

**A NEED TO FILL THE GAP:
IS THERE ENOUGH
“INSTITUTIONAL SOCIAL
RESPONSIBILITY“ (ISR) IN
GERMAN UNIVERSITIES?**

Wolfgang Stark, Kim Stöckmann & Stefan Tewes
University of Duisburg-Essen, Germany

Starting Point

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□ Identify Ways to Establish CSR/SD in a Sustainable Way

- Potential leverage points
 - Markets
 - Organizations/Cultures
 - Consumers
 - Executives

Higher Education

is one of the keys toward Social Responsibility

- Many students will in their professional career have the managerial responsibility to integrate CSR/SD in companies by
 - Setting strategic goals
 - Monitoring business objectives

Today's Students = Executives of tomorrow

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- **Requirements for today's and tomorrow's managers:**
 - ▣ Responsibility toward changing role of business in society
 - ▣ From shareholder-orientation to stakeholder-management
 - ▣ Ethical reflection of the corporate responsibility within the global competition

→ **New Requirements for Higher Education**

- Cognitive and Discipline-oriented Knowledge will be completed by
 - **Social Learning**
 - **Leadership, Community and Team Building Skills**
 - **Civic Education**
 - **Sensibility for Challenges in Society**
 - **Awareness for Social Responsibility**

CSR and Sustainability Education in Universities – Two Studies

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CSR-Ranking

- 42 German Universities
 - 41 ARWU-Ranking 2007 plus Potsdam University
 - Coverage: 48,37 % of all university students in Germany
- Web-based Survey of departments and chairs
 - N = 8069
respondents: 28,09 % (2270)
completed survey: 13,85 % (1119)
analyzable: 11,34 % (915)

Sustainability Overview

- 15 Universities in North-Rhine-Westphalia
 - Coverage: 72,41 % of all university students in NRW
- Web-based Survey of Chairs
 - N = 2636
respondents: 38,92 % (1026)
completed survey: 23,60 % (622)
analyzable: 13,01 % (343)

Explorative Ranking – Results (Top Cluster)

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NAME OF UNIVERSITY	NAME OF ANALYSIS	Web-based Analysis (30%)	Questionnaire (70%)	OVER ALL RANKING
Technische Universität Dresden		76,82	100,00	93,05
Technische Universität Berlin		59,39	98,22	86,57
Universität Hannover		60,75	90,95	81,89
Ludwig-Maximilians-Universität München		67,50	87,62	81,59
Albert-Ludwigs-Univ. Freiburg im Breisgau		58,07	91,64	81,57
Martin-Luther-Universität Halle-Wittenberg		64,12	87,56	80,53
Universität Duisburg-Essen		56,50	89,38	79,51
Universität zu Köln		64,07	85,92	79,37
Westfälische Wilhelms-Universität Münster		66,65	83,99	78,79
Universität Hamburg		56,44	87,31	78,05
Universität Bremen		60,27	83,68	76,66
Technische Universität Darmstadt		39,56	91,96	76,24
Ruhr-Universität Bochum		43,07	86,15	73,23
Technische Universität München		38,05	87,85	72,91
Universität Leipzig		37,53	86,53	71,83
Universität Fridericana zu Karlsruhe (TH)		53,98	77,93	70,75
Universität Bayreuth		41,88	79,61	68,29
Friedrich-Schiller-Universität Jena		33,43	82,80	67,99
Ruprecht-Karls-Universität Heidelberg		34,57	80,41	66,66
Phillips-Universität Marburg		47,36	74,71	66,50

Explorative Ranking - Procedure

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- Web-based University Analysis (30 %)
 - Based on 30 Criterias (CSR, CC, Sustainability etc.)
 - Chair Homepages (33,33 %)
 - Programs of Lectures (25 %)
 - Library (25 %)
 - Staff (16,66 %)
- Survey of 915 Chair Members (70 %)
 - Questionnaire including 3 Sectors á 4 Questions
 - Teaching (e.g. Amount of Lectures)
 - Research (e.g. Amount of Publications)
 - Practical Experience (e.g. Practical Engagement)

Integration of Social Responsibility in the University System

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By Disciplines

Overall 915 Chairs

(marginal topic relation)

Business Science	25,14 %
Social Science	10,60 %
Earth Science	8,96 %
Educational Science/Psychology	5,68 %
Agriculture	5,46 %

Including 132 Best-Practice Chairs

(high topic relation)

Business Science	12,88 %
Social Science	11,36 %
Engineering	10,61 %
Educational Science/Psychology	8,33 %
Architecture	6,06 %
Earth Science	6,06 %

By Research/Teaching based on the Triple Bottom Line

(1: low orientation; 5: highest orientation)

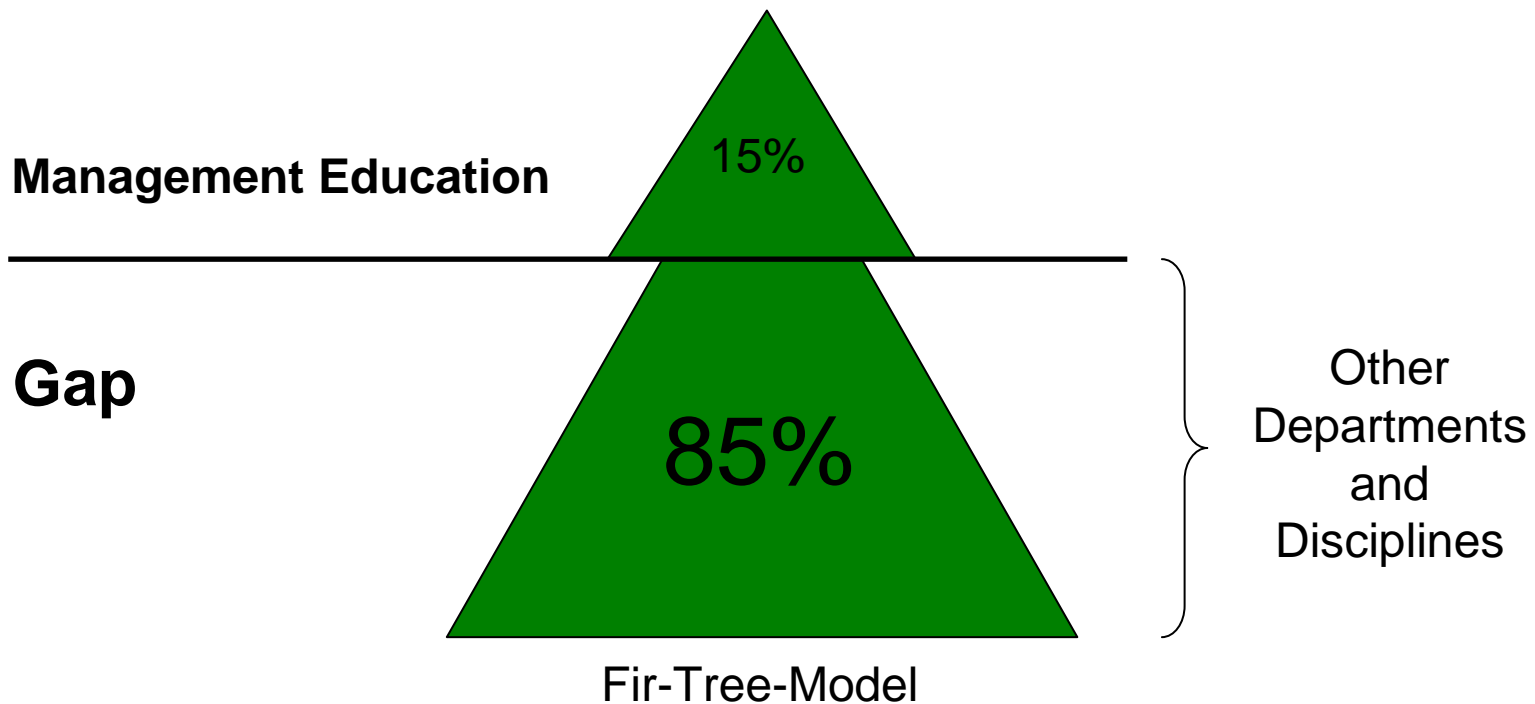
	<u>915 Chairs</u>	<u>Including 132 Best-Practice Chairs</u>
social:	3,62	4,20
economic:	3,50	3,64
ecological:	2,79	3,55

Can Management Education cover all CSR/SD?

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Example: Range of Faculties in NRW

- Detailed survey informations: Handout I



How to fill the gap?

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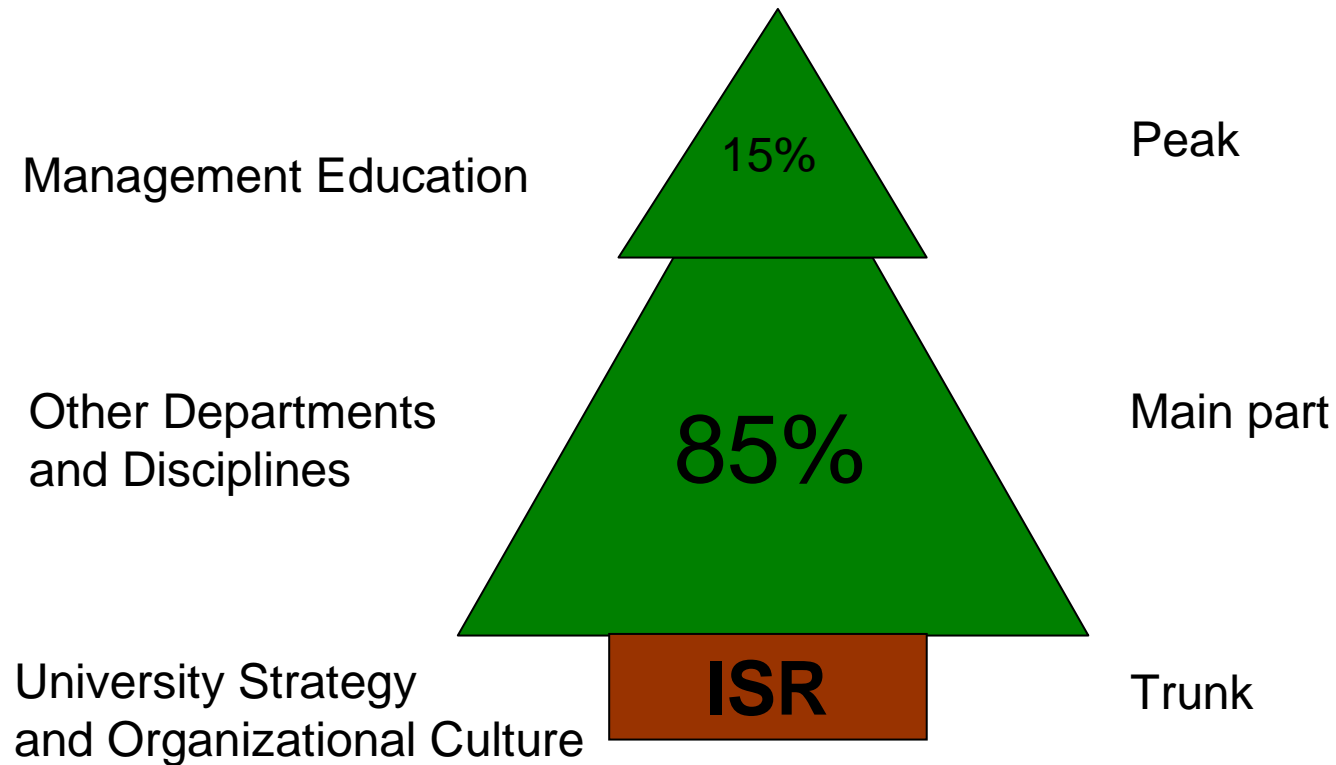
- The Business Concept of Corporate Social Responsibility cannot Cover all of Social Responsibility
- Social Responsibility has to be developed as a Multidisciplinary Research Area
- The Concept of Corporate Social Responsibility should be extended for all disciplines and departments:

→ Institutional Social Responsibility

- **Not only corporations must take care for the society, but also all other public, private and social institutions and organizations**
- **e.g. Universities**
- What does it mean for universities?
 - Connection of all faculties and departments
 - Integration of Social Responsibility into every faculty
 - Universities have to act as a part of the society
 - Becoming a citizen of the region

Completed ISR Fir-Tree-Model

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How to realize ISR – Potential Leverages of Integration?

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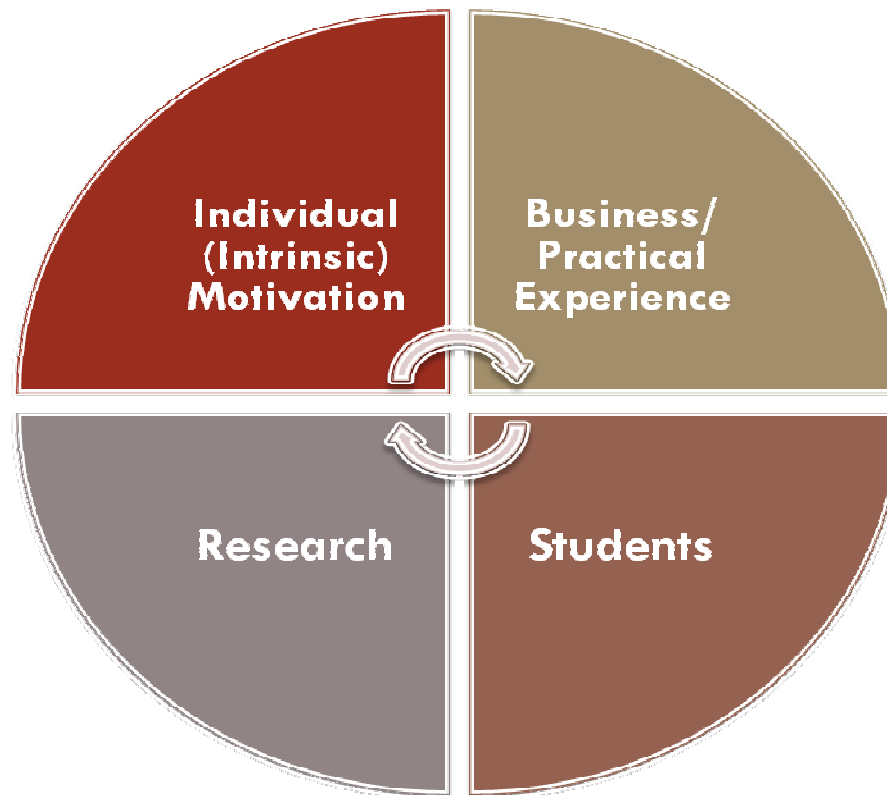
<u>Leverage of Integration</u>	<u>Motivation of Integration</u>
Research	76,83%
Individual (Intrinsic) Motivation	56,72%
Business/ Practical Experience	33,99%
Students as Consumers	30,71%
Other Chairs	17,70%
NGOs	11,80%
Foundations	6,99%
Government	5,14%
University Board/ Leadership	3,50%

Main Leverages of Integrating

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Supply Side

Demand Side



Three Examples of Leverage Tools

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- Online Platform for multidisciplinary knowledge management on CSR (student and teaching material)

(www.csr-blackboard.de)



- Service Learning and Volunteering for Social Responsibility in Universities

(Center for Societal Learning and Social Responsibility - www.uni-aktiv.org)



- Social Entrepreneur – Connecting Students/ Science with Business the Responsible Way

(www.boni-civis.de)



Discussion

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- Strengthening practical experience for students in universities is essential to move social responsibility from theoretical base to effective change.
- No/few communication between departments and specialising in disciplines slows down the dissemination of social responsibility
- Multidisciplinary links between chairs and departments are necessary for improving education in social responsibility
- From Corporate (Social) Responsibility towards **Institutional Social Responsibility:**
Universities and other Higher Education Institutions need to Incorporate Social Responsibility within all Disciplines