Table of contents

RENEWAL OF COMMITMENT ........................................................................................................3
INTRODUCTION ..........................................................................................................................4
PRINCIPLE 1 & 2- PURPOSE AND VALUES..............................................................................6
 INTRODUCTION .........................................................................................................................6
 INFORMATION ON PROGRESS ..................................................................................................6
 KEY OBJECTIVES .....................................................................................................................7
PRINCIPLE 3- METHOD..............................................................................................................8
 INTRODUCTION .........................................................................................................................8
 INFORMATION ON PROGRESS ..................................................................................................8
 KEY OBJECTIVES .....................................................................................................................11
PRINCIPLE 4- RESEARCH..........................................................................................................12
 INTRODUCTION .........................................................................................................................12
 INFORMATION ON PROGRESS ..................................................................................................13
 KEY OBJECTIVES .....................................................................................................................13
PRINCIPLE 5- PARTNERSHIPS...................................................................................................14
 INTRODUCTION .........................................................................................................................14
 INFORMATION ON PROGRESS ..................................................................................................14
 KEY OBJECTIVES .....................................................................................................................16
PRINCIPLE 6- DIALOGUE.........................................................................................................17
 INTRODUCTION .........................................................................................................................17
 INFORMATION ON PROGRESS ..................................................................................................17
 KEY OBJECTIVES .....................................................................................................................19
PRINCIPLE 7- ORGANIZATIONAL PRACTICES.........................................................................20
 INTRODUCTION .........................................................................................................................20
 INFORMATION ON PROGRESS ..................................................................................................20
 KEY OBJECTIVES .....................................................................................................................21
CONTACT ....................................................................................................................................22

This is our Sharing Information on Progress (SIP) Report on the Implementation of the Principles for Responsible Management Education
TIAS’ commitment to the UN Principles for Responsible Management Education
Message from our Dean

As School for Business and Society, we continuously aim to equip our participants with a broad perspective and competencies that enable them to address the social, economic, environmental, technological and geo-political challenges we are all increasingly confronted with. Taking stock of our achievements and objectives in this field in preparation of this SIP Report made us realize how much we have been able to establish over the last two years. It is very rewarding to see that we are also recognized internationally in this area: for the second year in a row our Full-time MBA is ranked Nr. 1 in The Netherlands and Nr. 4 in Europe by the Corporate Knights Better World MBA Ranking. Moreover, our MBA students are committed to contributing to AIM2Flourish and we are very proud that two of their stories have been awarded with 2019 Flourish Prizes!

While being proud of our achievements, we are also aware of the need to further sharpen our strategy and to ensure that Business and Society becomes even stronger embedded throughout all our education, research, operations and outreach activities. This is part of the strategic dialogue process that we are currently engaged in and that will result in a strategic plan that combines a clear vision of TIAS School for Business and Society with concrete building blocks and actions, providing a clear roadmap for TIAS going forward.

This report clearly shows the alignment between TIAS School for Business and Society, the seven Principles for Responsible Management Education, and the 17 Sustainable Development Goals. In addition, our engagement in PRME has been strengthened through our active participation in the new France-Benelux Chapter. The Chapter enables us to better translate the Principles into practice within our own regional context, in collaboration with like-minded schools. Thus, it speaks for itself that we re-confirm our commitment to the Principles for Responsible Management Education and we look forward to contributing even more to PRME, the Sustainable Development Goals, and to Business and Society.

On behalf of the executive management team,

Jenke ter Horst
Dean & Director
Introduction

On a global scale, technological, economic, ecological, social and geo-political developments are posing challenges to both business and society. Their complexity and interdependence require close collaboration between different actors from various sectors and disciplines. As a School for Business and Society, TIAS seeks to empower persons and organizations towards this context.

We believe that in order to address the challenges of our time and to create shared value for both business and society, one needs to avail of a combination of specific leadership and collaboration traits with insight into the possibilities of business modelling and new technologies. The following chapters elaborate on how we translate this belief into a school-wide ‘business and society’ approach. Here, it is important to briefly describe some of our more general characteristics, in order to enable a better understanding of our organization and its activities.

Who we are

- A private and financially autonomous (non-government funded) business school with two shareholders: Tilburg University (80%) and Eindhoven Technical University (20%).
- Located in the Netherlands, with our main location at the campus of Tilburg University and a satellite campus in the city center of Utrecht.
- Offering a comprehensive portfolio of executive (degree and non-degree) programs: 13 Executive Masters, 33 Executive (Open) Programs, 3 MBAs, 3 MSs/BAs, and several Company Specific Programs.
- Boasting a solid and leading track record in the non-profit and (semi)public sector: We offer an extensive portfolio of degree and non-degree programs targeted at the non-profit (public) sector (e.g. Executive Master of Management in Education, Executive Master of Public and Non-Profit Management, Executive Master of Health Administration, Program for Directors and Executives of Cooperatives, etc.).
- We educate on the guiding principle that today’s insights are not tomorrow’s solutions: We encourage a critical and inquisitive approach, in addition of the transfer of knowledge and skills. By asking different questions, looking for new answers, with a positive impact on organizations, businesses, and society. Already for some 20 years, our motto has therefore been: NEVER STOP ASKING.
- Our research is taking place within so-called Knowledge LABs (please refer to Principle 4) In these LABs our faculty work together with participants of our programs and with private and public organizations from various sectors on the development, transformation, and dissemination of knowledge.
- Domestically and internationally acknowledged for our quality: Amongst others: In the 2019 Financial Times’ Executive Education Ranking for Open and Custom Programs we are the highest ranked business school in The Netherlands. TIAS is the only Dutch business school in the top 50 worldwide. The TIAS Executive MBA received the No. 1 rank in the world in the field of career development according to the QS World University Rankings for Global EMBA programs in 2019. According to the Dutch Masters Study Guide 2019 (Dutch Center for Information on Higher Education), TIAS is the best business university in the Netherlands with eleven of our programs labeled as "top rated program".
- Enrolling approximately 650 participants annually for our degree programs.
Structure of the report
The report is structured around the six Principles for Responsible Management Education (with Organizational Practices included as a seventh principle). For each principle, a general introduction is provided that describes how TIAS relates to it, followed by a paragraph that describes the progress that has been made over the last two years. Each chapter ends with a listing of the key objectives for the near future. Some concrete examples of our activities are provided within boxes, with icons indicating to which of the Principles and the Sustainable Development Goals (SDGs) this example is linked. An overview of the 7 Principles and 17 SDGs is provided below.
Principles 1-2: Purpose & Values

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.

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.

Introduction

We are convinced that businesses, public entities and (civil) society need to collaborate in order to solve current and future social, economic, and environmental issues. Our aim is to take on a leading role in connecting these worlds by operating on the interface of business and society, and by empowering people and organizations towards this context. We are continuously strengthening the meaning of being a School for Business and Society; a recent development in this regard is explained below under Information on Progress.

To ensure the awareness, engagement and impact regarding our ‘business and society’ identity and ethos, an Associate Dean is tasked with its overall coordination, while our ‘Policy Adviser Business and Society’ facilitates the integration of our Business and Society approach throughout our educational portfolio. Both are also actively working on establishing and maintaining partnerships in this field.

Furthermore, we seek to align our internal culture with our overall corporate mission through cultivating three core values: Hostmanship; Drive for excellence; and Open-mindedness. We expect faculty and staff to have a customer centric and personal approach and be involved and empathic with our clients. We ask for a high degree of flexibility, but most of all team spirit, from our people. Any person working for TIAS can be characterized by a constant focus on quality and performance, and can be held accountable for his or her contribution. In practice, this results in a friendly, open and constructive atmosphere, where colleagues are welcoming and supportive to each other, to participants and to clients and broader relations. Accordingly, we have aligned our recruitment and hiring to match this employee ‘profile’.

Information on progress

 Renewed vision and purpose

As we seek to continuously strengthen the meaning of being a School for Business and Society, we revised our mission statement since we submitted our last SIP Report. Our previous mission statement was merely stressing the need for collaboration between business and society, whereas we feel that it is our responsibility to be more outspoken on how we see the role of business in society. Our revised vision is ‘we believe that business exists to serve society’. Companies have the opportunity to use their scale and expertise to reshape global systems and mitigate complex problems. As school for business and society, TIAS will seek out for people, companies, and organizations with a long term growth mind-set and the willingness to make social impact. Therefore, it is our purpose ‘to develop leaders who serve society by transforming business’.
SDG policy
Being a School for Business and Society, the SDGs are intrinsically linked to our vision and purpose. The SDGs can support us in carrying out our vision and purpose (and vice versa) and help us define how we see the role of business in society and what this means for the sort of leaders that we envision to develop. While recognizing that higher education institutions need to act ‘across all the goals, and not being limited to Goal 4’, we also feel the need to focus on a smaller number of SDGs where TIAS – being a small institution - can maximize its impact. We have therefore drafted an SDG policy document which describes how TIAS addresses the SDGs in general and explains the specific attention we pay to SDGs 4, 12, and 17. In order to raise awareness and increase engagement among faculty and staff, we have planned to record a series of videos showcasing how TIAS addresses the 17 SDGs in practice.

Key objectives
Strategic dialogue
TIAS committed to positioning itself as School for Business and Society already six years ago. This commitment was the outcome of an intensive strategic review. As this SIP report and the two previous ones illustrate, we have booked considerably progress ever since. When looking back at these achievements, we also felt it is about time to reflect on our relevance in this ever-changing world and to formulate a clear vision of TIAS in 2025.

We are currently in the process of doing so by means of a series of inclusive and participatory strategic dialogue sessions with a wide variety of both internal and external stakeholders. These sessions reconfirmed our identity and position as School for Business and Society. We are firmly convinced that our collective energy, efforts and resources should be (re)directed towards being an international hub for lifelong development, targeting leaders and organizations who want to have an impact on society through business. During the next months, we will work out a strategic plan that translates this broadly shared vision into concrete building blocks and actions, providing a clear direction for TIAS going forward.

Impact creation and monitoring
Our newly formulated purpose of ‘developing leaders who serve society by transforming business’ makes it even more important to monitor how we create impact. We aim to move beyond evaluating output and outcome and to find out how we as School for Business and Society really impact persons and organizations. However, we are well aware of the fact that our participants are not only influenced by their TIAS program, but also by their working environment and factors in their private lives. This is the so-called ‘attribution problem’: to what extent can we attribute impact directly to our work, or are we just one of many contributing factors? So far, we have used narratives to describe our impact, but it is our objective to establish a clearer policy and approach in this regard.

1 In line with The SDG Accord Report (July 2018)
http://www.sustainabilityexchange.ac.uk/files/the_sdg_accord_un_high_political_forum_doc_interactive.pdf
Principle 3: Method

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

Introduction

TIAS has deliberately chosen for an integral approach to Business and Society, meaning that we aim to integrate Business and Society-related content in existing courses (instead of adding new ones). Within our education and research, the golden ‘Business and Society-thread’ is an approach based on a set of four competency areas: Responsible Leadership, Collaboration, Business Modeling, and Sustainable Innovation. Each competency in itself is important, but it is especially the combination of all four that will enable our alumni to have the transformational impact that we have as our purpose. We are continuously reviewing our teaching methods and materials, ensuring alignment with these Business and Society competencies as well as our vision on learning.

To support the integration of the competency areas, a ‘toolkit’ has been developed that provides basic definitions of the competencies, offers suggestions for materials and showcases examples from within TIAS. The toolkit aims to make concepts more concrete; make visible what already exists; provide examples and inspiration; and stimulate (cross-disciplinary) collaboration amongst faculty and programs.

Moreover, TIAS has a long tradition in offering programs that are not only business-related, but also cover the public domain. Currently TIAS offers a variety of Executive Master programs and Masterclasses with a focus on the non-profit sector and public domain, including:

- Executive Master in Public and Non-Profit Management
- Executive Master of Management in Education
- Executive Master of Health Administration
- New Leadership in Social Housing Corporations
- Innovation in Governance for Non-Profit Organizations

Information on progress

Sustainability Leadership Program

In collaboration with MVO Nederland (CSR Netherlands), we have developed a new ‘Sustainability Leadership Program’ for executives who need knowledge and tools to address sustainability. The four TIAS B&S competency areas of responsible leadership, collaboration, business modeling and sustainable innovation are underlying the program. During five days, the participants work on how to create ‘business with a purpose’ and how to integrate this within the strategy, operations, structure, culture and leadership of their organization. In order to ensure implementation of the learnings, the participants work on their individual, work-related case during the program and receive coaching as well. The first cohort with 25 participants is currently getting towards the end of their program.
Business and Society track in MScBA Program

The new part-time MScBA program that we offer in the Dutch language since 2018 contains a specialization track ‘Business & Society’. This track starts at the personal level with courses on responsible leadership and collaboration (including public-private partnerships), then broadens to the organizational level in a course on creating shared value and ends discussing the impact of global geopolitical trends on business and society.

Aim2Flourish

Since last year, our full-time MBA students contribute to AIM2Flourish as part of their course ‘Leading Business through Global Change’. Using the SDGs as a lens, they conduct Appreciative Inquiry-driven interviews with business leaders about innovations that benefit both business and society.

From the 15 TIAS-related stories that were published on AIM2Flourish in 2018, 6 were selected as Finalists for the 2019 Flourish Prizes. As highlighted in the box below, 2 of them have been awarded Flourish Prizes for SDG 7 (Affordable and Clean Energy) and SDG 9 (Industry, Innovation and Infrastructure). These stories were selected from the 809 stories published on the AIM2Flourish platform in 2018 and belong to the 17 best stories exemplifying how business is a positive force for good and demonstrating progress towards the SDGs.

AIM2Flourish Prizes 2019

Two TIAS-related stories have been awarded a 2019 Flourish Prize for Global Goals: #7: Affordable and Clean Energy and #9: Industry, Innovation and Infrastructure.


**Hult Prize**

Since 2018, we also encourage and support our fulltime MBA students to participate in the annual Hult Prize (HULT Prize Foundation, in partnership with Hult International Business School, United Nations and EF Education First, is an initiative that inspires and leads students to generate startup ideas to solve the megatrends that affect our world).

Team TIAS was selected to participate in the 9th Annual Hult Prize Regional Final in Nairobi, Kenya in 2018. The challenge was ‘Harnessing the Power of Energy to Transform the Lives of 10 Million People’, for which Team TIAS developed ‘Skill Box’, a proposal to set up solar-powered business laboratories that provide skills-based education to young people at-risk in off-grid communities.

In 2019, the 10th-anniversary Hult Prize was to build the foundations of a venture that will provide meaningful work for 10,000 youth within the next decade. A new Team TIAS was selected to participate in the Regional Final in Manila, the Philippines. Their solution was to address youth unemployment together with food scarcity, through a worldwide network of Satellite Hydroponic Farms around densely populated cities. Their startup was designed based on a circular economy approach, producing locally around the cities, making by-products and finally delivering to B2B and B2C customers.

Both Hult Prize and AIM2Flourish have proven to be highly effective initiatives for stimulating our students to use and explore our four Business and Society competency areas in practice.

---

**Contributing to sustainable buildings and cities**

Sustainability is an important part of our Advanced Real Estate Program. We stress the importance of a broad understanding of sustainable development, meaning that not only challenges related to the environment or energy are addressed, but also issues such as welfare, health, and productivity. The goal is to enable participants to create shared value: solve societal issues while generating financial profit. The program elaborates on how new strategies and business models concerning cities and real estate portfolios can contribute to such a shared value approach. As co-creation and (multi-sector) collaboration are paramount to address current and future challenges, the establishment of new relationships with new parties is another important aspect of the program. Three modules explicitly focus on these issues:

- Sustainable strategies for organizations;
- Sustainable strategies for cities, neighborhoods, and buildings;
- New partnerships and alliances for sustainability.
Didactic approaches
The TIAS Executive and Company Specific Programs are designed to educate high potential managers and professionals towards becoming responsible leaders. Working methods include storytelling, simulations, games, design thinking/social design, and transition management. A new game that we have added to our learning interventions is Symbioville: a serious game that addresses the concepts of creating shared value, business modeling, innovation, collaboration and the circular economy. It is both a role playing and negotiation game, and an interactive and 'fun' way to address Creating Shared Value and our Business & Society competencies.

Key objectives

Further integration of Business and Society competencies
Although in practice the Business and Society competences are addressed in our programs, they have not been fully integrated in the learning objectives. During the last two years, the competences have been better defined and linked to indicators, so that we can start to address this gap. This will strengthen the traceable inclusion of the competencies within courses and assessments.

Customization
We strive to support participants with the appropriate learning tools and formats, in line with our educational vision. This includes the integration and training of competencies, the use of specific didactic approaches and the support of participants in their life-long development requirements. Furthermore, this means that we must be able to cater for specific preferences, reason why we have started a gradual shift towards modular and flexible program formats. We will continue on this path and explore new formats, while also optimizing blended learning, digital enhanced learning, and using (more) skills-based elements in program formats. The latter also enables us to better address the Business and Society competencies, for example through serious gaming.
Principle 4: Research

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

Introduction

TIAS research is taking place within so-called Knowledge LABs: open platforms in which our faculty work together with participants of our programs and with private and public organizations from various sectors on the development, transformation, and dissemination of knowledge. Typically, the LABs are organized around specific themes with high social relevance and diversity in stakeholders, and they effectively utilize a multidisciplinary approach and cross-fertilization between each other. Currently, there are four Knowledge LABs in operation:

- Governance LAB (www.tias.edu/en/knowledgeareas/area/governancelab)
- Real Estate LAB (www.tias.edu/en/knowledgeareas/area/real-estate)
- Finance LAB (www.tias.edu/en/knowledgeareas/area/finance)
- Health LAB (www.tias.edu/en/knowledgeareas/area/health)

Being a School for Business and Society with a focus on executive education, TIAS values practice-oriented/applied research (with high social impact through broad public dissemination) as much as fundamental research that is published in high impact scientific journals. Our faculty – supported by our LAB infrastructure – strike the balance between the two.

Dutch Female Board Index©

Since 2014, the TIAS GovernanceLAB produces and publishes the annual Dutch Female Board Index©, which brings widespread attention to the position of female directors in Dutch listed companies and contributes to the national debate on equal opportunities for women in leading industry positions. In 2016, the Dutch Minister of Education has adopted this Female Board Index as a tool to motivate Dutch firms to increase board diversity.

This research project at our GovernanceLAB has prompted our highly successful ‘Women Corporate Directors Program’, which we offer since 2015. The Female Board Index© continues to be a source of new insights, which can be incorporated into the masterclass program.
Information on progress

Horizon 2020 Project on Public Governance

An international consortium including TIAS and Tilburg University has been awarded €4.5m funding from the European Union’s Horizon 2020 program to study the strategic renewal of public services across Europe. The three-and-a-half year research project ‘Understanding the transformation of European public administrations’ will have ten partners, including universities, municipalities and private companies from the UK, Denmark, France, Croatia, Slovenia, and The Netherlands. The funding will be used to explore new approaches to involving the public in the governance and co-creation of public services across Europe. TIAS Professor Nicolette van Gestel is the Dutch project coordinator: “The project emphasizes that taking a strategic approach – rather than a short term focus - to the renewal of organisation and management of European public administrations is a key requirement for improving citizen’s participation in public governance across Europe”. More information can be found on https://www.tias.edu/en/knowledgeareas/area/governancelab/article/tias-participates-in-eu-funded-h2020-4-5m-cogov-project and http://cogov.eu/

Key objectives

Research on partnerships between multinational enterprises and sustainable entrepreneurial enterprises

TIAS associate professor Wouter Scheepens is starting a research project on collaboration and partnerships between multinational enterprises (MEs) and sustainable entrepreneurial enterprises (SEEs) as lever for transformative sustainable solutions. The goal is to test some hypotheses and develop a roadmap through action research, in collaboration with representatives of MEs, SEEs and other organizations.
Principle 5: Partnerships

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.

Introduction

We believe that today’s complex challenges increasingly demand cooperation between business, society and public institutions. New alliances are needed, where the partners complement each other and thus can generate new ideas and knowledge that enable business and society to deal with economic, ecological, social and technological issues. Therefore, we have not only established partnerships with a broad range of for-profit and non-profit organizations through our LABS (please refer to Principle 4, Research), but we also facilitate meetings between very diverse organizations for the purpose of co-creative idea-sharing and innovation. Given the tradition and focus of our school, it has been a deliberate choice to not only engage with managers of business corporations, but also with managers of public and non-governmental organizations.

To ensure effective engagement with stakeholders in our environment, we maintain a Business & Society Advisory Board. The aim of this Board is to give us firsthand feedback and information on relevant developments and trends which we can integrate into our educational portfolio.

Information on progress

Partnership with CSR Netherlands

A new partnership between TIAS and CSR Netherlands has resulted in the development of a new ‘Sustainability Leadership Program’ for executives who need knowledge and tools to address sustainability. Please refer to Principle 3 (Method) for more information about this program.

Partnerships with social impact hubs

We have started to collaborate with various important start-up communities in the field of social enterprises, such as the ImpactHub in Amsterdam and the Social Impact Factory in Utrecht. This serves a twofold purpose: on the one hand we get to know (better) the societal challenges within our local ecosystems, while on the other hand our participants can contribute their knowledge to these start-ups and benefit themselves from a mutual learning process. Overall, we intend to increase our impact on Business and Society through our engagement with these organizations. The image below was shared as a poster contribution on ‘Partnerships for Social Impact’ at the ABIS Knowledge into Action Forum 2018.
TIAS engagement in regional PRME Chapter

TIAS is actively engaged in the France-Benelux PRME Chapter that was established on 10 November 2017 by some 40 deans and representatives of Dutch, Belgium and French business schools.

Our Policy Advisor Business and Society, Mirjam Minderman, is secretary of the Steering Group and as such contributes to further building the Chapter. Together with Amsterdam School of International Business (AMSIB) we co-organized the third Chapter Meeting early 2019 in Amsterdam. Some 80 participants from business schools and economic faculties from France, Belgium and the Netherlands gathered to share experiences, and co-create projects to further responsible management education and the SDGs. The first day was dedicated to the question of how business schools and corporates can align and reinforce each other’s impact towards sustainability, while the second day was used to further build the Chapter and discuss joint projects. Mirjam Minderman is also actively involved in the Chapter’s working group on assessment of sustainability competencies.
Executive MBA in Food & Agribusiness

In 2017, TIAS and Wageningen University & Research (WUR) joined forces to offer an Executive MBA program that applies general management knowledge to the specific context of Food & Agriculture. Thus, the fields of expertise of TIAS and WUR are combined to offer executives the unique opportunity of further professionalizing themselves in strategic management skills in relation to the dynamics the Food & Agri sector.

Key objectives

Collaboration with Tilburg University

TIAS and our parent institution Tilburg University have committed themselves to closer collaboration. In so-called Strategic Alliance Projects, we have recently explored several areas and possibilities for joining forces and creating win-win outcomes. As a result, some concrete collaborative initiatives have been developed and will now be worked out further concerning for example (co)branding, digitalization, faculty exchange and joint program development.

Underlying this renewed collaboration is the perspective that we share on science, business and society, with close convergence as expressed in our names: ‘Tilburg University – Understanding Society’ and ‘TIAS School for Business and Society’ – both building on the legacy of our founding father professor Martinus Cobbenhagen.

---

2 Wageningen University & Research is a research institution which not only develops high quality knowledge within the domain of healthy nutrition and the living environment, but also helps to apply this knowledge all over the world. WUR trains professionals who, in the near and far future, will provide breakthroughs in knowledge and technology and is internationally a leading organization in the field of nutrition and the living environment.

3 Priest and economist Martinus Cobbenhagen (1893-1954) saw the study of economics as a way of understanding and shaping society. According to Cobbenhagen’s vision, an institution for academic education must be a place to study living society, and students must be equipped with the tools they need to contribute to the society of the future. From this perspective, a university is part of society and works with society on its further development.
Principle 6: Dialogue

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

Introduction

In general we stimulate a critical and inquisitive approach among our participants, in line with our motto ‘Never stop asking’. We encourage an attitude that inspires them to ask the questions that get to the truth of the matter and pursue the answers that will impact organizations, business and society. Within our programs, Business and Society-related (guest) lectures and cases regularly stimulate debates among our participants.

Our LABs are proactively disseminating (research-based) knowledge to relevant target groups within the public domain via several partnerships with renowned (social) media platforms in our markets, including online blogs for professionals. Also national press and global social media are widely utilized by the LABs. Through these communications as well as through their multi-stakeholder structure (including regular round tables), the LABs are actively contributing to dialogue and debate within business and society.

Information on progress

Sustainability Leadership

Especially during the last year, TIAS facilitated a dialogue about ‘sustainability leadership’ by providing lectures at various external events. Adjunct professor Oscar David for example provided a session on this topic at the Dutch National Sustainability Conference and provided another lecture/workshop in a meeting of the ‘Large Corporates Network’ of CSR Netherlands. Moreover TIAS also wrote a series of sustainability-related articles for the online magazine MT.nl.

SDG Monitoring

TIAS, together with Dutch sustainable entrepreneur Anne-Marie Rakhorst (also member of our Business & Society Advisory Board) took the initiative for a meeting with several stakeholders on the monitoring of the Sustainable Development Goals (SDGs), especially related to business and municipalities. The meeting took place in December 2018 at TIAS in Utrecht, with representatives from various stakeholders. The main goal of the meeting was to instigate collaboration between the various monitoring initiatives that currently exist in order to avoid overlap and competition and to maximize impact. The meeting confirmed that many initiatives based on quantitative research already exist concerning the public sector. Those involved will seek more collaboration. Regarding the private sector, several more qualitative surveys have been undertaken by different parties, but these are rather general and have a limited scope. Therefore, TIAS aims to build a coalition around a Dutch version of the ‘SDG Barometer’ (see below) in order to avoid overlap in surveys and to develop (in first instance qualitative) monitoring with a much broader scope, carried by a broad coalition and with the possibility for international scaling.
SDG Barometer

Our collaboration with Antwerp School of Management in the France-Benelux Chapter resulted in the initiative to build a coalition for launching a Dutch version of the ‘SDG Barometer’. This Barometer is an initiative of academic, societal and business-related partners in Belgium to investigate the adoption of the SDGs in Belgium.

The SDG Barometer has two main objectives. First, it aims to analyze the current state of affairs regarding the type of engagement, the implementation (progress made so far, challenges), and the communication on the SDGs of Belgian organizations through a quantitative survey methodology. The second objective is to get a better understanding of the application of the SDGs in practice through analyzing the choices organizations made and investigating the problems they encounter when working with the SDGs. (source: SDG Barometer 2018)

The SDG Barometer can subsequently be scaled internationally through the France-Benelux PRME Chapter and possibly other PRME Chapters.

TIAS Experience

The yearly ‘Responsible Leadership Event’ for alumni has been changed into the ‘TIAS Experience’: a broader event for a wide variety of participants, including current and future students, alumni, B2B relations, and many of our other TIAS relations. The event consists of a main keynote, and several smaller parallel sessions with workshops and lectures. It speaks for itself that the content is related to ‘Business & Society’, and the set-up is designed to stimulate dialogue and discussion. Our keynote speaker at the 2019 event was Daan Roosegaarde, an internationally renowned Dutch artist and innovator, leading in creative thinking and social designs with sustainability in his DNA. Parallel sessions were, amongst others, about ‘Sustainability and Innovation’ and ‘The Integrity of Power’.
Incompany programs instigating dialogue

Through our incompany programs, we are also able to facilitate dialogues on societal issues with a range of stakeholders. Two examples of this both relate to health care: we co-organized an inspiration session about redesigning processes in health care and in addition guided a strategy project ‘Journey to the Future’ for a social work organization. Both included a broad group of stakeholders that discussed the future of processes and organizations regarding health care in The Netherlands.

Key objectives

Internal course on Business and Society

We acknowledge the importance of having a continuous internal dialogue in order to strengthen the common understanding about our purpose and Business and Society. Therefore we developed an online course about Business and Society and the related Competency Framework for all our faculty and staff. This course is being finalized at the time of writing this report, will be tested with a small pilot group of colleagues during the summer, and should be up and running by the start of the new academic year.
Principle 7: Organizational Practices

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

Introduction

We seek to align our internal organizational practices with the values and attitudes that we want to convey (‘practice what we preach’). This touches upon the social, environmental, and economic aspects of our operations, our actions, and our behavior.

As the majority of our operations are located on the campus of Tilburg University, we co-operate as much as possible with the University; regarding water, energy, catering, and waste TIAS largely follows the policies of Tilburg University (please refer to https://www.tilburguniversity.edu/about/tilburg-university/csr/sustainability/ for more information). Furthermore we have successfully introduced ‘paperless studying’ and seek to ban single-use plastic.

Information on progress

Well-being of faculty and staff

In order to support faculty and staff in safeguarding their work-life balance and in dealing with stress, TIAS offered an in-house mindfulness training. The training consisted of eight weekly sessions and required daily practicing of the participants. After an introduction to mindfulness, the training addressed the following issues: timely recognition of tensions and stress; monitoring your limits; recognizing patterns and pitfalls; mindful communication; how to positively influence the balance between work pleasure and work pressure.

Those interested who could not participate in the in-house training in Tilburg, received individual vouchers for an open mindfulness training in Utrecht.

Scholarships

In order to advocate equal opportunity for talents, we offer various types of student scholarships:

- Business & Society Scholarship
- Women in Business Scholarship
- International Diversity Scholarship
- Academic Excellence Scholarship
- Future Leaders Scholarship

Moreover we have introduced new loan structures for eligible participants.

MScBA supports Read to Grow

The MScBA programs give their students the opportunity to donate their study books to the charity ‘Read to Grow’. For most people in developing countries, access to books is not a matter of course. To give these people a chance to develop their potential, Read to Grow donates the books to small-scale projects in developing areas. Read to Grow works with over 225 partner organizations in 64 developing countries.
Education and impact on the workfloor

TIAS offers brief traineeships to secondary education and vocational training students in order to give them a wider scope about future jobs and how good education can provide a better future. For example, we hosted eight vocational training students who experienced what it is like to work as a receptionist, as an IT professional and as a professional cook. These traineeships were organized in collaboration with JINC, an NGO that strives for a society in which a child’s background does not determine a child’s future.

Key objectives

Review of facility services
We have recently hired a new Manager Facility Services, who is currently reviewing how our operations relate to sustainable development, and how we can strengthen the collaboration with Tilburg University in this regard. One of the first actions concerns the snacks and soft drinks that are served during breaks: healthy eating and responsibly sourcing become much more important criteria.

Expansion of Utrecht venue
Our offerings and activities at our new location in Utrecht have increased rapidly over the last two years. During the next year, we will therefore also renovate the top floor of the building, which will provide additional lecturing and meeting rooms. Also this renovation will take into account sustainability as an important criterion, ensuring we will maintain the highest energy sufficiency label A and furnish it as much as possible with cradle-to-cradle furniture.

Non-smoking Campus
As of mid-August 2019, the Tilburg University campus of which TIAS is part will be a “smoke-free campus”. Smoking inside the buildings was already prohibited, but henceforth nowhere on campus smoking is allowed. In August 2019, all smoking areas will be removed and the various access roads to the campus will be signposted with the text “Smoke-free—towards a smoke-free generation.”
Contact

We welcome any suggestions, feedback and questions and would be happy to provide you with more information. Please feel free to contact our PRME contact person:

Mirjam Minderman, Policy Advisor Business and Society
m.minderman@tias.edu
+31 13 466 3949

www.tias.edu
LinkedIn - Twitter