate and postgraduate levels cater for the diverse nature of our students, taking into account the different stages of their career.

Our well-established global academic partnerships have begun to reap the benefits in terms of recruitment, learning and alumni relationships. Indeed, our extensive government and public sector research and learning partnerships allow us to exert greater influence on professional practice and policy-making than ever before. Furthermore, we have a strong track record in working with corporate partners ranging from internships and placements through to tailored in-company and sector-wide programmes.

As a Business School of international standing, our world-class research and knowledge exchange is given high priority in our overall strategy. Consequently, research plays a central role in our teaching. Our academic staff publish in top peer-reviewed journals, and researchers in the School currently hold an impressive range of peer-reviewed research grants awarded by prestigious funders including the Economic and Social Research Council and the British Academy.

3,000
students learning in new
facilities in 2013



Our commitment

About Middlesex University

We currently teach more than 40,000 students on Middlesex courses around the world. Already well established, our international presence continues to grow at our branch campuses in Dubai, Mauritius and Malta, as well as through our many academic partnerships. We are proud that our teaching, research and knowledge exchange are of the highest quality and that, more importantly, they make a real difference to people's lives.

Our ambition for all-round excellence is underpinned by world-class facilities at our flagship London campus. We have invested over £200 million over the past nine years in creating one of the city's biggest and best campuses, housing a flourishing, multi-disciplinary academic community. This campus offers outstanding learning environments for teaching and research, excellent social facilities and a purpose-built library.

The innovative Hatchcroft Building, opened in 2008, houses the majority of the University's science programmes and includes more than thirty laboratories. In 2011 we opened the Grove, home to art, design, media and the performing arts research and teaching. The building features state of the art studios, including a television studio, performance and exhibition spaces, 3D, print, digital media and digital photography workshops, lecture and seminar rooms and a striking atrium at the heart of the building. The College Building, with a magnificent glazed quadrangle at its centre, houses modern lecture theatres and an extensive range of teaching rooms and laboratories.

£200 million
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outstanding teaching
environments

Case studies

Social responsibility

Case study #1 Putting words into action

Our **MA in Business and Human Rights** programme was created as a direct result of a stakeholder forum on social responsibility. It is designed to provide professionals from the corporate, non-governmental and legal sectors with a critical understanding of the international regulatory framework and key issues that will drive the future of ethical globalisation. It covers areas of law such as international human rights law, and the law of the World Trade Organisation and explores their relevance to multinational corporations, especially those operating in emerging economies.

Increased opportunities

Case study #2 Bringing Well Being to the Gambia

The **Middlesex Well Being Foundation** was formed to provide increased opportunities for Middlesex University students to engage in wellbeing-related activities, which will enhance their employability and make meaningful contributions to the partners with which we work in the UK and internationally. An exciting collaboration is with the Ministry of Youth and Sport in the Gambia, which creates a more sustainable and mutually beneficial placement system for our Sports students.

Leading the debate

In 2011, Shami Chakrabarti received an honorary doctorate from Middlesex University in recognition of her achievements in the fields of law and human rights. Shami has led the human rights campaigning group Liberty since 2003 and she was keen that current students from Middlesex should follow in her footsteps.

“It is heartening that this Honorary Doctorate recognises Liberty’s work in human rights,” she said. “The Human Rights Act has come under heavy fire recently – much of it inaccurate – and universities have a big part to play in debunking such myths.

“In such difficult times, the value of education – of academic freedom and empowering young people to hold those in power to account – should not be underestimated. It is much tougher for students today than when I attended university 20 years ago, and they have plenty to be angry about. But they also have the ability to make change happen.”

Middlesex University Vice-Chancellor Michael Driscoll said: “We are very proud of our University’s law and human rights expertise so it was a thrilling moment for students and staff to welcome and recognise one of the UK’s leading lights in these fields. The passion and determination Shami brings to her work is an example to anyone setting out on their own career journey.”



Shami Chakrabati,
Director of Liberty

“In such difficult times, the value of education – of academic freedom and empowering young people to hold those in power to account – should not be underestimated.”



Principles

Statement of intent

In 2008, our Business School became the first non-corporate organisation to join the UK branch of the UN Global Compact. Since then, the School has been a proactive member, working on a range of initiatives and operating closely with the UK Global Compact Secretariat.

As a leading Business School with a dynamic research focus in areas that impact emerging markets and international development, and with a significant proportion of international students, it was a natural progression for Middlesex University Business School to join PRME and align our research and curriculum development activities with the 6 Principles of PRME.

Principles 1, 2 & 3 Purpose, Values and Methods

Global Responsibility for Business and Society

Our Business School is committed to embedding seamlessly the values of global responsibility for business and society into our academic, research and knowledge exchange activities. As a result, when we reviewed our entire curricula in January 2013, every programme has explicitly embedded the values of global social responsibility (Principle 2 and 3) and seeks to develop the capabilities of our students (Principle 1) accordingly.

Our mission is to develop future leaders committed to managing sensitively and holistically in a global context. All our activities, including teaching, research, consultancy and knowledge partnerships are underpinned by our collaborations with a wide range of stakeholders providing real world context to everything we do.

In addition, students have a multitude of opportunities (Principles 1-3) to put these values into practice through the consultancy and project work they undertake, internships and placements as well through volunteering opportunities. Additionally, we give them opportunities to work with the Middlesex Well Being Foundation and EDH@MDX (Enterprise Development Hub), which offers students and staff support through a wide variety of services that help them to research, develop and start a business.

Employability Initiatives in Sustainable and Inclusive Business:

With 1 in 4 graduates in Europe affected by slowdown in economic growth, in parallel with escalating growth rates in emerging markets, today's graduates need to be equipped to understand the growing interface between private sector business drivers and social need.

Middlesex is committed to providing employability interventions and the skills that students require to embrace current opportunities.

Case studies

Is our society fair?

Case study #3 For the love of 'fairness'

In May 2013, talented thinkers, researchers and academics from across disciplines at Middlesex joined keynote speakers including John Redwood MP, Bianca Jagger and honorary Middlesex graduate Will Hutton to debate and discuss the topic of fairness.

The current climate of economic and political strife across Europe makes the need for fairness in society more pressing than ever. But is our society fair? This unique interdisciplinary conference provided an eclectic range of responses to this question, unpicking the notion of what is fair in society, and how it impacts individuals, businesses and countries.

Local leadership

Case study #4 Understanding 'Leadership of Place'

Leadership of Place, typically comprising a range of stakeholders and agencies, requires a very different leadership than for conventional organisations. By adopting a multi-discourse approach to surface hidden assumptions, competing agendas and micro-politics our researchers are developing a number of case studies based on 'Smart Cities' in Europe. This will help identify the features of local leadership: the way it is enacted and experienced.

Principles

Principles 4, 5 & 6 Research, Partnership and Dialogue

Our reputation for pioneering research, with contemporary relevance, is based on our commitment to serve business, the professions and society by investigating areas of current concern and changing contexts. Through both our published work and broad engagement we contribute valuable insight that helps shape the world. Our research focuses on the creation of sustainable social, environmental and economic value (Principle 4) that seeks a positive impact.

Our curriculum development is research-led and practice-led, incorporating applied research, designed and developed in consultation with a wide range of stakeholders including the private sector, non-government organisations, funders, civil society and government (Principle 5).

We support and facilitate dialogue and debate and work in partnership with a wide range of stakeholders on critical issues related to global social responsibility and sustainability and explore collectively effective approaches to meeting these challenges (Principles 5 and 6).

Representing the unrepresented

At Middlesex we believe our research can make a real difference to the quality of people's working lives. We believe it is important to organisations, industry and society. At its core is the aim to help improve professional practice and know-how for practitioners and organisations, and contribute to the betterment of society.

Middlesex University Business School has a long history of research that values end users' needs, business growth and quality, and social equity. In particular, we have repeatedly made an impact in the following subjects:

- Policy formation, development, delivery and evaluation
- Business strategy, capacity and performance
- Improved conditions for employees/marginalised workers
- Professional practice

Creating meaningful impact is embedded in our research strategy. The aims are: (i) to produce research relevant to policy makers, business and society which (ii) defines and responds to issues as well as to debates, and (iii) involves stakeholders on a consistent basis, not merely project by project.

Our emphasis upon social purpose shines out in the research we do around business and policy. We actively seek out engagement with constituencies who are too often marginalised in business research, such as unemployed people, low paid workers, trade unions and social enterprises.

Putting ourselves forward

The tone is set by our Dean, Anna Kyrianiou, who is the elected Vice President of the Chartered Institute of Personnel and Development (CIPD), the world's largest Chartered HR and development professional body, with members from 120 countries. Moreover, our Business School was the first non-business member to join the UK branch of the UN Global Compact network, and participates actively in a number of high profile networks:

- The UN Habitat University Partnering Initiative
- Business Call to Action Network
- Business Fights Poverty
- African Inclusive Business Network
- National Centre for Business and Universities
- DFID private sector partnerships
- UK Catapult Centres
- UKTI Taskforce on Capacity Building in emerging markets

Additionally, the School regularly organises major conferences. For example, two linked conferences on vulnerable workers in 2010 and 2012 attracted large audiences from across the world, in which our international colleagues played a vocal role. Other examples of conference events include:

- Reconsidering the Demand Side: Labour Market Policy in the Economic Downturn (2009)
- Mutuels and Co-operatives Research: Past, Present and Future Directions (2010)
- Global Labour Issues (2013)
- Innovations in Public Services (2013)

Case studies

Environmental Sustainability

Case study #5 Getting the most from Green HRM and HRD

This unique international empirical study examines and demonstrates how HRM and HRD practices can increase environmental sustainability in the organisational context, and help to create an eco-friendly organisational culture. Through collaboration with McDonalds in the UK, Sweden and Germany, the purpose of the project is to present knowledge that will inform HRM/D interventions in the future both from organisations that already display environmental responsibility and those which aim to improve environmental sustainability.

Economic factors

Case study #6 Measuring the effect of austerity cuts

The study investigated the impact of organisational pressures during the recent economic crisis on the work life balance (WLB) agenda in the public sector. Contributing to the debate on institutional and economic factors influencing the adoption of WLB initiatives, the study identified a shifting emphasis from fairness-led and mutual flexibility to a more explicit employer, efficiency-led focus.

Developing influential relationships



Olumuyiwa Aseda

MA International Relations

Olumuyiwa won a place on the prestigious United Nations internship scheme, and spent several weeks at UN headquarters in New York.

“Our tutors encouraged us to apply for internships to gain practical and first hand experience. I was privileged to meet with world leaders from presidents to prime ministers. The internship also provides a networking forum with other individuals and interns, who can be of assistance to one another in the future.”

Case studies

International research

Case study #9 Improving Labour Market Outcomes in South Africa

Since 2001, colleagues at Middlesex University Business School have developed a stream of international research on labour markets and industrial relations focussed on southern Africa. This funded research enabled detailed data collection and analysis to be undertaken at both national and local labour market levels in South Africa and Mozambique. Building on these studies, subsequent investigation focused on the specific constraints being faced by job seekers and employees.

National minimum wage

Case study #8 Challenging the National Minimum Wage (NMW)

The NMW, which affects over one million workers in the UK, is paid to a disproportionate number of women, young workers, members of ethnic minorities and weakly qualified workers. In recent years, some 20,000 workers annually have been identified by HMRC as having being underpaid. Our research project led to improved compliance with the NMW. Many workers benefitted from the improved publicity and enforcement highlighted as required by this research and its recommendations.

Our Green Building Programme

Staying on target

Developments this year have included:

- Maintaining our silver status for Eco-Campus and working towards Gold and Platinum status
- Retaining our status as Fairtrade University by continuing to supply Fairtrade products in our corporate hospitality and retail outlets, running regular promotions
- Introducing a number of biodiversity initiatives to our campus with the introduction of beehives, wildflower meadows and green roofs
- Achieving a 2.1 class award in the People and Planet Green League, moving up to 52nd place, a rise of 18 places from last year
- Continuing our investment in new efficient LED lighting and controls as well as upgrades to our Building Management Systems, to better manage our heating, cooling and ventilation

The University has risen 18 places to 52 in the People & Planet Green League tables. Our new ranking, a year-on-year increase following last year's 41-place rise, reflects our commitment to sustainability and environmental improvement. This year, we have once again run successful cost and energy saving initiatives while we consolidate our activities onto one sustainable campus. The People & Planet Green League assesses the environmental and ethical performance of all UK universities annually, awarding First Class and 2:1 'degrees' to the top performers. Middlesex is among 31 institutions to achieve an Upper Second in 2013.



Times Higher Education Awards 2012 - Middlesex was highly commended in the 'Outstanding Contribution to Sustainable Development' category, because of our commitment to environmental issues.

Our Green Building Programme

Improving our physical estate

In the last few years we have completed an ambitious re-development plan for our main Hendon Campus while moving out of our Cat Hill and Trent Park sites. This has enabled us to reduce our floor area by almost a third while still offering the same level of high service to our stakeholders.

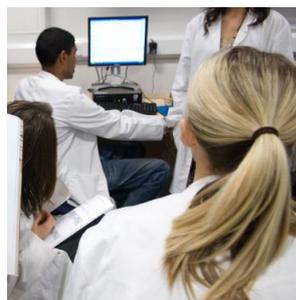
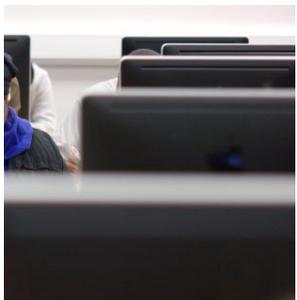
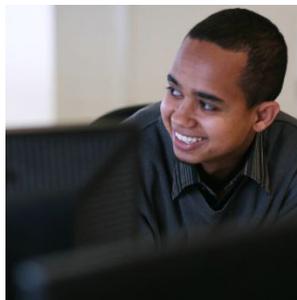
This move provided us with a golden opportunity to improve the physical estate at Hendon by refurbishing large areas and constructing new buildings like the Grove and Hatchcroft. These both achieved an Excellent rating with the Building Research Establishments Environmental Assessment Methodology (BREEAM).

BREEAM is a measure of environmental performance across a broad range of criteria ranging from transport, management processes, ecology, energy, water, pollution, materials, waste through to health and well being of the internal environment. The assessment covers the design and construction phases of the building.

The development of state-of-the-art facilities has been supported by several energy efficiency and sustainability measures such as:

- Combined heat and power to provide low carbon and cheaper electricity while providing heat recovery and cooling
- High efficiency and LED lighting
- Boiler replacement programmes
- Optimisation of our Building Management Systems (BMS)
- Solar PV and Solar thermal
- Using natural ventilation
- Ground source heat pumps
- Green Sedum roofs for insulation and biodiversity
- Voltage optimisation to reduce our electrical consumption
- Occupancy detectors to switch lights off in unoccupied rooms
- Reduced travel between sites for staff, students and our maintenance teams
- Sub metering across the estate so we can more accurately spot energy waste
- Water saving measures such as waterless urinals, push taps, dual flush toilets
- New waste and recycling management system in all new buildings meaning zero waste to landfill for the general non hazardous waste streams,
- Optimisation of all our servers and automatic shutdown for PCs.
- These actions combined, have over the last 5 years, led to absolute reductions in consumption of 22% for gas, 17% for electricity, 27% for water and 19% for carbon dioxide emissions. In financial terms the savings from reduced consumption in utility bills for 2010-11 vs. 2011-12 equates to £175,000!





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