



**Copenhagen
Business School**
HANDELSHØJSKOLEN

2010 Report on Progress

UN Principles for Responsible Management Education



January 2011

PRME Principles for Responsible
Management Education

EXECUTIVE SUMMARY



RETHINKING THE ROLE OF BUSINESS SCHOOLS

The 2010 CBS Report on Progress: UN Principles for Responsible Management Education (PRME) summarises what the Copenhagen Business School has accomplished and plans to accomplish since committing to furthering the implementation of PRME's objectives as a signatory in August 2008. The main part of the report is divided into six sections, based on themes from the six different PRME principles: Business in Society (purpose), curriculum change for sustainability (values), interdisciplinary approaches (methods), a Sustainability Platform for social

impact (research), understanding complexity through interaction (partnership) and stakeholder engagement for sustainability (dialogue). Each section contains a description of the chief strategy CBS is following to execute the principle, with a list of major accomplishments and future objectives. The theme of the seventh and final section, structured similarly to the previous ones, represents an overriding effort by CBS to lead by example and reflects a key element of our entire approach to PRME. Three of the main highlights of our work

to implement PRME include, first hiring a PRME project manager as PRME's face at CBS and to systematise and heighten the professionalism of our approach. Second, we launched CBS' new strategy, Business in Society: educate to transform people; impact society through research; leverage our local distinctiveness; and extend our global engagement. Third, our Green Campus Initiative is an all-encompassing effort to raise the bar when it comes to our organisational approach to sustainability and turning ideas into action.

“We expect our graduates to not only possess the theoretical and practical skills to make sound business decisions, but also to consider the ethical, ecological and social impact of their decisions.”

Recognising that core disciplines alone cannot lead to sustainable change, CBS has long followed a cross-disciplinary approach to teaching and research, integrating humanities and social sciences into traditional business curricula. Our broad range of disciplines helps us prepare graduates and faculty better to address the grand societal challenges of the global economy.

We expect our graduates to possess the theoretical and practical skills to make sound business decisions, while also considering the ethical, ecological, and social impact of their decisions. We strive to develop reflective and critical business leaders who believe in the competitive advantage of business organisations as well as in the harsh reality of global competition. These are not contradictions – it is about driving sustainable change in business and society.

CBS has integrated elements of sustainability and business ethics into numerous academic programmes; raised awareness among students by encouraging the formation of student organisations engaged in discussing and promoting these issues; and launched new initiatives such as *Responsibility Day* and *Sustainable Student*. CBS *Climate Strategies for*

Business develops research-based knowledge on climate strategies for society and the business community. To reduce our carbon footprint by 40% by 2020 and go neutral by 2030 we have embedded the Green Campus Initiative into our campus strategy.

The CBS Centre for Corporate Social Responsibility (cbsCSR) has been instrumental in implementing these activities. Founded in 2002, cbsCSR brings together an international network of scholars with various backgrounds united by a shared interest in CSR, sustainability, and business ethics. The centre is one driving force behind our commitment to further implement the UN Principles of Responsible Management Education (UN PRME) at CBS, and will continue to play an important role.

We fully embrace PRME values and have the resources and desire to further incorporate the UN PRME in relevant areas at CBS. We hope this report will shed light on what we have accomplished so far and demonstrate how we intend to continue our efforts in rethinking the role of business schools.


Johan Roos, President
 Copenhagen Business School

PRME HIGHLIGHTS

2007	2008	2009	2010
July 6: PRME unveiled at the UN Global Compact Leaders Summit	Apr 12: Energy-saving agreement signed	May 26: First climate change webinar hosted by CBS	Feb 15: Net Impact undergrad chapter launched
Oct 10: PRME introduced to former President Finn Junge-Jensen	May 5: Presentation of PRME and BGP to CBS top management	Aug 24: Launch of Sustainable Student Campaign	April 26: Net Impact MBA chapter launched
Oct 23: CBS FT-MBA ranked No. 7 in Europe by BGP	Aug 25: PRME Letter of Support signed	Sept 1: First Responsibility Day	April 28: Green Campus Launch May 1: PRME project manager appointed
Nov 1: First grass roots meeting on CBS Responsibility	Sept 1: First undergraduate stand-alone CSR course introduced	Sept 20: Green Campus network established	May 31: Pilot project on horizontal integration of sustainability in five bachelor programmes launched
	Sept 5: CBS Responsibility Task Force established	Oct 21: CBS FT-MBA ranked No. 10 in Europe by BGP; No. 22 in the world for research effort	June 15: Second climate change webinar hosted by CBS
	Dec 4-5: Two CBS delegates at first PRME Global Forum, NY	Nov 23-24: PRME/CBS Conference on Sustainable Leadership in the Era of Climate Change	June 23: Two CBS delegates at second PRME Global Forum, NY
	Dec 5: CBS Climate Change Conference proposed to PRME community	Nov 24: Copenhagen Conference Declaration on Climate Change and CBS climate goals announced	June 24: Two CBS delegates at UN Global Compact Leaders Summit, NY
			Sept 1: Second Responsibility Day
			25 Oct: New CBS strategy: Business in Society (BiS)





INTRODUCTION

We see PRME as a process of continuous improvement. This report reflects our first attempt to depict the current state of PRME at CBS and our future goals. We wish to be a bit bold in publishing our performance indicators and future objectives as a means to provoke discussions at CBS and across the broader PRME network. We encourage all members of the PRME network to join us in this effort, and to engage in an active debate regarding appropriate PRME performance indicators and objectives. Through this dialogue we can help to establish a common frame of reference and a shared understanding of what we want to achieve as responsible management educators. CBS measures its successful implementation of PRME according to the performance indicators shown in Table 1.

PRME gives CBS a framework for systematically working on a strategic, verifiable and integrated approach to sustainability. In short, our commitment to PRME serves to:

- Fully document, demonstrate and communicate CBS' current sustainability status;
- Systematically integrate PRME into our overall strategy and develop synergies across CBS focused on sustainability;
- Promote sustainability in our research, education and all other activities;

- Enhance the CBS brand by creating international reputational value.

This is CBS' first PRME Sharing Information on Progress report. It describes our current strategy, highlights the major PRME achievements accomplished since becoming a signatory in August 2008 and looks at future perspectives for 2011 and beyond. The report also briefly touches on our responsible management efforts prior to 2008.

CBS' achievements in the field have been acknowledged twice in the biannual Beyond Grey Pinstripes (BGP) survey conducted by the Aspen Institute, but the significant impact CBS has on corporate decisions and beyond is manifested in the thousands of candidates (3,361 in 2010) awarded annually with an undergraduate (1,561) or graduate (1,800) degree that are not accounted for in the BGP ranking, which focuses on MBAs. Endorsing PRME in 2008 was a natural step for CBS, leading to an implementation process with the CBS Leadership Team and the CBS Centre for Corporate Social Responsibility (cbsCSR) at the helm.

CBS' sustainability and business ethics track record dates back to the mid-1980s with the arrival of a number of distinguished philosophers, notably Professor Peter Pruzan, a powerful leader in the

development of a new social and ethical accounting and auditing approach together with Professors Ole Thyssen and Hans Siggaard Jensen.

In 2002, Professor Pruzan co-founded cbsCSR, bringing together a large group of researchers of various backgrounds to ensure CBS' commitment to interdisciplinary teaching and research in CSR and sustainability-related issues. Since his inauguration as an adjunct professor at CBS in 2003, former CEO of Novo Nordisk and current board member of the UN Global Compact, Mads Øvlisen persistently works to guarantee a strong dedication to relevance and a close tie between practice and theory and continues to be a close CBS ally.

In 2009, CBS president Johan Roos and his leadership team confirmed their full support of PRME as a top strategic priority after his predecessor, Finn Junge-Jensen, signed the PRME Letter of Support in 2008. CBS revised its overall strategy in 2010, with PRME taking on a key role in our new strategy: Business in Society.

Our aim is to publish an annual PRME report on progress to show both our year-on-year progress and what we need to accomplish to reach our goals.

Jonas Eder-Hansen,
PRME Project Manager

Table 1

Performance indicator	2010	2011	2015
Students participating in sustainability electives	1440	+10%	+30%
Programmes (out of 35) with a sustainability core course	15%	20%	80%
Formal sustainability corporate partnerships	N/A	1-2	5
Beyond Grey Pinstripes ranking	Europe	9	Top 5
	Globally	62	Top 30
			Top 3
			Top 10

BUSINESS IN SOCIETY

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.



STRATEGY

As a broad, interdisciplinary business university and a leading institution in responsible management education we will continue to integrate sustainability thinking into our core activities, using it to create synergies across research, education and campus activities. Our objective is to make our students critically aware of the sustainability agenda, educating them to reflect on its consequences in their short- and long-term decision making – as both managers and individuals. Our goal is not to moralise about what is right and wrong; instead, we will continue the Scandinavian sustainability tradition and learn from Danish companies such as Novo Nordisk and Novozymes, which have a long track record proving the vital connection between sustainability and business opportunities. Ultimately, we want to make sure CBS students have the right skills and competencies not only to under-

stand the complex sustainability agenda, but also to create and develop new business models that serve a triple bottom line.

MAJOR ACHIEVEMENTS

NEW CBS STRATEGY

In October 2010 CBS launched *Business in Society*, a new strategy for innovation in the *business* of business schools that transcends scientific, industrial and cultural boundaries and contributes to society by solving relevant societal problems through CBS-wide interdisciplinary and problem-driven research. CBS' underlying basis continues to be the business context and what it takes to run an economically sound organisation through good business acumen. The *Business in Society* strategy also expands the society-driven aspects of CBS' approach, increasing focus on the responsibility of business towards society. To further bolster this approach

CBS works to take advantage of the strong traditions for process design, sustainable growth and social innovation in the Copenhagen Metropolitan Region. Under the new strategy, CBS will:

- Educate to transform people
- Impact society through research
- Leverage local distinctiveness
- Extend our global engagement

In relation to PRME, this includes enabling students to master relevant knowledge and skills about business in society through our education programmes, as well as developing the next generation of knowledge and skills for business in a broader societal context through our research. Furthermore, CBS addresses the grand societal and business challenges impacting our region, which have relevance for the world, such as climate change, while simultaneously deepening our commitment to strengthening responsible management education.

FUTURE OBJECTIVES

LAUNCH: BUSINESS IN SOCIETY (BIS) PLATFORMS

CBS will launch a portfolio of CBS-wide, collaborative, interdisciplinary research and education activities to address intellectually challenging and important issues for business and society. The *BiS platforms* will be developed on their potential to e.g. create next-generation knowledge and skills for business. The first platform, *Creative Enterprise Design*, was launched in 2010. Two more will follow in 2011: one, on public-private partnerships and, the other on sustainability (see also Principle 4: Research). In addition to creating distinct and consistent programmes, each *BiS* platform will be responsible for coordinating activities in research, education and fundraising, and for carrying out co-operative efforts with industry and other universities.

LAUNCH: THE COPENHAGEN SCHOOL OF SUSTAINABILITY

The *Copenhagen School of Sustainability* reflects our pledge to follow the principles for responsible management education, turning us into a leading business school and model for educating future managers in a triple bottom line economy. While shaping management education to meet the needs of the 21st century, the new school will drive sustainable change in society, inspiring educators to focus on how leadership, innovation and design can solve some of the planet's most pressing issues, while simultaneously delivering value. With a deep understanding of our vital role as educators, we shape and disseminate the values and best practices needed for future business leaders to transform a global sustainability framework into action. To support this framework and foster leadership, CBS will:

1. Integrate sustainability-related topics into management education;

2. Research the role of business in a triple bottom line economy;
3. Lead by example.

The *Copenhagen School of Sustainability* builds on the existing positive attitudes toward sustainability in Scandinavia, which has a disproportionate number of companies listed on international sustainability indexes, while others want to emulate Scandinavia's sustainability model. Scandinavian companies are referred to as 'the stars of sustainability' due to a willingness to collaborate with stakeholders and to build trusting partnerships. Combined with the lead Scandinavian governments have long taken on sustainability issues, this will help the *Copenhagen School of Sustainability* become a leading reference for innovative approaches to sustainability and the preferred source of inspiration for new and alternative business models that will drive sustainable change for future generations.





CURRICULUM CHANGE FOR SUSTAINABILITY

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.

STRATEGY

CBS will continue to integrate sustainability issues into traditional business school disciplines. CBS was the first business school in the world to teach social and ethical accounting and auditing practices in the mid-1980s and has since further explored the interface between the humanities and social sciences in our teaching to give our curricula an edge. PRME is a relevant framework for more systematic engagement in a focused effort to change curricula substantially across all levels of study in a process designed to break away from the current notion that sustainability issues are best suited for graduate programmes and consequently do not belong in undergraduate programmes. This extensive process must be carried out in different stages – taking into account the current status of each study programme, while harvesting the relevant key learning outcomes

and experiences from other programmes. Finally, we want to build on the CBS tradition of “reflexivity and critical analysis” and the strong inputs this feeds into the sustainability agenda.

MAJOR ACHIEVEMENTS

CBS FULL-TIME MBA MAKEOVER
Since summer 2009 CBS has been integrating elements of responsible management education into its full-time (FT) MBA programme. Initially, the Study Board discussed responsible management education and decided it should be a keystone of the MBA programme. The Associate Dean then encouraged the FT MBA faculty to review and appropriately enhance core course content in line with PRME to better represent the new Business in Society strategy. A support team from cbsCSR assisted in the review process, helping faculty to include responsible management education more

overtly in their syllabi and to identify relevant topics, case material and articles. With encouraging results so far, changes range from the reformulation of learning objectives to adding new optional readings. As responsible management is an ingrained aspect of the Scandinavian management style and already permeates curriculum, receptivity to the changes is high. The 2009-2010 FT MBA class has advanced the FT MBA makeover process greatly. In April 2010, students formally launched Denmark’s first Net Impact MBA chapter to provide a valuable forum for communicating student needs and perspectives on the process.

FULL-TIME MBA MODEL APPLIED TO FIVE UNDERGRADUATE PROGRAMMES

Similar to the process at the MBA level, cbsCSR faculty is also working on curriculum enhancement at the undergraduate level, first reviewing five bachelor degree





programmes as a pilot. An assessment of the remaining 12 programmes and courses will be completed in 2011. In addition to a bottom-up approach involving course coordinators and lecturers, the integration process is also encouraged by top management.

MINORS IN SUSTAINABLE BUSINESS AND SOCIAL ENTREPRENEURSHIP

Graduate students at CBS may enhance their learning by earning one of two PRME-related minors in either sustainable business or social entrepreneurship and not-for-profit management (S-ENT Minor); each requires three courses and students receive a certificate with their Master's Diploma. The minor in sustainable business addresses the drivers underlying the rise of the CSR/sustainability agenda, exploring how innovative companies simultaneously attain social, environmental and economic objectives; it also introduces students to more

critical perspectives, stimulating discussion on the challenges and practice of many sustainability activities. The S-ENT Minor equips students with the tools developing earned-income strategies for charities and to launch social enterprises. The classes provide the theories and tools required to start, finance and grow charities and NGOs, preparing students for the not-for-profit job market.

MSC PROGRAMMES (PRE-CAREER LEVEL)

Graduate students seeking to gain some understanding of sustainability without committing to a minor can choose from a variety of other electives fully or partially devoted to the topics. For example, *Corporate Social Responsibility: Challenge and Opportunity for Business Leaders* analyses how new social and environmental demands from a variety of stakeholders pose novel risks and opportunities to business leaders. Students address e.g. businesses' response

to the new sustainability agenda in terms of minimising risk and maximising opportunity. Another prominent course, *Globalisation, Governance and Corporate Strategy*, addresses how the globalisation of the economy impacts modern businesses, society and individuals. The key premise is that the process of globalisation cannot be understood solely in economic terms, but must be grasped from a wider perspective, including its political, legal, cultural and moral implications.

INCREASED NUMBER OF (INTERNATIONAL) STUDENTS IN SUSTAINABILITY COURSES

The number of students in sustainability courses has increased significantly at both undergraduate and graduate levels, from 755 in 2008 to 1440 students in 2010. This is partly due to the increase in undergraduate and graduate sustainability electives (10 in 2008 and 30 in 2010), but also to the greater number of non-Danish

students, who generally seem to sign up for sustainability electives more than their Danish counterparts. CBS' wide selection of sustainability courses has helped to make it a beacon for non-Danish students.

BEYOND GREY PINSTripES (BGP) RANKING

Published bi-annually by the Aspen Institute, the *BGP ranking* assesses how MBA programmes around the world incorporate social and environmental performance into their curriculum and research publications. Twice since 2007, CBS has been listed as one of Europe's top 10 business schools for its curriculum achievements.

FUTURE OBJECTIVES

INTEGRATE SUSTAINABILITY ISSUES IN CORE COURSES

Building on the results of the undergraduate pilot mentioned

above, CBS will continue to integrate sustainability, CSR and ethics concerns into core courses. While this will be on a voluntary basis, the scope also includes not only undergraduate but also graduate programmes.

IMPROVE OUR BGP RANKING

As a result of the full-time MBA makeover described above, we intend to improve our 2011 BGP ranking to become one of the top 5 business schools in Europe and one of the top 30 globally. In addition to being a testimony to the quality of our FT MBA model in particular, a higher ranking would be further proof of CBS' strong dedication to implementing PRME.

DEVELOP THE CBS SUSTAINABILITY EDUCATION INDEX

The *CBS Sustainability Education Index* will be used as an internal tool to facilitate the integration of sustainability in teaching at CBS. Targeted at CBS course coordinators the index will contain:

- An overview of sustainability teaching capacity (name, contact details, sustainability teaching competencies/areas, previous teaching);
- A list of sustainability guest lecturers (name, contact details, sustainability teaching competencies/areas, previous teaching/presentations at CBS);
- Sustainability contributions to business school disciplines (accounting, finance, strategy, marketing, operations management, organisational behaviour etc.);
- Cases, literature, films etc. sorted by topic for use in sustainability-related teaching.



INTERDISCIPLINARY APPROACHES

PRINCIPLE 3 · METHOD

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.



STRATEGY

Education at CBS should be a life-long transformative experience, creating responsible citizens who contribute to the conception, development and implementation of new ideas and knowledge to solve complex problems and grand societal challenges in public and professional spheres. CBS will continue to promote and encourage interdisciplinarity as a means for providing solutions to complex problems, primarily because a holistic understanding of today's world cannot emerge from one discipline only. As proponents of an interdisciplinary approach to teaching and through our numerous study programmes that combine business studies with the humanities and other social sciences – and in the future, also the technical and life sciences – CBS encourages its students to think critically and to work and organise in sustainable ways. The chief incentive for interdisciplinarity at

CBS is to impact practice through both research and education. Thus, for example, by institutionalising CBS' commitment to sustainable campus operations, both students and faculty benefit enormously from participating in campus-based sustainability projects that offer practical and interdisciplinary learning experiences. Moreover, a combination of research-based education and hands-on experience enables our students to develop the relevant up-to-date knowledge and skills that will prove useful in their future careers.

MAJOR ACHIEVEMENTS

INTRODUCING SUSTAINABILITY LEARNING OBJECTIVES

In 2010 CBS reviewed its learning objectives and began updating its overall goals, a process that will ultimately result in changes to study programmes and individual course learning goals. Sustain-

ability has been added, alongside entrepreneurship and innovation, as important knowledge to acquire while enrolled at CBS. Furthermore, the CBS general learning goals guarantee that CBS graduates can analyse the social and ethical aspects of business issues and carry out critical and cross-disciplinary analyses.

SUSTAINABLE STUDENT CAMPAIGN

The *Sustainable Student Campaign* focuses on sustainability and student life at CBS through the microsite cbsustainable.dk and a number of different activities designed to increase awareness and expand knowledge professionally and personally about sustainability issues. The underlying belief behind the campaign is that student life is interrelated with citizenship and that student activities should reflect and affect social norms in much broader circles of life. The Sustainable Student Campaign exclusively communicates through social

media channels such as Facebook, YouTube and Twitter.

SHOWCASING GREEN TECHNOLOGY

With more than 20,000 students and staff and thousands of visitors, CBS is an excellent platform for exhibiting innovative green technology. Demonstrating new green IT solutions, electric vehicles or paperless systems can raise awareness among students and faculty about new technologies by making them visible, tangible and interactive. In October 2010, IBM and VELUX were the first corporate partners to showcase green technology at CBS by setting up models and information stands about Smarter Planet and low-energy housing. The exhibitions were linked to sessions with presentations from the companies and CBS faculty. Other corporate partners with much to offer in the area of green technology are Vestas, DONG, Novozymes, Grundfos and Novo Nordisk, as well as businesses such as Better Place and Tesla.

DEVELOPING NEW TEACHING CASES

To support the PRME agenda CBS is developing a number of 'best practice teaching cases' on a variety of sustainability subjects for our own students and for students at international business schools. Most teaching cases are based on US companies and/or US settings and CBS is interested in inviting more Danish and European cases and interdisciplinary perspectives into the classroom. CBS has authored a case study on KPMG/IT Factory that deals with the ethical dilemmas involved in the IT Factory scandal. The complexity of the case and the story of IT Factory CEO Stein Bagger involve diverse issues from the social sciences and business economics in relation to financial reporting, auditing, communication, business ethics, business strategy etc.

EVENTS AND INITIATIVES

CBS has introduced a number of events and initiatives with a focus on interdisciplinarity to strengthen our efforts to integrate PRME at CBS.

• CBS RESPONSIBILITY DAY

Launched in 2009 in association with the Sustainable Student Campaign and aimed specifically at the 2,500 first-semester undergraduates that start each year at CBS, the annual *CBS Responsibility Day* is dedicated to promoting issues of responsibility, ethics and sustainability in corporate and student life. Prominent speakers from CBS and businesses with exemplary sustainability programmes give students an opportunity to see real-world examples of the sustainability challenges business leaders face.





LAUNCH OF CBS NET IMPACT MBA CHAPTER



SUSTAINABLE FOOD DAY 2010

• **SUSTAINABLE INNOVATION CAMP**

A new innovative MSc elective, the *Sustainable Innovation Camp*, combines innovation theory and sustainability issues to create solutions that benefit users, companies and society. Critical topics such as health, energy consumption, safety and climate change, as well as the threat they pose to our society, are examined. The aim is to leverage a mixture of interdisciplinary skills and knowledge to develop interesting and innovative business solutions while allowing students to learn from each other in a collaborative process. Corporate guest speakers also share their knowledge and discuss projects to identify and develop ideas toward workable solutions.

• **HOSTING INTERNATIONAL CONFERENCES**

Prior to COP15, CBS and the UN PRME Secretariat held an international conference on the

contribution of social science research to solving the climate crisis and to defining the road map for integrating climate change in the education of business leaders. *The Copenhagen Conference Declaration: A Call to Action for Management Education* spotlights areas of climate change that business schools can focus on. The conference explored how business schools can help solve the climate crisis through new educational approaches, sustainable leadership, innovative research models and new forms of partnership.

• **NET IMPACT AND 360° – STUDENTS FOR SUSTAINABILITY**

Two student-run organisations, *Net Impact* and *360° – Students for Sustainability*, promote sustainability and responsible business at CBS and are hosted by cbsCSR, allowing students to interact with scholars and strengthen their networks. Open to all CBS students, 360°

comprises primarily members who are either undergraduates or MSc students. Net Impact is an international organisation with over 12,000 members. As a PRME co-convenor, Net Impact is working to get PRME adopted by more business schools, particularly in the US. Committed to supporting Net Impact initiatives, CBS exemplifies how PRME and Net Impact can work effectively together. Successful at integrating sustainability material into school curricula, Net Impact students will act as foot soldiers for the PRME initiative.



CBS Net Impact MBA chapter launch

• **SUSTAINABLE FOOD DAY 2010**

Hosted by 360°, *Sustainable Food Day* gave students the opportunity to sample delicious foods while getting better informed about the links between social entrepreneurship and sustainable food production; they could also interact with innovators who have turned their passion for sustainable food into profitable businesses.

• **SUPPORT STUDENT EVENTS AND INITIATIVES**

With 25 registered student organisations, CBS supports students' extracurricular activities, facilitating student initiatives by following a bottom-up approach, inviting students to the discussion table and providing them with advice and seed resources. The umbrella organisation, CBS Students, provides networking resources to help them grow.

FUTURE OBJECTIVES

LAUNCH DEVELOPMENT FUND

To continue focusing on developing new cross-disciplinary teaching, CBS will set up a development fund so faculty can apply for two-year projects to formalise and/or further develop material exemplifying responsible management education and receive e.g. student assistance, travel expenses and editing costs. Funding recipients must produce short teaching manuals describing why the teaching is innovative and what it contributes to responsible management education. They must also provide online teaching content including e.g. cases, video material, simulations, class outlines and reading lists. Finally, recipients must contribute a chapter to an edited volume about the CBS approach to responsible management education.

SUPPORT VOLUNTEER COMMUNITY BENEFIT PROGRAMMES

CBS will launch a formal programme to support students' growing interest for volunteer work. Convinced that community benefit programmes, clubs and/or competitions encourage students to use their business skills and competencies, CBS wants to find a way to increase the incentive to volunteer by allowing credits for certain extracurricular activities. Students can expand their own skills and learn to think beyond traditional business organisations, ultimately strengthening their ties to CBS and the community and helping to develop the CBS brand.





A SUSTAINABILITY PLATFORM FOR SOCIAL IMPACT

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.

STRATEGY

CBS' goal is to contribute to the development of sustainable business and to maintain sustainability in the widest possible sense as a key feature of the issues that we engage with as a business school by launching a *Sustainability Platform* for social impact. CBS wishes to engage in knowledge production with global relevance based on context-driven, problem-oriented, interdisciplinary research dealing with complex societal and business issues in, for example, the Copenhagen Metropolitan Region. Through research and innovation, CBS will contribute to solving some of the severe growth and productivity problems facing the region. As with the other Business in Society (BiS) platforms, the Sustainability Platform is an approach to scholarship that combines research and teaching excellence with societal impact. The Sustainability Platform will attract and engage top research-

ers from CBS and elsewhere, as well as students, business representatives and policy makers, in open, collaborative research and education projects on sustainability-related issues.

MAJOR ACHIEVEMENTS

EARLY ESTABLISHMENT OF RESEARCH CENTRES

CBS has a long tradition for sustainability research and knowledge development in such areas as corporate social responsibility, business ethics, corporate governance and development studies. During the late 1980s, CBS was one of the first business schools to conduct research and development into new tools for ethical reporting. As a result of a growing research interest in the field during the 1990s, CBS established a number of interdisciplinary research centres in the early and mid 2000s to sustain focus on the new conditions for socially active

companies on the issues of social responsibility, governance, ethics and values. The research centres reflect a sustainability research profile that covers a broad range of subjects in the social sciences and humanities, a prerequisite for challenging habitual ways of thinking, traditional business economics and language issues.

CBS CENTRE FOR CORPORATE SOCIAL RESPONSIBILITY (CBCSR)

Founded in 2002, *cbsCSR*, a leading European centre, brings together a strong international interdisciplinary network of researchers to fulfil its mission of conducting research and teaching on the interaction of companies with business ethics and social responsibility. Close collaboration and partnerships with companies and organisations are a hallmark of the centre, where theory and practice play a central role in all of its activities.





CLIMATE STRATEGIES FOR BUSINESS (CBS-CSB)

Established in 2009, CBS-CSB is an interdisciplinary, cross-departmental platform involved in generating research-based knowledge on climate strategies and educating of tomorrow's business leaders on climate change solutions. CBS-CSB also works in partnership with the business community as well as technical and natural science researchers to achieve its objectives.

CENTRE FOR BUSINESS AND DEVELOPMENT STUDIES (CBDS)

Established in 2005, CBDS combines business economics and management disciplines with other disciplines in the social sciences to study intra- and inter-firm issues in developing countries. Company relations and their broader economic, social, environmental and cultural contexts within the global economy are also studied. CBDS is in a unique position to explore how business-

es across countries are affected by surrounding social, institutional and cultural environments.

CENTRE FOR CORPORATE GOVERNANCE (CCG)

Founded in 2005, CCG comprises researchers from CBS departments of finance, economics, accounting, law, management and international business, as well as business people, auditors and government officials. The centre organises research projects, workshops, PhD courses and seminars for the advancement of knowledge in corporate governance. The centre strongly influences CBS' practice of good governance and advances the state of knowledge in the field, contributing to good corporate governance in practice.

CENTER FOR BUSINESS AND POLITICS (CBP)

Founded in 2004, CBP researches developments in the relationship between businesses and politics, in terms of sustainability regula-

tion, global governance and business influence. CBP changed status from a centre to a department on 1 January 2011.

INCREASED NUMBER OF RESEARCH PROJECTS

Recent years have seen an increase in new sustainability research projects at CBS resulting from our strategic pursuit of projects involving close collaboration with practitioners. CBS has various structures in place that cater to the rising interest in sustainability, ranging from e.g. industrial PhD projects (sponsored by businesses) to research projects carried out by a team of CBS researchers.

More than 10% of the approximately 200 ongoing PhD projects at CBS currently focus on sustainability issues such as non-financial reporting, business and NGO partnerships, CSR in the fashion industry, leadership, communication, new social media for social

purposes etc. With over 50 of CBS' 570 full-time academic staff devoting their time to sustainability research, CBS has long been viewed as a desirable partner for large research projects; it has a track record of designing and leading international projects. Recently launched large-scale research projects include:

1. *Responsible Business in the Blogosphere*, a three-year research project investigating how companies gain corporate reputations for being responsible and sustainable via online virtual social networks. The project is funded by a DKK 12 million grant from the Danish Council for Strategic Research.
2. *Between Resistance and Opportunity-Seeking: Strategic Responses to Institutional Pressure CSR within the Nordic Fashion Industry* explores how institutional pressure regarding CSR is translated into concrete strategies and actions.

3. The *I.FAMILY Project*, a consortium of partners behind the ongoing IDEFICS project on the health of families, was awarded yet another grant through the European Commission's FP7 programme. The project was awarded EUR 9 million for a proposal addressing nutritional deficiencies in vulnerable consumer groups.

4. CBS is one of 17 partners in the EU-funded project *IMPACT*, which examines the effects of CSR on corporate competitiveness, growth, employment and environmental measures. *IMPACT* is one of the largest research projects on CSR to date.

BEYOND GREY PINSTripES (BGP) RANKING 2009

As mentioned under Principle 2 the BGP ranking ranks MBA programmes according to how much they integrate social and environmental issues into their teaching (75%) and research (25%). CBS excels in publishing research on

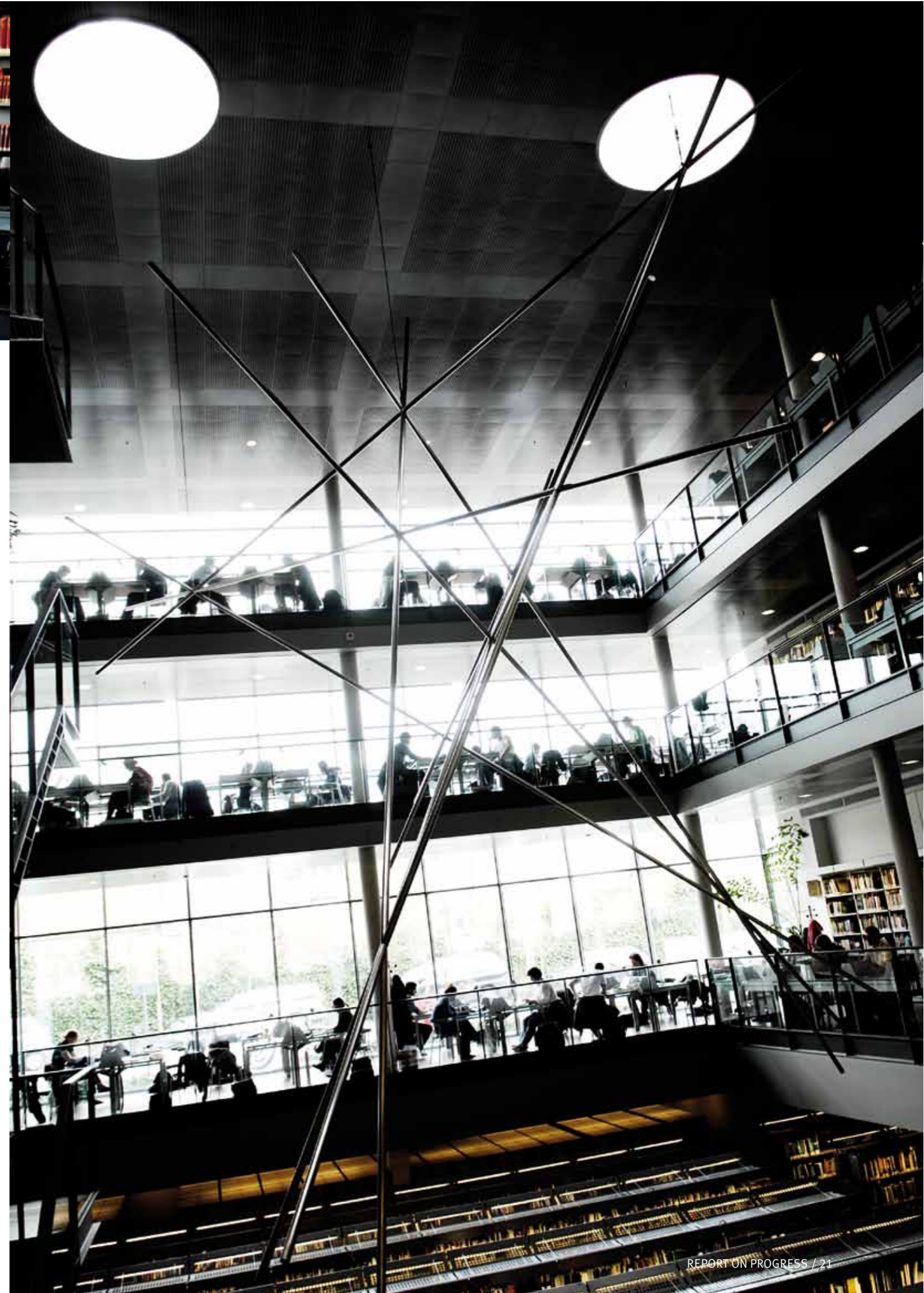
social, ethical and environmental issues in business. After submitting abstracts of all relevant articles published by CBS faculty to the Aspen Institute, CBS was ranked number 22 in the world by BGP.

FUTURE OBJECTIVES

LAUNCH SUSTAINABILITY PLATFORM

In summer 2011, CBS plans to launch the *Sustainability Platform*. Our first task will be to appoint one or two passionate individuals to spearhead efforts to turn the sustainability concept into clear, coherent programmes and to coordinate funding, research, education and collaboration with businesses and other universities. Initially limited to a five-year period, the platform will also address future perspectives for research such as attracting senior faculty and launching additional large-scale research and PhD projects.





APPOINT FACULTY AMBASSADORS

Each of the 16 departments at CBS will appoint at least one central faculty member to act as the principal PRME ambassador and sustainability contact person. Required to meet quarterly, the PRME ambassadors will discuss and present ongoing research issues within the broader area of sustainability and its impact on CBS's participation in PRME.

LAUNCH PRME RESEARCH PROJECT

CBS will launch a research project comparing the challenges of the PRME implementation process phases (e.g. resistance, inertia and 'stickiness') in undergraduate and postgraduate programmes at six PRME signatories in the UK, Denmark, India, South Africa, the USA

and Mexico. The intention is to investigate social practices in two areas: (a) the influence of PRME on hidden social practices inside the classroom (e.g. norms of interactions among faculty and students, teaching styles, assessment issues); and (b) the influence of PRME on social practices outside the classroom (e.g. in recruiting students). The conceptual contributions will be to theorise the so-called hidden curriculum in a management education context and to design methodologies for assessing the impact of responsible management education interventions cross-culturally.

IMPROVE BEYOND GREY PINSTripES (BGP) RANKING

Much attention and considerable time was devoted to the 2010 BGP survey to provide complete documentation on CBS' sustainability research input for BGP purposes. This will also be the case in 2011 as our goal is to rank among the top 3 in Europe and the top 10 globally for publishing research on social, ethical and environmental issues in business.



UNDERSTANDING COMPLEXITY THROUGH INTERACTION

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.



STRATEGY

A close relationship with the business community is important for CBS in achieving sustainability. CBS is committed to further developing and extending its partnerships to promote mutual sharing of sustainability knowledge and practices. Interacting with business in our research and education activities allows us to not only better understand the complex challenges businesses face, but also to better identify the skills and competences corporate business managers define as necessary based on their work with sustainability in daily job routines. Part of CBS' strategy also involves developing and maintaining a social and professional network among CBS alumni and their companies through maintaining close contact.

MAJOR ACHIEVEMENTS

LAUNCH OF THE CBS SUSTAINABILITY ALUMNI NETWORK

In an effort to create an alumni network, connecting current and future professionals working with sustainability from private, research, public and NGO communities, CBS alumni and scientific and administrative staff launched the CBS Sustainability Alumni Network, hosted by cbsCSR. In addition to uniting CBS alumni to promote networked knowledge sharing, discussion and new partnerships, the CBS Sustainability Alumni Network will provide CBS alumni with the latest scientific research in their area of expertise.

DANISH ETHICAL TRADING INITIATIVE (DIEH)

Founded in February 2008, DIEH is the first Danish multi-stakeholder initiative bringing together trade unions, business associations, NGOs and companies to promote

ethical trade and responsible supply-chain management among Danish companies. The start-up phase in 2008-2009 was actively supported by CBS and, until January 2010, the DIEH secretariat was hosted by cbsCSR.

EUROPEAN ACADEMY OF BUSINESS IN SOCIETY (EABIS)

CBS was a founding member of EABIS, a European reference network for interdisciplinary research on sustainability that aims to inform and reshape education programmes, positioning corporate responsibility at the core of business education. Supported by the European Commission, EABIS touts memberships spanning four continents and is a growing alliance of companies, business schools and academic institutions. EABIS hosts events and workshops across Europe to increase awareness of sustainability issues, also funding collaborative research, education and training projects.

FUTURE OBJECTIVES

LAUNCH SUSTAINABILITY ROUNDTABLE

As part of the CBS Sustainability Alumni Network, the Sustainability Roundtable will bring together senior executives, industry experts and academics to discuss and debate the societal and business impact of various sustainability issues. Guided by CBS faculty members, the roundtables will be held 2-3 times per year at CBS.

INTRODUCE SUSTAINABILITY KNOWLEDGE PARTNERSHIPS

For companies interested in a long-term collaboration, CBS

offers a *Corporate Partnership*, a formal specialised knowledge agreement tailored to the individual needs of a specific company. Knowledge partnerships, which generally last 1-3 years, are based on an agreed project, spearheaded by a partnership associate, who is an ambitious, recent CBS graduate, normally with some commercial experience. The associate will be based in the company, although employed and supervised by the university and partially funded by the government.

LAUNCH NORDIC PRME NETWORK

Nordic industry is at the cutting edge of sustainability practices

as measured by the most well-reputed international indexes. In order to combine the strategic efforts of Nordic PRME members to understand the challenges of sustainability, CBS has proposed a *Nordic PRME Network* as the main vehicle to harness the potential of Scandinavian companies and business schools that wish to focus more strategically on integrating sustainability issues into their core activities.

CBS CORPORATE PARTNERS





STAKEHOLDER ENGAGEMENT FOR SUSTAINABILITY

PRINCIPLE 6 · DIALOGUE

We will facilitate and support dialogue and debate among educators, business, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

STRATEGY

CBS consistently pursues its commitment to global exchange and the development of knowledge. It is our responsibility to build academic knowledge and managerial skills and encourage entrepreneurial talent that impact organisations and business worldwide. This is only achievable if we challenge ourselves and commit to transcending scientific, disciplinary, industrial and cultural boundaries by continuously engaging in dialogue with internal (research centres, staff and students) and external (alumni, leaders in private and public sector organisations, policymakers and peers) stakeholders. We work to guarantee that we are capable of connecting researchers, alumni, entrepreneurs, venture capitalists and others to create new sustainable opportunities. CBS strategically pursues projects that allow for a high level of synergy between theory and practice and we strive to engage nationally and interna-

tionally in close collaboration with corporations, governments, NGOs, academic colleagues, students and the media to contribute to and set the sustainability agenda, creating a unique platform for discussing and exchanging knowledge on sustainability.

MAJOR ACHIEVEMENTS

CSR REPORTING ACT

In collaboration with the Danish Ministry of Economic and Business Affairs and the Institute of State-Authorized Public Accountants in Denmark, CBS researchers conducted a large-scale study of the effects of the implementation by Danish businesses of the legal requirements for reporting on CSR, which were introduced as part of the Danish Financial Statements Act in late 2009.

SETTING THE SUSTAINABILITY AGENDA

CBS contributes to and sets the

sustainability agenda in various ways through green papers, working papers, expert interviews and participation in advisory boards and government councils, as well as engagement in new collaborations with important stakeholders. Examples of organisations where CBS is represented:

- The Danish government's Council on CSR, which, created in June 2009, works to support and contribute to the work of Danish companies on CSR;
- The Danish government's Environmental Economics Council, which, established in 2007, works to monitor the Danish economy and analyse long-term economic development from an environmental perspective;
- The United Nations Global Compact Board, which promotes sustainability among its 8,000+ organisations worldwide since 2000 and aims to reach 20,000 by 2020.





CBS hosts numerous international and national conferences each year to engage in dialogue with practitioners. Recently, CBS hosted the Danish government's Growth Forum and published its recommendations for ensuring future sustainable growth in Denmark. In the publication, CBS researchers argue for e.g. the benefits of integrating CSR into business practices and show how CSR can be a powerful driver for innovation and growth.

CBS has formal and informal sustainability partnerships with several civil society groups, NGOs and voluntary organisations such as Roskilde Festival, Danish Red Cross Youth, Amnesty International, DanWatch etc., as well as close collaboration on sustainability with other institutions of higher education, including the Danish Design School, the Technical University of Denmark and the Royal Danish Academy of Fine Arts School of Architecture.

PRESENTING THE CBS CASE AT INTERNATIONAL CONFERENCES AND EVENTS

CBS is regarded as a leading institution and a best practice example of how to implement PRME. Consequently, CBS has been asked to present the story behind this success at various international conferences and events, including the Academy of Management (2009 & 2010), the European Association for International Education (2010), AACSB (2009 and 2010), Net Impact (2009 & 2010), AMBA (2010), COP15 etc.

PRME WORKING GROUP LEADERSHIP

Chaired by CBS, the aim of the PRME Climate Change Working Group is to inaugurate a line of development on climate change and curriculum change among faculty members of PRME signatories for the transversal introduction of climate change issues in the curriculum of business schools. Working group activities include

hosting webinars and pre-Global Forum meetings.

FUTURE OBJECTIVES

LAUNCH THE CBS SUSTAINABILITY SPEAKERS SERIES

The CBS Sustainability Speakers Series will comprise bi-monthly public lectures at CBS by invited senior-level industry experts who address topics associated with sustainability, ranging from poverty alleviation, access to public health and global climate change to environmental toxicity, new product development for sustainability and sustainability-related investment strategies.

LAUNCH OF NATIONAL CONTACT POINT FOR RESPONSIBLE MANAGEMENT EDUCATION

Following the recommendations of the Danish government's Council on CSR to advance sustainability in higher education, CBS will work with the Danish Government

Centre for CSR, under the Ministry of Economic and Business Affairs and the Ministry of Science, Technology and Innovation, to establish a national contact point for responsible management education. The contact point will serve as a source of information and host a national conference to exchange knowledge.

FORMALISE STAKEHOLDER ENGAGEMENT PROCESS

In order to expand the sustainability dialogue with key stakeholders, CBS will formalise the stakeholder engagement process. In early 2011 CBS will launch a new unit for external relations. Although there are many good examples of CBS-driven sustain-

ability dialogues, the stakeholder engagement process needs to develop from an ad hoc manner to a systematic engagement model.



Addressing a group of CBS and University of Minnesota MBA students on 10 June 2010, Carsten Ingerslev, head of the Danish government's Centre for CSR, discusses the role of government in corporate social responsibility during a CBS Net Impact MBA chapter event. Interaction with a wide range of stakeholders, including government representatives, is one of the key ways CBS supports PRME Principle 6.



RESPONSIBLE LEADERSHIP IN PRACTICE

LEADING BY EXAMPLE

We understand that our own organisational practices should serve as an example of the values and attitudes we convey to our students.



STRATEGY

For the sake of future generations CBS strives to incorporate issues of sustainability fully into its operations through its Green Campus strategies. Consequently we strive to estimate and disclose the carbon impact of our research and education activities and to reduce our carbon footprint by developing positive attitudes about energy efficiency and savings as well as by promoting renewable energy sources and sustainable mobility. We only employ carbon-offsetting practices when reducing emissions proves to be prohibitively difficult. Our aim is to reduce our greenhouse gas emissions by at least 40% by 2020 and to reach carbon neutrality by 2030. Furthermore, CBS emphasises “responsible leadership in action” in all organisational practices and activities, including aspects of the UN Global Compact agenda such as equal opportunity, diversity and corporate governance issues.

MAJOR ACHIEVEMENTS

LAUNCH OF THE CBS GREEN CAMPUS INITIATIVE

The CBS Green Campus Initiative (GCI) is instrumental in putting the Leading by Example principle into action in the daily life of students, staff, faculty and external stakeholders on campus. GCI works to reduce CBS’ adverse environmental impact in eight focus areas such as energy consumption, waste management and transportation. The wide spectrum of GCI initiatives launched to support ongoing efforts to implement the strategy include:

- **THE GREEN OFFICE**
Answering to the University Marshal GCI is coordinated from the Green Office in the building where the rest of CBS’ top management is located.
- **THE GREEN TEAM**
Consists of administrative staff and student assistants who

execute tasks and coordinate individual initiatives.

- **THE GREEN CAMPUS AFFINITY GROUP**

Shares knowledge on existing Green Campus practices and discusses new initiatives to be fed into the Green Office for further consideration. This network primarily consists of administrative staff from across CBS, but also includes students and faculty members.

- **GREEN WEEK**

Under the slogan “CBS Goes Green”, Green Week takes place in the autumn semester and includes seminars, lectures, film screenings, workshops etc. The aim is to increase awareness about the consequences of climate change and draw attention to the benefits of a more sustainable way of life.

EQUAL OPPORTUNITIES OFFICER APPOINTED

The appointment of an *equal opportunities officer* is part of the Business in Society strategy to ensure equal opportunities regardless of gender, race, religion, sexual orientation, age or disability. More specifically, in close collaboration with HR and the Dean of Research, the officer’s task is to develop and implement an equal opportunities policy – and to ensure that it is respected and kept up to date.

NEW GUIDELINES FOR EXTERNAL EMPLOYMENT INTRODUCED

Cooperation with society, including public and private organisations, is promoted through relevant academic work not rooted in CBS and in the broader context of our faculty’s responsibilities. CBS management and staff wish to ensure independent research, the legitimacy and credibility of researchers and to protect CBS’ reputation. Consequently, to meet

public and political expectations, CBS has developed new guidelines for external employment to demystify and render visible any conflicts of interest that might arise.

FUTURE OBJECTIVES

ENGAGE IN NEW GREEN CAMPUS FOCUS AREAS

So far, the CBS Green Campus Initiative has primarily focused on reducing energy consumption. To continue to lead by example CBS will strive to reduce its adverse environmental impact by:

- increasing recycling and reducing waste
- reducing non-green on-campus transportation
- increasing responsible purchasing
- developing carbon-neutral meetings and conferences
- reducing paper consumption

LAUNCH OF EDUCATING TOMORROW’S SUSTAINABILITY AMBASSADORS (ESTA)

Funded by the Scandic Sustainability Fund and managed by the Green Office, the ESTA project will develop the necessary tools and methods to raise awareness among CBS students about the business opportunities in sustainability and to increase their knowledge about the sustainability agenda, as individuals/students and as future managers. In doing so ESTA combines classroom teaching with ongoing research efforts and campus operations to create synergies among CBS core activities. The tools and methods we aim to develop through ESTA will:

- **BOOST THE STUDENT GREEN TEAM**

CBS will hire dedicated students to promote sustainable behaviour among fellow students, especially regarding reduction of energy consumption.





LAUNCH OF GREEN CAMPUS INITIATIVE



CBS staff and consultants will systematically teach them how to use games and competitions to draw attention to issues such as reducing water and standby electricity consumption.

• INCREASE STRATEGIC HANDS-ON UNDERSTANDING

CBS will develop one new course and five teaching modules on issues involving CO2 reduction at CBS. Using CBS as a case means students will develop not only a strategic understanding of the field, but also learn how to implement and work with it in real life. In essence, students will work with top management to create organisational changes in response to the challenges of sustainability. At the same time, they will act as frontline ground troops, producing ideas such as replacing dormitory shower-heads with water-saving models.

• BUILD ORGANISATIONAL OWNERSHIP AND SYNERGIES WITH INNOVATION WORKSHOPS

By hosting a series of five all-campus workshops that include students, administration, faculty and all other employees, ESTA will build ownership and synergies across organisational boundaries. Using methods of employee- and user-driven innovation, the workshops will serve as an idea-generating forum and result in a guide to sustainable campus behaviour.

LAUNCH OF GREEN AMBASSADORS

In order to ensure that CBS meets its ambitious green goals and that our green strategy becomes a success, it is important for everyone to have the opportunity to participate. As a result, we will establish a *Green Ambassador* programme where students can sign a Sustainability Pledge at the Green Office.

Students will be invited to become Green Ambassadors so they can help inform and spread the word about sustainability initiatives as well as help generate solid, innovative ideas. CBS intends to expand the ambassador programme to include CBS staff. Departmentally, each secretariat will appoint an administrative staff member as its principal Green Campus contact. A similar approach will be used for other non-departmental units across campus.



CBS GOES GREEN



CBS – Where University Means Business

Founded in 1917, Copenhagen Business School (CBS) is one of the largest business schools in Europe with more than 17,000 students and 1,300 staff. CBS offers a wide range of business-oriented university programmes and an innovative research environment to ensure value for society. CBS provides a comprehensive range of programmes in various business disciplines at undergraduate, graduate, and PhD levels, as well as executive and other post-graduate programmes.

Internationally oriented, CBS maintains close partnerships with the business community and has exchange agreements with over 300 universities and business schools worldwide. In addition to European Quality Improvement System (EQUIS) and Association of MBAs (AMBA) accreditations, CBS is the Danish member of the Community of European Management

Schools (CEMS). A member of Partnership in International Management (PIM), an international consortium of prestigious business schools, CBS is in the process of accreditation by the Association to Advance Collegiate Schools of Business (AACSB).

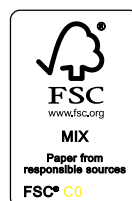
Copenhagen Business School at a glance

	2009	2010
Student population:	17,000	18,038
Non-Danish students:	1,903	2,415
Full-time academic staff:	566	597
Visiting professors:	69	N/A
PhD students:	192	202
Part-time academic staff:	720	797
Administrative staff:	1,065	993
Funding (million Euro):	151.7	N/A
Exchange and cooperation agreements worldwide:	390	327

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