

WU

WIRTSCHAFTS
UNIVERSITÄT
WIEN VIENNA
UNIVERSITY OF
ECONOMICS
AND BUSINESS



WU

Principles for Responsible Management Education

Report 2016



WU
**PRINCIPLES FOR RESPONSIBLE
MANAGEMENT EDUCATION
REPORT 2016**

May 2016

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Letter from the Rector

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Being one of only 73 triple-accredited business universities worldwide and even as WU is aware that a triple accreditation does not really mean having „great power“, we do understand that this honor comes with „great responsibility“. Committing to the PRME network and promoting its values - showing what we have done and what we do, what we stand for and what

we believe in, is one of the actions we consider to be responsible management.

As an academic institution of higher education in which teaching and research are intrinsically connected, WU is active in three main areas, each with its own specific academic profile:

Education and teaching, i.e. all of WU's activities associated with imparting knowledge to students and encouraging lifelong learning, is the focal point of the university's identity. Academic programs focus mainly on the core subjects business, business law, economics, and socioeconomics, supported and complemented by a wide variety of context subjects like foreign language business communication, geography, history, sociology, statistics, and mathematics. These subjects are taught at WU in a business and economics context. Education and teaching encompass all of WU's activities associated with imparting knowledge to students, helping them develop skills independently, and encouraging lifelong learning. WU aims to use student-centered, research-driven, technology-supported teaching to support sustainable skill development of its students, allowing them to get a good start in a variety of academic and professional career fields. In addition, the education provided will contribute constructively and sustainably to the future development of economic, social, and ecological aspects of these career fields.

Research, i.e. the independent generation of knowledge and participation in the discourse of the respective scientific communities, is an essential element of the university's identity and an indispensable prerequisite for research-based teaching. Over the last few years, WU and its researchers have made successful progress in expanding and improving the university's research activities, and will continue to do so, based on the standards in the respective scientific communities. With its diverse research activities, WU contributes to the good of society, and has both a scientific impact and a social impact. Investigating economic and social problems and issues and providing practical approaches to solving them are part of WU's responsibility to society. Knowledge transfer is WU's way of making its research findings available to the stakeholder groups who need them. Third mission and social responsibility, i.e. social involvement, knowledge transfer, and practical involvement with the business community, complete WU's profile.

WU is striving for the highest possible level of internationalization in all areas and is committed to diversity, equal opportunities, and especially the promotion of women. We are aware of our societal impact, both on a regional as well as international level. As one of the largest business universities in Europe – and especially as a public university – we are aware that our stakeholders, our students, our employees as well as our peers and the professional and civil society expect us to be at the forefront of change, to not only teach but incorporate and live the values of awareness, openness, diversity, responsibility, accountability.

Edeltraud Hanappi-Egger

PRME Principles for Responsible Management Education

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.

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.

PRINCIPLE 3 | METHOD:

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

PRINCIPLE 4 | RESEARCH:

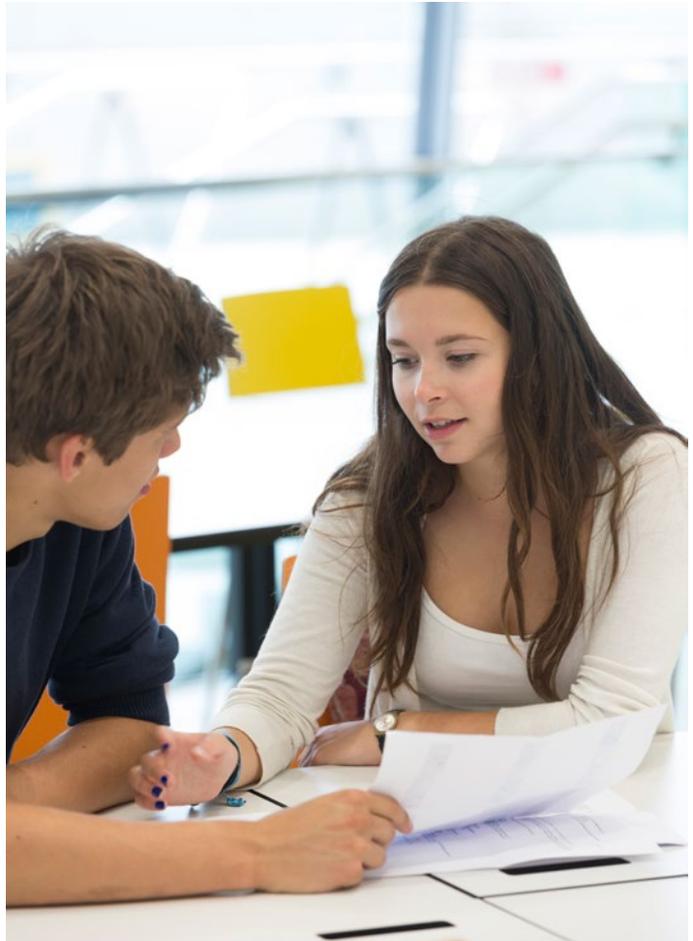
We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

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.

PRINCIPLE 6 | DIALOGUE:

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



WU at a Glance



HISTORY

1898	Founded as the Imperial Export Academy
1919	Becomes the University of World Trade (Hochschule für Welthandel)
1975	The University is restructured and renamed Wirtschaftsuniversität Wien
2004	The Universities Act (UG 2002) grants autonomy to Austria's universities
2006	Implementation of Bologna system
2013	Moves to the new Campus WU on Welthandelsplatz
2015	WU holds the Triple Accreditation (EQUIS, AMBA, AACSB)

RANKINGS & ACCREDITATIONS

Financial Times Rankings 2014/15

- › Masters in Management Ranking 2015
- WU's International Business Administration program
- Overall rank: 13th out of 80 programs

European Business Schools Ranking 2015

- › Overall Rank: 43rd out of 85 European business schools

Executive MBA Ranking 2015

- › WU Executive Academy's Global Executive MBA
- Overall Rank: 44th out of 100 programs

FACTS & FIGURES 2014/15

STUDENTS	Total students (fall 2014)	22,809 (47% women)
	International students (fall 2014)	6,183 (27% of total)
	Incoming exchange students	~ 1,000 per year
	Outgoing exchange students	~ 1,000 per year
FACULTY AND STAFF (2014 in full-time equivalents)	Total faculty (not including personnel funded by third parties)	615 (44% women)
	Administrative staff	496 (68% women)
	Total	1,111 (55% women)
RESOURCES	Budget (2014)	~ € 136 million
	Premises Campus WU	100,000 m ²
	International Partner universities	~ 230
	International Summer Universities	10/year
	Courses in English	~150/semester
WU is a member of the following programs and networks:	ERASMUS+ (WU Erasmus Policy Statement & Erasmus Charter), JOSZEF, CEMS, PIM, CEEPUS, NEURUS, GBSN, THEMIS and PRME	

STRUCTURE

Departments	Research Institutes	Competence Centers	Executive Academy
11	16	5	1

PROGRAMS

2015	Bachelor	Master	Doctorate & PhD
German/English	2/0	8/7	3/2

GRADUATES

GRADUATES	Academic year 2012/13	Academic year 2013/14	Academic year 2014/15	Percent women
Total graduates	3,160	2,321	2,582	49%
diploma programs	933	1	0	
bachelor programs	1,616	1,639	1,803	50%
master programs	533	620	710	45%
doctoral programs	75	61	69	52%

WU's commitment to responsible management education (Principles 1, 2)

WU is located in the center of Vienna and thus benefits from and contributes to the vibrant and dynamic atmosphere of a world city located in a region of high historical geopolitical interest.

Given the traditional importance of Austria's role in building economic and political bridges to Central and Eastern European countries and Austria's position as a hub towards Eastern Europe for other countries, WU was founded in 1898 as the Imperial Export Academy (K.K. Exportakademie). In those days, the curriculum was meant to prepare students as professionals for international trade:

„Die Schule soll schon zunächst durch ihren Bestand die Aufmerksamkeit der österreichischen Jugend, namentlich jener des Handels- und Gewerbestandes, direct auf unsern Welthandel als Erwerbsquelle lenken, die Elemente, welche sich der Export- und Colonial-Akademie zuwenden, kosmopolitisch erziehen, sie besonders mit Rücksicht auf Export und Import ausbilden und sie daher namentlich kaufmännisch praktisch schulen, in ihnen die Liebe zur Fremde wecken, ihr Auge für den Weltblick schärfen und aus ihnen tüchtige, brauchbare Kräfte und Pioniere für unseren Aussenhandel machen.

“By virtue of its very existence, the school is to direct the attention of Austrian youth, especially those of the trading and merchant professions, to the pursuit of our global trade as a source of income, foster a cosmopolitan spirit amongst those who join the ranks of the Academy for Export and Colonial Trade, educate them in matters of export and import, thus acquainting them with the practical skills of the commercial profession, arouse their enthusiasm for faraway countries, sharpen their astuteness as to global matters, and turn them into industrious and ingenious pioneers of our foreign trade.”

Thus WU's roots are those of an institution which was founded to equip future managers and entrepreneurs with competences and skills to succeed in the world of business and international trade. In 1919 it became the University for World Trade (Hochschule für Welthandel). Since 1975, it has carried its current name “Wirtschaftsuniversität Wien” (abbreviated WU Vienna) Both its history and development since then make it clear that WU is founded on a history of adding value to both the regional/national community and the profession worldwide.

Besides its international orientation the mission of modern WU is also influenced by the values and principles of tertiary education in Austria. In Austria, universities are mostly public institutions and a policy of open access to higher education has traditionally been a high value. Consequently, tuition fees for students are practically non-existent and until recently open enrolment of students in most disciplines was mandatory. In 2013, entry exams for studies of large demand were legally introduced. Although Austria's universities were granted autonomy in 2002, they are still predominantly funded by the Ministry based on three-year performance contracts, and rigorous national university law governs many aspects of the relationship between the members of the university (students, faculty, management).

Nowadays, sustainability and responsibility are strategically relevant concepts, also for universities. WU is aware of its responsibilities and has taken steps to sharpen its profile in these areas. In 2012, sustainability was defined as an area of development in the Strategic Plan.

MISSION STATEMENT

As a public university, WU is committed to the guiding principles of serving the society as a whole, as stated by the 2002 Universities Act. According to this, public universities are explicitly obliged to contribute to the welfare of society and the environment with the goal of helping a society in transition to master the challenges it faces in a humane and gender-neutral manner. Thus the Universities Act acts as a foundation for WU's mission statement which was formulated in 2015 to define its legal obligations in a more specific and precise way. In respect to its public status and obligations to society, the mission statement is as follows:

WU (Vienna University of Economics and Business) is a public university committed to excellence in research and research-led teaching. It is a place where faculty and students work together, and its objective is to promote education and the autonomy of the individual through academic study, as part of a modern and open knowledge society.

We make contributions to future-oriented thinking, responsibility in business and economics, and the development of solutions to economic, social, and ecological problems.

Academic freedom is one of our key principles, and we strive for a wide variety of topics and approaches in research and teaching. Our activities are guided by academic integrity, fairness, equal opportunities, diversity, and open-mindedness.

In its mission, it is important to note that WU aims for responsible graduates who have a critical and broad perspective on economic issues. WU builds on its tradition of being a multi-disciplinary university emphasising research which is relevant and has an impact on many aspects of society.

Regarding its values, WU believes in academic freedom and in a diversity of methods and topics, grouped under one umbrella WU as a specialised university of economics and business. Thus, WU can address societal challenges from a much broader perspective, using approaches from business and management, economics, law, the humanities, formal sciences, and linguistics. Integrity, fairness, and equality have been chosen as guiding principles for the work done at WU, emphasising the availability of equal and fair opportunities for all groups and disciplines within WU. The importance of diversity and open-mindedness is expressed in the mind-set shared by the WU community from faculty to students, showing WU as a place of many approaches and viewpoints with strong ties to international scientific and business communities.

STRATEGIC PLAN

Since 2003 WU has had to develop and revise a Strategic Plan which formulates strategic goals and measures to fulfil these goals on a regular basis. In the most recent Strategic Plan (2015) which refers to the newly defined mission statement, WU builds on its tradition of being a multi-disciplinary business university emphasising research which is relevant and has an impact on many aspects of society. Accordingly, increased emphasis is placed on WU's social

responsibility and the impact of WU's research and other activities on and for society. We firmly believe that a university has a major impact on society through its graduates. For this reason, WU has defined several areas in which it announces to set measures to better equip students with the necessary competences and skills to be able to manage today's challenges. Additionally, the new Strategic Plan also makes a commitment to our social responsibility as an employer and to issues such as equal opportunities and gender mainstreaming.

Strategic priorities for the years 2016-2019 have been formulated and include among others:

- › The continuation of WU's focus on sustainability and societal impact
- › The development of measures with regard to the impact of WU's activities
- › The inclusion of socially disadvantaged students

COMPETENCE CENTER FOR SUSTAINABILITY

In 2013, the Competence Center for Sustainability was established in order to coordinate our commitment to sustainability. According to WU's by-laws, Competence Centers are organizational units with a coordinative function in research, teaching, continuing education, and consulting. In this role, the Competence Center for Sustainability is designed to contribute to strengthening WU's thematic profile in the area of sustainable business. Through affiliation with the Competence Center, researchers express their interest in sustainability and can take advantage of the support services offered.

In this respect, workshops on various aspects of sustainability such as social issues and the workplace, environmental conservation, sustainability-related research and proven methods for teaching sustainability were held, and an online consultation process among WU faculty and staff to gather ideas and sharpen WU's understanding of sustainability was implemented. As a result, it was concluded that WU would strive to keep the three dimensions of sustainability in mind: society, environment, and the economy. While not engaged in active research itself, the Competence Center for Sustainability aims at supporting researchers in sustainability-related work by helping to develop and support this network. Besides, the Competence Center is active in organizing event series.

COMPETENCE CENTER FOR NONPROFIT ORGANIZATIONS AND SOCIAL ENTREPRENEURSHIP

The Competence Center for Nonprofit Organizations and Social Entrepreneurship is another example for a specific unit that contributes to WU's commitment to responsible management education. It is active in applied nonprofit and social entrepreneurship-related research and knowledge exchange between researchers and the Third sector community. With topics including impact-oriented evaluation, social return on investment analyses, innovation and civil society the center and its staff also contribute to teaching in academic programs at WU.

INTERNATIONAL NETWORKING ACTIVITIES

Since 2012, WU has increased its efforts and joined relevant networks in the area of responsible management education/ sustainability to be able to learn from other business schools how to best integrate sustainability and responsibility in all its activities.

50+20 Innovation Cohort

WU is a founding member of the 50+20 initiative that was created on the occasion of Rio+20, the United Nations Conference on Sustainable Development held in 2012. WU joined this initiative and took part as a pioneer in its first innovation cohort 2013/14 contributing to pilot projects aimed at transforming management education in the service of society.

The Cohort's work was scheduled over the course of a year with four face-to-face meetings at:

- › University of St. Gallen, Switzerland – October 2013
- › The New School, US – January 2014
- › Oulu Business School, Finland – March 2014
- › Barcelona School of Management UPF, Spain – June 2014

PRME

In 2014 WU decided to become a signatory of PRME, understanding this membership as a visible sign for establishing multifold activities in the area of Responsible Management Education..

Global Business Schools Network (GBSN)

In 2015, WU also decided to become a member of the Global Business School network. GBSN gives member schools the opportunity to exchange expertise and experience and to share innovative approaches, trends, and best practices. The members contribute their specific strengths to GBSN's programs, promoting international cooperation and exchange. In the recent years, WU has taken several steps towards developing integrative and practice-oriented business education with a strong international focus. The main idea of this approach is to prepare students to be able to tackle the challenges of business in a globalized world by keeping the three dimensions of sustainability in mind: society, environment, and the economy.

Global Responsible Leadership Initiative (GRLI)

WU is currently preparing its application to the Globally Responsible Leadership Initiative (GRLI). WU is looking for an active exchange with other institutions (and companies) tackling the issue of responsible management, giving the topic more weight and visibility, both internally as well as to the public.

Research (Principle 4)

WU's spectrum of research expertise spans a wide variety of disciplines and is continually expanding. This expertise is concentrated in Departments, Research institutes, and – with a more applied focus - Competence Centres.

Research – defined as the independent generation of new knowledge and as the participation in the academic discourse of the relevant scientific communities – is the cornerstone of WU's international reputation. As pointed out in WU's mission statement, research and research-led teaching are crucial elements of WU's identity.

Although excellent academic research with a high impact on academic discourse has a high priority within WU's strategic goals, we are aware that valuable contributions are not merely for the scientific community, but for the society in general. Therefore many of WU's actual research themes portray the need of scientific answers to relevant societal challenges.

MAIN AREAS OF RELATED RESEARCH

Being one of the the guiding principles of WU's mission, the topic of "responsibility" is incorporated on all organizational levels and in a broad variety of initiatives, institutions and research projects, many of them overlapping and cooperating.

For this report only, WU has tried to cluster existing and future research aiming at producing knowledge in the fields of sustainability and responsible management: These four clusters are "socio-ecological development", "management and governance", "social innovation" and "resource and supply chain management". These research areas bundle research on the intra-departmental and inter-departmental level on a variety of issues of sustainability-related research topics.

Please note that the following listing of research units is not meant to be exhaustive and that most of the listed units are not only doing research on sustainability. Most of them cover a broad spectrum of research, which partly includes sustainability-related research questions.

SOCIO-ECOLOGICAL DEVELOPMENT

This area's research focuses on societal developments and on measures to enable sustainable policy:

With the issue of distribution of income and wealth being still underrepresented within mainstream economic research and academic discussion, WU founded a new Research Institute for Economics of Inequality. This institute was founded in 2015 to focus on this topic and to be able to generate valuable insights for economic and societal developments. The focus on changes in traditional social structures and gender roles and in other aspects of human diversity is represented by WU's Institute for Gender and Diversity in Organizations. It analyses aspects of diversity such as gender, ethnicity, class, religion, age, sexual orientation and alternative ways of life. Edeltraud Hanappi-Egger, rector of WU and former head of this institute currently holds an EU funded Jean Monnet Chair in this research area. One aspect of inequality, namely the unequal access to training and education, is covered by the Education Sciences Group of the Institute for Business Education focusing on equality of educational opportunities and early school leaving (7th EU Framework programme: RESL.eu: Reducing Early School Leaving in the EU).

Research of the Institute of Ecological Economics tackles the complex and persistent challenges of environmental non-sustainability and injustice. The institute conducts socioeconomic analyses, collaborates with an international network of partner institutions and is involved in several nationally and internationally funded research projects. One of the most prominent ones is WWWforEurope (Welfare, Wealth and Work for Europe), funded by the 7th EU Framework programme: The objective of this project is to provide the analytical basis for a socio-ecological transition in Europe: the change towards a new growth path with smart, sustainable and inclusive growth as it is envisaged in the EU 2020 strategy. The institute's research covers sustainable work, macroeconomics & environment, climate economics, sustainable resource use and education for sustainable development.

This last point overlaps with the research of the Institute of Consumer Research on consumers' motives and barriers to act sustainably including e.g. studies on up- and recycling. The Institute for Austrian and International Tax Law also analyses consumers' and tax payers' behaviours but from a different angle: It investigates taxation strategies and the potential intended and unintended impact of taxes. One example of such a research question is the project "The Emergence of General Anti-Avoidance Rules" funded by the Anniversary Fund of the Austrian Central Bank. Demography is the research field of the Research Institute "Human Capital and Development", which aims at a better understanding of the role of human capital worldwide.

Researchers in this field investigate national and international demographic trends and their effects on the labour market, as well as their relationship to socioeconomic aspects such as aging, education, and the environment. The Research Institute for Human Capital and Development, the key component of the Wittgenstein Centre for Demography and Global Human Capital, which was founded at WU in 2010, is one of the main pillars of this key research area at WU.

Head of the Wittgenstein Centre is Wolfgang Lutz, winner of the prestigious Austrian Wittgenstein Award and ERC Grantee. He is currently analysing the structure of the world's human resource potential based on education, employment, and health status, as opposed to the more common criteria of age and gender.

The research institute is also strongly involved in the European project WWW4Europe and in national research projects (e.g. "Reproductive Decision Making and Human Capital" funded by the FWF Austrian Science Fund). Related research questions are also covered by the Research Institute for Economics of Aging. Among other issues this institute investigates the potential of ambient assisted living.

MANAGEMENT AND GOVERNANCE

In the research area of Management and Governance, several initiatives and activities focus on responsible behaviour within organisations:

WU's Institute for Change Management & Management Development analyses the effects of intra-organisational changes towards more sustainability. Sustainable development principles in the field of project management are investigated by the Project Management Group of the Institute for Strategic Management and Management Control.

The Institute for Managing Sustainability is committed to tackling the societal, political and economic challenges which arise in the context of sustainable development with interdisciplinary approaches in research, education and consulting. At the corporate level one of the institute's foci is on Corporate Social Responsibility (CSR). The strength of the institute is interdisciplinary work embracing technology, management, judicial and social sciences. The corresponding research objective is to analyse the interfaces and interactions between enterprises and their stakeholders as well as to study the legal and institutional environment in which corporations operate. Instead of interpreting sustainable development as a costly societal claim, it explores potential benefits (such as competitive advantages) of CSR as a business approach. The Institute for Managing Sustainability is involved in seven FP7 and Horizon 2020 projects among which it is coordinating four (RESPONDER, COBALT, Min-Guide, Global Value).

The WU institutes for Human Resource Management, International Business and Gender and Diversity in Organizations investigate management-related issues such as diversity management, leadership and responsible management.

Different organisational types require different strategies in order to establish new and sustainable services, products and internal structures. The Competence Center for Nonprofit Organizations and Social Entrepreneurship and the Research Institute for Urban Management and Governance investigate governmental structures and nonprofit organizations with a focus on sustainability. Finally WU is also doing research in the fields of sustainable technology and data protection, which are research areas of the Institute of Management Information Systems. One example is the EU-funded project (Horizon 2020) Privacy.US, where both current and future challenges in the areas of privacy and usability are investigated.

SOCIAL INNOVATION

Social innovations are new concepts, designed to meet societal needs which can extend from working conditions and education to community development and health. Social innovation aims at extending and strengthening civil society. Social innovation includes both social processes of innovation, such as open source methods and techniques, and innovations which have social purposes — like online volunteering, microcredits, or distance learning. The following WU-units investigate research questions on innovation processes:

- › The Institute for Strategic Management and Management Control and the
- › Institute for Strategy, Technology and Organization.
- › In particular these units try to answer the question whether social innovation and social entrepreneurship differ significantly from innovation processes in industrial settings.

The Competence Center for Nonprofit Organizations and Social Entrepreneurship and the Institute for Nonprofit Management are involved in questions related to social innovation. Their main research areas are:

- (1.) Managerialism & governance: The units examine how Nonprofit Organizations (NPOs) that are becoming more business-like change the way they function as service providers, advocates and community builders in society. They also investigate intended and unintended effects of impact measurement, and further effects of the rationalization of NPOs.
- (2.) Social entrepreneurship, new philanthropy & social investment: New approaches such as social entrepreneurship, venture philanthropy and impact investment are characterized by the hybridization of business and philanthropic logic. The institutes investigate the role of foundations in Austria, as well as patterns of social entrepreneurship.
- (3.) Civic engagement & civil society: The units are dedicated to mapping Austrian civil society and providing perspectives and data on volunteering, private giving, and civic engagement. Beyond mapping, they engage in theory-driven research on the impact of funding on NPOs' societal functions, the effects of volunteering on personalities, the effect of life-style on giving behaviour, and the social selection of volunteers.

EU-funded (Horizon 2020) projects on social innovation are – to mention only a few – “FAB-MOVE: For a Better Tomorrow: Social Enterprises on the Move” and “THIRD SECTOR IMPACT: The Contribution of the Third Sector to Europe's Socio-economic Development”.

RESOURCE AND SUPPLY CHAIN MANAGEMENT

The fourth research cluster is related to sustainable resource and supply chain management.

The Institute for Transport and Logistics Management uses its expertise in logistics to investigate important sustainability-related issues like the reduction of greenhouse gases and emergency relief. These are goals that are also relevant for the Institute for Production Management. In particular, the research of this institute focuses on the structure of manufacturing and logistics networks, also known as supply chains. This structure is determined by different trends and best practices that turned out to be advantageous in the past. While these strategies (e.g. outsourcing) have led to reductions in supply chain costs, they have also increased transport activities and greenhouse gas emissions. Examples of research projects in this area are “Outsourcing Humanitarian Logistics Activities to Commercial Logistics Providers: Optimal Pricing Policies and Contract Design” (funded by the FWF Austrian Science Fund) and “CONCOORD - Consolidation and Coordination in Urban Areas” (funded by the Joint Programming Initiative Urban Europe).

One of the projects of the Institute for Production Management (GET Service, 7th Framework Programme) approaches the goal of achieving economic and environmental sustainability in freight transportation from a microeconomic perspective. It is the goal of this project to develop an integrated information platform for green European transportation. This information platform will

greatly simplify the access to and the exchange of information for transportation planners, professionals, and governmental bodies. This will lead to faster and safer freight transportation in Europe, with positive effects on the overall traffic situation and specific benefits with regard to congestions and CO₂ emissions.

RESEARCH NETWORKS AND COOPERATIONS

WU is an active member of various initiatives and networks in the field of sustainable research and education. For illustrative purposes, two examples of research-related networks will be presented:

CLIMATE CHANGE CENTER AUSTRIA (CCCA)

The Climate Change Centre Austria – CCCA was founded in 2011. It facilitates the exchange of research on climate research in Austria, not only within the academic community, but also with other stakeholders from media, politics, and public administration. For the CCCA “climate research” means the scientific investigation of climate change in terms of its physical, political, economic, cultural and social reasons. Moreover, it includes the impact of climate change on society, economy and ecology.

WU is a member of CCCA and is strongly committed to its goals and mission. In particular the members of WU’s institute of ecological economics are involved in CCCA’s activities.

GROWTH IN TRANSITION

In 2008 the Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management (Ministry of Life) started a project on growth compatibility and sustainable development. The Initiative “Growth in Transition” (“Wachstum im Wandel”) involves many institutions and individuals, one of which is WU.

The project “Growth in Transition” intends to trigger a dialogue among institutions and people about how we can shape this transformation process towards sustainability. It also aims at contributing to current EU and international processes and at informing the Austrian public about them (e.g. the EU initiative “Beyond GDP”).

In February 2016 WU hosted the third international Growth in Transition Conference.

GOLDEN FOR SUSTAINABILITY

The all-embracing research question that underlies the GOLDEN research network is: How do companies learn to change towards more sustainable enterprise models? GOLDEN’s research is thus designed to identify and assess the factors that influence companies’ capacity to drive the transformational change processes that might lead them to embed sustainability principles deeply into their products, processes, systems, strategies, governance, culture, and the purpose/mission that justifies their existence and their members’ identity fit.

GOLDEN is a network that brings together scholars, companies, civil societies’ and Public Administration’s representatives to discuss, assess, simulate and experiment. GOLDEN cuts across different academic and business domains and keeps the promise to generate both high scientific quality and multiple direct benefits for the partner companies.

WU is a founder member of GOLDEN. In particular WU’s department of Strategy and Innovation is highly involved in GOLDEN’s activities, benefits from GOLDEN’s research outcomes and shapes its research agenda.

(TOP) PUBLICATIONS

Between 2012 and 2014 WU yearly published on average more than 85 publications on sustainability-related topics. Some of them are oriented towards the general public, others represent globally leading scientific outcomes. It is not surprising that almost every year the WU Best Paper Award (WUBPA) goes to a journal article dealing with a research topic in the field of sustainability and responsible management.

The WUBPA is one of WU’s most prestigious awards. It is intended to serve as a platform for giving more public visibility to the excellent achievements of WU researchers. It honors outstanding paper publications in internationally renowned journals and is financed by the WU Anniversary Fund of the City of Vienna. The winners are selected by an international jury.

The following list includes some of the most recent WUBPA-winners in the field of sustainability and responsible management:

- › **Testa, Rita Maria** / Cavalli, Laura / Rosina, Alessandro: The effect of couple disagreement about child-timing intentions: a parity-specific approach. *Population and Development Review* 40 (1), 2014, pp 31-53.
- › **Trukeschitz, Birgit** / **Schneider, Ulrike** / Mühlmann, Richard / Ponocny, Ivo: Informal Eldercare and Work-Related Strain. *Journals of Gerontology, Series B: Psychological Sciences and Social Sciences* 68 (2), 2013, pp 257-276.
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RESEARCH PROJECTS AT WU

Between 2012 and 2014 research grants worth more than € 1.5 million EURO on average were annually awarded to WU's researchers in the field of sustainability and responsible management.

The following tables give an overview on recent research projects in that field:

TABLE 1: RECENT RESEARCH PROJECTS FUNDED BY NATIONAL FUNDING AGENCIES

PROJECT TITLE	INSTITUTE AT WU	FUNDING AGENCY	DURATION
Early School Leaving	Business Education	Oesterreichische Nationalbank Anniversary Fund	02/2013-02/2018
Financialisation, economic growth and biophysical limits: Towards financial institutions that better serve economic, social and environmental objectives	Ecological Economics	Oesterreichische Nationalbank Anniversary Fund	04/2013-03/2015
The Emergence of General Anti-Avoidance Rules	Austrian and International Tax Law	Oesterreichische Nationalbank Anniversary Fund	07/2014-06/2017
"Social Investment" and policy on poverty: Fact or Fiction?	Social Policy	Oesterreichische Nationalbank Anniversary Fund	03/2015-12/2017
The Mediation of Economic Inequality. Media Coverage of Piketty's Book „Capital in the 21st century“	Institutional and Heterodox Economics	Oesterreichische Nationalbank Anniversary Fund	01/2016-09/2017
Debt, Inequality, Booms and Crises. European and international determinants of an unstable economy	Ecological Economics	Oesterreichische Nationalbank Anniversary Fund	02/2016-01/2017
Outsourcing Humanitarian Logistics Activities to Commercial Logistics Providers: Optimal Pricing Policies and Contracts Design	Supply Chain Management	FWF Austrian Science Fund	07/2014-07/2017
Non-Discrimination in International Tax Law	Austrian and International Tax Law	FWF Austrian Science Fund	07/2013-06/2016
Reproductive Decision Making and Human Capital	Human Capital and Development	FWF Austrian Science Fund	01/2014-06/2016
Diversity Climate, Team Interactions and Cognitive Cognition in Multinational Teams	Human Resource Management	FWF Austrian Science Fund	09/2016-08/2017
PRoBateS - Potentials of planning and building legislation for energetically sustainable city structures	Supply Chain Management	Austrian Ministry for Transport, Innovation and Technology: Stadt der Zukunft	09/2014-02/2016
SPRINKLE - Smart city governance processes in small and medium-sized cities	Supply Chain Management	Austrian Ministry for Transport, Innovation and Technology: Stadt der Zukunft	09/2014-12/2015

TABLE 2: RECENT PROJECTS FUNDED BY THE EU

TITLE	INSTITUTE AT WU	AIMS/OBJECTIVES	DURATION
ALTECS EU ETZ Austria - Slovakia	Ecological Economics	Sustainable regional development based on knowledge exchange between companies and students. http://www.rce-vienna.at/altecs/en	09/2013-12/2014
CarbonCap FP7 Partner	Ecological Economics	Stimulating innovative demand side oriented climate policies http://www.carboncap.eu/	10/2013 – 12/2016
CASE Erasmus+ Knowledge Alliance Coordinator	Ecological Economics	Strengthening inter- and transdisciplinary ways of teaching and learning as well as sustainable entrepreneurial education. http://www.case-ka.eu/	01/2015 – 12/2017
COBALT FP7 Coordinator	Managing Sustainability	Stimulating a joint debate among industry, civil society, research bodies, and public authorities on sustainable raw material use. http://www.cobalt-fp7.eu/	05/2013 – 04/2015
CONCOORD Joint Programming Initiative Urban Europe	Supply Chain Management	Enhancing logistical systems to improve urban problems of congestion.	01/2013 – 12/2016
CORPUS FP7 Partner	Managing Sustainability	Knowledge exchange between policy makers and researchers in the area of sustainable consumption, specifically concerning mobility, housing and food. http://www.scp-knowledge.eu/	01/2010 – 12/2012
CREEA FP7 Partner	Ecological Economics	Testing and refining economic and environmental accounting principles. http://www.creea.eu/	04/2011 – 03/2014
DecarboNet FP7 Partner	Statistics and Mathematics	DecarboNet investigates the potential of social platforms in mitigating climate change. http://www.decarbonet.eu/	10/2013 – 09/2016
DESIRE FP7 Partner	Ecological Economics	DESIRE develops and applies an optimal set of indicators to monitor European progress towards resource-efficiency. http://fp7desire.eu/	09/2012 – 02/2015
DIVERSITY FP7 Partner	Interdisciplinary Institute for Management and Organizational Behaviour	DIVERSITY aims at tackling the problem of under-representation of women in decision-making by fostering the change in institutional culture and changing the attitudes with regard to gender diversity in research organisations.	01/2009 – 12/2012
DYNAMIX FP7 Partner	Managing Sustainability	Identification of dynamic and robust policy mixes that can lead to decoupling the environmental impact of EU resource use from economic growth. http://dynamix-project.eu/	09/2012 – 03/2016
FAB-MOVE H2020 – MSCA RISE Partner	Sociology and Social Research	FAB-MOVE improves the transfer of knowledge between academics and non-academics through developing a teaching tool to educate (future) managers of social enterprises.	01/2016 – 12/2017
FREIGHTVISION FP7 Partner	Production Management	Develops a vision and action plan for European freight transport integrating many aspects of sustainable freight transport (infrastructure, vehicles, fuels, interoperability etc.) and a multitude of criteria.	09/2008 – 02/2010
FUTURE MARKETS ERC: Proof on Concept	Demography	Demography-based market forecasting tool that combines the demographic approach of Age-Period-Cohort (APC) analysis with a new expert-argument-based method of anticipating future period changes.	02/2013 – 01/2014
Gendered Inequalities and Classism in Europe Erasmus+ Jean Monnet Chair	Gender and Diversity in Organizations Edeltraud Hanappi-Egger	This Jean Monnet Chair is dedicated to a specific topic – “Gendered Inequalities and Classism in Europe” and is held by only one professor.	09/2014 – 08/2017
GETService FP7 Partner	Information Business – Production Management	Get Service develops an information platform for green transportation thus promoting both a more efficient and environmentally responsible European transport sector http://getservice-project.eu/	10/2012 – 09/2015

TITLE	INSTITUTE AT WU	AIMS/OBJECTIVES	DURATION
GLOBAL VALUE FP7 Coordinator	Managing Sustainability	Develops an innovative framework for assessing impacts of Multinational Corporations (MNCs) on issues related to the Millennium Declaration, sustainable development, human rights, transparency, and anti-corruption. www.global-value.eu	01/2014 – 12/2016
IMPACT FP7 Partner	Managing Sustainability	Develops and applies tools that enable assessment and comparison of CSR impacts at micro (company), meso (sectoral and regional) and macro levels (nations states and EU). The IMPACT project focusses on five sectors: Automotive, Construction, ICT, Textile and Retail.	01/2010 – 12/2013
ImPRovE FP7 Partner	Multi-Level Governance and Development	Evaluates the Lisbon decade in terms of policies and actions against poverty at European, national and sub-national level and at improving the understanding of the interrelationships between employment, social protection and social inclusion and between institutionalised macro level social policies and innovative local action. http://improve-research.eu/	01/2012 – 02/2016
LOGMAN FP7 Partner	Production Management	Logistics and manufacturing trends and their impacts on economic and environmental sustainability. http://logman-footprint.eu	09/2009 – 08/2011
MIN-GUIDE H2020 Coordinator	Managing Sustainability	MIN-GUIDE addresses the need for a secure and sustainable supply of minerals in Europe by developing a 'Minerals Policy Guide'.	02/2016 – 01/2019
Privacy.Us H2020 Partner	Management Information Systems	The PRIVACY.US innovative training network will train thirteen creative, entrepreneurial and innovative early stage researchers (ESRs) to be able to reason, design and develop innovative solutions to questions related to the protection of citizens' privacy, considering the multidisciplinary and intersectoral aspects of the issue.	01/2015 – 11/2019
RESL.eu: FP7 Partner	Education Sciences	By framing the interplay of factors influencing early school leaving on macro/meso/micro level, and by deconstructing these in the specific contexts where they occur, RESL.eu will uncover specific combinations of variables and contexts influencing the processes related to early school leaving www.resl-eu.org	02/2013 – 01/2018
RESPONDER FP7 Coordinator	Managing Sustainability - Ecological Economics	RESPONDER aims at developing, implement and evaluate a knowledge brokerage system on managing the contradictions of sustainable consumption and economic growth. http://www.scp-responder.eu/	01/2011 – 06/2014
THIRD SECTOR IMPACT FP7 Partner	Sociology and Social Research	Third Sector Impact is a research project that aims at understanding the scope and scale of the third sector in Europe, its current and potential impact, and the barriers hindering the third sector to fully contribute to the continent's welfare. http://thirdsectorimpact.eu/	01/2014 – 12/2016
TRACE EU TCP South-East Europe Partner	Multi-Level Governance and Development	The TRACE project supports public authorities in South East Europe at all administrative levels (national, regional, local) to implement the EU 2020 energy strategy. http://see-trace.eu/	11/2012 – 12/2014
WWWforEurope FP7 Partner	Human Capital and Development Macroeconomics Ecological Economics	The objective of this project is to provide the analytical basis for a socio-ecological transition in Europe: the change towards a new growth path with smart, sustainable and inclusive growth as envisaged in the EU 2020 strategy. http://www.foreurope.eu/	04/2012 – 03/2016

Academic Programs and Student Engagement (Principles 2, 3, 5)

More and more, responsible management is not only becoming a part of curricular and extracurricular activities at WU, but is also strongly mirrored in the way teaching and learning are conducted in general.

The guiding values of WU's Teaching and Learning Strategy are to value diversity, act reflectively, advocate an open mind and assume responsibility, whereby a strong orientation towards sustainability is one of the four pillars within this strategy. Besides, ethical issues are explicitly addressed in the guidelines, i.e. the code of conduct "We@WU", and specific guidelines regarding anti-plagiarism which are made public to all students on entering WU.

Educating socially responsible and environmentally conscious graduates requires particular pedagogical and didactic approaches which are more and more encouraged at WU. WU's prestigious award for Excellence in Teaching, for example, has repeatedly focused on course designs that foster reflexivity and viability (2012), responsible knowledge transfer (2013), analysis and synthesis (2014) or on effective feedback cultures (2015).

Workshops organized by the Competence Center for Sustainability have brought together educators from various fields to exchange their good practices. Experts from abroad are repeatedly invited in order to provide additional impulses and consult WU's faculty respectively. An inventory on teaching and learning materials for education on sustainability and responsible management is currently developed and intended to function as a pool of open educational resources for educators from a variety of institutions in the near future.

EMBEDDING SUSTAINABILITY IN THE UNDERGRADUATE CURRICULUM

As a university that has truly committed itself to the principle of sustainability and responsible management, WU aims at equipping all students with comprehensive knowledge of sustainable business so that their actions will be guided by a sense of societal responsibility. Therefore, WU has specifically designed a basic module on the undergraduate level as well as a variety of advanced courses that incorporate those values.

The module on sustainable business and economy, consisting of two courses, primarily deals with the characteristics of complex and adaptive systems, such as corporations and eco-systems. The basic course is compulsory for all students in the Business, Economics

and Social Sciences bachelor program and is attended by around 3,000 students each semester. Students learn about the challenges related to non-sustainable development and are made familiar with numerous tools of socio-economic analysis in order to efficiently tackle ecological issues as well as problems arising from inequality. Finally, socio-economic theories and frameworks are drawn on in order to enable students to address these issues accordingly and to help them understand the role of social institutions in this context. Over the course of the module, students are not only motivated to discuss sustainability issues but are also asked to apply their knowledge to specific cases and case studies. Such an approach enables them to come up with management strategies based on principles of responsible management, allowing them to address contemporary ecological problems and inequality issues effectively. The second course within the module on sustainable business and economy is obligatory for the Majors in Business Administration, International Business, and Information systems. Currently 900 students are attending one of these seminars consisting of a variety of parallel courses that students can choose from according to their personal interests. The courses build on the integration of sustainability in various contexts, such as social mobility, interest groups, socio-ecological aspects of product development, ethics, social impacts of organizations, changing working environments, diversity and inclusion and corporate social responsibility. These advanced courses aim at equipping students with the ability to critically reflect on sustainability and to use their own judgements in order to benefit the economy and society as a whole.

In 2014, the module on sustainable business and economy was honoured with the "Sustainability Award" by the Austrian Government.

However, issues of responsible management are not confined to a single module within WU's study programs: Each semester, several dozens of courses are offered that approach the topic from different angles and show that it is very much an area that needs to be embedded in the entire curriculum as well as in the way WU students are taught about business and economics. Whether it is elective courses, business specializations or advanced courses on socio-economic phenomena – sustainability is deeply infused into the programs in various forms.



EXAMPLES OF LECTURES IN THE WINTER SEMESTER 2015/ 16 ON THE BACHELOR PROGRAM LEVEL
(Course titles are named in the language of instruction).

COURSE NO.	INSTRUCTOR	TITLE	SUBJECT(S) BACHELOR PROGRAMS
107	ao.Univ.Prof. Dr. Regine Bendl	Einführung in das Diversitätsmanagement	SBWL Kurs I (Grundkurs)
522	ao.Univ.Prof. Dr. Karl-Michael Brunner	Ökonomie und Gesellschaft I: Konsum	Produkte und KonsumentInnen Ökonomie und Gesellschaft I
717	Mag.Mag. Reinhard Millner, Mag. Peter Vandor	E&I Project: Social Entrepreneurship	SBWL Kurs IV - Entrepreneurship und Innovation SBWL Kurs V - Entrepreneurship und Innovation
1066	ao.Univ.Prof. Dr. Wilfried Altzinger, Pirmin Fessler, Ph.D., Dr. Stefan Humer	Spezialisierungslehrveranstaltung - Ökonomik der Verteilung	Spezialisierungslehrveranstaltung - Verteilungstheorie und -empirie
1071	Mag. Julia Raupp	IB Helps: Developing Fundraising Strategies for International Social Projects	SBWL Kurs IV - International Business
1188	Dr. Christof Miska, MIM (CEMS)	Responsible Global Leadership - Leading Responsibly in a Globalized World	SBWL Kurs V - International Business
1236	Mag. Patricia Rogetzer, M.Sc., Dr. Stefan Treitl	Sustainable and Humanitarian Supply Chains 2 (SH 2)	Kurs II - Decision Support Systems
1463	Alyssa Schneebaum, Ph.D.	Special Topics in Economic Policy: Gender Relations and Economics	Spezialgebiete der Wirtschaftspolitik
1629	Univ.Prof. Dr. Sarah Spiekermann	Nachhaltige IT	SBWL Kurs V - Business Information Systems
1635	Verena Patock, M.Sc.	Sustainability and Strategy in International Business	SBWL Kurs III - International Business
1761	Dr. Stefan Giljum	Wahlfach - Umwelt und Wirtschaft II	Wahlfach Kurs II - Umwelt und Wirtschaft
1793	Mag. Patricia Rogetzer, M.Sc., Dipl.-Ing.Dr. Michael Trcka	Nachhaltiges Produktionsmanagement	SBWL Kurs V - Produktionsmanagement
1959	ao.Univ.Prof. Dr. Johanna Hofbauer	Sozioökonomische Problemlagen I: Arbeit im Wandel	Spezialisierungslehrveranstaltung - Arbeit im Wandel Spezialisierungslehrveranstaltung - Soziale Probleme Sozioökonomische Problemlagen I
2027	Univ.Prof. Mag.Dr. Sigrid Stagl, M.S.	Wahlfach Umwelt und Wirtschaft I	Wahlfach Kurs I - Umwelt und Wirtschaft
2193	Dipl.-Ing. Elisabeth Marie Louise de Schutter	Elective - Environmental Economics II	Wahlfach Kurs II - Umwelt und Wirtschaft

SPECIALISING IN ISSUES OF SUSTAINABILITY AND SOCIAL RESPONSIBILITY ON THE MASTER LEVEL

On the Master Degree level, WU is offering a specialized program intended to help students to deepen their respective knowledge and skills. In order to provide an adequate response to global challenges related to sustainability, WU established the master program Socio-Ecological Economics and Policy (SEEP) in 2012. The primary aim is to effectively integrate sustainable development into the entire curriculum. Therefore, this master program is an innovative and interdisciplinary program of international scope, the main objective being to achieve a deep understanding of contemporary social, environmental and economic problems. The

program offers an integrated approach to studying the mechanisms of the human-environment system and focuses on the link between environmental, economic and social challenges. The students will be equipped with the necessary theoretical background and factual knowledge about the dynamics of economic and social systems and the physical environment. The program also enables participants to understand various global challenges, such as climate change, the loss of biodiversity, the ageing of the population and the necessity of education for sustainable development. Students will learn how to use the appropriate analytical tools to properly engage in decision-making processes and long-term policies on multiple spatial levels.

PROGRAM CURRICULUM

1st semester

Contemporary Global Policy Challenges

Methodology for Interdisciplinary Research

Growth, Well-Being, and Development

International Institutions, Governance, and Policy Evaluation

Service Learning 1

8 ECTS each

2,5 ETCS

2nd semester

Actors, Behaviours, and Decision Processes

Qualitative and Quantitative Methods

Concentration Area 1**

Concentration Area 2**

Service Learning 2

8 ECTS each

10 ETCS

5 ECTS

5 ECTS

2,5 ETCS

3rd semester

Qualitative and Quantitative Methods 2

Concentration Area 1 (Part 2)

Concentration Area 2 (Part 2)

10 ETCS each

4th semester

Research Seminar

Master Thesis

5 ETCS

20 ETCS

* For details see: wu.ac.at/master/en/seep

** Concentration Areas (choice of two): Environment, Population, Multi-Level Policy, Social Policy

The strong interdisciplinary background acquired in SEEP equips graduates with the necessary skills to play a leading role in dealing with the critical economic, environmental and social problems of the 21st century. Relevance for policy making and organizational practice is emphasized throughout the program. The aim is to provide students with the appropriate means to develop innovative and novel policy responses to global challenges and to come up with adequate prototype ideas.

SUBJECT(S) MASTER PROGRAMS (SELECTION)

Sustainable and Humanitarian Supply Chains 1

Contents:

This course deals with the topic of humanitarian supply chains. It starts with an introduction into the basics and fundamental concepts of humanitarian logistics. The main challenges of disaster relief operations are discussed and the main differences to logistics in a business environment are described.

Sustainable Business: Managing for Tomorrow

Contents:

Introduction to aspects of, and concepts for sustainability and corporate social responsibility; impact on and of businesses, and potential global sustainability scenarios; sustainability considerations in stakeholder management, strategy and planning, communication, supply chain management and other core business functions and processes.

Sustainable IS Seminar

Contents:

The sustainable IS seminar builds on the two courses Ethical Computing and Privacy & Security. Students will have one project that is related to these two subject domains. After this seminar students will have gained a deeper, research-oriented insight into the chosen research domain. In addition, they can develop their

literature research skill, scientific writing, communication through slides and presentation skills.

Block Seminar: Global Stakeholder Management and Corporate Responsibility

Contents:

Over the last few years, doing business has increasingly implied dealing with multiple, competing, and conflicting stakeholder demands. The global business environment intensifies this challenge as it contains wider-ranging stakeholder diversity, increased ambiguity surrounding decision-making, and more complex, multifaceted issues compared to domestic business contexts. Therefore, effectively responding to the demands of a 'global stakeholder society' requires solid leadership competencies which are trained in this seminar. A central aspect is to understand why businesses that operate globally are increasingly held accountable for their impacts beyond the immediate economic sphere and creating shareholder value, and in addition are expected by a range of various stakeholders to take responsibility for their wider societal and environmental influences.

Corporate Social Responsibility and Business Ethics

Contents:

For large corporations, but also more and more for SMEs CSR and Business Ethics issues cannot be neglected. Organisations are required to demonstrate to their stakeholders that they do not only pursue economic objectives, but also care about ecological and social issues. This course charts the history, the implications for management (with a focus on Human Resource Management) and discusses case studies.

Additionally, the students will be confronted with relevant ethical dilemmas. The course will focus on three areas. One is equal employment and antidiscrimination at the workplace. The others are health and safety and the management of social issues in the supply chain.



BEYOND THE CURRICULUM

WU's student body has a remarkably international composition. In addition to the regular degree students with almost 28 % international students at undergraduate, graduate and executive level, WU hosts approximately 1000 exchange students each year. This results in a unique atmosphere of international diversity that can be observed on our campus, in and beyond classrooms. We firmly believe, that formal curricula are only one part of the educational experience offered to WU's students. Carried by the idea that responsible behavior cannot be primarily acquired through formal teaching but rather through experiential learning and service learning, WU has (co)developed a number of innovative initiatives in the past few years. They are meant to help students develop their individual attitudes and competences and to simultaneously support sustainability-related activities.

VOLUNTEERING@WU

Since 2010, the **Volunteering@WU** program has been established as a service-learning initiative and provides the opportunity for students to volunteer in the NGO sector and, at the same time, strengthen their skills and personal development. Instruction and reflection are integrated within meaningful community service to enrich students' learning experience and teach civic responsibility.

In its sub-programme "Lernen macht Schule" set up with corporate support of REWE International AG students volunteer to be study buddies to help socially disadvantaged children and teens. In close cooperation with home or counselling facilities run by NGOs Caritas Vienna and Austrian Red Cross students team up with their kids and support them with their schoolwork and participate in recreational activities on a weekly basis. Student volunteers benefit from the preparatory training, the accompanying supervision and the volunteer activity itself, while developing important skills and values for their future role in management positions. Two semesters' participation in the program is worth one free elective subject (4 ECTS credits) towards the students' WU degree. Since 2010, more than 700 students have been engaged as volunteers within "Volunteering@WU - Lernen macht Schule".

Starting in the 2016 summer semester WU students may also join the program as so-called Music Buddies. This project sets an artistic focus, under the guidance of a professional choir and dance group. WU students work together with socially disadvantaged children and teens on a music and dance performance which will be presented in October 2016.

SUSTAINABILITY CHALLENGE

This is an interdisciplinary and transdisciplinary series of lectures offered jointly by the four largest universities in Vienna. The program runs under the patronage of the Austrian UNESCO-commission and is co-financed by the Federal Ministry of Science, Research and Economy. Bridging the fields of science, economy and politics, the Sustainability Challenge aims at bringing together students with different backgrounds to tackle societal problems such as climate change, ecological economies, sustainable energy and building socio-ecological policies by combining their strengths, competences and experiences. The Sustainability Challenge supplements conventional teaching methods by service learning projects and interdisciplinary working groups. Each semester, the program attracts about 65 selected and highly engaged students and provides them with an opportunity to apply their knowledge from their degree programs to specific challenges outside of the classroom. By linking service learning, experiential learning and interdisciplinary learning that program makes use of various didactical methods developed in the field of pedagogics for sustainability.

GREEN.BUILDING.SOLUTIONS

The Green.Building.Solutions is a three week summer school focussing on sustainable and energy-efficient planning, building and living. Teachers from five Austrian universities as well as external experts teach the latest developments and findings in terms of green buildings. The program contains three modules (Sustainability in Building and Urban Planning, Principles of Passivhausplanung, Renewable Energies and Business Concepts) and a project work. Excursions and guided tours on relevant sites form part of this practically oriented study program.



Executive Education (Principles 2, 3, 5)

Executive Education is a core commitment within WU's activities.

Within the portfolio of WU Executive Academy degree, certificate, corporate and open programs ethics, responsibility and sustainability are important topics that are engrained in each program either on a modular or an integrative level. In the following, typical examples of integration shall be highlighted:

RESPONSIBLE LEADERSHIP CONCEPT IN THE PROFESSIONAL MBA PROGRAM

Throughout the 9 months' Professional MBA program, strong focus is put on the roles and responsibilities of leaders.

Specifically, the Business Core which is mandatory for all participants starts with three coordinated and interrelated modules—Leadership, Managing People and Organizations as well as CSR & Ethics—to teach students the fundamentals and theoretical underpinnings of leadership, organizational development and sustainability. Prior to the start of the program, participants are asked to self-assess their potential with regard to these three core topics. The results constitute the basis for a process of feedback and guided self-reflection designed not only to make students aware of their individual strengths and weaknesses but also to help them identify potentials and possible approaches to solving problems. The self-assessment and the insights gained are taken up regularly throughout the Business Core, making it possible for each student to track his or her individual development as an executive.

Embedding the topics of CSR and sustainability in all Business Core modules is another fundamental building block of the concept. Intensive discussions with Business Core Faculty were initiated to implement respective frameworks and topics into these modules. This not only raised awareness among faculty, but also made sure that students are continuously exposed to CSR & Sustainability issues from as many directions as possible.

The responsible leadership concept is rounded off by a follow-up module at the end of the Business Core. Composed of three days dedicated to Leadership, Managing People and Organizations and CSR & Ethics, respectively, it enables double-loop learning by integrating the measures presented during the Business Core and providing students with an opportunity to reflect on them together. The aim is for the individual participant to identify those measures/ ideas that he or she has found most effective and to continue taking advantage of them.

The responsible leadership concept has been implemented in 2013 and fine-tuned to serve as a show case on how to implement ethics, responsible management and sustainability into executive programs. Based on our experiences and student response we will continue to implement it increasingly in other programs of the executive portfolio.

CSR & SUSTAINABILITY IN THE SPECIALIZATION "PROJECT MANAGEMENT" OF OUR PROFESSIONAL MBA PROGRAM

In addition to the Business Core, responsible management and sustainability are integrated in the specialization tracks of the Professional MBA Program. A good example is the specialization Project Management, which highlights the role of sustainability in project management and trains students to think along these lines. Understanding the economic, ecological and social implications of a project and knowing how to integrate sustainable development principles into the project management process are vital for project managers. Hence, ways and means of building sustainability into project management are highlighted in order to improve management quality for better and longer-lasting project results.

PROFESSIONAL MBA ENERGY MANAGEMENT

The Professional MBA Energy is another specialization, in which sustainability issues are strongly emphasized. In this program, competences in the area of sustainability are typical learning goals and the qualification profile itself stresses the aim to develop managerial skills that include the ability to establish sustainable energy models as well as a responsible strategy within the organization. This imperative cuts across the learning environment and many initiatives (e.g., distinguished guest speaker series, field trips) to fully engrain it in the program.

CSR & SUSTAINABILITY AS INDIVIDUAL MODULES IN CERTIFICATE AND OPEN PROGRAMS

While we are testing and refining our responsible leadership program in the context of our MBA programs for a more comprehensive integration, these topics are represented as individual modules across the educational portfolio, e.g. in our certificate programs Healthcare Management, Diplombetriebswirt, Social Management, and in open programs.



University Management (Principles 3, 6)

At WU it is well understood that commitment to responsible and sustainable behavior must be mirrored through education, research, service, and administrative processes.

We seek to integrate responsible principles and sustainable processes into our activities. The fundamental principles are

- › Incorporate environmental concerns as a significant priority in University decision-making
- › Minimize negative impact on the environment
- › Consider the social, economic and environmental impact of WU's operational policies

CAMPUS WU: UNIVERSITY OF THE FUTURE

Internationalism, innovation, diversity – the new Campus WU realized in 2013 is the concrete realization of WU's vision of a modern university. The fundamental principles of the new architecture reflect the values and ideas we cherish at WU. As a public institution, WU has lived up to its responsibility of building its new campus in an economical, ecological, and socially sustainable manner. WU's decision to locate the new campus in Vienna's second district redefines this area and transforms it into an educational hub. Not only have we constructed new buildings, but in the process we have also given concrete realization to our ideas of what the university of the future should look like. The new campus is more than just a place for academic research, teaching and learning practical skills; it is also designed to create a new space for social, cultural, and political life.

The central building, the Library & Learning Center is surrounded by five buildings. The campus was designed by six internationally renowned architects. Located between two subway stations, the new campus is conveniently accessible by public transportation.

The usage of bicycles is promoted by bicycle stands and garages for 330 bicycles and 700 lots which are currently for free. According to the staff survey conducted in 2014, WU's staff uses the following modes of transportation to get to their workplace: 51% public transportation, 16% bicycles, 19% walk, 13% car and 1% motorcycle.

Another key feature of Campus WU is barrier-free accessibility. All auditoriums are specially equipped for people with disabilities, all areas are designed to be wheelchair-accessible, and the campus also features a tactile guidance system for the visually impaired. We have not only made sure to comply with all relevant legal guidelines, but have also drawn on experience gained from best practice examples. WU aims at playing a pioneering role – in all respects.

Additionally, the campus has been designed in accordance with "green building" principles. Much of the required energy is obtained using geothermal energy from groundwater.

Campus WU is designed to be a working environment for 25,000 students and 1,500 teachers, researchers and administrative staff that is also open to and a part of city life. Open and accessible to the public, the campus is intended to be an integral part of its urban surroundings. To facilitate this, the ground floors of the campus buildings feature shops and services to bring urban life and the academic community together.

ENVIRONMENTAL MANAGEMENT SYSTEM

WU is committed to providing healthy and safe facilities for its students, faculty, employees and visitors, minimizing its impacts on the environment, and maintaining compliance with applicable federal, state and local regulatory requirements, agreements and permits.

Environmental compliance and the need to improve and report environmental performance have become important factors in the decision-making processes of universities. It is the university's goal to integrate environmental considerations in a holistic manner - into its teaching and research activities, facility operations and interactions with the community. An Environmental Management System (EMS) is an effective management tool that will enable the university to improve overall environmental performance, minimize environmental impacts, incorporate environmental issues into decision-making, and integrate environmental values into education and research.

In 2015, WU began a major initiative to improve its environmental management processes by designing, building, and implementing a management system that will cover all aspects of university life - education, research, management, operations, and facilities. An Environmental Management Team was formed to design a system to address the growth of campus sustainability and to improve and report environmental performance. Environmental performance goals will be established due to this framework and continuous improvement projects and initiatives will be implemented by members of the university community to improve performance and achieve the established goals. A primary goal of the new system is to continuously improve WU's environmental performance.

WU is looking forward to getting externally certified according to the ISO 14001 standard as well as the Eco-Management and Audit Scheme (EMAS) regulation in Spring 2016.

As far as green operations are concerned, WU will increase its efforts to make sure that the campus and its infrastructure are used in an environmentally friendly way and that further developments are in line with the principles of sustainability. Some of the policies which promote environmentally friendly behaviour are as follows: Instead of a workplace printer for only few employees, centrally located multifunctional devices with a default setting to automatically print black/white and double-sided are in use. In several staff kitchens carbonators are installed in order to minimise the usage of PET bottles. Furthermore, centrally located coffee machines intend to lower the usage of coffee capsules.

To achieve these goals, special emphasis will be placed on communication: Apart from newsletters being sent out to inform WU employees and students about environmental topics relevant for Campus WU, communication channels such as the "wu-memo" and, if appropriate, public displays on campus will be used as well. These communication efforts will focus especially on clearer and better information about the ecologically efficient use of WU's

campus infrastructure, for instance by establishing “Green Teams” and appointing “Green Buddies” (people who provide information and collect feedback on environmental issues and topics). The first “Green Buddies” workshop took place early 2016.

The Campus Management team, which is responsible for WU’s environmental management system, and the Competence Center for Sustainability will continue to work together closely in the field of green operations. We see the creation of a campus and day-to-day-processes that are sustainable as an important part of our responsibility as a university. Including faculty, staff and students are and will be an integral part of our strategy.

WU AS AN EMPLOYER

Responsible management and sustainability are guiding principles of WU’s activities and play an important role in research, education, university management and knowledge exchange with external stakeholders. Specifically, these principles have to be integral parts of the relationships between members of the university.

hochschuleundfamilie

For this reason, WU is continuously working on making it easier for faculty, staff, and students to balance work or academic studies and family life. In 2013, WU obtained the basic certification awarded by the hochschuleundfamilie audit. Besides recognizing all the steps and measures that have been implemented at WU so far to improve the compatibility of work, academic studies, and family life, this official certification specifies additional targets for the next few years. The structure of the hochschuleundfamilie auditing procedure is defined very precisely and guarantees results that are geared to the situation of each individual university, based on the needs of faculty, staff, and students. By joining the network of hochschuleundfamilie-certified universities, WU has been able to intensify the exchange of ideas and experiences with other institutions.

Specifically, WU is currently planning to implement the creation of a special occupational health management system as a next step towards improving work-family balance.

Occupational health management system

The main objective of this new occupational health management system is to protect and maintain the health of WU’s employees at the workplace, for instance by giving them opportunities to experience self-affirmation, social interaction, meaning, and a structured daily routine in their work. Further measures range from more transparent examination regulations and planned part-time degree programs to information materials for fathers and detailed information for family caregivers.

GENDER & DIVERSITY

As a public university and as an employer with considerable social responsibility, WU is committed to promoting equality and diversity across the organisation. In particular, WU aims at creating structures and conditions supporting all its students and employees to succeed in the WU community, regardless of gender, ethnicity, class, religion, age, sexual orientation, disability or other personal circumstances.

Gender and diversity issues are an integral part of research and teaching at WU. The establishment of the “Institute for Gender and Diversity in Organizations” in 2002 was an innovative step in research and higher education. Research projects involve theoretical study and empirical work with regard to the social processes that lead to perceptions of gender and diversity concepts, as well as on the resulting inequality patterns, which become apparent on structural, organizational, interactive, and symbolic levels. Researchers from various other institutes – Institutional and Heterodox Economics, Sociology and Social Research, Education Sciences or the Research Institute Economics of Inequality – also deal with gender and diversity aspects in their research and teaching. In 2014, Edeltraud Hanappi-Egger was awarded a Jean Monnet Chair by the European Commission. Her research on “Gendered Inequalities and Classism in Europe” are a contribution towards educating students on equality from a gender-related perspective.

WU aims at increasing diversity, and in particular gender diversity, at all levels of the organization. A Plan for the Advancement of Women at WU (“Frauenförderungsplan”) as part of WU by-laws (“Satzung”) was drafted and is revised on a regular basis. It defines objectives and priority areas of focus (personnel policy, research and teaching, distribution of resources) as well as measures to support the advancement of women and to create positive and career-promoting conditions for women. In addition, affirmative action initiatives have been implemented to address the under-representation of women in senior academic positions:

- › **Career Program for Women in Research:** The Career Program for Women in Research provides specific and systematic support to female scientists.
- › **Habilitation positions for women** (“Frauenhabilitationsstellen”): WU offers special tenure track positions that allow particularly promising female researchers to complete their habilitation with reduced teaching and administrative workloads.
- › **Quality assurance in appointment procedures for professorships** aims at increasing transparency in recruitment processes and is to contribute to an increase in the proportion of women at professor level.
- › **Dr. Maria Schaumayer Grants** are intended to support highly qualified female researchers at different stages in their academic careers: Austrian economist and politician Maria Schaumayer (1931–2013) was one of the country’s most energetic supporters of women in academic careers. In her estate, she left WU funding for the active support of women in academics. In addition to the existing Dr. Maria Schaumayer Habilitation Grant, WU established two new and unique programs in 2014/2015: an internationalization program for PhD candidates and a grant for women returning to their careers after a leave period.

The effectiveness of these programs and the development of gender ratios is regularly monitored and annually published in the Equality Report.

EQUAL OPPORTUNITIES WORKING GROUP

Under the provisions of the Universities Act, WU's Equal Opportunities Working Group is responsible for preventing discrimination by the university regarding gender, nationality, religion, age, or sexual orientation. The Working Group is available to university institutions, faculty, staff, and also students for counselling and support in matters related to equal opportunities, anti-discrimination, and affirmative action programs for women. The Equal Opportunities Working Group also contributes to the development of affirmative action programs for women and works together with the Gender & Diversity Policy Office.

GENDER & DIVERSITY POLICY OFFICE

By establishing the Gender Policy & Diversity Office, WU intends to firmly establish the principles of equality in its operations. The responsibilities of the Gender & Diversity Policy Office include the analysis of data related to gender and diversity equality, compiling an Equality Report, and developing concepts for improving the equality and diversity process at WU.

PROMOTION OF INCLUSIVE AND ANTI-DISCRIMINATORY LANGUAGE AND BEHAVIOUR

WU strives to create a positive and motivating environment for study and work that is meant to be a prototype for our students in their future careers. It goes without saying that equal opportunities, the prevention of discrimination and respect for the needs of the disabled are of high priority. WU's long established "Code of Conduct" which is a statement demanding the ethical, professional and legal standards of staff and faculty members are upheld has recently been enlarged by two additional publications in the field. The brochure "Say NO to harassment" provides information and strategies for taking action against any form of harassment or discrimination at WU. In addition, a set of communication guidelines was published for the WU community in 2015, entitled "Fair and Inclusive". The guidelines are intended to help university faculty and staff become more mindful of discriminatory language in their reports, papers and other communications.

INCLUSION OF DISADVANTAGED STUDENTS

WU is committed to ensure that all its students and employees have equal opportunities, regardless of their physical abilities. Therefore buildings and technology at WU campus were made accessible to people with disabilities. In addition, WU aims at encouraging disability disclosure by promoting a culture of positive awareness and understanding of disability-related matters and strengthening support provision for disabled staff and students: a Commissioner for students with disabilities or chronic illnesses provides support to students with disabilities, chronic illnesses, mental disorders,

and learning difficulties/disabilities, with a particular focus on exam participation. For WU-employees there is a representative of people with disabilities.

In 2013, WU launched the support program "Be able" addressing students with special needs such as physical disabilities, chronic illnesses or learning disabilities. Experienced WU students act as mentors for fellow students with special needs, providing assistance with orientation on campus, taking notes in class, or completing the administrative tasks required to successfully master their studies. The program is run by WU's disability commissioner for students. In the 2015/16 winter semester approximately 60 students could benefit from the services of the program.

Additionally, WU has joined MORE as one of the first Austrian universities. MORE is an initiative launched in September 2015 on the occasion of the acute refugee-crisis. It aims at providing opportunities for refugees with prior study experiences in their respective home countries and additional programs in languages and other skills. MORE students are admitted in a non-bureaucratic way as extra-curricular students. They can sign up for existing courses and seminars and also for courses which have been specifically designed for them. Furthermore WU offers German courses at beginners and advanced levels and support from student buddies to MORE-students. In the 2015/16 winter semester 26 MORE-students joined the initiative at WU.

Recently WU has launched several initiatives in order to attract a more heterogeneous student population, especially so called first-generation-students as well as students with a weak social background. Therefore cooperation projects with secondary schools have been intensified and expanded. Especially designed information and support offers are intended to assist students in the transition period from secondary to tertiary education and to help them in getting a place at university. In the 2016/17 winter semester WU is launching a new scholarship program for socially disadvantaged high-potentials starting a bachelor program at WU. The stipendiaries will benefit from additional mentoring and counselling, the payment of the scholarship will be linked to academic performance.

SOCIAL IMPACT AWARD

The Social Impact Award is a competition of innovative ideas among students that want to initiate social or environmental change. Its mission is to promote the knowledge and practice of social entrepreneurship among students in Europe. In our view, Social Entrepreneurship implies creative, entrepreneurial action, focused on a social or environmental issue.

In 2009, WU's Institute for Entrepreneurship and Innovation founded the Social Impact Award which is now coordinated by a platform (Impact Hub Vienna) with local partners in the Czech Republic, Slovakia, Romania, Croatia, Greece, Russia, Switzerland, Serbia, Macedonia and Austria. It offers all participants a free workshop-series for supporting the development of project ideas, knowledge resources and an opportunity to get in touch with the

local social entrepreneurship community. Winners further receive a scholarship and ongoing support.

IDEAS ON FIGHTING POVERTY

In 2007, Coca-Cola Austria, the Austrian daily newspaper Der Standard, and WU's Competence Center for Nonprofit Organizations & Social Entrepreneurship (NPO & SE) launched the Ideas on Fighting Poverty innovation Award (Ideen gegen Armut) to support projects aimed at fighting and preventing poverty in Austria. The Ideas on Fighting Poverty initiative selected appropriate projects on the basis of a set of transparent criteria and provided seed funding to support the implementation of these

projects. Applications were invited from organizations (business enterprises and NPOs), groups, and individuals, who were required to submit projects and business plans for project ideas to a jury. In the jury, WU is represented by members of the Competence Center for NPO & SE. The Competence Center for NPO & SE is also responsible for evaluating the winning projects. In 2016, the initiative was repositioned: It's now called "Get Active – Social Business Award" and will honor entrepreneurial solutions that help to integrate disadvantaged groups of people into Austrian society. Since 2010, the amount of the prize money has been set in such a way that it corresponds to the number of years Coca-Cola Austria has been in business. As 2016 marks the 87th anniversary of Coca-Cola Austria, this year's prize money amounts to a total of € 87,000.



Knowledge Exchange (Principles 5,6)

WU puts a strong emphasis on partnership with its stakeholders and dialogue with society.

As a business university of remarkable size and scope WU considerably distinguishes itself from traditional business schools and allows us to interact with a vast array of stakeholders from business, civil society, government, and media. Students and student organizations play a vital part in these activities. Discussions on economic, social and environmental aspects of responsibility and sustainability as well as participation in networks related to these topics are a central part of WU's activities.

Besides the manifold responsibility-related activities of WU's academic and administrative units, the Competence Center for Sustainability, which was established in 2013, acts as a major hub in organizing regular events in order to promote "sustainability literacy" either independently or in collaboration with other institutions and organizations. Its events have reached high publicity with an attendance of more than 5,000 people so far.

Most events are accessible to the public and besides experts from the areas of science, economy and civil society, students and the interested public get a chance to participate in discussions.

NACHHALTIGKEITSKONTROVERSEN ("SUSTAINABILITYCONTROVERSIES")

The Nachhaltigkeitskontroversen talk is an event organized regularly by the Competence Center of Sustainability aiming at adding controversy and clear thinking to the public debate about sustainability.

Each year four Controversies take place. So far, the topics have been: sustainability between privatization and politicization; which economy do we want; living well or living correctly; participation and whether it is the ideal solution for sustainability or a pseudo-democratic nightmare; the economy of sharing; the post-growth economy and post-growth businesses.

TIEFENBOHRUNGEN ("DEEP DRILLINGS")

This series of talks dubbed "Tiefenbohrungen: Wirtschaft anders denken" aims at subjecting key economic issues and approaches to far-reaching, critical scrutiny. It is one of the main goals of the series to focus on non-mainstream discourses and developments in economics and business. It also intends to show that economic phenomena – and studying them – do not exist in a vacuum, but are deeply embedded in a social, normative context.

The series is a contribution to strengthening content related to sustainability issues with respect to our communication with society.

WIRTSCHAFT TRIFFT UMWELT ("ECONOMY MEETS ECOLOGY")

Current issues related to the opportunities in and limits of sustainable developments can only be understood from an interdisciplinary perspective. Climate change, the financial crisis, poverty, or global development – our interconnected world demands answers to these questions that include a variety of perspectives and approaches. This is true both in theory and in practice, which is why Bank Austria's lecture series on sustainability is called "Wirtschaft trifft Umwelt".

Nomen est omen: The idea of this series is to bring both economic and ecological issues together. Austria's leading university for business and economics – WU – and Austria's leading university for environmental issues – BOKU University of Natural Resources and Life Sciences – both contribute their expertise and specialist viewpoints.

OPEN MINDS

In March 2009, the WU Rector's Council and Professor Wilfried Stadler launched a series of talks entitled "Open Minds." The events deal with current topics of general interest to society as a whole. The panels always include well-known personalities who discuss the issues at hand. The Open Minds talks frequently address sustainability-related topics, for instance climate and energy issues, globalization, and demographic developments. Past speakers included former European Commissioners Benita Ferrero-Waldner and Franz Fischler, artist and poet André Heller, philosopher Konrad Paul Liessmann, and writer and publisher Ilija Trojanow, to name just a few.

WU COMPETENCE DAY ON SUSTAINABLE BUSINESS

The WU Competence Day is an annual, one-day academic event that puts WU's research competence to the limelight. Being open to the public it strengthens WU's profile as a leading center of research expertise. The 2014 Competence Day focused on Sustainable Business and the Department of Socioeconomics presented its latest findings from studies on poverty and social marginalization, overexploitation of natural resources, regional integration, urban development, and the future of work.

WU KINDERUNI (CHILDREN'S UNIVERSITY):

Since 2014, WU has taken part in the joint initiative of Vienna's universities to open their doors to some 4,000 children between the ages of 7 to 12 during summer. Children have the opportunity to participate in lectures, workshops and field trips at universities and to meet researchers and experience real university life. In 2015, WU offered workshops on "Sustainable Economics" and on gender-related issues with catchy titles like "Does Snow White have a job?".

OTHER EVENTS

Events on a small scale about topics such as energy or Degrowth take place on an irregular basis. Furthermore, there are several events which are organized at WU in cooperation with organizations such as the Federal Ministry of Agriculture, Forestry, Environment and Water Management or the Federal Ministry of Science, Research and Economy, the Ecosocial Forum, the Umweltdachverband or the CSR-Circle. In September 2014 about 400 participants attended the 9th Austrian CSR Day. The conference is one of Austria's most important CSR events and is organized annually by respACT, the Austrian Business Council for Sustainable Development. Under the motto "Action 2020," the 2014 event focused on what companies can do to meet current and future environmental and social challenges.

In April 2015 the Austrian Climate Day was held at WU. Besides being a scientific conference, the Austrian Climate Day also targets the interested public. About 300 established and young scientists as well as a diverse interested audience took part in order to talk about and discuss topics such as climate change, climate protection and measures and strategies to adapt to the climate change.

KNOWLEDGE EXCHANGE WITH STUDENTS

The Competence Center for Sustainability is maintaining close contacts with the Austrian Students' Union (ÖH), the Oekosoziales Studierendenforum initiative, and oikos Vienna, an international student organization focusing on sustainability in business and economics, society, and environmental contexts to work on sustainability-related events.

NETWORKING ACTIVITIES

The Regional Centre of Expertise on Education for Sustainable Development Vienna (RCE)

The Regional Centre of Expertise on Education for Sustainable Development (RCE) is the regional network for research, education and knowledge interactions on questions related to regional and trans-regional sustainable development. The RCE focuses on topics in the realm of socio-economic development and the environment and seeks to tackle challenges such as:

- › sustainable urban and regional development,
- › smart city issues and processes,
- › social coherence,
- › climate change policies,
- › sustainability entrepreneurship and
- › collaborative consumption.

Vienna is home to a strong and growing sustainable development community, including numerous initiatives, organizations, universities, companies, and other activists and institutions working in the field of sustainable development and education for sustainable development. This community provides a vast pool of expertise. The RCE Vienna aims at serving as a platform for the exchange of ideas and knowledge and for coordinating activities between research and educational institutions, public institutions, business enterprises, institutions in the field of culture and the arts, and other stakeholders in the Vienna region. By promoting transformative education, the RCE Vienna is moving from vision to action, providing important impulses for sustainable economic development in the greater Vienna area and the CENTROPE region.

ALLIANCE OF SUSTAINABLE UNIVERSITIES IN AUSTRIA

WU is an active member of the Alliance of Sustainable Universities in Austria. The Alliance was founded in 2014 as an informal network that aims to strengthen the role of sustainability at Austria's universities. Currently nine Austrian universities are members of the network:

- › BOKU University of Natural Resources and Life Sciences (Vienna)
- › Karl-Franzens-University of Graz

- › Graz University of Technology
- › Medical University of Graz
- › University of Music and Performing Arts Graz
- › WU Vienna University of Economics and Business
- › Alpen-Adria-Universität Klagenfurt
- › University of Salzburg
- › University of Innsbruck

The main objectives of the alliance are the exchange of good and best practice-experiences and joint activities in the fields of research, education, operations, society / knowledge transfer as well as identity.

A major success of the Alliance was that each participating university committed itself to developing a sustainability strategy. This aim was defined in the performance agreements for the years 2013 to 2015 that each university negotiated with the Austrian Federal Ministry of Science, Research and Economy. These strategies include specific objectives and measures to promote sustainability within research, education and operations. A working group of the Alliance also elaborated a handbook for the development of sustainability concepts at universities. Through its cooperation, the Alliance strengthens sustainability issues generally, provides added motivation to its members to further integrate sustainability at their institutions and adds support to their efforts.

In October 2015, in cooperation with the Federal Ministry of Science, Research and Economy, the Alliance organized a symposium of chances about "Societal Responsibilities of Universities". It represents the starting point of an enhanced dialogue between universities, the economy and civil society in the context of sustainable development. This exchange shall continue in 2016 with "Dialogkonferenzen" (Dialogue-Conferences) about topics such as innovations for sustainable development, mobility and sustainable entrepreneurship. The symposium as well the Dialogue-Conferences are organized and conducted by the Alliance of Sustainable Universities in Austria in cooperation with the Federal Ministry of Science, Research and Economy. Besides the continuation and intensification of the dialogue initiated at the symposium between universities, the economy and civil society, concrete implementation possibilities for more sustainability in the economy and society as well as objectives and suggested measures for an intensification of cooperation shall be developed.

COPERNICUS ALLIANCE

WU is actively involved in the Copernicus Alliance, a network of higher education institutions aiming at promoting sustainable development and transformational learning in all sectors of the higher education system. A further objective is the promotion of sustainable university campuses. Building partnerships with the economy, government agencies as well as with the civil society is considered as an effective measure to further promote sustainability – both locally and globally. The Copernicus Alliance was constituted in 2010 in Graz, Austria. WU was one of the founding members.

Selection of current members:

- › Aalborg University
- › Conferencia de Rectores de Universidades Españolas
- › Flemish Ministry of Environment, Nature and Energy
- › National Union of Students
- › Open Universiteit in the Netherlands
- › University of Bucharest
- › University of Hamburg
- › University of Natural Resources and Life Sciences Vienna
- › University of Siena
- › University of Warsaw
- › University of Zurich

GROWTH IN TRANSITION

WU is a partner of the initiative Growth in Transition, which encourages institutions, organizations, and enterprises to address transformation processes towards sustainability. It also aims at contributing to the current EU and international agenda and at informing the Austrian public about them (e.g. the EU initiative "Beyond GDP").

Selection of current members:

- › The Austrian Federal Ministry of Agriculture, Forestry, Environment and Water Management
- › Federal Chancellery
- › Austrian Ministry for Transport, Innovation and Technology
- › Federal Ministry of Science, Research and Economy
- › University of Natural Resources and Life Sciences, Vienna
- › IHS– Institute for Advanced Studies
- › WIFO – Austrian Institute of Economic Research
- › B.A.U.M. – Austrian Network for Sustainable Leadership
- › Club of Rome – Austrian Chapter
- › European Environment Agency
- › Austrian Chamber of Agriculture
- › REWE International AG

So far the initiative has organized three conferences, the first in 2008 and the second in 2012. The third conference organized by the initiative and mainly by the Ministry of Life and WU took place in February 2016 at campus WU.





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