



## Key messages and Points from the Scottish Universities' Management/Business Schools Meeting on Sustainability on the 22<sup>nd</sup> September 2009

### Introduction

This brief report outlines the key messages from the speakers and the key points that arose during the discussion.

### Key Messages from Speakers

The meeting was billed as **how or if** Scotland's Management/Business Schools should reflect the call for education in sustainability and management/business. Overall, it became apparent during the meeting that the challenge was **how rather than if**.

The meeting began with five speakers, the key messages from those speakers were as follows;

- Mr Keith Brown MSP – Minister for Schools and Skills
  - Scotland's central purpose is for all of Scotland to flourish through sustainable economic growth with educating individuals to be responsible citizens and effective contributors being important to achieving this outcome (sustainable in this context is about sustainable development)
  - Scotland has and continues to implement the UN Education for Sustainable Development values and principles into the curricula of primary and secondary schools.
  - The Government is currently working on its plans for actions to support the 2<sup>nd</sup> half of the UN decade
  - In the future Scottish students entering higher education will be more SD literate than ever before and in a similar manner to students being highly IT literate this will result in the requirement for universities to develop their curricula
  
- Mr Jonathan Slack – CEO, Association of Business Schools
  - Accreditation guidelines for business schools are changing, for example; EQUAL now includes sustainability as a key component
  - Business and management schools will need to reconsider their research and consultancy initiatives to reflect the SD agenda
  - The English Higher Education Funding Council has created carbon reduction targets for institutions around scope 1, scope 2 and scope 3<sup>1</sup>. With scope 3, in particular, covering the activities of lecturers – hence international air travel by lecturers may come into focus. A useful link to explain the HEFCE position, the definitions of the scopes and the consultation call regarding this is: [www.hefce.ac.uk/news/hefce/2009/carbon.htm](http://www.hefce.ac.uk/news/hefce/2009/carbon.htm)

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<sup>1</sup> Scope 1 emissions are direct emissions that occur from sources owned or controlled by the organisation, for example emissions from combustion in owned or controlled boilers/furnaces/vehicles. Scope 2 accounts for emissions from the generation of purchased electricity consumed by the organisation. Scope 3 covers all other indirect emissions which are a consequence of the activities of the organisation, but occur from sources not owned or controlled by the organisation – for example, commuting and procurement.



- The achievement of carbon reduction targets related to scope 1, scope 2 and scope 3 are likely to be linked to the availability of funds from the English Higher Education Funding Council.
- Mr Mark Batho – Chief Executive of the Scottish Funding Council
  - In the next few years capital funding is likely to be severely constrained. This potentially creates an environment where business models of higher education will need to be rethought; raising the question of what a Scottish Business School in the 21<sup>st</sup> century should look like?
  - 16 of the biggest businesses in Scotland are the universities. They will need to be able to demonstrate how they are enabling the Scottish Government's vision of flourishing through sustainable economic growth.
  - The Scottish Funding Council will be considering whether to follow the example of the English Funding Council and create targets for carbon reduction that are linked to the availability of funds.
- Dr. Craig Mackenzie – University of Edinburgh Business School
  - There is demand from business for services from universities such as executive education and benchmarking; with the University of Edinburgh having some success in this area
  - The University of Edinburgh has had success in launching its MSc in Carbon Management with a high level of demand from students
  - There is a capacity problem regarding the availability of qualified lecturers who cover business/management and sustainability
- Dr. Alan Murray – University of Sheffield, UN PRiME (Principles for Responsible Management Education)
  - Many UK and international business/management schools are signing up to PRiME
  - PRiME is relatively easy to engage with and can help provide a framework for changing management curricula
  - In the future there are likely to be reporting requirements for those signed up to PRiME

### Key Points that arose during the Discussion/Debate

- In a carbon constrained future consideration will need to be given as to how to engage with international students given the carbon footprint of flying to Scotland. For example do universities need to create international campuses or deliver material using IT?
- Going further into the future, if international students are coming to Scotland because of education capacity issues in their home countries.
  - What will be the compelling reason for students to come to Scotland in a carbon constrained and sustainability focused world, where education capacity constraints in international countries are likely to be less?
  - Will it be enough that they can learn about business/management or will business/management schools need to offer more?
  - What is the future role and purpose of business/management schools in Scotland towards enabling sustainable economic growth?
- How can Scotland's management/business schools work together to deliver the services and requirements of the 21<sup>st</sup> century? How can they reflect the



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enhancement theme regarding the 21<sup>st</sup> century graduate, specifically; *What should be the attributes of a graduate from Scottish Higher Education in the 21st century and how can the achievement of these attributes best be supported?* (<http://www.enhancementthemes.ac.uk/themes/21stCGraduates/default.asp>)

- How do the incentive structures affecting lecturers need to change to reflect a carbon constrained world, particularly with reference to potential scope 3 targets?
- Given the capacity issue regarding the availability of appropriately qualified lecturers, is there the opportunity for a sustainable development focused teaching development initiative to be provided?
- Given capacity issues regarding academic staff in this area, is there potential for a researcher development initiative to support research in SD/management & business?
- There was a desire, among some present, to develop areas where we may be able to foster joint working. This may be around some of the ideas that are listed above or other ideas that will emerge from further discussion.
- There was some discussion about how to use IT to ensure that we have intellectual engagement/renewal without the footprint

### Next Steps

There are some concrete suggestions around which we may want to work including;

- Vision for business schools in the 21<sup>st</sup> century
- Teaching development initiative
- Researcher development initiative
- Responding to the QAA enhancement theme via an SD lens
- Brainstorming ideas for educational delivery in this area

Some observations included;

- If we don't do something differently we are missing the point
- There is stupid carbon and intelligent carbon
- Cash cows versus carbon costs
- SD is more than carbon and there are significant social benefits of international students

What we (SASI) will do;

- Act as a central point of contact and collate responses to possible joint working proposals
- Once interest has been gauged upon any of the initiatives above, take forward those initiatives
- Take a watching brief on whether to arrange an event in the future

### List of Attendees



University  
of  
St Andrews

1. Prof. Gillian Hogg, Head of School of Management & Languages, Heriot-Watt University	2. Prof. Nick Oliver, Head of Business School, Edinburgh University
3. Prof. Roger Sugden, Director Stirling Management School, University of Stirling	4. Dr Jo Cook, Management School, University of Stirling
5. Grant MacKerron, Head of School of Management and Law, Edinburgh Napier University	6. Prof. Rita Marcella, Dean of Aberdeen Business School, Robert Gordon University
7. Professor Rob Gray, School of Management, University of St. Andrews	8. Prof. Alex Russell, Head of Dundee Business School, University of Abertay Dundee
9. Mr. Peter Booth, Director of David Livingstone Centre for Sustainability, University of Strathclyde	10. Mr Mark Batho, Chief Executive, Scottish Funding Council
11. Dr. Craig Mackenzie, Edinburgh Business School	12. Mr Keith Brown MSP – Minister for Schools and Skills
13. Mr. Jonathan Slack, Chief Executive, Association of Business Schools	14. Prof. Jan Bebbington, St. Andrews Sustainability Institute, University of St Andrews
15. Mr Nick Barter, St. Andrews Sustainability Institute, University of St Andrews	16. Dr. Alan Murray, Management School, University of Sheffield
17. Ann McVie, Strategic Funding and LLD HELSD, Scottish Government	18. Prof. Angela Black, Head of the University of Aberdeen Business School
19. Mr John Turner, Dean of Business School, University of West of Scotland	

Lastly, please note that this report will be circulated to those individuals who were unable to attend on the day; Prof. David Collinson (University of Dundee), Prof. Christopher Moore and Prof. Zeljko Sevic (Glasgow Caledonian University).