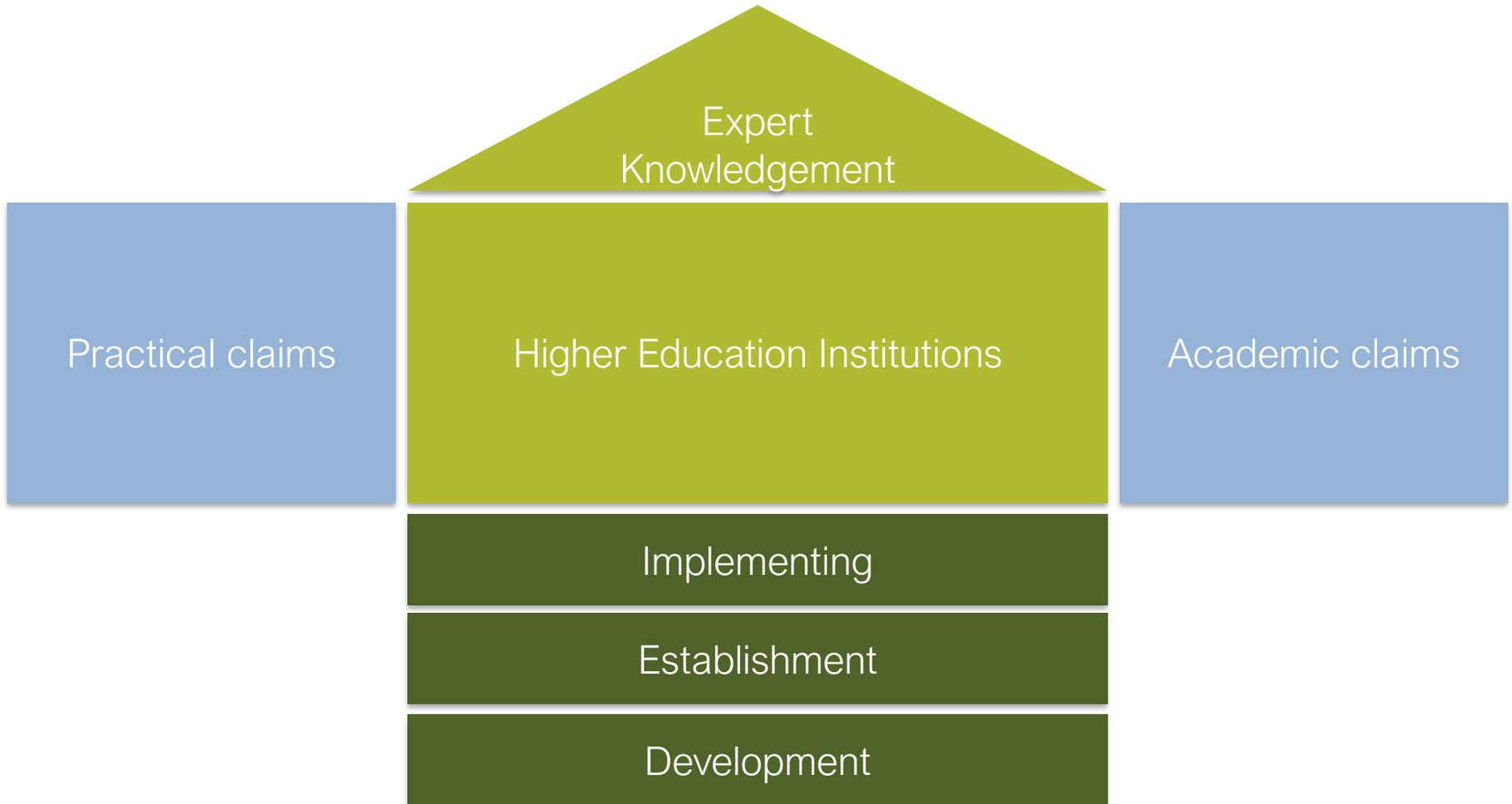


Higher education institutions´ pathway towards sustainability reporting

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Hamburg Sustainable Development Summit 2017
27.09.2017

Project-description



Networkpartners

- Eleven German HEIs collaborate within HOCH^N, further value partners are embedded, and the network is constantly being expanded and developed.





What is happening in the process of establishing sustainability reporting in HEIs in Germany?

Previous research

- Motivations:
 - inside-out vs. outside-in (Burrit/Schaltegger 2010; Herzig/Schaltegger 2011)
 - tracking against targets (Kolk 2010)
- Obstacles:
 - lack of sector-specific guidance on the development of SR
 - limited time and resources for SR
 - lack of a common understanding of SR
(Lozano et al. 2013; Lozano 2006; Adams 2013; Moudrak/Clarke 2012)

Previous research

- Assessment tools (Kamal/Asmuss 2013; Vaughter et al. 2013; Yarime/Tanaka 2012)
 - More SR in HEIs and rising interest in the topic of SR (Sassen et al. 2014), but not much research in the relationship of SR and organisational change management (Albrecht et al. 2007; Ceulemans et al. 2015a and b)
- We explore the implementation process of sustainability reporting in HEIs in order to get a deeper understanding of obstacles and enablers of organisational change.



What is happening in the process of establishing sustainability reporting in HEIs in Germany?

Methodology and Methods

- Explorative design → qualitative methods

1. Stage: Structured telephone interviews

2. Stage: Questionnaire with open-ended questions
– focussing on obstacles and enablers

Findings I

- Theoretical saturation (Glaser/Strauss 2010)?
- Not yet, but first findings:

Requirements for producing a declaration of conformity to HS-DNK

commitment (top down) and note urgency
 responsables/delegation
 „clear“ communication

The ideal process for producing a declaration of conformity to HS-DNK

commitment (top down)
 comprehension of all stakeholders
 fix sustainability in mission, vision and strategy in HEI

Requirements not met, still produce a declaration of conformity to HS-DNK

participation of students and others
 „take it on every agenda“

Important first steps

fix sustainability in mission/vision/strategy of HEI
 well-defined responsables/delegation
 support, exchange

Findings II

- The bottleneck for implementation of sustainability reporting in a HEI is the executive board.
- By introducing an external stakeholder, such as the project HOCH-N and its network, solutions to internal communications problems concerning the sustainability reporting process can be found more easily.
- Offering a HEI-specific codex for sustainability reporting, such as the HS-DNK, (vs. one for enterprises) facilitates the process of sustainability reporting by narrowing a large variety of possible indicators to key themes for the report itself.

Questions



Do you have questions?

What is the capacity in HEIs organisational type concerning sustainability reporting?

How can this help to understand obstacles and enablers?

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Thank you for your attention!