



December 2012

PRME Principles for Responsible Management Education

Setting Our Agenda For Sustainable Innovation

Editorial

Ever since we signed up to the UN Principles for Responsible Management Education in 2009, our University of Applied Sciences HTW Chur has been an active member advocating the idea and the vision of UN PRME in our relevant communities and beyond. We are

We are thankful to our colleagues from the PRME academic community to whom we owe a significant part of our learning, resulting in particular from a great number of professional encounters at the 3rd PRME Global Forum at Rio+20 earlier this year.

through our initiatives at all levels of academic activity.

This report is designed in accordance with the PRME recommendations for SIP. It also serves as a document for internal communication to promote PRME practice within our university. Therefore, and coherent with our

The mission of the University of Applied Sciences HTW Chur is to turn our students into highly qualified, responsible personalities by our closely connected practice-oriented teaching and research. Through our teaching, research, services, and continued education we are sustainably delivering high value to business, institutions, and society.

honored to have been invited to help promote this timely global movement in tertiary education. As of now, practice of responsible leadership and sustainability management is endorsed by our revised mission statement.

Our second **Sharing Information on Progress** report builds on the firm belief that education can make a huge difference at an early stage of personal professional formation. As a reader, we hope you will find it stimulating to be walked

first SIP report, we have organized it according to the following scheme: our university as whole (principle 1), education across its faculties (principles 1, 2, 3), and research by faculties (4, 5, 6). Relevant principles are shown as arrows on each page of this report.



This is our **Sharing Information on Progress (SIP) Report on the Implementation of the Principles for Responsible Management Education**

SIP report #2

In this issue:

- > Integrating PRME into our mission and code of conduct
- > Service Learning is fostering a new culture of giving
- > Profound insights into curriculum development
- > Track record across our faculties
- > Our achievements & our learnings
- > Reporting on our objectives

Purpose

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Jürg Kessler, Rector

University of Applied Sciences HTW Chur integrates the UN Principles for Responsible Management Education into its Core Values

« ...our commitment to quality improvement, our vision to build a reputation as an innovative and entrepreneurial institution of tertiary education, as well as our foundation in sustainability, are now embedded in our revised mission and code of conduct. »

At the University of Applied Sciences HTW Chur, we understand that the challenges facing future leaders and professional experts are constantly becoming more complex and they will have to confront the realities of a societal environment that is changing quite fundamentally. The basic rules of doing business will be shifting to priorities such as global competition, governmental regulations, community obligations, employee relations, and, last but not least, the restoration of natural resources. More than ever, personal and organizational success in the private, public, and civil sectors depends on professionals educated to adopt a systemic view in order to cope with these challenges.

Our unique opportunity as a university lies in contributing to the preparation of future leaders and specialists to become capable of successfully confronting this emerging business reality. Therefore, we are persistently striving to firmly incorporate the Principles of Responsible Management Education into our curricula and teaching methodologies, as well as into our research and our community outreach. Quite specifically, just recently our institutional strategies have been redesigned to accommodate the six principles in a more comprehensive manner while at the same time taking requirements from multiple stakeholder groups into account.

Throughout the last two years, we have undertaken **a fundamental re-assessment of our university's strategic posture**. Our governing bodies have called us to build on our earlier achievements and to integrate some of our more recent aspirations. In particular, our commitment to quality improvement, our vision to build a reputation as an innovative and entrepreneurial institution of tertiary education, as well as our foundation in sustainability, are now embedded in our revised mission and code of conduct.

Values



With regard to the **first** point, we are proud to report that in June 2012 HTW Chur has obligated itself to excellence according to the European Foundation for Quality Management (EFQM), and in November 2012 it has successfully been audited according to the ISO 9001 norms and standards. As a consequence, we are strongly committed to continually improving our overall performance in delivering superior quality.

Secondly, as change and innovation are at the core of our vision, our university's focus on entrepreneurship development has been gaining a stronger appreciation in the academic community and beyond.

Purpose

Thirdly, we have defined sustainability as a key indicator of quality performance with respect to **our mission statement**:

Rector's Message

« Our closely connected practice-oriented teaching and research is turning students of our university into highly qualified, responsible personalities. By means of our teaching, research, services, and continued education we are sustainably delivering high value to business, institutions, and society. »

Our core values reflect this in four respects:

- Future-oriented > We create the precondition for the development of individual potentials, foster talents and strengths.
- Reflection > We endorse our communication through mutual understanding.
- Appreciation > We cultivate an active network and appreciative partnerships – with enthusiasm.
- Responsibility > We act ethically responsibly.

Moreover, our revised Code of Conduct now adheres to the Principles of Responsible Management Education in a variety of ways, for instance:

“We advocate sustainability with respect to all interests” (Principle 1).

“We are committed to our core values and take responsibility for our actions” (Principle 2).

“Our working relationships are characterized by honesty: straightforward praise and critique help us to prosper” (Principle 3).

„We build a successful future based on partnership” (Principle 5).

„Our critical self-reflection fosters dialogue“ (Principle 6).

« Looking ahead into the future, HTW Chur, based on its strong tradition of sustainability and responsible business development, renews its firm commitment to educate future leaders who will be alert to the ethical, ecological and social impacts of their decisions. »

Purpose

Values

Method

Partnership

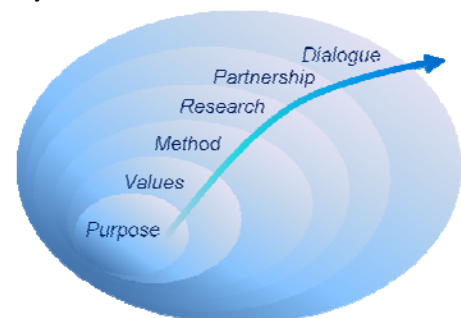
Dialogue

Looking ahead into the future, the University of Applied Sciences HTW Chur, based on its strong tradition of sustainability and responsible business development, renews its firm commitment to educate future leaders who will be alert to the ethical, ecological and social impacts of their decisions. Our concentrated endeavor is reflected in our institutional strategies and throughout all our academic activities which will help us to make further advances over the years to come.

Our second Sharing Information on Progress report accounts for the efforts made across all disciplines at HTW Chur. With respect to our colleagues within the PRME academic community and our partners in business, community, and society, we hope it will provide some valuable insights.



Prof. Juerg Kessler, Rector
University of Applied Sciences HTW Chur



Responsible Leadership Education

« Meanwhile, an association under Swiss law has been founded to institutionalize Global Brigades Switzerland as a formal chapter in order to disseminate the program to other Swiss universities. »

- Values
- Method
- Partnership

Entrepreneurial mindsets are a distinguishing characteristic of all members of HTW Chur. Over the last years, we have been pro-actively instilling service learning projects that demand students to leave their comfort zone and take on challenges that take them far beyond a routine university teaching experience. In 2011, another successful initiative was picked up by a group of HTW students by initiating the first Global Brigades Swiss chapter.

GlobalBrigades.org is the world's largest student-led global health and sustainable development organization. Student brigades are groups of passionate volunteers who mobilize toward positive social change.

Our Track Record in Service Learning



Following earlier brigades from universities such as LSE, LBS, and USC, in July 2012 a brigade of 13 HTW students traveled to the village of Ekumfi Ekotsi in Ghana and spent two weeks building a micro-finance project in the community. In order to raise the necessary funding of more than kCHF 31 the team started a variety of activities across

HTW campus as well as several community initiatives. Meanwhile, an association under Swiss law has been founded to institutionalize Global Brigades Switzerland as a formal chapter in order to disseminate the program to other Swiss universities.



Student initiatives as integral parts of HTW culture

Students in Society is a recent student initiative that started to help raise

funds for charity projects.

HTW tourism students created the "Muffinday" event, where the Students in Society team sells muffins to engage with their fellow students for a good cause. In 2012, they raised a total of CHF 1000 which was handed over to the charity "Tischlein Deck Dich", a Swiss food program for people in need.

CommonHumanity.ch runs community outreach projects led by university students at a number of schools across Europe. In the future, it will serve as an umbrella organization for HTW student activities and help promote their dissemination. HTW Chur supports students initiatives as key component for raising awareness for social issues, building confidence, and developing entrepreneurial spirit.



Entrepreneurial Ventures to the Triple-Bottom-Line

Our Business Plan Competition Award in spring 2011 has been won by the project for a bicycle courier for Chur and surroundings. Meanwhile the start-up firm has proven to be a full success. Our entrepreneurship curriculum does not only provide students with the necessary theoretical knowledge. Since it puts a strong

focus on learning by doing it also offers the possibility to transfer theoretical knowledge from classroom into a real life setting. In practical student-led projects key components such as creativity, task planning and organization, perseverance, responsibility and self-employment are trained.

While the impetus for this start-up came from Pro Velo Grisons, four undergraduate students developed the business model in Prof. Urs Kappeler's advanced studies program in «Entrepreneurship». As part of their self-study assignment, they wrote the business plan, sought partners and secured

seed funding. Since March 2011, the bicycle couriers have been pedaling the roads of Chur. They collect and distribute consignments, and empty mailboxes. In the beginning the cooperative took only standing orders. Based on a cooperation agreement with Chur Tourism office rick-

shaw rides have been added last spring.

Overall, this start-up has fourteen couriers all of which are employed part-time. Currently, the management team consists of four HTW students. In fall 2012, the team has expanded the courier service significantly. Now velochurier offers their service Monday through Friday throughout the day and can now also run individual express deliveries.

At HTW Chur we believe that our students are turning into change agents in



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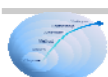
Velochurier is the first real-life company project initiated by HTW stu-

seed funding.

Since March 2011, the bicycle couriers have been pedaling the roads of Chur. They collect and distribute consignments, and empty mailboxes. In the beginning the cooperative took only standing orders. Based on a cooperation agreement with Chur Tourism office rick-

community life and society at large. By building real-life examples of companies that integrate the social, environmental, and economic pillars they become fore-runners of a sustainability-driven agenda for positive change.

« At HTW Chur we believe that our students are turning into change agents in community life and society at large. »



Reporting on Our Objectives

We firmly believe that our students through our programs, having turned into responsible leaders for themselves and the communities they will serve,

are the most important assets of HTW Chur and will determine its legacy.

We will hence persist in
> fostering student initia-

tives at all levels,
> growing student-led start-up activities,
> and creating new forms of student engagement.

Purpose

Values



Responsible Leadership Education

« In 2008, the Swiss Federal Council has commissioned a "Strategy Sustainable Development" which calls all institutions at all levels of Swiss public policy to implement SD in their policies and programs. HTW Chur must comply with the respective requirements – our PRME membership may be regarded as no more than a first, however important step into this direction. »

Values

Method



Education for sustainable development (ESD) aims to help people to develop the attitudes, skills, perspectives and knowledge to make informed decisions and act upon them for the benefit of themselves and others, now and in the future. ESD helps the citizens of the world to learn their way to a more sustainable future. Against this background, and as active participant in the Rio+20 PRME summit, our university has



undersigned the Rio+20 Higher Education Initiative.

Building on a number of achievements from our earlier efforts in curriculum development with regard to the social responsibility and sustainability agenda, we are eager to derive a more consistent picture of our overall performance.

Our Recent Initiatives in Curriculum Development

In 2012, a pilot study was conducted to meet this objective by screening one of our core teaching programs and to develop a concise picture of its status quo. Prof. Dr. Ivan Nikitin earned an academic degree in «Education for Sustainable Development (SD)» from the University of Rostock, Germany. In his Master's thesis he developed a «Concept for the Integration of ESD into the BSc in Business Administration (BA) program at a University of Applied Sciences».*

This groundbreaking case research reflects the current reality at our BSc in BA program level as well as at HTW Chur:

- a number of teaching staff are highly alert to SD and want to pro-actively push it on their agendas;
- similar in size, a number of staff are indifferent, if not opposed, stating that demands from business practice are well met under the status quo and cannot bear any additional ballast;
- SME practitioners regard sustainability as an important feature within BA, while they also say that it does not merit to become a core subject;
- students desire a more elaborate form of teaching of matters related to the sustainability agenda.

While the integration of sustainability into our BSc BA program has already

progressed over the recent years within a number of subjects such as economics, strategic management, and marketing, there is little ambition to roll it out into a dominant feature beyond some marginal steps. Nonetheless, since the study showed strong interest on the students' side, a project to develop a program of advanced studies in SD has been started that will grant students from all HTW faculties access.

As one of its main findings, this study asserts our governing bodies to show a distinct reluctance with respect to the subject of SD. HTW Chur is dependent on a number of relevant political stakeholders inducing widespread apprehension and resistance against SD. However, results of this pilot study also demonstrate that this subject matter is not paid the attention it merits.

In 2008, the Swiss Federal Council has commissioned a «Strategy Sustainable Development» which calls all institutions at all levels of Swiss public policy to implement SD in their policies and programs. HTW Chur must comply with the respective requirements – our PRME membership may be regarded as no more than a first, however important step into this direction.

*) Nikitin I.: Konzeption zur Integration der Bildung für Nachhaltige Entwicklung im Bachelorstudiengang Betriebswirtschaft an einer Fachhochschule, Masterarbeit Universität Rostock, 2012

Advances in Curriculum Development

Our tourism faculty, has been making considerable progress in mainstreaming sustainability over the recent years due to persistent engagement of dedicated teaching and research staff. At BSc in tourism level a «Minor in Sustainability Management» has been established, covering topics such as tourism as an interrelated human-environment system, efficient use of limited natural resources as sink and source in tourism, negative contribution of tourism to environmental change, limiting factors of environmental change on tourism, adaptation and mitigation strat-

egies, responsibility and role for development and poverty reduction, application of theory and implementation of sustainability management concepts in tourism management.

At MSc level «Sustainable Tourism Management» and «Socio-Economic Development through Tourism» modules introduce students to the sustainability agenda in the tourism industry.

In its «Major in New Business», our MSc in Business Administration (BA) puts strong emphasis on sustainability-related topics. In particular, «Sustainable Business Develop-

ment», «International Environment», «Futures Studies», «New Business Models», and «Change Management» have direct and indirect linkages with SD through conceptual and case study teaching.

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► Anti-Corruption Pilot School

As part of the general management set of modules, «Corporate Responsibility» (CR) is a mandatory course for all students in our MSc in BA program. Based on his research agenda on anti-corruption, Prof. Christian Hauser has been actively involved in the development of the PRME anticorruption «toolkit» within the respective PRME working group. The CR module provides a platform for experimentation with the new guidelines and didactic concepts. Also, this will be accompanied by a research project in order to disseminate relevant learning across the PRME community.

Our Achievements and Our Learnings

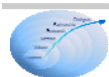
While our University is making good progress to include more SD-related content into most of its teaching programs, we are still struggling to introduce some ground-breaking measures that will en-

hance awareness for this crucial agenda of societal change.

Our executive level and professional development programs continue to be reluctant towards integrat-

ing ethics and sustainability subjects in a more consistent manner. With respect to the revised HTW Chur Code of Conduct they will find it harder to legitimate their non-compliance.

« The integration of ethical behavior, responsible leadership, and sustainability within all study programs across all faculties of our University calls for continued implementation. »



Reporting on Our Objectives

We report on our strategic objectives as follows:

- > integration of ethical behavior, responsible leadership, and sustainability within all study programs across all faculties of our University calls for continued implementation;
- > communicating gaps to program managers on a regular base and moti-

vation for adequate adaptation measures at all levels needs to be revisited;

> short courses at executive level do not yet report to have acquired the taste for ethics and sustainability topics.

We continue to follow up on our medium-term agenda where we have committed ourselves to

demonstrating partial advancements as follows:

- > to establish a support function for continued roll-out involving our PRME initiative team;
- > to institutionalize a monitoring function of mainstreaming activities in the areas of ethical and sustainability-driven tertiary education.

Purpose

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Method

Our Track Record in Entrepreneurship

Sustainability & Social Entrepreneurship

Our Entrepreneurship faculty has been actively promoting issues of responsibility and sustainability in a variety of fields. In particu-

lar, we have enhanced our research and services in the areas of Business Integrity and Socially Responsible Innovation.

Sustainability Networking
We are eager to position our University as strategic

partner in all aspects of sustainable development for the business and science communities. As a matter of fact, our entrepreneurship faculty has gained itself a reputation for innovative approaches and path-breaking results.



Our Business Integrity Initiative is Coming of Age

Oct 19, 2012 - 14:29

Swiss companies abroad admit paying bribes

by Jeannie Wurz, swissinfo.ch

More than one in five Swiss companies with an international presence pays bribes to facilitate business in foreign countries, says a study from the Institute for Entrepreneurship at the University of Applied Sciences in Chur.

The report, published in the magazine Die Volkswirtschaft, looked at how often Swiss enterprises are confronted with corrupt behaviour abroad, which preventive measures they undertake, and how to evaluate whether the measures taken are effective.



Communication, IMK

Our research network fosters exchange of practical experiences. It is a competent partner for all issues around Business Integrity, corruption prevention, and media integrity while it is advocating

its inclusion in research and teaching. In our projects we partner with private sector companies as well as organizations and bodies involved in the prevention of corruption, such as the UNGC Swiss Network, and OECD.

- Values
- Research
- Method
- Partnership
- Dialogue

« Our interdisciplinary research network on Business Integrity has now expanded to cover a wider spectrum of issues, in particular with regard to an enlarged scope of industries and thematic aspects, such as construction industry, media integrity, and social media. »

Business Integrity as a core research topic has been emerging from our earlier activities around issues of corruption prevention. Our interdisciplinary research network on «Business Integrity» (BI) has now expanded to cover a wider spectrum of issues regarding an enlarged scope of industries and themes, such as construction industry, media integrity, and social media.

As focal topic of our research agenda in business and entrepreneurship, BI has helped to create a wide array of industry partnerships and dialogue forums. In August 2012, compliance officers from 30 leading Swiss companies participated in our 2nd Workshop on Compliance and Corruption Prevention.

We have been building a platform jointly supported by four faculties, coordinated by their respective research institutes:

- Swiss Institute for Entrepreneurship, SIFE
- Institute for Building in the Alpine Region, IBAR
- Research Center for Economic Policy, FOW
- Institute for Media and

► Business Integrity Research Agenda

Our consistent research focus on corruption has helped us to build a unique position among Swiss universities. Together with its partners from the private and public sectors, our Business Integrity network taps on funding resources from national innovation promotion programs. At present, there are a number of research projects under way, such as «Handling the risks of corruption successfully – Strategies for Swiss SMEs operating abroad», partnering with Credit Suisse and OSEC Business Network Switzerland, the objective of which is to identify extant drivers and structural factors with internationally active SMEs with an exposition to certain risks of corruption. In our project «HONEST – Development of an integrated training tool concerning corruption prevention aimed at young professionals» we partner with TATA Interactive Systems and Siemens. Finally, in our research project «Corruption – An unknown risk?», we want to find out in which areas graduates and young professionals need to be sensitized for issues of compliance and to be educated accordingly in order to help prevent them from violating legal and ethical norms.

Sustainability-driven Business

New Business Models to drive the global sustainability agenda are increasingly raising awareness. As a matter of fact, engagement of our faculty in «cewas international centre for water services» has proven to be a strong lever for the design of sustainability-driven business models on the one hand, and for teaching of new business models within our MScBA major «New Business», on the other.

Our Institute for Entrepreneurship SIFE provides support and training for the start-ups to develop an idea into a running business. We train students during the entire process from developing their ideas into a business model through to consolidation in the market. As a supporting member of cewas, we have access to a huge network of international experts in cooperation for development.



The Swiss-based international center of competence in the field of sustainable sanitation and water resource management, cewas is a unique institution combining advanced education and support to start up a business. Each year, the cewas Start-up Centre hosts students and graduates that have a strong motivation to advance their skills related to sustainable sanitation and water management and to start up their own business. The Start-Up program offers 6 modules of advanced education in the cewas Training Center and personal coaching from a core group of international high-level experts from research and practice, bringing in their experience, expertise and the current state-of-the-art knowledge of the sector.

Prof. Dr. Kerstin Wagner

Values

Method

Research

Partnership

Socially Responsible Innovation

Developing new technologies whilst also taking into account environmental and economic risks as well as broader societal issues is a pressing demand expressed by stakeholders in modern society. Moreover, there is a pressure to take a more responsible approach to innovation at every stage of the innovation process, whether it is in laborato-

ries, industry, manufacturing, or policy-making.

Knowledge Acceleration and Responsible Innovation Meta Network KARIM is a European Union funded Interreg IV B program. Prof. Dr. Frank Bau leads a project to build a case-based interactive innovation map which will allow for analyzing innovation and support networks and the identification of best

practices in innovation support. Policy-makers, SMEs, innovation support agencies, and consultancies will be able to draw valuable conclusions for their future activities and policies from the networks and support patterns visualized in the map.



« Responsible Innovation is a new and exciting concept. We believe that new values can create better opportunities for individuals, societies and the natural environment. Over the lifespan of KARIM we will provide access to the right knowledge at the right time during the innovation process in order to facilitate more responsible outcomes. »

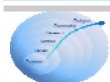
Our Achievements and Our Learnings

Lateral mechanisms of control, as opposed to direct impetus, have proven to be more influential in developing our activities

at the cross-section of responsibility, sustainability and entrepreneurship.

A number of researchers have been picking up on

these themes in a variety of ways and have helped shape an agenda for open innovation in their respective fields of interest.



Reporting on Our Objectives

We have been making subtle progress on our long-term objectives:

> establishing sustainability entrepreneurship and responsible leadership in our research and knowledge transfer,

> advocating an inclusion of ethical aspects in all our academic activities.

Our medium-term objectives call on us

> to keep demanding an ethical code of conduct for our researchers;

> to persist in reaching out to our communities by aligning our research with the sustainability agenda in general,

> and to foster open dialogue involving our communities of practice.

Values

Research

Dialogue

Sustainable Tourism

Purpose

Research

Partnership

« ... we persist in developing our key areas of excellence in sustainable tourism in order to advance the SD agenda at our school, in our community and its regional context, and beyond. »

It is our strong conviction that in the years to come there will be hardly any other issue to alter the tourism industry as fundamentally as the challenges environmental change will impose on human civilization. Therefore, we persist in developing our four key areas of excellence in sustainable tourism in order to advance the SD agenda at our school, in our community and its regional context, and beyond.

Our recent research activities echo this commitment as we have managed to consistently broaden our scientific portfolio. For instance in our first key area «Application of ecological footprint accounting to tourism activities», our project

Our Track Record in Tourism

AdCoNet is addressing complexity with footprint accounting and network visualization while integrating open innovation in sustainability assessment of urban areas.

In our second key area, «Effects of different governance models on the implementation of sustainable business practices» we have started ArcAlpNet, a project to investigate socio-ecological networks and resili-



ence of vulnerable communities to global environmental change. It sets out to deliver an Arctic-Alpine comparison of social network governance for climate change adaptation.

«Design of carbon neutral destinations and the consequences of different offset-schemes», our third key area, is highlighted by the project CAT Climate Change Adaptation in Tourism Networks – an empirical estimation of responsiveness, reactivity and interaction, where we look into coping mechanisms and the maneuverability of tourism-based economic systems confronted with challenges related to climate change.

Finally, our key research area «Touristic Consumer Preferences» regarding sustainable management practices and the associated products has initiated a «Green Tourist» project, where we explore the attitudes of tourists with respect to sustainable lifestyles and respective behaviors in the context of the Swiss Alpine National Park.

« Our persistence has been key to achieving long-term effects and impact our regional tourism industry. »

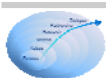
Our Achievements and Our Learnings

We have managed to withstand the potential loss of sustainability as main focus area in our tourism research agenda, which due to changes of faculty staff over the recent years has turned into a threat. We are happy to

reconfirm that meanwhile our core team of scholars dedicated to sustainability issues have achieved to significantly coin our respective research activities.

Our research initiatives in SD have gained us great

er visibility in the academic field, at national as well as at international levels, and have contributed to profiling our activities. Our persistence has been key to achieving long-term effects and impact our regional tourism industry.



Reporting on Our Objectives

Research

Method

While we have made considerable progress with regard to our strategic objectives, we recognize we are still at the outset of

realizing our long-term aspiration to promote mainstreaming sustainability in the tourism industry via research and devel-

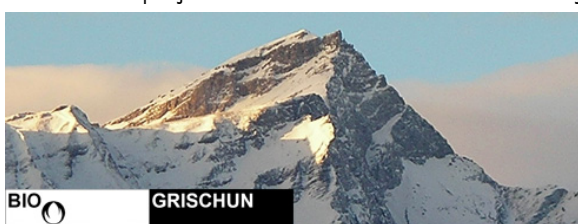
opment. In our professional formation programs we wish to continue creating innovative formats with respect to SD.

Our Track Record in Economic Policy

Rooted in regional economics, our activities in the area of economic development have contributed to a better understanding of a variety of issues directly or indirectly related to the sustainability agenda. Our approach being eclectic, it is driven mainly by the demand side as represented by our business partners.

Regional family-oriented policies have been a topic of continued interest. In a previous project we have analyzed the system of daycare facilities in communities of the canton of St. Gallen. A current project looks at the system of daycare facilities in the canton of Grisons. On a more general level, it aims to compare relevant offerings for families with children attending pre- and primary schools.

Do there exist any synergies between organic agriculture and the tourism industry in the canton of Grisons? A research question we are analyzing for Bio Grischun, an association of organic producers. This project focuses



on the optimization of the supply chain management between organic producers and their customers in the hotel business and the gastronomy. In addition, new fields of cooperation (e.g. cross-marketing) between these two branches are evaluated.

The joint development of tourism and health industries in the canton of Gri-

sons is a topic of particular interest to cantonal and local stakeholders. Research questions are on how to develop and introduce new conjoint

products of both sectors in a sustainable way and their contributions to regional development.

Value creation of regional culture production as a contribution to sustainable society is a research mandated by the canton of the Grisons. It looks at labor market effects in peripheral regions and derives recommendations for the design of cultural events.

Sustainable Economic Policy

Values

Research

Partnership

« We have found it instrumental to further develop our research program in line with the emerging sustainability agenda at our University. »

« When elaborating guidelines and recommendations for regional economic policy, we use sustainability values to direct and monitor our activities to reflect the long-term. »

Our Achievements and Our Learnings

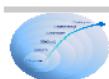
We have found it instrumental to further develop our research program in line with the emerging sustainability agenda at our University. We have been looking for opportunities to join forces with our colleagues from the entrepreneurial manage-

ment, tourism, and civil engineering faculties. Our recent research initiatives reflect this approach and demonstrate its viability.

Our dialogue signature events on «Energy policy in the Alpine countries», «China between crisis and growth», and «Food indus-

tries without trade barriers» have underscored our aspirations.

Energy and sustainability as cross-sectoral topic of a number of our faculties and institutes has been developed to find a home at our new Center for Energy Efficiency (ZEFF).



Reporting on Our Objectives

When elaborating guidelines and recommendations for regional economic policy, we use sustainability values to direct and monitor our activities to

reflect the long-term:
 > our research aims to contribute to the development of exigent forms of employment;

> to develop human capacity adequately to extant needs;
 > to derive environmental-sound solutions.

Purpose

Values

Keeping Track in Energy Engineering

Sustainable Energy Engineering

Values

Partnership

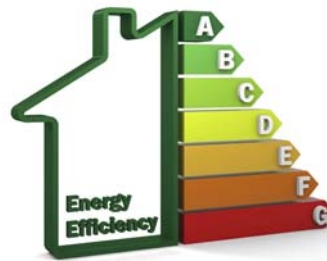
« For the design of responsible energy solutions we believe it is necessary to analyze and discuss systems holistically and to look at potential alterations on aggregate levels . »

Against the background of the global energy crisis, particularly with regard to climate change, and in line with the Swiss federal program «suisseénergie», we believe that promoting energy efficiency is mandatory. We wish to adhere to these set priorities by making research into efficiency and respective services our core business in energy engineering.

For the design of responsible energy solutions we believe it is necessary to analyze and discuss systems holistically and to look at potential alterations on aggregate levels. It is common practice in the energy field using «sustainability» as a catch-

word to justify all sorts of quick fixes which later-on turn out to be deceptive packages. In sum, optimizing specific system components may create adverse effects in other parts while overall performance may suffer.

At present, we are repositioning our laboratories to design a fully integrated platform for diverse energy efficiency related market offerings. In this re-



spect, our authority for energy and transport is mandated to implement

the respective governmental policies based on the cantonal energy law which demands for sustainable energy consumption, in particular through promotion of efficiency and renewable energy production, energy consulting and formation of energy experts.

We have defined as our strategic goal to integrate our specific competencies in the energy field across a number of our faculties. Our Swiss Alpine Laboratories for Testing of Energy Efficiency (SALT) will provide a foundational structure for a new Competence Center for Energy Efficiency at our university which will encompass our unique competencies and complement our sustainability agenda in the area of energy efficiency.

Our Constraints and Our Learnings

Purpose

Values

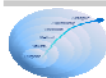
« We will persist in involving ourselves in the improvement of resource efficiency... »

It has proven to be a difficult task to reposition our activities in the energy efficiency field. Our governing bodies may expect a sound business case in the first place, whereby sustainability-related questions are turned into

a second order priority.

Our Master of Advanced Studies in Energy Economics program, to which our faculty is providing the energy engineering part, has been reluctant to including aspects of sustainability, responsible

leadership, and ethics. While some ecological and societal issues are added on to the conventional mainstream energy economics curriculum, it clearly fails to deliver on topics of product stewardship and sustainability.



Reporting on Our Objectives

We are making use of our university's faculties in the area of sustainability and continue to develop a trans-disciplinary dialogue which we view as the only way to deal with the com-

plexity involved in issues of energy and efficiency.

In the medium-term, we envisage a multi-disciplinary energy competence center in the field of ener-

gy efficiency in general and in construction in particular, ZEFF. We will persist in involving ourselves in the improvement of resource efficiency of our university on a daily base.

Initiatives in Architecture and Regional Planning

Sustainability-driven thinking is a key to understanding our challenges. In the canton of Grisons, our Alpine environment is a natural test-bed for demonstrating and discussing trade-offs between the demands of ecology, economy, and society.

What kind of a future do we want for the canton of Grisons? How does a mountainous canton like the Grisons look like in the long-term future? And which are the key drivers of its landscape and architectural evolution? At our Institute for Building in the Alpine Region (IBAR), Daniel A. Walser and his team of researchers have looked into its history and analyzed the picture of now. Based on this we have sketched out future scenarios for its sustainable development, thereby pointing at issues and fundamental questions of development.

Culminating in an exposition entitled «Urban Mountains – Mountainous Agglomeration? Building Culture in the Grisons» as contribution of HTW Chur to the annual «Chur Long Saturday» of arts and culture, we have holistically confronted the public and our stakeholders with complex issues of architecture and its interaction with the surrounding, public and private transport planning, timely provision of spaces for living, trade and industry, as well as adequate infrastructure.

This full-day public program set out the need for realizing coordinated solutions which will suit all interests and social and ecological aspects. These questions are key for the long-term development of our canton since, as an Alpine region, we face severe restrictions with regard to the availability of cultural land.

By emphasizing the need for respecting common interests and necessities, our exposition and the lively discussions have raised awareness for the challenges our canton will have to face with respect to the delicate balance between the requirements of modern society and our natural environment, which altogether form our living space and cultural heritage.

Sustainable Construction & Design

Purpose

Values

Research



Our Achievements and Our Learnings

We have enjoyed a strong resonance with our stakeholders as regards our agenda-setting initiatives and long-term planning in our canton. We will support shaping the relevant

debates on a sustainable path into the future of architecture in the Grisons.

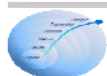
Concentrating our programs in construction and architecture on Alpine

environments has been instrumental for developing consistent case study material to reflect an integrated economic-ecological-societal evaluation scheme.

Dialogue

Method

« We will support shaping the relevant debates on a sustainable path into the future of architecture in the Grisons. »



Reporting on Our Objectives

With respect to our set objectives, we continue integrating sustainability criteria in our teaching to make them more relevant for evaluating our course

work. We examine all our projects in research and services accordingly.

In the medium-term we will integrate sustainability

where it impacts directly, in particular in all architecture and civil engineering courses on construction and design.

Our Involvement in the PRME community

University-level Initiatives

Purpose

Values

Partnership

It is part of our commitment to reach out to the PRME academic community and to get involved in its regular activities. As a matter of fact, we believe that this is one of the

Over the past two years, Prof. Dr. Christian Hauser has been actively involved in the PRME working group on Anti-Corruption since its constitution. The visible results of his engagement can be seen in the fact that HTW Chur is not only building itself a strong position in this new

Our recent PRME community engagement goes far beyond the regular meetings and activities. At present we are partnering with our colleague Prof. Dr. Rudi Kurz, University of Applied Sciences Pforzheim, Germany, to also reach out to our colleagues at signatory universities across the German speaking countries, ie Germany, Austria and

field of research but also

« ... we aim to render the necessary support to our partners and friends in the PRME community in order to help raise visibility of this multi-stakeholder network, its common purpose and the benefits of active membership. »

« Starting a PRME D-A-CH regional chapter as one of our joint initiatives gives manifest evidence of the seriousness of our efforts. »



Participating in the Global Forum for Responsible Management Education at Rio+20: Prof. Dr. Lutz E. Schlange and Prof. Dr. Christian Hauser, HTW Chur

Method

most valuable benefits of being a communicating member of PRME. As a consequence, we have actively participated in the 2011 PRME summit at Bruxelles as well as the Rio+20 PRME Global Forum and the Corporate Sustainability Forum and the Rio+20 conference.

it is now about to start the respective teaching modules as an Anti-Corruption pilot school (cf. page 8). Moreover, we are planning the design of a complementary research to assess the effects this newly designed teaching concept will have on students and teaching staff.

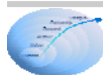
Switzerland in order to prepare for a foundation of a respective regional PRME chapter. It is quite fascinating to help bring this project forward while we hope for a formal foundation of the D-A-CH chapter at the PRME 2013 global summit in Bled, Slovenia.



GLOBAL FORUM
for Responsible Management Education



RIO+20
United Nations
Conference on
Sustainable
Development



Our Objectives

Purpose

Values

Our long-term objective is to become a pre-eminent member of the PRME global community due to our unique contributions to the advancement of Responsible Management Education.

In a medium-term perspective, we aim to render the necessary support to our partners and friends in the PRME community in order to help raise visibility of this multi-stakeholder network, its common pur-

pose and the benefits of active membership.

Starting a PRME D-A-CH regional chapter as one of our joint initiatives gives manifest evidence of the seriousness of our efforts.

Our Dialogue Signature Events

Community outreach events for our stakeholders and the general public have become a strong component of our mobilization efforts. Our library bought the Vision 2050 scenario mural, while in April 2011 Peter Paul van de Wijs from World Business Council for Sustainable Development WBCSD Geneva, was giving an introduction to the basic idea of this project, its background, and its aspirations.

Our intention was to raise awareness in our university and the



general public for some of the fundamental challenges mankind will have to face in order to safeguard



long-term survival on our planet. Business students were particularly intrigued by the positive message of the "New Agenda for Business".

Purpose

Dialogue

Ethics in Business and Economy

«Ethics in the Information Economy» has been our first dialogue signature event in 2011. We invited top-level speakers to develop their ideas about the information age and its consequences for business ethics. This event series was developed in cooperation with Rotary

International chapter Chur Bündner Herrschaft. It caught widespread attention and was followed in 2012 by the second one of its kind on «Ethics and Energy Policy».

Ethics and sustainability as a thematic thread will be followed up as a main



part of our annual program of dialogue events.

« Ethics and sustainability as a thematic thread will be followed up as a main part of our annual program of dialogue events. »

Our Strategic Partnership

Filme für die Erde – Movies for Our Planet is an initiative of Kai Pulfer and friends from Winterthur, Switzerland. Its purpose is to increase dissemination of movies and videos on the state of the Earth and the future of humankind. A roadshow of film nights is accompanied by exhibitions of innovative social businesses creating positive impact on ecology and society. Typically, DVDs are given away

to the audience – a single precondition has to be met: after watching the video DVDs must be passed on to other individuals to enhance the impact.



HTW Chur has signed a cooperation agreement and was one of fifteen venues for its second movie night festival in 2012 across Switzerland.

Values

Partnership



Our Track Record in Greening Our Campus

University-level Initiatives

Values

Method

« Complementing our quality management systems, sustainability metrics will be on our future agenda. Key sustainability indicators are indispensable components of our balanced scorecard. »

« Improving efficiency to us is quite simply a natural way to enhance our economic performance. »

Method

It is self-evident for us to make use of resources in an ecologically optimal way. As an educational institution we give emphasis to enhancing efficiency of building infrastructure in general as well as optimizing resource-consuming processes.

As central criterion, economic viability endorses sustainability and guides all our activities. On the demand side we continue to realize energy saving potentials. On the supply side, we adopt new energy production methods such as wind power. For

instance, we envisage a wind turbine on the rooftop of our main building to be used as generator for recharging mobile devices.

Resource efficiency on the other hand has to do with lowering levels of consumption and hence is subject to all members of our University. Awareness campaigns have improved conscious use of ICT infrastructure and waste materials in our offices and classrooms. Recycling is a standard procedure applied to all dispos-



ables at end of use.

Complementing our quality management systems, sustainability metrics will be on our future agenda. Key sustainability indicators are indispensable components of our balanced scorecard.

Our Achievements and Our Learnings

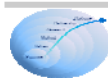
On the demand side we have continued to achieve efficiency gains by virtualizing our server architecture and replacing air conditioning by installing intelligent computer-controlled heating and fresh-air ventilating systems, in particular regarding our ICT. Consumption of paper is continuously reduced.

When purchasing new equipment energy effici-

ency is one of the central criteria for selection. Our student PC's are shut off automatically at night. As regards our electric lighting systems, we are increasing LED light bulbs throughout our University and make use of energy saving lamps wherever it is feasible while improving efficiency standards, resulting in accrued energy savings of 6000 kWh p.a.

On the supply side, we have installed a heat and power co-generation unit to complement with our central heating system.

Employee mobility Our teams have been participating in the country-wide initiative to promote commuting by bicycle for the third continuous year.



Reporting on Our Objectives

Improving efficiency to us is quite simply a natural way to enhance our economic performance. Within our financial resource limits we have been con-

tinuing to realize an infrastructure that is meeting the highest standards available while deploying cutting-edge technology.

Moreover, we have been intensifying our efforts to raise awareness with our employees while looking for new public initiatives to take part in.

PRME Principles for Responsible Management Education

The Principles for Responsible Management Education (PRME), supported by the United Nations, is a global platform and an urgent call for business schools and universities worldwide to gradually adapt their curricula, research, teaching methodologies and institutional strategies to the new business challenges and opportunities in an era of unprecedented global change.

By the end of 2012, PRME has been adopted by 489 institutions. These principles are:

Principle 1

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

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

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

Principle 4

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.

Principle 5

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

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

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

Purpose

Values

Method

Research

Partnership

Dialogue

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