

Kristianstad University
**Sharing Information on
Progress: Responsibility,
Ethics and Sustainability**
PRME REPORT 2018
March 2016–June 2018



**Initial Report on Implementing
the Principles for Responsible
Management Education**
March 2016–June 2018

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Kristianstad University in numbers

	2017	2016	2015
Number of students in under-graduate and graduate programmes	14,591	13,704	13,826
Student completion/ performance indicator	79	79	80
Number of degrees awarded	1,290	1,180	1,279
Number of professors (Full-time equivalent)	25	26	21
share women (%)	29	27	33
Number of academic refereed publications	136	114	123
Revenue education(m sek)	432	420	430
Revenue research (m sek)	69	67	63
Share of external research funding (%)	23	21	25
Revenue (m sek)	501	487	496

Renewal of commitment

To our stakeholders:

I am pleased to confirm that Kristianstad University (Högskolan Kristianstad) reaffirms its support to the United Nations Global Compact and its Ten Principles in the areas of Human Rights, Labour, Environment and Anti-corruption. In line with this, Kristianstad University and its Faculty of Business, commit to the PRME principles and continue the work to equip our business students with the understanding and ability to deliver change tomorrow.

Kristianstad University, Sweden, was founded in 1977 and has about 14 000 students and 500 employees. The university is oriented towards professional education with the goal to be



a leading university in its field. Kristianstad University provides undergraduate and graduate education in a range of academic professional areas, preparing students for a future work life as teachers, nurses, accountants, HR specialists, computer engineers and so on. Shorter internet based courses complement the longer campus based programmes and provide outside professionals with opportunities for life-long learning. On-going research and external collaborations are integrated with academic activities and provide a basis for a dynamic learning environment.

Our responsibility is to provide, not only our business students, but all the graduates who each year leave Kristianstad University with the high quality skills and knowledge needed for shaping the future of our society. In this context, knowledge of sustainable development is crucial. Our students especially need to develop an understanding on how sustainable development is relevant for their specific professional field of studies. Therefore, our academic programmes and courses need to be continuously developed and innovated. Both faculty and students initiatives that build on specific research-based knowledge, in various academic and professional contexts, are urgently needed.

Kristianstad University has developed new methods for encouraging such initiatives the last few years. We are glad to be able to share some of our experiences in this report. We also look forward to achieving new sustainability objectives over the next two years.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Håkan Pihl'. The signature is fluid and cursive.

Dr. Håkan Pihl
Vice Chancellor
Högskolan Kristianstad

Preface

For several years, Kristianstad University has had interest in sustainable development, its structures and processes. This interest has manifested itself in a number of activities.

Kristianstad University is located in one of the first UN Man and Biosphere (MAB) reserves in Sweden. Large parts of the academic and research activities of the university benefit from being situated in a MAB reserve and it has encouraged a strong general interest in sustainable development among staff and students.

The early interest in sustainable development also resulted in that the university became accredited with the ISO14001 standardisation system. However, in 2015, after evaluating the outcome, the university management decided to leave the ISO-system. The aim was to develop an alternative approach in which sustainable development was more directly integrated in the overall planning system. Funding mechanisms related to development of teaching activities were introduced in order to encourage "bottom up" initiatives and development in the different disciplines and academic programmes. Furthermore, the university made sustainable development a part of its new general strategy, and also emphasised learning and collaboration with other participants.

Therefore, in February 2016, Kristianstad University signed up as member of the UN Global Compact (GC). This is in line with the sustainable development issues on global as well as at local levels. UN Global Compact and the UN Sustainable Development Goals (SDGs) have an important and central role as a fundament for further concepts and actions in achieving Agenda 2030. Furthermore, Kristianstad University works actively within the voluntary UN based initiative The Principles for Responsible Management Education, PRME and has signed up as PRME Champions 2018/2019. It has also recently joined the SDSN

(Sustainable Development Solutions Network). All three initiatives (GC, PRME & SDSN) are based on Agenda 2030 and the UN SDGs.

Since Kristianstad University is a higher education institution, teaching, research and outreach are of course of most importance. According to the UN Global Compact and UN SDGs, it is especially important to educate and prepare students as change agents in relation to sustainable development both on a global and local scale. Thus, it is important that the university develops strategies and concrete methods to ensure that its overall sustainability framework has a concrete impact on all levels of courses and programmes, for example, in the development of programme syllabi and course objectives which should focus on the different dimensions of sustainability concepts.

As a member of Global Compact, Kristianstad University participates in a collaborative platform PRME, which has the aim to raise awareness about the SDGs and their relevance for business and management schools. Since our commitment, sustainability issues permeates work on different levels in the organisation. Teachers in all programmes, not only the business programme, work on how to involve concepts of sustainability in the education. This our first report on Kristianstad University's engagement in PRME. The report describes the platform that we have developed during the first two years (2016-2018) as PRME signatories.

Introducing the Six Principles for Responsible Management Education

Principle 1. Purpose

Principle 1 | Purpose: We will develop the capabilities of students to be future generators of sustainable value for business and society and to work for an inclusive and sustainable global economy.

Principle 2. Values

Principle 2 | Values: We will incorporate into our academic activities, curricula, and organisational practices the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Principles 3. Method

Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

Principles 4. Research

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.

Principles 5. Partnership

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

Principle 6 | Dialogue: We will facilitate and support dialog 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.

Principle 1. Purpose: New initiatives for sustainable development

In 2016, the university management of Kristianstad University introduced a new system for development planning, with annual operational plans and dialogues between university management, programme directors and faculty deans. One particular focus is how the programmes integrate sustainable development in the curricula. Each study programme submits an Operational Development Plan (ODP) which describes new initiatives within four areas:

1. Professional relevance
2. Sustainable development (related to UN SDGs)
3. Long-term learning
4. New teaching methods

The directors of each academic programme and administrative units define sustainability in relation to the UN Sustainability Goals and suggest new initiatives in the specific context of their specific professional areas and academic disciplines. Common themes include, for example, human rights, anti-corruption, labour issues, social responsibility, environmental issues and gender equality. The plans are discussed in different collegial groups and with the university management, and thus become an integral part of the overall planning and budgeting process of the university. Some examples of such on-going development projects are presented in the next chapter.

Another initiative, introduced already in 2015, is a new system for special funding of quality projects. Each year, SEK 3 million are earmarked for quality-enhancing projects. These projects are presented at a yearly internal quality conference. Sustainable development is one of the prioritised areas for quality projects. The application guidelines emphasise that sustainable development

includes the dimensions ethics, social responsibility, environment and gender equality. Furthermore, in autumn 2016, an internal carbon tax, that is, an internal fee on the mileage on all flights paid by the university, was introduced. The revenue from the internal carbon tax provides additional funding for the university quality projects.

Since 2016, Kristianstad University has also been engaged in the local municipality initiative *Framtidsveckan* (Future Week). This is a collaboration project with the local UN organisation in Kristianstad. The focus of the project is sustainable development based on the UN SDGs, and it aims to provide inspiration and practical examples of how to best develop Kristianstad municipality in a sustainable way.

Finally, a faculty development project called "A sustainable Kristianstad University" was introduced in 2017. The aim was to reach out to faculty on how to work with sustainable development. Outcomes from that project include:

- Workshops for programme directors on how to introduce sustainability issues in education programmes regarding four issue areas: human rights, labour, environment and anti-corruption.
- A new pedagogical development course for teaching staff on how to integrate sustainable development in course work/course syllabi.
- Proposals on how to further define the quality systems and processes of Kristianstad University in order to meet sustainable development goals.

Principle 2 & 3. Values and method in our educational curricula and process

Since March 2016, Kristianstad University is a PRME signatory. PRME, or the Principles of Responsible Management Education aims to transform business and management education, research, and leadership globally to achieve the United Nations Sustainable Development Goals. As a signatory the Faculty of Business is specifically engaged in and voluntarily committed to integrating the UN initiative PRME into its academic programmes. The Faculty of Business is a PRME Champion for 2018/2019. The progress of two programmes within the Faculty of business, the Business programme and the Human Resource and Work Life Conditions programme is presented below.

The Business Administration programme

The Business Administration programme works with sustainability in different ways. Overarching goals are to develop the business students' ability to critically relate to sustainability aspects in organisations and society, and to develop their ability for ethical reasoning. The curriculum addresses all four issue areas (human rights, labour and environmental issues and anti-corruption) at different points of time in the programme. Since the introduction of the new system for development planning, several academic programmes at Kristianstad University have integrated sustainable development in different ways. All the academic specialisations, Accounting and Auditing, Banking and Finance and International Business and Marketing address sustainability in the wider sense, that is, address all four sustainability issues to a varying degree.

The Business Administration programme focuses on ethics, responsible management, labour and anti-corruption issues as well as preparing students to contribute to resolving global challenges through relevant, research-based and business integrated education where sustainable development and environmental issues are at the heart of the programmes. The overarching aim of Kristianstad University is to address all issues in all academic programmes. Below are some examples of our progress.

At the start of the process the Business Administration programme agreed on basing the education on a multi-dimensional sustainability conceptualisation. Presently, approximately one third of the courses in the business programme cover sustainability themes, such as corporate social responsibility, corporate sustainability reporting, ethical funds and green bonds, business ethics, anti-corruption and diversity. The way the sustainability modules are taught and examined vary depending on specialisation and place in the programme. The course in Micro-economics (15 credits), for example, involves a module on environmental economics. This course is mandatory for all business students. Furthermore, the International Business and Marketing specialisation involves a C-level course on Global Business Social Responsibility (7.5 credits).

The Business Administration programme also works on a wider level, with two on-line, 7.5 credits, a-level courses, CSR and Business Ethics and Environmental Economics and Sustainable Development. Kristianstad University has a long tradition of on-line courses which means we reach many student from all strands of society and from all over Sweden, thus contributing to life-long learning. These two sustainability courses have been part of the on-line course offerings for more than ten years, and have been continuously updated to suit contemporary goals of the university regarding sustainability work.

Kristianstad University also offers a master's programme in Accounting and International business. Due to the PRME membership, the Master's programme has been completely reworked and will be relaunched in autumn 2018. The programme is based on the purpose and values of PRME and the programme has a Work-integrated Learning (WIL) Business Ethics and Sustainability track. The track runs through all courses in the autumn term, and activities are all part of the different course syllabi and examined by specific assignments. Furthermore, during spring term 2018, a new master's course in Corporate Ethics and Sustainability from a Global Perspective (7.5 credits) was introduced.

The degree project is an important part of the business studies for all students. In order to graduate, students on both bachelor's and master's levels carry out research projects and report the project in a bachelor's or master's thesis. The fact that several of the degree projects are done within the subject of ethics, sustainability and responsibility shows the impact of teaching in the field of sustainability as well as the student interest. Sustainability and CSR are suggested themes on both levels.

The following themes are examples of student thesis projects completed since 2015-2017:

- CSR activities and sustainability in retailing
- Medical professionals ethical perceptions on the marketing of reproduction services
- Business ethics and the influence on the development of intellectual capital in auditing profession.
- To measure what is ethically important in the decision-making process for auditors as managers
- Greenwashing and the not so green mile A case study of Volkswagen
- Collaborative life-styles and collaborative consumption

Examples of SDG theme in student thesis projects spring 2018:

- Do sustainable personalities exist? A study examining the link between recruiters' personalities and the communication of sustainability.
- #MeeToo and Times-U-movement and its effect on how stakeholders' view sexual harassment in business.

Further progress

In line with the PRME platform, the Business Administration program plans to further evaluate how the four GCs issues are incorporated in the curriculum and proposes the following activities:

- Inventory of the business curriculum. The aim is to map and evaluate sustainability topics and activities already present in the curriculum.
- Discussion on how and in what way sustainability can become better integrated into the three different specialisations and how faculty can collaborate to contribute to the development of academic activities on sustainability, and a sustainable education.
- Invite business representatives to discuss sustainability issues.
- Open up for interdisciplinary academic activities.
- Further development of the WIL and sustainability and business ethics track in the master's programme. Could it possibly be modified to fit the WIL course on the bachelor level?

The Human Resources and Work Life Conditions programme

The Human Resources and Work Life Conditions programme has a strong focus on sustainable work life conditions and how HR personnel can and should facilitate these. This is central to content, as well as the pedagogic and didactic manner we teach our courses. We are working with how to identify, understand, analyse, initiate, and pursue HR and work life related questions. This means that the student is gaining knowledge, understanding and awareness of the individual, organisation and society, as well as the interaction between these different levels.

Moreover, the Human Resources and Work Life Conditions programme, strive to be flexible and responsive to the changing human conditions on the labour market and how these will have an impact on the future labour market of our students. This is exemplified by courses such as: New Challenges and Opportunities in the Swedish Labour Market, which was established due to the recent and ongoing migration trends; A Sustainable Work Life in Time and Space aiming at developing an understanding around the tension between human resources and organisational claims; and Human Resource Development in the Public Sector focusing on developing the knowledge and skills for strategic work with HR development in a complex and changing world.

At the Human Resource and Work Life Conditions programme, we believe in research-based teaching. Hence, we make sure both to be up to date with global research and supporting our staff in their research. In line with our sustainability focus, this has materialised in publications covering topic, such as: regenerative work; sustainable work systems and complexity; integration; recovery, crisis agreement between unions and companies; shortened working hours; well-being and growth of individuals, social enterprises and social innovation.

¹ UN (n.d). ICTs as a catalyst for sustainable development. Available at the UN Sustainable Development Knowledge Platform: <https://sustainabledevelopment.un.org/>

² The Swedish council for higher education (2015). The Swedish Higher Education Act Available at <https://www.uhr.se/en/start/laws-and-regulations/Laws-and-regulations/The-Swedish-Higher-Education-Act/>, (Chapter 1, Section 5).

Principles 4. Research and sustainability

There are several examples of research on sustainability in various forms at the Faculty of Business at Kristianstad University. There are currently two research groups.

The aim of the Research group Auditing, Organisation and Society (AOS), as a research environment is to create an inclusive research platform for collaboration between researchers interested in auditing, auditability as well as in auditing firms as a context. The aims of the AOS are multiple. It aims to stimulate research in auditing and audit firms, the auditing role in organisations and auditing firms as organisational context, as well as to explore auditing and auditing firm's role in the society. The aim is further to generate knowledge about auditing that is of relevance for theory and practice. Through research activities in the environment, AOS seeks to contribute to the development of the Business Administration programme and the Accounting and Auditing specialisation in particular. To reach out to the community, AOS seeks to popularise research and its outcomes related to auditing, the auditing role in organisations and society and audit firms as organisational context, and through that popularise research activities of HKR at large. A further aim is to establish a network with environments within and outside of Kristianstad University, leading to collaborative projects in relationship to AOS' specialisation areas.

The research group Governance, Regulation, Internationalisation and Performance (GRIP) explores sustainability aspects related to different disciplines within the fields of business and work science. Researchers in the environment come from related albeit different disciplines within the fields of business and work science. The GRIP research environment provides a platform for the multidisciplinary collaboration between researchers that also actively teach within the Business Administration programme and its specialisations Accounting and Auditing, International Business and Marketing, Banking and Finance, and in the Human Resources and Work Life Conditions programme. Through active collaboration and bridge building between the various disciplines, researchers are stimulated to increase their competences as well as their research productivity. The results achieved through research activities are also beneficial to reinforce teaching quality.

GRIP collaborates with several partners

Stockholm University (Sweden) Lund University (Sweden), Gothenburg University (Sweden), Åbo Academy (Finland), Tampere University (Finland), Turku University (Finland), University of Nordland (Norway), Tartu University (Estonia), Potsdam University (Germany), Scuola Superiore, Sant'Anna of Pisa (Italy), Zaragoza University (Spain), Glasgow Caledonian University (UK), University of Surrey (UK), Groningen University (The Netherlands), Kozminski University (Poland), Sydney University (Australia), Fundação Getulio Vargas (Brazil), Victoria University of Wellington (New Zealand).

Examples of research projects within the business programme

- The research project "From Sustainability to Integrated Reporting: the legitimising role of the CSR manager" focused on the internal dynamics at a utility company. Findings show that for Sustainability to be integrated in the organisational activities, a strong leader needs to take on the role of the change agent who, through perseverance and humbleness, manages to give a central role to the Corporate Social Responsibility function.
- The research project "Translating sustainable and smart city strategies into performance measurement systems" shows the complexity of implementing sustainability strategies at the city level when various actors, operating on different levels, are involved. The measurability of various sustainability dimensions becomes complex when the efforts of various actors are dispersed.

There are further on-going research projects in the following subject areas

- Sustainability and diversity in co-operations with listed Swedish corporations.
- Green marketing and sustainability in retail.
- Sustainability management in the public sector.
- Environmental disclosure by listed Swedish corporations.

Work is also done to reach out to the surrounding community to achieve closer co-operation

- Banks in the community on research projects related to corporate social responsibility in financial institutions.
- Small and medium size (SMEs) enterprises in the community on research projects related to CSR in SMEs.
- Accounting and auditing firms in the community on projects on corporate social responsibility related activities in accounting and auditing.
- Municipal corporations in the community on projects related to CSR.

Examples of sustainability related research articles by members of the Faculty of business since 2014

- Experiences of well-being among female doctoral students in Sweden. 2014
- Smart cities: Utopia or neoliberal ideology? .2017
- Feeling well by being together: Study of Swedish auditors. 2014.
- The new generation of auditors meeting praxis: Dual learning's role in audit students' professional development. 2016.
- From Sustainability to Integrated Reporting: the legitimizing role of the CSR manager. 2018.
- Translating sustainable and smart strategies into performance measurement systems. 2018.

Examples of research articles in the subject areas of sustainability, ethics and responsibility by members of the Human resources and work life conditions programme

- On the organisation of sustainable prerequisites for the subjective well-being and growth of individuals.
- Sustainable Work Systems and Complexity: A social challenge.
- *Om organiserings av det regenerativa arbetet - Samtal om roll, process och interaktivt meningsskapande.*
- The role of first line management in Health Care Organizations – A qualitative study on the work life experience of ward managers.
- A Jigsaw Puzzle with No Given Solution – The financial crisis, trust, loyalty and fair-play.
- Men minnen av en framtid. Integration och etablering som meningsskapande processer.
- Återhämtning bland hockeyspelare i Tre Kronor, nattarbetande bagare och skolledare – om asocialitet, sömnlösa nätter och allvarsam lek – en dygnsberättelse.-
- Social Entrepreneurship and Social Innovation: Ecosystems for Inclusion in Europe.

Number of academic refereed publications

Research area	2017	2016	2015
Humanities/Social science/ Business administration	29	16	22
Natural science	19	23	29
Engineering/Computer science	12	3	5
Medicin/Health science	56	53	44
Educational science	20	19	23
In total	136	114	123

Research work on sustainability related issues produced in other faculties at Kristianstad University are for example:

- Research group Man-Health-Society does research on how to make future work-life more sustainable. The group work on research projects on what aspects are important for social sustainability, projects related to patient safety, and promotion of health and prevention of disease.
- Research group Pro-Care studies resource allocation in for example health economics, e-health and sustainable care.
- Research group Man & Biosphere Health studies the relationship between the ecosystem and man/society, especially in water environments.
- The Research platform for molecular analysis (MoLab) does advanced research on how to clear drinking water from pharmaceutical residue.
- The research seminar in sociology/criminology explores questions related to working conditions, social responsibility and anti-corruption.

Examples of sustainability related articles published are:

- Outdoor recreation and place attachment: exploring the potential of outdoor recreation within a UNESCO Biosphere Reserve.
- State Of The Art report: insects as food and feed, 2017.
- Cross-Curricular Goals and Raising the Relevance of Science Education.
- Implementation of the ecosystem services approach in Swedish municipal planning.
- On the road to 'research municipalities': analysing transdisciplinarity in municipal ecosystem services and adaptation planning.

Principles 5 & 6. Partnership and dialogue

The Research Platform Business Development in Collaboration (outreach)

The Research Platform Development in Collaboration is a newly instigated collaboration between the Faculty of Business, Kristianstad University and external partners from the private and public sector, as well as civil society. Together we strengthen the links between practical and scientific development in the areas of Business, Human Resources and Work Life Conditions, and Digital Design.

We work together to contribute to positive effects in the surrounding community, as well as maintaining and developing high quality and relevance in education and research at the Faculty of Business. We believe this is best achieved by integrating cooperation, research and education through collaboration projects.

Our goal with the research platform's collaboration projects is that they should always be characterised by high scientific quality, be rooted in issues that are relevant to our partners, and thus practical, sustainable and business-relevant. This is demonstrated in research projects covering topics together with external partners, such as: developing models for health-promoting leadership (partner: NHS); recovering from work together (partner: insurance company); developing cities to growth engines together (partners: two municipalities); and sustainable work places (partner: union representing graduates in business administration and economics).



Outcomes

In sum commitment to UN Global Compact and PRME has led to several positive outcomes

- All programmes at Kristianstad University continuously work on incorporating UN Global principles into their curricula. Their progress is reported yearly in the new development planning system.
- The introduction of an internal carbon tax scheme that provides funding for quality projects.
- Funding of quality enhancing projects, where one focus area is sustainability.
- The development of a faculty development programme with a special focus on sustainability. It includes a pedagogical development course specifically addressing how to incorporate sustainability issues in the curriculum, thus ensuring continuous development of courses and programmes.
- The Faculty of Business has committed to be a PRME champion 2018/2019.
- Research in all four faculties address sustainability issues, as do student research projects on both bachelor's and master's levels







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