

# Social Responsibility and the Management of Higher Education Institutions

IMHE General conference: Values, ethics and society  
Paris, France  
11-13 Sep 2006

Jaana Puukka  
Education Management and Infrastructure Division  
IMHE

- The first CSR report of Turku University of Applied Sciences won national recognition in the Finnish Competition for Environmental and CSR Reporting as the best public sector report in 2004.
- The report, which was the first of its kind produced by a HEI, followed the Global Reporting Initiative (GRI) Guidelines. <http://www.globalreporting.org>



# Contents

- What is CSR all about? What are its drivers?
- What does CSR mean in business and in higher education scene?
- CSR - what does it take and what does it give?
- Case Turku University of Applied Sciences
- Spreading the good word

# Stronger Focus on Socially Responsible Behaviour

... WHY?

Take One Example...

...Computers for Example...

140 Million Computers Are Manufactured  
Every Year.... Mostly in Developing  
Countries

...What Are the Conditions?

Condit

In peak season  
15-16 h work days

Cramped dormitories  
in the factory site.

To earn the minimum  
wage, illegal amounts of  
overtime is necessary.

Permission to leave  
the factory premises  
only 3 days a week.

The low wages reduced by  
the need to pay back the  
debt to labour agencies  
who charge a fee to place  
workers in jobs.

Unhealthy working  
conditions.

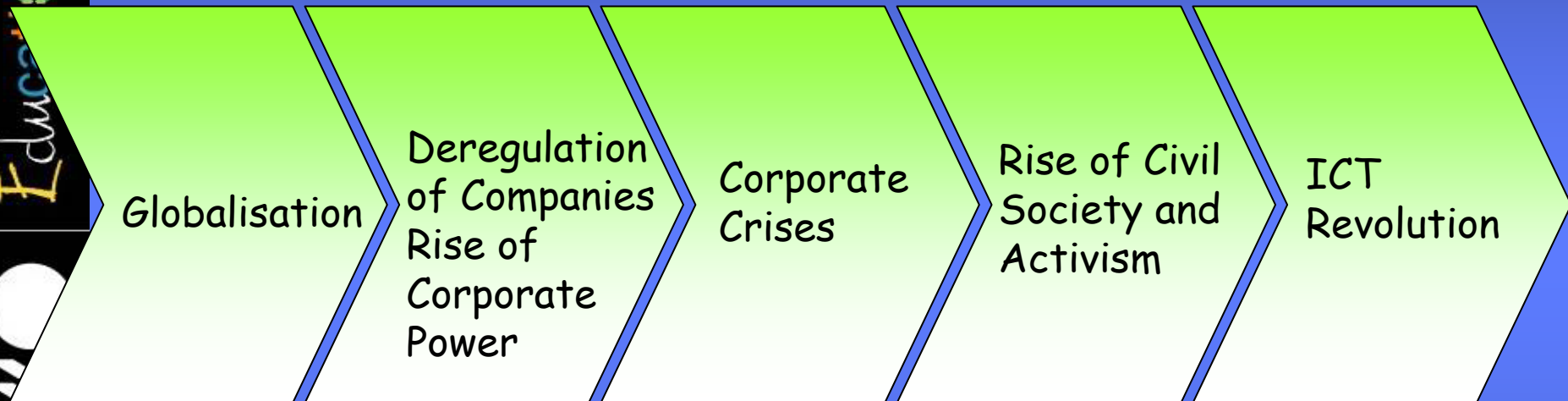
Physical and  
psychological  
pressure

Educat



CECD

## CSR - The Drivers



- increased demands among stakeholders for corporate sustainability
- need for transparency, dialogue and systematic assessment of economic, social and environmental performance and reporting the findings





*Avenyn*



*Götaplatsen*

*Hälsning från*  
**GÖTEBORG**



*Vasaparken*



*Vasaplatsen*

## What Is CSR?

## Rule 1

- CSR is based on national and international legislation, recommendations and standards.
- BUT, a socially responsible organisation goes beyond the compliance with the Law.

## Rule 2

- The field and the nature of operations influence the contents of CSR:
- Each organisation must assess what CSR means in its own case and how it is able to address the demands and expectations of its key stakeholders.

## Rule 3: Triple Bottom Line

"Companies should drive for progress on three bottom lines: the economic, the social and the environmental."

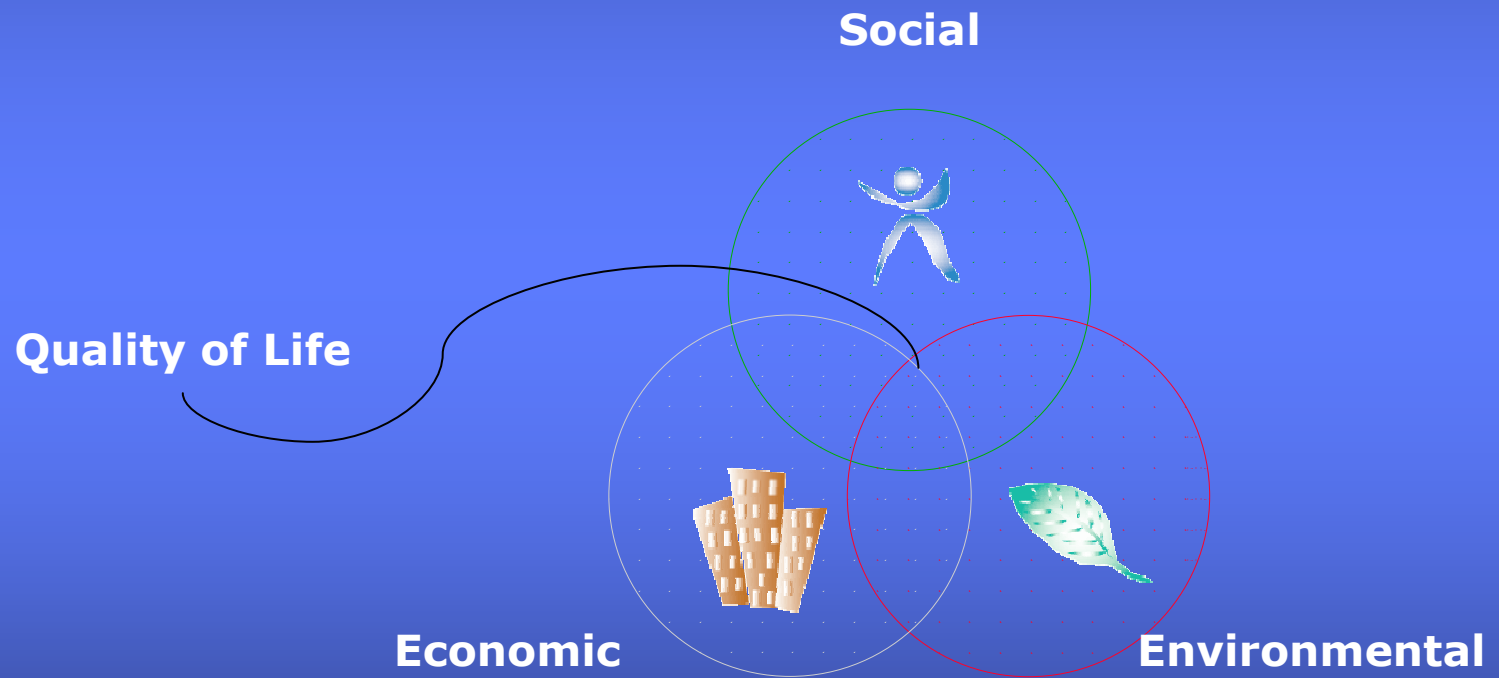
Elkington 2001

Fit for purpose

Fit for people

Fit for planet

# Triple Bottom Line



# Triple bottom line in companies

## CSR

### **Economic performance**

- profitability, competitiveness, efficiency
- meeting the profit expectations of shareholders
- bringing economic wellbeing into society

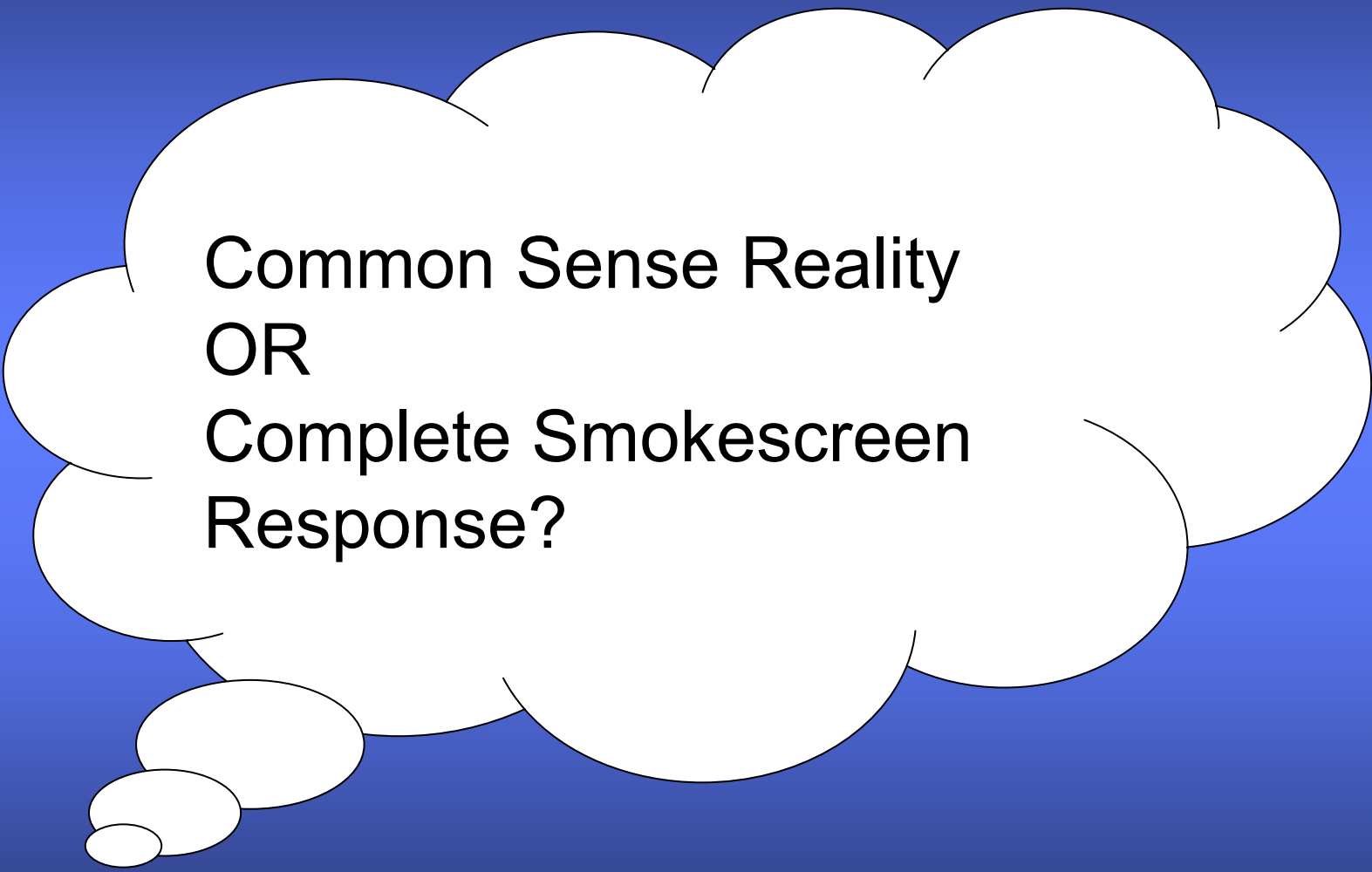
### **Environmental performance**

- protecting and saving natural resources
- reducing climate change
- securing biodiversity
- life cycle of products and value chain

### **Social performance**

- wellbeing and knowhow of staff
- product safety, consumer protection
- good practices in business networks and in society
- sponsorship

**company's responsible behaviour**



Common Sense Reality  
OR  
Complete Smokescreen  
Response?



## CSR: Does it Work? Kesko as a pioneer

- the first environmental policy 11/1990
- ICC Business Charter 2/1996
- the second environmental policy 5/1996
- Environmental system ISO 14 001 since 1997
- the first environmental report in spring 1998
- HR ethical guidelines 1999/2001
- Social standard SA 8000 in spring 1999
- the first CSR report (GRI) in spring 2001
- Number 1 in Dow Jones Group European sustainability index (commodities and services)  
2.9.2004

## CSR in a HEI

...What Does It Mean?

# CSR in a HEI: Turku University of Applied Sciences

## CSR

### **Economic performance**

- efficiency in degree production
- regional employment of graduates
- meeting the expectations of stakeholders
- bringing economic wellbeing into society

### **Environmental performance**

- protecting and saving natural resources
- positive environmental impacts i.e. educating environmentally conscious graduates, promoting sustainable development within and outside HEI

### **Social performance**

- wellbeing and knowhow and
- ownership of students and staff
- QA
- good practices in stakeholder cooperation

**HEI's responsible behaviour**

## CSR is Encapsulated in the Third Role of HEIs

...Societal Service, Regional Engagement and Stakeholder Management..

It Also Takes into Regard Institutional Capacity Building

## CSR in a HEI

...What Does It Take?

A shift from short-term to long-term planning

A need to engage with a wide range of stakeholders

## Challenges

Establishment of efficient management information systems

Systematic assessment of economic, environmental and social performance and reporting of findings

## CSR in a HEI

...What Does It Give?

CSR brings ethics to the development of working life

CSR facilitates continuous improvement of HEI's external impact and internal capacity, performance, management

CSR helps in risk management

## Benefits

CSR improves stakeholder management

CSR gives a balanced report of HEI's economic, environmental and social performance and the impacts of its operations

CSR can be used for attracting highly skilled, high value labour and best students



## Social Responsibility

...Spreading the Good Word...

## Spreading the SR thinking

- SR is brought into institutional management: Students' welfare, staff wellbeing
- SR elements incorporated into study programmes
- Regional, national and international educational cooperation projects: Euro FM Nordplus intensive course April 2006 in Turku; Asia Link Project Corporate Responsibility in Business Education in Europe and Asia etc.
- R&D with SR focus: CSR in Facility Management (Turku UAS, Helsinki University of Technology, Turku School of Economics and Business Admin, Salford University...)
- Centre of Continuing Education and student's work-based learning projects and theses spreading SR to working life (e.g. SME key applications, CSR reporting for Turku Student Villages Foundation)

## Learn more

- Global Reporting Initiative. Sustainability Reporting Guidelines. [www.globalreporting.org](http://www.globalreporting.org)
- CSR Europe [www.csreurope.org](http://www.csreurope.org)
- The Global Compact [www.unglobalcompact.org](http://www.unglobalcompact.org)
- EU action for CSR <http://europa.eu.int/com/enterprise/csr>
- Kesko, Corporate Responsibility Report 2005. <http://www.kesko.fi>
- Turku Polytechnic: Corporate Social Responsibility Report 2004. Working for the Region. 2005 [www.turkuamk.fi/csr](http://www.turkuamk.fi/csr)

Thank you

For more info contact

[jaana.puukka@oecd.org](mailto:jaana.puukka@oecd.org)

[lauri.luoto@turkuamk.fi](mailto:lauri.luoto@turkuamk.fi)