

Witten/Herdecke University, Germany

Faculty of Management & Economics

PRME Report

Academic Year 2016/2017

United Nations Global Compact Academic Network

PRME

This is our **Sharing Information on Progress (SIP)**
Report on the Implementation of the **Principles for
Responsible Management Education**



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Dean's message



The Faculty of Management & Economics at Witten/Herdecke University is deeply committed to the United Nations' Principles for responsible Management Education. Hence, we are very proud to submit our Report on Progress for the academic years 2016 and 2017.

Witten/Herdecke University and its Faculty of Management & Economics are designed to prepare students for leading positions in business, politics and society. We educate change agents, who are able to cope with the unexpected and who are prepared to assume responsibility. It is our professed aim to raise awareness amongst our students for the economic, ecological and social challenges of the 21st century. As in previous years, the Faculty of Management & Economics offers a wide range of mandatory and elective classes in the field of sustainability. We will spare no effort to further integrate the idea of sustainability into our study programs.

Our excellent level in supervision and practice orientation was once again corroborated by top results in the "Trendence Graduate Barometer". We are particularly proud of the excellent work of our institutes for scientific research in the fields of sustainability management, particularly the Reinhard Mohn Institute for Corporate Governance and the Center for Sustainable Corporate Leadership (ZNU).

Moreover, we would like to emphasise the high level of commitment our students show in the social sector. The high degree of engagement becomes evident through the impressive number of student initiatives at our university and generates a great impact on the society.

Finally, we would like to draw your attention to the section “highlights of the year”, which exemplarily illustrates our broad engagement by current projects in teaching, research and extracurricular student activities. In the field of teaching, students prepared an Independent Study on sustainability in the textile industry. They organized the Oikos Winter School 2017 to discuss labour conditions and environmental issue with experts from the industry, politics and NGOs. Furthermore, in terms of research we would like to highlight the research project on efficient use of drink water in South India, which was conducted by the Institute of Environmental Engineering and Management at the UW/H and got an award from the Asian Development Bank in 2016. As extracurricular student initiatives we want to emphasize the Action Days Sustainability which took place in the first June 2017 week.

We are proud to be an active member of an international academic network committed to lay a solid foundation for the education of future leaders.

Herewith, we renew our commitment to the United Nations' Global Compact Academic Network and to the Principles of Responsible Management Education.

A handwritten signature in black ink, appearing to read 'M. Tyrell', with a stylized, sweeping flourish extending from the end.

Univ.-Prof. Dr. MARCEL TYRELL
Dean, Faculty of Management & Economics

Highlights of the year

We would like to illustrate our broad engagement through three vivid examples of student initiatives, research and teaching.

Student initiative

Action Days Sustainability

For a full week, UW/H stood under the banner of sustainability. From May 29 to June 7, 2017, UW/H was the theatre for the Action day Sustainability, organised by the Initiativ-Labor, a student initiative at UW/H. The programme encompassed lectures on social transformation for a sustainable future, concrete actions to raise awareness for sustainable consumption and workshops which opened the possibility to discuss personal aims and contributions to social change of and by the participants.

The Action Days Sustainability took various perspectives (economic, social, cultural and ecological) on sustainability. Most of all, the Action Days showed that everyone can make a change and has an impact on sustainable development. The Action Days Sustainability at UW/H were embedded in the national initiative "German Action Days Sustainability", which in turn were part of the European Week of Sustainability.



The highlight of the event was a panel and fishbowl discussion on "Witten/Herdecke University: Fit for the future?"

The panel discussed developments in teaching, administration, research and governance. On the panel were:

- Prof. Dr. Martin Butzlaff, President of UW/H
- Prof. Dr. Reinhard Loske, Professor for Politics, Sustainability and Dynamics of Transformation
- Prof. Dr. Sabine Bohnet-Joschko, Professor for Management and Innovation in Healthcare and UW/H PRME-Coordinator
- Johannes Geibel, Executive Director netzwerk n, member of the national platform BNE
- Michael Flohr, Executive Director netzwerk n, PhD candidate, Erfurt University



Research

Witten Project on Water Saving was honoured by Asian Development Bank

Many senior representatives of politics, business and finance, academia, and civil society gathered on occasion of the annual convention of the Asian Development, which was set in Germany for the first time in 2016. The discussion focused on current issues of financing of development under the general motto "Cooperation for sustainable development".

As best practice case and only project of water research, the Witten project for the saving of water in Southern India "WaLUE" (www.walue-india.de) was chosen to be presented on the conference. The head of the project, Prof. Dr. Karl-Ulrich Rudolph, Director of the Institute of Environmental Engineering and Management at Witten/Herdecke University, presented the project together with partners from industry. It was funded by the Federal Ministry of Education and Research in cooperation with KfW Bank. The general aim is to reduce massive loss of water caused by leaks and theft. The concept and its underlying business model will facilitate a resource-efficient use of water tailor-made simultaneously for the local requirements and the needs of possible financiers.

Teaching

International experts discuss with students and international guests aspects of sustainability in the clothing industry

The main focus of oikos winter school 2017 was on sustainability in the clothing industry. The highlight was a panel discussion with representatives of politics, academia and business organised by the student organisation team.

The panel discussed the question under which conditions a clothing industry can work without resorting to precarious work conditions and massive pollution of the environment in the countries of production. On the panel were Jean Lambert, MEP/Green Party, London, Prof. Dr. Elisabeth Hackspiel-Mikosch, Akademie Mode und Design Düsseldorf, Ansgar Lohmann, Head of Section Corporate Responsibility KiK Textilien, and Lars Doemer, Director and co-founder of the consulting firm for sustainability GoBlu.

„Mainly responsible for the conditions under which people employed in the clothing industry suffer are not only commercial chains whose business model is based on the exploitation of local workers, but also we as consumers. Too often, we try to hide behind alleged responsibility of others“, says Jhanzeb Khan from Pakistan, who has intimate first-hand knowledge of the situation in Pakistan. He criticises that local employees are exploited

to a vast majority for the profits of the companies involved which do not care for their employees. Ansgar Lohmann of KiK Textilien responded that companies who operate abroad should recompense those countries of production through investments in the future and social projects. He emphasised the importance of multi-stakeholder-initiatives. „This issue is inadequately present in the awareness of the general public. We hope to make a contribution to bring the issue to the fore", says Johanna Hofmann, member of the student organisation team.



Principle 1: Purpose

We will develop the capabilities of students to be future generators of sustainable values for business and society at large and to work for an inclusive and sustainable global economy.

Our purpose

Witten/Herdecke University (UW/H) was founded and state recognised in 1982 and has since been a pioneer among Germany's institutions for higher education. Over a period of 30 years, we introduced significant innovation in research and teaching. As a model university, we stand for dynamic reforms of the traditional alma mater and the pursuit of a humanistic educational concept adapted to the challenges of our modern knowledge society. In adherence to Humboldt's educational ideals, we strive to integrate research and student education, provision of scientific services, practical application and social responsibility. Theory-based and practice-oriented teaching at UW/H is always associated with the acquisition of subject-related, methodical, social and cultural competences, value orientation and personal growth.

Witten researches.

Research at UW/H is interdisciplinary, highly diverse as to methodology, and focuses on well-defined areas. As a private university with a moderate percentage of state funding in our budget, we feel obliged to make a contribution to society in return for the funds we receive. One way of doing so is to generate innovative research results. Real-life problems call for transdisciplinary research. The social relevance of our chosen fields of research is as important in this respect as transparent and generally understandable publication of research findings.

Witten educates.

Education is much more than training for the job. In addition to subject-related expertise and skills, we also convey methods and strategies which enable our students to cope with complex and permanently changing demands of the modern knowledge society. Students are encouraged to think in wider contexts and assume social responsibility in and beyond a

chosen discipline. The economic, ecological and social challenges of the future will certainly not respect the boundaries of academic disciplines.

Witten – fundamental.

In an increasingly complex, rapidly changing and insecure world, future physicians, entrepreneurs, managers, politicians or consultants need methodical, social, ethical and cultural competences as much as subject-related expertise. Studium fundamentale is an obligatory part of all degree programs at Witten/Herdecke University. One day per week, students of all disciplines take time for reflexion of fundamental issues, communicative experiences, and artistic-creative exercises. They discover new horizons, explore trans-disciplinary contexts, and enjoy time and space for out-of-the-box thinking and action.

Witten gets involved.

The role of higher education in society underwent radical changes in recent years. Top level research and teaching are the necessary conditions for successful universities. In Witten, however, we go a bit further. We demand and encourage initiative and responsibility; in university bodies, in the representation of student affairs, in the design of courses, congress organization or implementation of business ideas – but also in student-organized social initiatives. Our students show tremendous commitment and assume responsibility for their university, themselves and ultimately for society. On occasion of the founding ceremony of Witten/Herdecke University, Alfred Herrhausen, then Chairman of Deutsche Bank, spoke of an “esprit engagé, a dedicated spirit to be developed and employed for the fostering of our society”. This spirit is an essential part of our philosophy.

“Witten/Herdecke University as the oldest and one of the few interdisciplinary private universities stands for pluralism, freedom in curricular organization and encouragement of social responsibility. Its reformatory character is an inspiration to the entire system of higher education in Germany.”

Prof. Dr. h.c. **Roland Berger**,
Chairman Roland Berger Strategy Consultants GmbH

“Germany’s oldest private university has been addressing a topic of much economic and social significance for by now ten years, and has done so with impressive success.”

German Chancellor **Dr. Angela Merkel** in her address to the 10th
Congress for Family Businesses

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.

Our Values

Knowledge and competence being reflected in practice and developed further. A high degree of freedom for students to develop their own personality. Values combining curiosity, dedication and humanity. This is what UW/H has always been standing for.

- **Encourage freedom**

Our students are free to organise their curriculum. We explicitly encourage them to set their own priorities in terms of content and to gain intensive practical experience. Moreover, UW/H offers ample scope for testing one's skills and abilities and for progressing in other fields of study as well.

- **Strive for truth**

The question of truth goes beyond the question of feasibility. UW/H encourages students to gather and reflect personal experiences, to methodically change perspectives and to enter into open interdisciplinary discourse. Such refined discernment allows dedication to become effective.

- **Assume social responsibility**

It is our objective to educate professionally and personally competent graduates being able and willing to assume social responsibility – long before graduating. About 50 student initiatives at UW/H show that Witten works.

Principle 3: Method

We have been educating students in humanities/arts, management and economics, psychology, nursing science, medicine and dentistry for more than 30 years. We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Our method

The key philosophy of social responsibility outlined in the three guiding principles of UW/H is and remains highly important in view of future challenges. Today's economic systems operate within contexts that are informed by not only political and social but also environmental, technological, demographic and health related issues. Responsible entrepreneurial activity is therefore an integral part of such wider contexts.

Multidisciplinary curricula

Many future challenges to our society will require interaction between a wide range of disciplines. Subjects like business economics, general management, philosophy, psychology, sociology and anthropology all contribute to the development of a sustainable economic system. In contrast to conventional business schools, the Faculty of Management & Economics has always looked beyond the narrow boundaries of the subject and integrated perspectives, methods and concepts of neighbouring disciplines.

One-sidedness can sometimes make life easier, but is ultimately unrewarding. Only changes in perspective produce well-established insights. This is why we offer not only one school of thought but also alternative approaches to economics. Students receive a comprehensive and comparative overview of methods and concepts. This helps to train judgment and prevent tunnel vision. What we expect from you is that you do not choose the easiest way, but challenge us and yourself.

Lectures regarding Corporate Responsibility and Sustainability

Witten/Herdecke University offers numerous lectures and courses in the field of corporate responsibility and sustainability within the following programs.

Since 2012, Bachelor students, depending on their personal preferences and career aspirations, can select to pursue a Minor in Sustainability. Furthermore, one of the core teaching concepts of the economic faculty, the Start-up Academy ("GründerWerkstatt"), opened up to topics and business models related to sustainability. Participants in this course gain insights into the implementation of founding a social business.

Social Entrepreneurship
Co-Determination and Social Partnership
Corporate Governance and Business Ethics
Social Competence: Communication, Teambuilding and Coaching
Introduction to Environmental Economics
Sustainability of Enterprise and Product
Climate, Environment, Poverty
Social Epistemology and Collective Action
Ethics and Economics
International Law, Norms and Ethics
Institutions, Growth and Development: Theories of Institutional Change
Ethical Foundations of Human Rights
Social Entrepreneurship Camp
Corporate Social Responsibility
Managing for Corporate Social Responsibility
Global Governance: Saving the World
Peace, Security and Human Rights
Global Economic Development: Behavioural Economics
Cosmopolitan Communication – Global Empathic Competence
Global Economic Development: Digital Markets
Global Economic Development: Empirical Development Economics
Global Economic Development: The Great Transformation and its Current Relevance
Development Economics and Development Policy
Fundamentals of international relations and global governance
Sustainability Management
Theories of Sustainability

Political theories of Sustainability
Introduction to Environmental Economics
Civil Society as an agent in global climate governance
World Health – Thinking social responsibility globally
Global Governance for the protection of threatened public goods
The Community of Human Rights – On Alan Gewirth's social philosophy
Alienation, reification, resonance and socialism – Basic concepts of critical social philosophy



Studium fundamentale – The interdisciplinary heart of UW/H

In addition, all students have to take classes in the Studium fundamentale. The aim of Studium fundamentale is to offer students new perspectives for their studies and to develop their reflective, communicative and creative skills. Once a week, students of all faculties within the UW/H explore fields beyond their own disciplines and attend lectures and classes, in which topics ranging from philosophy, aesthetics over arts to ethics are addressed. Additionally, the field of Studium fundamentale consists of a variety of classes in social sciences.

Conferences, Workshops, Debates & Special Lectures

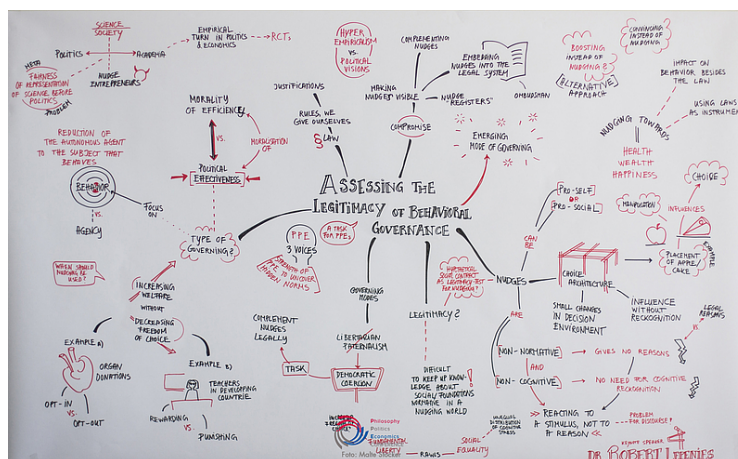
Furthermore, numerous, conferences and workshops focus on sustainability-related topics every semester. A considerable number of them are initiated in close cooperation with our students. Examples from the last two years include:

PPE Conference 2016

Justifying Power and Decisions in the 21. Century: Rethinking Legitimacy from a PPE perspective

The 1st International PPE Conference offered three paper sessions (à two panels) combining student presentations with group work to facilitate discussions between participants, peer reviewers and presenters. A diverse programme framed an enriching, thought-provoking and abundant weekend with students and experts from all over the world. The aim of the conference was to give students working in the fields of politics, philosophy and economics an opportunity to present their research, receive feedback for work in progress and build a PPE network.

Around 40 students from 10 different countries (UK, Russia, Czech Republic, Nigeria, Lithuania, Switzerland, and Ghana) and 15 different universities came together, solidifying a fast growing network of PPE students. In addition to the conference program the FutureLab acted as a catalyst for new possibilities, ideas and projects to be developed.



The conference took place from May 6th to 8th on the Campus of Witten/Herdecke University in Germany.



PPE Conference 2017

Transformation: Knowledge, Power, Wealth

The 2017 International PPE Conference was filled with 15 student paper presentations that explored the links between knowledge, power and wealth and showed how rewarding it is to go after one's own questions.

The conference was framed by four keynote lectures which gave valuable input on power-relations in the corporate as well as the academic world, on the evil nature of time and those who exploit our boredom and on the relevance of an historical embeddedness of economic theory.

The fish-bowl discussion format enabled all participants, experts and young scholars to engage debates and share their knowledge and thoughts.



Once again, the lively exchange of students and scholars attending the conference showed the value of bringing together different perspectives and continuing to build the PPE network.



The conference was made possible by the support of many individuals but, most importantly, Witten/Herdecke University once again showed its commitment to student research and initiatives. Sponsoring from INET (Institute for New Economic Thinking) enabled us to invite keynote speakers from afar and ensured that we could reach our objective; providing a diverse and top-class academic experience for students from around the world.

The conference took place from April 21st to 23rd on the Campus of Witten/Herdecke University in Germany.

UW/H Debate

UW/H Debate is a discussion platform on current political and social issues. It targets the general public. Researchers at Witten/Herdecke University engage in discussion with external experts and invite the audience to join in. This format is organized two or three times per semester. Selection of topics covered:

- *Community financing – new challenges, old problems?*
- *Seeing trust as basis of market economy*
- *Does Islam belong to Germany?*
- *The Trump Administration – Much ado about nothing?!*

Oikos Winter School

The oikos Winter School is an international one-week conference on this years (2017) topic of Sustainability in the Fashion Industry.

The conference aims to provide international students from different subjects and young professionals with a sound knowledge of the topic "Sustainability in the Fashion Industry. These future change makers will explore during the week an environment of deep discussion and vital international exchange.

The 13th oikos Winter School addresses the issue of sustainability in the apparel industry. The topic of sustainability in the fashion industry has been brought into the public eye by

scandals such as the collapse of the Rana Plaza factory in 2013 in Dhaka, Bangladesh, or alarming studies on the effect of chemicals used in production of raw materials. Low wages, unfair employment conditions and violations of freedom are often associated with parts of the global apparel industry. Furthermore, following the oil industry, the textile industry is the second largest contributor to current environmental pollution. It is evident, that there is a long list of problems that can be observed along the textile value chain. They range from poor working conditions and child labour in production countries to health effects caused by contaminated products, to the salinization of soil, as well as, the massive threat to biodiversity by genetically modified cotton plants.

Bürgeruniversität – Citizens' University

As in previous years, a variety of lectures was organized in cooperation with the Adult Education Centre Witten. The series of events on a regular basis is open to everyone. The following provides an overview of the topics covered.

- *The unconditional basic income – A contribution to sustainability*
- *How social should the "social market economy" be designed?*
- *Democracy in the tension between security and freedom*
- *Climate Policy is at a crossroad: Where shall we go?*
- *My actions taken: Environment, climate and the rain forest*

Reinhard Mohn Institute for Corporate Governance – New departures

In 2010, Bertelsmann Foundation and UW/H founded the Reinhard Mohn Institut (RMI), generously financed by Bertelsmann Foundation. In 2016, the institute underwent a complete make-over in terms of personnel, outlook, and strategy.

In July 2016, Prof. Dr. Guido Möllering took over the RMI as Director and Chair of the Reinhard-Mohn-Endowed Chair for Management. Newly created was a professorship for Strategic Organisation (the appointment process is still ongoing), a research professorship for Leadership, Prof. Dr. Günther Ortmann, and a number of positions for junior faculty.

The work of the RMI sees itself in the tradition and spirit of co-operative, participatory and responsible leadership as set out by Reinhard Mohn. New in this context is a focus on organisational theory and interorganisational network.

Liz Mohn as representative of the donor family and Vice-chair of the Bertelsmann Foundation highlights the aims: „The philosophy of leadership of Reinhard Mohn with its focus on delegation of responsibility, participation and dialogue has lost nothing of its relevance in the digital age. I am delighted that RMI with Professor Möllering as its director develops this approach for the future.“

RMI-Symposion - „Cooperative Management in Networks: Opportunities and Challenges“

As set out in the title, the general theme of the Symposium were opportunities and challenges of management in networks. After addresses by the President of UW/H, Prof. Dr. Martin Butzlaff, and the Secretary of State at the Ministry for Economic Affairs of the Federal State of Northrhine-Westphalia, Günther Horzetzky, RMI-Director Prof. Dr. Guido Möllering gave an introductory lecture to be followed by panel discussions with Åsa Lautenberg (Lufthansa), Rudolf Wimmer (Uni Witten/Herdecke und osb Wien Consulting), Miriam Wilhelm (Groningen University/NL) and Bennet van Well (Metaplan). The closing lecture was held by Prof. Alfred Kieser (Visiting professor at RMI).

Focal point was the balance between trust and control. Professor Möllering suggested seeing these two aspects as two sides of the same medal of cooperation. Rather than "trust is good, control is better", the recommended approach should be "give trust, but exercise control at the same time." In the same vein, conflicting priorities such as autonomy and dependence could be made productive rather than purely seen as a problem. The audience consisted of representatives of SMEs as well as large companies, consulting firms, academia, social and political institutions (e.g. foundations) who took with them concrete instructions and inspirations for their own day to day practice of professional cooperation.

ZNU - Center for Sustainable Corporate Leadership

The ZNU – Center for Sustainable Corporate Leadership is an application-oriented research institute aiming to make sustainability tangible and inspire people with the opportunities that sustainable management offers. An interdisciplinary team is working with the sustainability leaders of today and tomorrow to make tangible improvements in sustainable corporate management through research, teaching, training and conferences. Last year the ZNU hosted a sustainability meeting for top representatives of the FMCG-industry at the POS. The meeting took place in a well-known retail store in order to create the link between corporate sustainability management and customer decision making. Other topics were long-term sustainability concepts in the FMCG-sector as well as steps and tools for their implementation. The main focus was on the essential need to raise the awareness of staff and clients about sustainability issues and thus trigger sustainable change. ZNU instruments to measure and systematize the degree of sustainable management at company and product level met with much interest among participants. High-level business representatives met for a discussion panel and agreed that sustainability should be advanced in every direction, in the production and retail of conventional and organic products alike. The bottom line of the discussion was the an open learning culture based on transparency and mutual appreciations required to promote an awareness of sustainable products among consumers, producers and the commercial sector.

Professional Trainings: ZNU-Sustainability Manager

The ZNU hosted two professional trainings open for professionals as well as students. The 3-day seminars strive to make sustainable business happen through empowerment and qualification of decision makers, change leaders and individual sustainability managers from across industries. The seminars include theoretical background on sustainability and corporate responsibility as well as the required methods to deal with sustainability challenges in daily business. In order to assure practical relevance the trainings involve speakers from science and corporate leaders from the FMCG-sector.

Theatron Logou

The lecture series Theatron Logou was initiated by UW/H students seven years ago as a platform for exchange with renowned personalities from politics, philosophy, theology and natural sciences to discuss issues of social relevance and new ideas for transformation processes.

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.

Our research

The two key fields of research activities at the UW/H Faculty of Management and Economics are reflected in the degree courses the Faculty offers. Under the heading "entrepreneurship and leadership" one field concentrates on managerial questions regarding the behaviour of prospective business leaders on the protagonist level. Therefore, the entrepreneurial spirit is one of the specific features of Witten/Herdecke University and its Faculty of Management and Economics. Our students assume responsibility for curricular organisation and themselves at an early stage of their studies. They discover, test and hone their talents in a variety of format and settings, e.g. the prize-winning Start-up Workshop, in student initiatives and business activities. These may take the form of start-up enterprises, social projects or initiatives to enhance campus life. Students who learn this within the secure surrounding of the university will have an advantage later on in their professional life.

Research in the economics-oriented field comes under the heading "markets and institutions" with a focus on rules for the management of markets and market systems. This research approach permits and even demands interdisciplinary exploration, since major challenges to future societies will require a joint effort of several disciplines. Market analysis also covers sustainability aspects. The Faculty's research focuses on:

- **Family Business**
Focus: Long-term orientation of family firms
- **Leadership and Governance**
Focus: Responsible management and leadership in all ranks, governance, social responsibility
- **Institutional Change**
- **Sustainable Management**
Focus: Sustainability assessment, sustainable corporate leadership, sustainable logistics management
- **Healthcare Management and Economics**

WIWA Conference 2016

The 3rd Witten Conference on Institutional Change focused on "Institutions in Development Research: New Buzzword or Real Impact?" It took place on December 1 and 2, 2016 at Witten/Herdecke University in Witten, Germany and was conducted in co-operation and with the generous support by the Aktionsgemeinschaft Soziale Marktwirtschaft and the Forschungskolleg Siegen. The main question of the conference was: Are institutions really the key to solve development problems? Or is it more a hype than a hope for economic development?

Selected Publications 2016

Calabro, A. & Torchia, M., Increasing the Governance Standards of Public-Private-Partnership in Healthcare. *Public Management Journal*.

Endres, A., Prima Klima? – Zur Evaluation des internationalen Klimaschutzabkommens von Paris. *WiSt – Wirtschaftswissenschaftliches Studium*.

Geßner, C./ Kölle, A./ Ludemann, K./ Schäfer, F./ Rübbelke-Alo, M./ Diekmann, V., Nachhaltiger Wirtschaften: Vom Selbst-Check zum zertifizierbaren ZNU-Standard, in: Grothe, A. (Hrsg.): *Bewertung unternehmerischer Nachhaltigkeit – Modelle und Methode zur Selbstbewertung*, ESV Erich Schmidt Verlag, Berlin, 2016. ISBN: 978-3-503-16734-0

Herrmann-Pillath, C., Das Verhältnis von Umweltpolitik und Freihandel als Problem einer Welthandelsverfassung. *Globalisierung, Welthandel und Umweltschutz in Zeiten von TTIP – Ökonomische, rechtliche und politische Perspektiven*.

Kipper, K., Aligning Civic and Corporate Leadership with Human Dignity: Activism at the Intersection of Business and Government. *Journal of Business Ethics*.

Priddat, B., Moralischer Konsum. in: *Arch+, Zeitschrift für Architektur und Städtebau* Nr. 222.

Priddat, B., Korruption kostet Kompetitivität. 4-6 in: *Rubicon* Nr 10, Magazin für Entscheidungsträger, Schweiz.

Strauß, E., Weber, J. & Zubler, S., How institutional entrepreneurs and radical change projects can contribute to establishing continuous change. Kreutter/Messer (eds): *The Palgrave Handbook of Managing Continuous Business Transformation*.

Zwack, M., Kraiczy, N., Schlippe, A.v., Hack, A., Storytelling and cultural family value transmission: Value perception of stories in family firms. *Management Learning* 47(5), 590-614.

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.

Our partnerships

Right from the start, Witten/Herdecke University assumed social responsibility in many forms and on various levels. Witten/Herdecke University is in a continuous lively exchange with the community: with the citizens of Witten, the local and regional business world, social and cultural institutions, even international organisations, corporations and foundations.

Since its foundation in 1983, crossing borders has played a vital role in the vision and mission of UW/H. Borders between theory and practice, between disciplines and faculties, but also actual physical borders between national states. UW/H is a proud member of an international research network spanning over all five continents; it permanently extends its network of partnerships on student and faculty exchange as well as research co-operation with universities world-wide. Furthermore, education at UW/H does not stop at merely studying a subject; it is a simultaneous process of personal and intellectual development. Hardly anything is as formative as international experience. Hence, we strongly encourage our students – and our staff as well – to gather experience abroad during the studies, but also through practical experience and border-crossing student initiatives. It makes us proud that many of our alumni have taken up international careers and serve as UW/H ambassadors abroad.

Our students spend quite a lot of time working on projects on- and off-campus. In view of our still young age and a comparably small number of some 2.300 enrolled students and 500 staff, we have produced an impressive number of social, cultural, commercial and non-profit initiatives. One example is the **oikos Winter School**, where young and visionary individuals from all over the world meet in Witten for workshops on specific projects, interdisciplinary meetings, latest research finding, etc.

Moreover, the Faculty of Management and Economics is part of a regional and global network of higher education institutions, companies and other organizations. Based in the city of Witten and the Ruhr area, we cooperate with more than 50 family businesses (including Haniel, Grillo, Pictet), about 30 companies in the food industry (including Dr.

Oetker, Katjes, Iglo), and more than 300 mentor companies who support our company mentorship concept in teaching. In this context, the **Future Conference Food** for example focusses on the change processes towards more sustainability in the food sector.

Furthermore, we have renowned academic partners for our key research activities. Our alumni, many of whom hold key positions all over the world, constitute a further essential part of our network.

Finally, the university also draws on the dedication of its environment. A number of associations and societies form a network to support the university and its students on several levels. New ideas and projects result from this commitment on a regular basis. Apart from associations such as the "StudierendenGesellschaft" or the "Universitätsverein", various institutes with close links to the Faculty of Economics and Management help to build bridges between theory and practice.



Future Conference Food 2017

Some 160 participants gathered for this year's Future Conference Food, organised by the Center for Sustainable Corporate Leadership (Zentrum für nachhaltige Unternehmensführung ZNU) on March 29, 2017 at UW/H. They universally agreed that only a deeper understanding and awareness for all partners in the value chain will lead to more transparency and trust.

In his keynote, guest of honour Prof. Dr. Klaus Töpfer suggested using the term value circles rather than value chains, as consumers have an impact on resource efficiency through their daily conduct in household including disposal and recycling of reusable material. Furthermore, he canvassed for a strengthening of the „sharing economy“, especially in the context of private transport. Broadening the perspective, Prof. Töpfer underlined that peace and stability in the world are the most important preconditions for sustainable development and value creation.

Mindful Leadership Conference 2017

Leading mindfully and aware – The road to a mindful organisation

The Mindful Leadership Conference on March 23 and 24, 2017 Witten/Herdecke University was an unconditioned success.

The mix of academic input and interaction with practical cases attracted a large number of participants and led to fully booked workshops and plenary sessions throughout. Representatives of major companies like Bosch, BASF, Google, SAP, Coburger Klinikum and Heiligenfeld Clinics shared their experience with mindfulness strategies and programmes. The variety of practical cases invariably showed that mindfulness programmes increased empathy and stress resistance in executive staff.

„Mindfulness programmes have a particular impact on executives who are under great stress by default in their organisations, but also in situations focussing around strategic and cultural development in organisations“, says Rudi Ballreich, initiator of the Mindful Leadership Conference. Academic input was given by Prof. Dr. Niko Kohls/Hochschule Coburg, Prof. Dr. Tobias Esch, Prof. Dr. Arndt Büssing, Prof. Dr. Werner Vogd and Prof. Dr. Johannes Michalak, all of them of Witten/Herdecke University.

Conferences on Conflict Management in Organisations

The first Witten Symposium (March 2016) on the practice of systemic conflict management in organisations brought together some 140 experts, academics as well as practitioners, from all German speaking countries – including four professors of UW/H. The aim was to reconstruct as to how contradictions and paradoxes in organizational systems lead to full-blown conflicts and, in a second step, how a systems theoretical approach offers practical solutions in managing those conflicts,

Area of tension: Individual and Organisation

The second conference on systemic conflict management in organisations (March 2017) focused on an equally academically and practically virulent topic. The question on which level and area consulting has to operate: in the realm of rules and patterns of communication or in the sphere of practical experience remains unanswered. International experts, amongst them three professors of UW/H, discussed the pros and cons with some 100 participants on the basis of a real life case study.

Principle 6: Dialogue

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

Our Dialogue

Students and their projects are truly the best ambassadors for an UNPRME membership. Witten/Herdecke has produced an impressive number of social, cultural, commercial and non-profit initiatives and curricula that foster responsibility. Characteristically at UW/H, students team up for cross-disciplinary projects, reaching beyond their own study focus. In the following, you can find a selection of numerous projects initiated by our students and achievements that we are proud of.

Student Initiatives

ADD ACTION

It is a frequent demand to integrate health related subjects such as physical education and nutrition into school curricula from early on. Since 2010 ADD ACTION is a first step in this direction. Our students organize a variety of activities at schools to counteract the rising incidence of obesity amongst children and adolescents.

AL SALAM

“Al Salam” is the Arabic word for peace. After joining a relief program and visiting one of the largest refugee camps in Jordan, two medical students started the initiative in summer 2015. In addition to the collection of funds, a major goal of Al Salam is to offer students the possibility to participate in “humanitarian and medical missions” together with organizations on site and become active in camps or border villages.

BILDUNGSCHANCEN – EDUCATIONAL OPPORTUNITIES

This initiative strives to support education in children and adolescents from lower SES families to improve opportunities.

BUNDESVERBAND DEUTSCHER VOLKS- UND BETRIEBSWIRTE (BDVB E.V.) – Section WITTEN

UW/H hosts a member section of the Bundesverband Deutscher Volks- und Betriebswirte e.V. (bdvb), which represents the interest of all economists in Germany since 1901 and forms a strong and competent network between responsible economists in Germany.

CONGRESS FOR FAMILY BUSINESSES

The annual Congress for Family Businesses offers networks and expertise for this particular type of business. Family businesses make up a strong 90% of all German companies. UW/H students host congress, which is the most important and renowned of its kind in Europe.

DAS A UND O – THE ACTIVE DECISION ON ORGAN DONATION

It is the aim of the initiative to offer access to information on organ donation to everyone and thus to enable informed personal decisions to be documented in an organ donation pass. The initiative is strictly neutral.

ENDULEN E.V. – KEEP IT CLOSE TO YOUR HEART!

Following this slogan, two medical students founded this registered non-profit association in 2008, after having spent a voluntary year at the Endulen hospital in northern Tanzania.

ENTREPRENEURS IN DIALOGUE

UW/H students regularly invite outstanding representatives of the business community to the university, where guests report and discuss their professional experience and insights with lecturers and students.

ERASMUS STUDENT NETWORK (ESN) WITTEN/HERDECKE

Erasmus Student Network (ESN) is an association of local student Erasmus student initiatives. Volunteers in currently 33 sections mentor more than 10,000 exchange students annually. Throughout Europe, ESN is active at more than 430 universities in 37 countries. Hence, ESN Witten/Herdecke is a section in one of the largest student organisations world-wide.

EUROPAS KULTUR E. V.

In the belief that Europe is based on more than just economic interest, students of all faculties felt inspired to intensively get involved with the cultures of Europe and the European idea. Since its beginnings in 1995, the initiative organises seminars and discussion rounds on relevant current issues. Furthermore, the programme is augmented by one or two week's excursions to historical and cultural sites in Europe – a veritable mobile classroom as it were.

FINANCE AND CONSULTING ASSOCIATION (FCA)

Following the aim to make an active contribution to teaching of classical issues in Business Studies, five students of UW/H founded the FCA in summer 2014. FCA regards itself as a platform for students interested in Business Studies. It organises lectures and workshops with expert practitioners on topics in the field of Finance & Consulting. Hitherto, major emphasis was on mergers & acquisitions, strategy and venture capital.

FRIENDS OF ONE WORLD SECONDARY SCHOOL KILIMANJARO

The student initiative was founded in 2013 and is by now a registered non-profit organization. The Friends of OWSK tackle the task of providing material and conceptual support to the One World Secondary School Kilimanjaro in Tanzania, and of facilitating intercultural dialogue on education and formats of knowledge transfer.

FUTURE DOCTORS NETWORK

The Future Doctors Network supports improvement and expansion of medical education in developing and emerging nations. Training in physical examination skills is in great demand amongst medical students in target countries.

GREEN RESPONSIBILITY

Early in 2008 the initiative "Green Responsibility" planted a small orchard on campus. Other activities followed, like advertising green electricity or photovoltaic.

GRÜNDERPOTT – START-UP SUPPORT

"Gründerpott" wants to encourage young entrepreneurs in particular to settle in the local area by conveying innovative business ideas. The initiative offers a wide range of supportive activities such as workshops and events on relevant topics, fostering contact between young founders of businesses with established companies in the region and thus helping them to find customers, investors or partners.

L'APPEL DEUTSCHLAND e.V.

L'appel is an organization for development cooperation. The joint projects in Africa in the field of health, education and infrastructure are tailored to the needs and necessities of the target groups. Members are students and young people who provide expertise on a volunteer basis.

LUTHER'S LAUNDERETTE

Who gives medical care to poor or even homeless people and/or those without health insurance? UW/H medical students provide help; they identify patients requiring immediate treatment, refer them to physicians, or perform minor treatment themselves.

MEDICAL EXCHANGE PROGRAMME MAZAR

In the Medical Exchange Programme Mazar, Afghan students are trained as tutors at UW/H, in annual alternation with UW/H students teaching in Afghanistan to pass on their previously acquired medical skills.

MEDICINE WITH HEART AND HAND

This students' initiative wants to raise awareness for the potential of integrative medicine. Since 2010, a summer academy is organized once a year that draws participants from all over the country. Medical doctors, therapists, artists and students work together on how to strengthen the relationship between patients and health professionals and foster dedication and delight in health care.

MODEL UNITED NATIONS

UW/H regularly sends a student team to New York to the largest UN simulation worldwide. Each student assumes the role of a delegate from a country assigned to him or her and tries to represent this country's interests at UN conferences.

NEUROLOGY PODCASTS

Neurology is one of the major specialist disciplines in medicine and steadily growing in importance as a consequence of demographic change and progress in diagnostics and therapy. At the same time, its reputation among students is that of a particularly complex and hard-to-grasp subject. This is why medical schools are establishing innovative teaching formats to enthuse students for neurology. The neurology podcasts which UW/H students started to produce in the summer term of 2014 are one of these formats.

OIKOS WITTEN/HERDECKE

"What is good for all must be good for me, too, and what hurts society and the environment will ultimately hurt me, too." For oikos Witten/Herdecke, a student network for sustainable ideas and projects, the logical inference of this observation is sustainable management and thus the implantation of solutions today which will not cause new problems tomorrow. Since 2008, Witten/Herdecke and its Faculty of Management & Economics has been hosting the annual international oikos Winter School, bringing together more than 25 young change-makers from around the world.

DENTAL HEALTH PROJECT GAMBIA

Several local Dental Health Centres were established all over Gambia in cooperation with the Gambian Ministry of Health, European and US universities.

RELIEF PROJECT IN RUANDA

To this date, many villages in Ruanda have no access to clean water or electricity. Many people live in huts and dress in rags. UW/H student drill wells on site, help to erect homes, teach in schools and provide clothing for children and adolescents.

ROCK YOUR LIFE!

Ten UW/H students founded the Witten chapter of ROCK YOUR LIFE! in November 2012. ROCK YOUR LIFE! trains dedicated students as coaches to accompany and support pupils (secondary school) on their way into work life on a continuous basis.

STUDENTS HEALTH DIALOGUE

Ukraine has one of the highest new HIV infection rates worldwide – reason enough for two medical UW/H students to start the Students Health Dialogue (SHD) in 2004. The idea was to use sex education in order to reduce the number of new infections considerably. Today the focus of SHD activities is on sex education in Germany.

STUDIERENDENGESSELLSCHAFT WITTEN/HERDECKE

Sketched on a paper napkin by students of Witten/Herdecke University in 1995, the idea of an inverse contract between student generations (UGV – umgekehrter Generationenvertrag) proved to be an innovative payment concept for tuition fees, successful for now over 15 years. It is also the origin of the StudierendenGesellschaft Witten/Herdecke e.V. The UGV promotes equal opportunities in education. It offers payment modes that enable students to finance their studies independent of their parents' income or social background. The basic idea is: study today and pay tomorrow. Students may opt for payment of tuition fees after graduation as soon as they earn money. In this way, UW/H graduates pay tuition fees for currently enrolled students – an inverse contract between student generations. The concept is unique in Germany and ensures that nobody is excluded from studies at UW/H for lack of funds.

STUDY GROUP HOMEOPATHY

Medical students initiated this self-organized study group for homeopathy in January 2006 with the intension to acquire the necessary subject-related knowledge and experience to explore homeopathy as an independent intervention concept integrated into the health care system

SUMMER SCHOOL

What do management consultants do? What is business management? The Witten/Herdecke University summer school has answers to these and many more questions for high school students and applicants. A student team hosts this event every year.

SUSTAINABLE INNOVATOR SPEAKER SERIES

UW/H students founded the Sustainable Innovator Speaker Series in spring 2010. The idea was to add an initiative with a focus on sustainability to the existing student projects at university. Once or twice a semester, they invite executives with a record of sustained social innovation.

TEAM EMERGENCY MEDICINE

The UW/H student group of the German Red Cross strives to expand the preclinical stage of medical training with courses in emergency medicine on a continuous basis. The student initiative offers a wide range of courses and simultaneously room for participation in activities organized by the Witten Red Cross group such as rescue and ambulance services, disaster protection and other social projects.

TEAM MEDICAL CONSULTATION

For several years, medical students have been active in the medical consultation team of the Medical Care Service for Refugees Bochum (MFH). In consultation hours and on-call duty they provide medical advice and referrals to refugees and migrants without residence permit and therefore without access to medical care. Students employ medical skills and competences acquired so far and rely on a network of local specialists who are prepared and willing to treat refugees and migrants anonymously and free of charge.

TEAM PATIENT EDUCATION

Ten years ago, a student study group started out as one of several in the nursing curriculum to explore the topic of "patient education – information, instruction and consultation for patients", and to integrate theory and issues emerging into every day nursing practice.

TEDDY BEAR CLINIC

Students initiated the Teddy Bear Clinic for children from 4 to 6 to help them overcome their fear of doctors and hospitals.

THEATRON LOGOU

Michel Friedman, Günther Beckstein and Wolfgang Schäuble were guests of Theatron Logou. This student initiative strives to identify current issues to be discussed with a top-level representative of national politics, business, academia or the media.

THINK TANK SERIES

The Witten/Herdecke Think Tank Series is a forum for innovative ideas. Students organize each meeting in cooperation with selected institutions and explore visions, concepts and future scenarios for a specific industrial sector.

WEGE ZUM AUSGLEICH – WAYS TO BALANCE

This student initiative addresses issues related to equal chances and social justice in developing countries. Two psychology students, co-founders of the initiative, spent several months in Ecuador and Peru where they worked as volunteers in children's homes and women's shelters. The initiative sets out to organize fundraising events in support of these projects in Peru and Ecuador.

WILLKOMMEN IN WITTEN

The student initiative Willkommen in Witten (Welcome to Witten) was founded with the aim to give assistance to refugees in the process of arrival and integration in Witten. Major emphasis is on teaching basic German, help with school homework, recreational activities and the removal of bureaucratic hurdles.

WITTEN INTERNATIONAL NETWORK

"One World WINs – Witten International Network" is a student initiative founded in 2014. The idea is to improve the integration of international exchange students at all UW/H faculties into university life and student activities. The initiative cooperates closely with the UW/H International Office and addresses not only exchange students and those with an interest for exchange but also all UW/H staff with an international background. Based on personal experience, the initiators set great store by personal contacts and an atmosphere of warm hospitality.

WORLD:CLASS FOUNDATION

The World:Class foundation provides innovative learning experience to German high school students, who spend several weeks in developing and emerging nations whilst staying in close contact with their class at home.

ZUSAMMENWACHSEN – GROW TOGETHER

Six students at the School of Psychology and Psychotherapy started this initiative in 2013. In a joint effort with Luther's Launderette and some of its customers, the Witten students created a small vegetable garden in the backyard of the facility. The aim was to fabricate something of existence by involving the clients of the Launderette.



Awards

2017 / Uni Witten/Herdecke on top position in StudyCheck-Ranking out of 520 Universities

In 2017, Witten/Herdecke University was in the top spot of university ranking Studycheck. The ranking is based on student recommendations on courses, teachers, classes, facilities, campus life, and organization.

CHE Hochschulranking 2017

The degree programmes in Management and Economics got top grades in the field of supervision and practice orientation in CHE Ranking 2017

2016 / HEC Bruno Roux de Bezieux Award for UW/H PhD candidate Halima Jarrodi

UW/H-PhD candidate Halima Jarrodi was awarded the HEC Bruno Roux de Bezieux Award for her thesis on „When entrepreneurs want to change the world: how does political ideology influence entrepreneurial trajectories? The case of POC21“. The prize encompasses an award of €3,000.- and the publication of the thesis in Revue de l'entrepreneuriat (Q1/2017).

2016 / GIKA Best Paper Award for Prof. Dr. Andrea Calabrò

Prof. Dr. Andrea Calabrò of Wittener Institut für Familienunternehmen (WIFU) was awarded the Best Paper Award of the Global Innovation and Knowledge Academy (GIKA) for his paper „Family firm internationalization: A configuration approach“, which he co-authored with Sascha Kraus, Helge Mensching, Matthias Filser (University of Liechtenstein) and Cheng-Feng Cheng (Asia University).

2016/ Prof. Dr. Erik Strauß honoured as Highly Cited Researcher

Prof. Dr. Erik Strauß, Dr. Werner Jackstädt-Stiftungs Endowed Chair of Accounting and Control, was honoured as Highly Cited Researcher for his paper „An institutional perspective on the changes in management accountants' professional role“ which was published in Management Accounting Research (VHB: A-Journal).

2016/ Research Award for Dr. Audris Alexander Muraitis

Dr. Audris Alexander Muraitis of Wittener Institut für Familienunternehmen (WIFU) was awarded the Research Prize of Deutsche Gesellschaft für Systemische Therapie, Beratung und Familientherapie (DGST) and Systemische Gesellschaft (SG) for his thesis on „Emotionen in Familienunternehmen“, submitted in 2016. This study fills a gap in research in regard of concepts of emotion in the theoretical context of systems theory in family business research.

2016 / Faculty of Management and Economics gets top grades in Trendence Barometer

Management Studies at UW/H got top grades by students in Trendence Barometer in 2016, based on student evaluation. Witten was put on the top spot in student activities and as runner-up in teaching in a competition of 113 universities.

2016 / Wittener Project to save water was honoured by Asian Development Bank

As best practice case and only project of water research, the Witten project for the saving of water in Southern India "WaLUE" (www.walue-india.de) was chosen to be presented on the annual conference of Asian Development Bank. The head of the project is Prof. Dr. Karl-Ulrich Rudolph, Director of the Institute of Environmental Engineering and Management at Witten/Herdecke University. The combination of theory and practice during the time of the project is one of the major reasons for the international recognition of the project.

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