

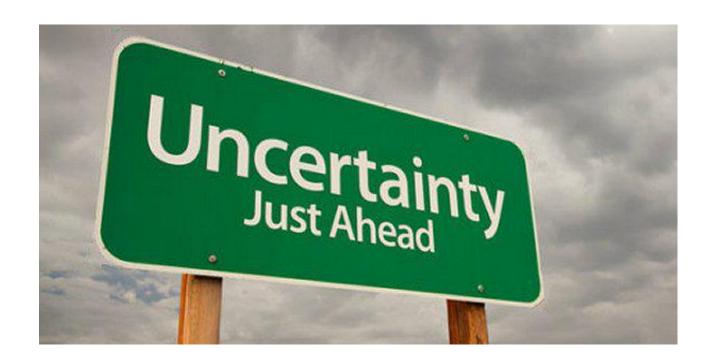
Professor
James
Longhurst
AVC
Environment
and
Sustainability
UWE Bristol

STEM Graduates for a Changing World

The Opportunity and Challenge of Embedding Education for Sustainable Development in HE

30th January 2020







## **Outline of Talk**

- Part 1 The opportunity for the HE sector
- Part 2 The complex challenge that we face
- Part 3 A little context and background to sustainability in HE.
- Part 4 Some examples of practice.
- Part 5 The 2014 ESD Guidance.
- Part 6 Issues and challenges for the 2020 Guidance Review.
- Part 7 What is the sector already doing and what more is needed?
- Part 8 Some concluding thoughts.



## 5 Propositions

- Through the talk I will build an argument to address in my conclusions each of the 5 propositions that form the context of this conference.
- I will argue that the severity and nature of the issues we face mean that all graduates must be prepared through their HE experience for the climate and ecological emergency that will become increasingly manifest across their lifetime.
- According to actuary tables a typical graduate will have some 60 years of life of after graduation.
- How will their higher education equip them for treading more lightly in their professional and private lives?





http://www.leunig.com.au/works/cartoons



# Part 1 The opportunity for the HE sector





# The HE Sector in the UK Appreciate the size of the entity (2017/18 data)

164 higher education institutions in the UK returning data to HESA (data includes alternate providers and HE provision in colleges).

2.34 million students at UK higher education institutions

777 005 Graduates in 2017/18 (UG PGT and PGR)

https://www.universitiesuk.ac.uk/facts-and-stats/Pages/higher-education-data.aspx

3 798 000 new graduates over the 5 year period 2013/14 - 17/18 https://www.hesa.ac.uk/news/17-01-2019/sb252-higher-education-student-statistics/qualifications



# The HE Sector in the UK Appreciate the size of the entity (2017/18 data)

429,560 staff employed at UK higher education institutions, 49% academics

Source https://www.universitiesuk.ac.uk/facts-and-stats/Pages/higher-education-data.aspx

HE staff and students = 4.1% of UK population

Expenditure of HE - total operating expenditure by the sector £37.2 billion.

Source: https://www.hesa.ac.uk/data-and-analysis/finances/income

Think of the decade to 2030 and the number of graduates the HE sector alone can influence – could be as many as 7 million or more!

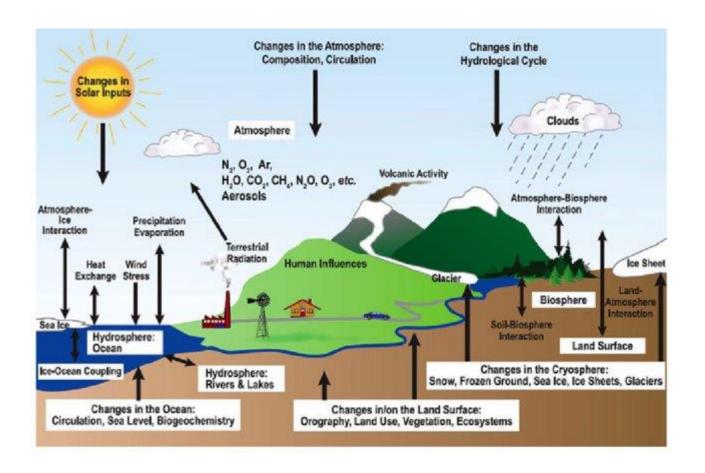


# Part 2 The complex challenge that we face





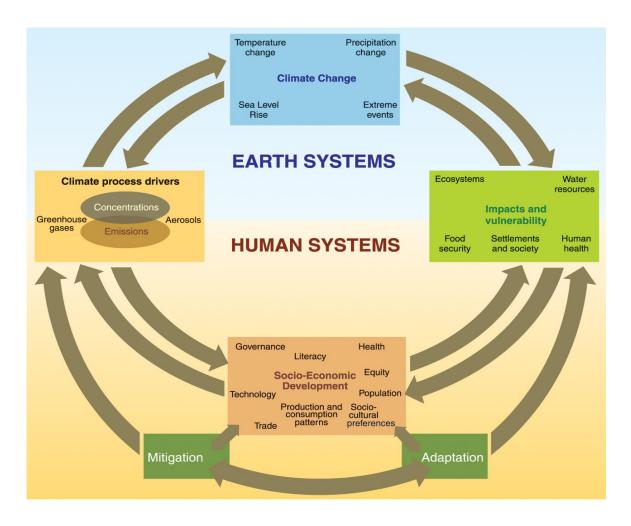
## The Global System – System thinking needed



Global climate system. AR4 Climate Change 2007: The Physical Science Basis IPCC (2007)



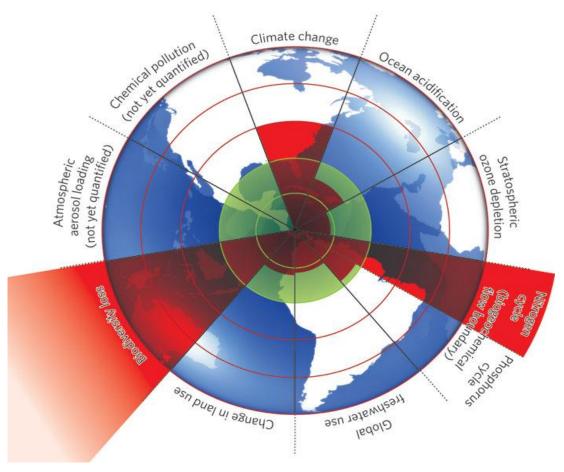
# System Thinking Must Include Human Interactions with the Environment



IPCC AR4 Synthesis Report (2007). Simplified representation of systems components and interactions



# Conceptualising the problem 'A safe operating space for humanity'

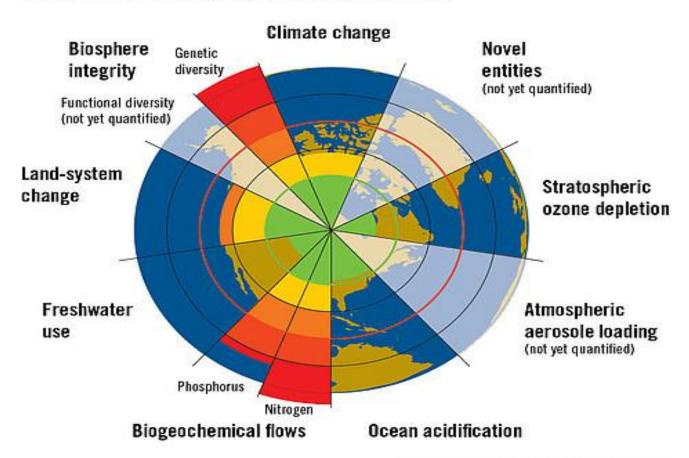


Rockström, J., etal 2009. Planetary Boundaries: Exploring the Safe Operating Space for Humanity. Ecology and Society 14(2): 32. [online] URL: http://www.ecologyandsociety.org/vol14/iss2/art32/

# UWE University of the West of England

## **Environmental Limits**

## A safe operating space for humanity



Source: Steffen, Rockström et al. (2015)

Planetary boundaries: Guiding human development on a changing planet Steffen et al (2015) Science Vol. 347, Issue 6223, DOI: 10.1126/science.1259855



# Stewardship





## **IPBES Chair, Sir Robert Watson. 7/5/19**

"The health of ecosystems on which we and all other species depend is deteriorating more rapidly than ever. We are eroding the very foundations of our economies, livelihoods, food security, health and quality of life worldwide."

"The overwhelming evidence... from a wide range of different fields of knowledge, presents an ominous picture"

Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) <a href="https://ipbes.net/news/Media-Release-Global-Assessment">https://ipbes.net/news/Media-Release-Global-Assessment</a>



## **Extinction Risk**

20-30% of the species on Earth may be at risk of extinction if the climate warms by an average of 1.5°C.

Most ecosystems will struggle if the planet warms by more than 2°C.

Climate change is happening too quickly for many species to adapt.

Intergovernmental Panel on Climate Change <a href="https://www.ipcc.ch/sr15/">https://www.ipcc.ch/sr15/</a>

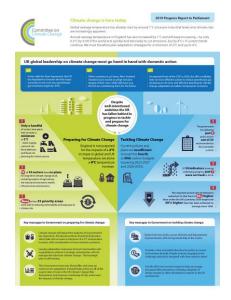


# Challenging times

Keeping within 1.5°C to 2°C of warming is extremely challenging.

The Committee on Climate Change 2019 Progress Report to Parliament noted that the UK government is currently "under-prepared for even the most optimistic predictions of temperature increase, let alone the trajectory".

https://www.theccc.org.uk/publication/reducing-uk-emissions-2019-progress-report-to-parliament/







# Significant Global Challenges

Living with the climate and ecological challenges of the 21st Century will require graduates to be

Resilient
Adaptable
Think systemically
Have a future facing outlook
Be aware of stewardship responsibilities
Have a global perspective recognising the inter-connectedness of the world



# Part 3 A little context and background to sustainability in HE.







Is an Imperative

Essential

David Orr

## **David Orr**

"Many things on which your future health and prosperity depend are in dire jeopardy: climate stability, the resilience and productivity of natural systems, the beauty of the natural world, and biological diversity."

'It is worth noting that this is not the work of ignorant people. It is, rather, largely the result of work by people with BAs, BScs, LLBs, MBAs, and PhDs'.

David Orr (1991) What is Education For? Six myths about the foundations of modern education, and six new principles to replace them.

Available in

David W Orr (2011) <u>Hope Is an Imperative. The Essential David Orr.</u> Island Press/Centre for Resource Economics 372pp. eBook ISBN 978-1-61091-017-0



## **Education: a (Partial) Solution**

- So, if Education is partly the cause of our environmental misfortune might it be also a partial solution?
- As Albert Einstein once said "The significant problems we face today cannot be solved at the same level of thinking we were at when we created them."
- Einstein reminded us that doing the same thing over and over again and expecting different results is insanity. We must change.
- Voltaire said "No problem can withstand the assault of sustained thinking".
- Universities are good at thinking!



# Sustainable development

'Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

It contains within it two key concepts:

the concept of 'needs', in particular the essential needs of the world's poor, to which priority should be given; and

the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs.

Chapter 2 http://www.un-documents.net/our-common-future.pdf

Brundtland Report (1987) World Commission on Environment and Development,

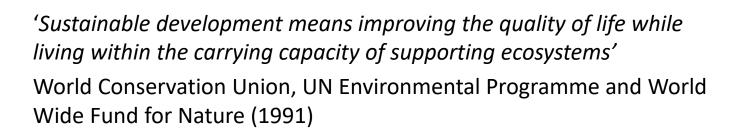


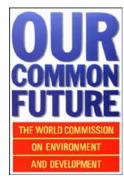


# **Sustainable Development**

'Sustainable Development aims to promote harmony amongst human beings and between humanity and nature '

Brundtland Report (World Commission on Environment and Development, 1987)







# The 2030 UN Sustainable Development Goals





## **Education for Sustainable Development**

"ESD extends the scope (of SD) to deal with the complex amalgamation of issues relevant to environment, society and economy. ESD prepares people to cope with and find solutions to problems that threaten the sustainability of the planet."

UNESCO (2007) United Nations Decade of Education for Sustainable Development 2005-2014: The first two years. Pp6

ESD is about the contribution that can be made to sustainable development through learning and teaching.

Key to this is the development of skills, knowledge and values that promote behaviour and approaches that support the goal of reconciling human needs with the environmental limits of the planet.



## **UNESCO, 2014 ESD Definition**

"Education for Sustainable Development allows every human being to acquire the knowledge, skills, attitudes and values necessary to shape a sustainable future."

"Education for Sustainable Development requires far-reaching changes in the way education is often practised today."

http://www.unesco.org/new/en/unesco-world-conference-on-esd-2014/resources/what-is-esd/



# Part 4 Some examples of practice.

## SDGs and UWE programmes



UWE of the West of England



## **ESD** in UK HEIs

- The UK has a relatively long engagement with the ideas of ESD.
- HEIs have developed under- and postgraduate degree programmes and specific modules to address some or all of the curriculum challenges posed by sustainable development.
- More recently, some HEIs have considered the position of sustainable development within the institutional mission stimulated by internal recognition of the opportunity, in response to student concerns or positioning of competitor institutions
- Such institutions will walk a fine line between "green wash" and being able to demonstrate prioritisation of actions and systemic engagement with education for sustainable development.



## **Examples of ESD good practice**

- from my own visits and experiences
- **1. Worcester** <a href="https://www.worcester.ac.uk/about/sustainability/what-we-do/education-and-learning.aspx">https://www.worcester.ac.uk/about/sustainability/what-we-do/education-and-learning.aspx</a>
- **2. Winchester** <a href="https://www.winchester.ac.uk/about-us/sustainability-and-social-justice/education-for-sustainable-development/">https://www.winchester.ac.uk/about-us/sustainability-and-social-justice/education-for-sustainable-development/</a>
- 3. University of the West of England <a href="https://www1.uwe.ac.uk/about/corporateinformation/sustainability/education.aspx">https://www1.uwe.ac.uk/about/corporateinformation/sustainability/education.aspx</a>
- 4. University of the Arts <a href="https://www.arts.ac.uk/about-ual/sustainability#education">https://www.arts.ac.uk/about-ual/sustainability#education</a>
- **5. Southampton**<a href="https://www.southampton.ac.uk/sustainabilityaction/curriculum/index.page">https://www.southampton.ac.uk/sustainabilityaction/curriculum/index.page</a>
- **6. Plymouth** <a href="https://www.plymouth.ac.uk/students-and-family/sustainability/sustainability-education/esd">https://www.plymouth.ac.uk/students-and-family/sustainability/sustainability-education/esd</a>
- 7. Nottingham Trent <a href="https://www.ntu.ac.uk/about-us/sustainability/sustainable-learning">https://www.ntu.ac.uk/about-us/sustainability/sustainable-learning</a>



# **Examples continued**

- 1. Manchester Metropolitan <a href="https://www.celt.mmu.ac.uk/esd/index.php?section=esd">https://www.celt.mmu.ac.uk/esd/index.php?section=esd</a>
- 2. Manchester <a href="http://www.sustainability.manchester.ac.uk/teaching/">http://www.sustainability.manchester.ac.uk/teaching/</a>
- 3. Keele <a href="https://www.keele.ac.uk/greenkeele/educationforsustainability/">https://www.keele.ac.uk/greenkeele/educationforsustainability/</a>
- 4. Gloucester <a href="https://sustainability.glos.ac.uk/staff/education-for-sustainability/">https://sustainability.glos.ac.uk/staff/education-for-sustainability/</a>
- 5. Edinburgh <a href="https://www.ed.ac.uk/sustainability/what-we-do/research">https://www.ed.ac.uk/sustainability/what-we-do/research</a>
- **6. Canterbury Christ Church** <a href="https://www.canterbury.ac.uk/education/our-work/exploring-sustainability/education.aspx">https://www.canterbury.ac.uk/education/our-work/exploring-sustainability/education.aspx</a>
- 7. Bristol <a href="http://www.bristol.ac.uk/green/doing/sustainability-courses/">http://www.bristol.ac.uk/green/doing/sustainability-courses/</a>

Z-A list - no ranking implied

# SDGs and UWE programmes



NO POVERTY



project UFCF6X-30-2 eBusiness



BSc(Hons) Information **Technology Management** for Business (ITMB)

Issues of relevance

Place in the ITMB Programme

GOOD HEALTH AND WELL-BEING



EDUCATION





**CLEAN WATER** AND SANITATION



AFFORDABLE AND **CLEAN ENERGY** 







**UWE** Bristol of the West of England **DECENT WORK AND** ECONOMIC GROWTH



9 INDUSTRY, INNOVATION





### **SUSTAINABLE CITIES** AND COMMUNITIES



RESPONSIBLE CONSUMPTION AND PRODUCTION





Key role of IT in carbon reduction (required for 20% of GHG reductions by 2030). Reducing the carbon footprint arising from IT use of electricity (about 3% of global GHG





STRONG INSTITUTIONS



UFCFA5-15-3 Information Networks and Society UFCFB5-15-3 Ethical and Professional Issues in Computing and Digital Media
UMODDP-15-1 Understanding Organisations and people And 12 other modules

**PARTNERSHIPS** FOR THE GOALS



Ability to adapt to different academic and cultural settings. Technology sharing and cooperation. Role of the Technology Bank

Modules: UFCFWJ-15-3 International Experience

# SDGs and UWE programmes



### No poverty

maternity service

- Ensuring access to midwife services & care by the poor Models of healthcare toward a more flexible & integrated
- Holistic assessment of needs: emotional, physical, spiritual, social



### Zero hunger

- Responsive feeding local, seasonal & organic food Environmental toxins



## Midwifery at UWE and the Sustainable **Development Goals**

- What UWE teaches
- The issues to be tackled



## Decent work and economic growth

- Funding for healthcare
- Interagency working
   Health implications of
- Efficiency in midwife practice
  Differences between consideration



### Good health and wellbeing

- Wellbeing
   Mental Health
   Neonatal & maternal health
   Preventable disease
- Maternity & Paternity leave
- Continuity of care Natural Birth HIV & Hepatitis in mothers



## **Ouality education**

- Training of midwives
- Models of education Education of families
- Technology & healthcare
- Evidence based practice
- Interdisciplinary Inquiry-based learning
- Case based education
- Digital literacy standards



## **Gender equality**

- MigrationUnderstanding role of woman in different cultures
- Respecting individuals
- Models of care/delivery of care Individual care plans for women Learning from service users
- Digital literacy standards FGM Female genetic mutilation Promoting advocacy Reflection on Practice



### Clean water and sanitation

- Role of freshwater in lives of
- Hygiene Vaccinations - Eco Parenting



## Affordable and clean energy

- Transportation within practice Energy availability for families





of the Bristol West of England

- Joined up healthcare system

- unemployment
  Inclusion of midwife care in Aid
  for Trade Initiatives
- of social demographic group

### Industry. innovation and infrastructure

- Healthcare infrastructure
   Scientific research for healthcare
   Use of digital technology
- Overseas Working & Learning healthcare e.g. telemedicine/ telehealth



## Reduced inequalities

- Vulnerability of women
   Disability
   Midwifery care for migrants
- Prison & Traveling
- community contexts Learning & physical disability
- International perspectives
- Reflection on Practice Working with vulnerable



## Sustainable cities and communities

- Models of healthcare



## Responsible consumption and production

- Sustainability healthcare
- practice
   Living in harmony with nature
   Procurement of healthcare
- Nappies Use of Medical Equipment



### Climate action

- Resistance
- Transport
- Emergency midwife care in disasters stricken areas
- Health as a core component of
- human resilience Clients to professional and



### Life below water

- Waste reduction
- Healthcare links to marine
- Awareness of waste minimisation
- & waste disposal Waste Minimisation in clinical
- Eco-parenting NHS Sustainable development Strategy Reflection on Practice



## Life on land

- Waste reduction

- Mental wellbeing Reflection on Practice Eco-parenting

### Peace, justice and strong institutions

- Holistic assessment
- Community Care • Healthcare systems
- Family centred care Community Care
- Respecting Individuals Reflection on Practice



## Partnerships for the goals

- National health policy
   International health partnerships
   Public/private healthcare provision
- Responsive endorsement of sustainability Global learning
- International perspectives NHS manager shadowing





# **Challenges**

- 1. Responding to student demand and expectation.
- 2. Agility and speed of response.
- 3. Business as usual response.
- 4. Focus on skills and employment opportunities from the old economy.
- 5. Recognising the scale and complexity of the new reality can leadership teams grasp the scale of the issues they confront?



## The Climate and Ecological Emergency

Responding to the urgency of the challenge.

Demands new thinking by HEIs.

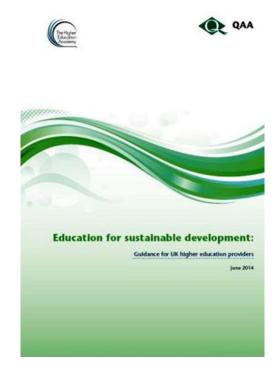
Requires more than a simple declaration.

It is green wash if a declaration is not immediately followed by a root and branch review of institutional culture, policies, processes, and incentives.

In turn, followed by strategy, plans and policy directed towards solutions not continuation of business as usual.



# Part 5 The 2014 ESD Guidance





## The ESD Guidance

The Guidance was prepared by representatives of the UK higher education community with expertise in education and sustainable development. Importantly it included student representatives.

It was facilitated via a collaboration between the Quality Assurance Agency for Higher Education (QAA) and the Higher Education Academy (HEA).

The guidance was released in June 2014.

The initial idea emerged from the work of the former Higher Education Academy's Education for Sustainable Development Advisory Group in 2012.



#### The Guidance

- Higher Education Academy and Quality Assurance Agency (2014) Education for Sustainable Development: Guidance for UK higher education providers, QAA, Gloucester.
- Available at:
- <a href="https://www.qaa.ac.uk/docs/qaa/quality-code/education-sustainable-development-guidance-june-14.pdf?sfvrsn=1c46f981\_8">https://www.qaa.ac.uk/docs/qaa/quality-code/education-sustainable-development-guidance-june-14.pdf?sfvrsn=1c46f981\_8</a>
- The Guidance is now over 6 years old and in need of review and updating.
- Fortunately, both QAA and Advance HE have agreed to do this in 2020.



## The QAA- HEA Guidance defines ESD as

 "Education for sustainable development means enabling students to develop the knowledge and understanding, skills and attributes needed to work and live in a way that safeguards environmental, social and economic wellbeing, both in the present and for future generations."



## **Guidance Purpose**

- It is <u>not</u> about dictating practice, setting curricula or forcing change.
- It <u>is</u> about responding to contemporary influences and supporting providers in preparing graduates for the 21<sup>st</sup> century.
- It should operate across disciplines; represent a consensus view; enable rather than constrain innovation.



#### The Guidance - outcomes-based framework

- The guidance provides an outcomes-based framework, and general guidance on approaches to teaching, learning and assessment.
- The guidance is intended to be relevant to educators in all disciplines wishing to embed or include learning about sustainable development across their curricula.
- It includes signposts to additional information and resources.
- The Guidance is intended to serve an enhancement function.



#### **Guidance Themes**

#### The Guidance encourages students to:

- consider what the concept of global citizenship means in the context of their own discipline and in their future professional and personal lives
- consider what the concept of environmental stewardship means in the context of their own discipline and in their future professional and personal lives
- think about issues of social justice, ethics and wellbeing, and how these relate to ecological and economic factors
- develop a future-facing outlook; learning to think about the consequences of actions, and how systems and societies can be adapted to ensure sustainable futures.



#### **Intended Outcomes**

- The Guidance sets out the expectations that a graduate with ESD skills, knowledge, capabilities and competencies will be able to demonstrate.
- HE should provide the opportunity for all students to experience formal and informal learning which together allows a student, a future graduate, to demonstrate the achievement of graduate outcomes relevant to ESD.
- The outcomes should not be used as a rigid checklist, but rather as a helpful guide to assist in module or programme design or enhancement.



## The Guidance – don't forget extra curricular activities

- While the guidance is focused on curricular activities, it recognises that students may also learn through extra curricular activities, both on and off campus, such as volunteering or participation in community-based projects.
- ESD encourages students to develop critical thinking and to take a wideranging, systemic and self-reflective approach, adapting to novel situations that can arise from complexity.
- An ability to anticipate and prepare for predictable outcomes and be ready to adapt to unexpected ones is an important goal.



# Part 6 Issues and challenges for the 2020 Guidance Review





## Review of the 2014 guidance

On behalf of Advance HE and the QAA a review team will commence work next month to review and update the guidance.

This task will be completed by June 2020.

I welcome your views on this review.

Dr Gough and I will be available during the breaks to hear your views on structure, approach and content of the revised Guidance.







#### The Review

Should it be framed around Graduate Outcomes?

How much attention should be given to teaching and learning approaches or to extra curricula opportunities?

How, if at all, should the Guidance address questions relating to the climate and ecological emergency?

How should the Guidance deal with the Sustainable Development Goals?

Should the Guidance continue to focus attention on

- Systemic thinking and analysis
- Participatory and Collaborative learning
- Development of a future facing outlook
- Critical reflection



#### The Review

How, if at all, should the Guidance relate to

- The revised UK Quality Code for Higher Education (2018) <a href="https://www.qaa.ac.uk/quality-code">https://www.qaa.ac.uk/quality-code</a>
- Advice and Guidance for the Code <a href="https://www.qaa.ac.uk/quality-code/advice-and-guidance">https://www.qaa.ac.uk/quality-code/advice-and-guidance</a>
- Annex D: outcome classification descriptions for FHEQ L6 and FQHEIS L10 degrees (2019): <a href="https://www.qaa.ac.uk/quality-code/qualifications-and-credit-frameworks">https://www.qaa.ac.uk/quality-code/qualifications-and-credit-frameworks</a>
- Subject Benchmark Statements which describe the nature of study and the academic standards expected of graduates in specific subject areas. <a href="https://www.qaa.ac.uk/quality-code/subject-benchmark-statements">https://www.qaa.ac.uk/quality-code/subject-benchmark-statements</a>



## The UN Sustainable Development Goals





Part 7
What is the sector already doing and what more is needed?





#### What Can the Sector Do?

- Mobilise energy, enthusiasm, financial resources and intellectual capabilities to help society align with the SDGs.
- Listen to the student voice
- Redirect research strategies to support SDG attainment.
- Teach all students how to tread lightly on the planet.
- Engage with civil society to build capacity and capability to minimise impacts and help adaptation to a changing climate
- Manage our estates sustainability, use financial resources for good and provide exemplars for how society can transition to a lower carbon, more equitable future.
- Build a sector wide alliance for change.



#### **SDG** Accord

https://www.sdgaccord.org/

 "This Accord calls upon we, the world's universities and colleges to embed the Sustainable Development Goals into our education, research, leadership, operations, administration and engagement activities."



The University and College Sector's Collective Response to the Global Goals



## **Climate Emergency Letter**

https://www.sdgaccord.org/climateletter

#### An initiative of

- Higher Education Sustainability Initiative (HESI)
- Global Alliance
- EAUC The Alliance for Sustainability Leadership in Education
- Second Nature
- Letter presented to the UN and CoP 25





## **Climate Emergency Letter**

Calls upon signatories to commit to a three-point plan:

- 1. Mobilizing more resources for action-oriented climate change research and skills creation;
- 2. Committing to going carbon neutral by 2030 or 2050 at the very latest;
- Increasing the delivery of environmental and sustainability education across curriculum, campus and community outreach programmes.

We call on governments and other education institutions to join us in declaring a Climate Emergency and back this up with actions that will help create a better future for both people and our planet.



#### **The Climate Commission**

The Association of Colleges, EAUC, GuildHE and Universities UK have partnered to establish a Climate Commission for UK Higher and Further Education.

https://www.eauc.org.uk/climate\_commission











### **Climate Commission Target Statement**

- 1. Further and higher educational institutions should aim for net-zero Greenhouse Gas (GHG) emissions for Scope 1 and 2 by 2030, as per IPCC recommendations, as a minimum.
- 2. There should be significant sector action towards reducing Scope 3 emissions within this timeframe. A first step should be to understand sector Scope 3 emissions and develop a framework that can be used as a basis for understanding the current baseline and establishing a meaningful target that is in line with the ambition set out above.
- 3. Scope 3 net-zero GHG emissions should be achieved no later than 2050.



#### **Climate Commission Priorities**

The Climate Commission has identified five areas that the sector needs focused support on to ensure there is a clear and feasible pathway to reach targets

- 1. Mobilising the Further and Higher Education voice for influence and impact
- 2. Research and innovation—the funding and scope of research and innovation and maximising its impact
- **3. Scope 3 emissions** profiling work underway, developing sector understanding of Scope 3 emissions, and supporting the sector to make significant progress in addressing these
- **4. Deep adaptation** including governance, risk, mitigation and adaptation for the future of our campuses and operations
- **5. Education and the student experience** curriculum development and the climate emergency



### **Climate Commission Evidence Gathering Events**

- 1. Friday 6th March 1300-1430: Priority 1 Mobilising the Further and Higher Education voice for influence and impact
- 2. Tuesday 24th March 1300-1430: Priority 2 Research and Innovation
- 3. Wednesday 29th April 1300-1430: Priority 3 Scope 3
- 4. Tuesday 19th May 1000-1130: Priority 4 Deep Adaptation
- 5. Tuesday 2nd June 1500-1630: Priority 5 Education and Student Experience

Book at <a href="https://www.eauc.org.uk/climate">https://www.eauc.org.uk/climate</a> commission



# Part 8 Some concluding thoughts.





## The Challenge for HE

- Responding to the Climate and Ecological Emergency
- A key role for HE
- Demonstrating leadership and mobilising our capabilities and capacity to support change in

in research
in estate management
in civic engagement



# To Conclude. The 5 Propositions (with a few tweaks)

- STEM graduates must develop the knowledge, skills, values and behaviours that will enable then to contribute to a more sustainable future.
- Curricula must foster students' understanding of how their discipline intersects with the Sustainable Development Goals (SDGs). The SDGs should be seen as an interrelated group and not cherry picked.
- STEM graduates must develop cross-cultural competency and understand how human rights, gender equality and global citizenship impact on the global workplace. These are critical parts of the SDGs and need to be integrated into a STEM education.



# To Conclude. The 5 Propositions (with major tweaks)

- The changing world will require STEM (and all) graduates to adopt resilient and flexible approaches across their life course.
- In order to thrive in a changing world students should have the opportunity to develop and evaluate their personal leadership styles in a range of settings.



#### **Professor James Longhurst**

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**Public profile** 

http://people.uwe.ac.uk/Pages/person.aspx?accoun
tname=CAMPUS\j-longhurst

