

Sharing Information on Progress (SIP) 2024

School of Business and Economics of the University
of Münster



PURPOSE



VALUES



TEACH



RESEARCH



PARTNER



PRACTICE



SHARE

School of Business and Economics of the University of Münster

Germany

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1. Letter from the most senior officer (e.g., Dean, Head) committing to PRME’s Principles

| | |
|---|---|
| Statement | Date: 29/08/2024 |
| Title: Letter of commitment | Language: English |
| Description: Letter of commitment to the PRME principles by the Dean of SBE | Sharing Rights: Public |
| | Relevant Stakeholders: SB E community |
| | Purpose: Commitment to the PRME principles |

University of Münster | School of Business and Economics
Universitätsstraße 14-16 | 48143 Münster | Germany

DEAN
PROF. DR. THOMAS LANGER

To whom it may concern

University of Münster
School of Business and Economics
Universitätsstraße 14 - 16
48143 Münster
Germany



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As the Dean of the School of Business & Economics (SBE) at the University of Münster, I am very pleased to present our first PRME Sharing on Progress report and, in doing so, express our strong commitment to supporting the seven Principles for Responsible Management Education. Being an integral part of the University of Münster – a signatory of the Magna Charta Universitatum – SBE is committed to advancing the adoption of the Principles for Responsible Management Education, both within and outside our institution.

As a public higher education institution focused on business and management education, we are aware of the responsibility we bear in shaping the knowledge and competencies of future leaders and decision-makers. Our School's research and teaching activities are strongly driven by our values as anchored in our mission statement: *mutual respect and collegiality, responsibility to ourselves and others, openness for dialogue, integrity and expertise*, which, in turn, are deeply rooted in the acknowledgment of civic responsibility, a tradition that dates back to the merchants of Münster. According to this tradition, long-run economic success is created and maintained via integrity and ethical behavior in commercial transactions, with special consideration of long-run effects and the responsibility for stakeholders and society.

Our School offers a broad interdisciplinary environment for research and teaching. The awareness and commitment to sustainability are reflected both in our research outcome and in our growing number of courses and teaching activities that focus on addressing the societal, environmental, and economic challenges of today's and tomorrow's society.



SBE's core values are not only reflected in research and teaching, but are, without question, central to our governance. By instituting the Director of Sustainability in October 2021, the School of Business & Economics has embarked on a clear path: reinforcing the School's commitment to sustainable development and promoting sustainability-related topics across the School. However, I am utterly convinced that this cannot just be a top-down approach. The successful implementation of sustainability measures as well as the overall commitment to advance sustainability requires buy-in from all stakeholders. We are, therefore, proud of our very active students who demand immediate action, but, at the same time, contribute to our shared goal themselves, whether individually or as a member of one of our many student initiatives.

The measures we have undertaken so far to promote and implement the seven Principles for Responsible Management Education are showcased in this report. We look forward to sharing our progress with you and learning from the collective experiences of the PRME community.

Sincerely,

Prof. Dr. Thomas Langer
Dean of School of Business and Economics

2. Mission, Vision, Strategy or Purpose

| | |
|---|---|
| <p>Statement</p> <p>Title: Mission, Vision, Strategy or Purpose</p> <p>Description: SBE's mission statement.</p> | <p>Date: 20/08/2024</p> <p>Language: English</p> <p>Sharing Rights: Public</p> <p>Relevant Stakeholders: students, faculty, staff, university community, practitioner</p> <p>Purpose: SBE advances research and teaching in the fields of business, economics and information systems for a livable world. As the largest faculty at the University of Münster, one of the largest economics faculties in Germany and a driver of innovation in the region, we make our contribution to the economic, social and ecological future of society.</p> |
|---|---|

MISSION STATEMENT SCHOOL OF BUSINESS AND ECONOMICS (SBE)

SBE advances research and teaching in the fields of business, economics and information systems for a livable world. We do this by carefully mediating and balancing a diverse set of goals and orientations:

I. Teaching and research

SBE provides a complex learning, teaching and research environment for students, staff and faculty, which is characterized by the appreciation of academic values, mutual respect, collegiality, individual and common responsibility, and professionalism. Our education mission addresses the entire person and the ideal of “Bildung”, combining responsible education and development of personality.

We are committed to the Humboldtian ideal of the unity of research and teaching. All professors research and teach; teaching is research led and in turn provides feedback for research.

II. Rigor and relevance

We aim for academic rigor, which is the basis for the quality of our research, and research contributions that are relevant for governments, firms and market participants.

We meet the challenge of the complexity and the dynamic of problems in modern societies with engaged scholarship based on thorough methodological and theoretical training with a generalist and interdisciplinary orientation.

III. Tradition and dynamic development

Based on the idea of a social market economy, which was coined after WWII by a former professor of SBE, we strive for an economy that serves society. We see ourselves as members of a global society and acknowledge our obligation to act responsibly and educate the students accordingly.

We are grounded in a tradition that enables us to productively engage with our environment. It allows us to benefit from the opportunities for interdisciplinary exchange, learning, and collaboration in the spirit of innovation and continuous improvement.

IV. Focus on the region and the world

As a dedicated and active part of the University of Münster, SBE is rooted firmly in the beautiful city of Münster, actively involved in projects for the region and its industry.

SBE operates as an active node in German, European and international networks. It systematically engages with the global academic community and with partners from industry and practice at large.

1. Does the PRME Signatory Member have a person who is accountable and responsible for RME?

- ☒
- Yes, but the role is formalized elsewhere within the PRME signatory's organization (e.g., center/institute leader, faculty/staff member), but not in senior leadership team

Director of Sustainability

Impact Purpose

In 2021, SBE included the position of the Director of Sustainability in its governance structure, reflecting the increasing importance of sustainability in SBE's research, teaching, and partnering activities. The introduction of the position aims to increase the visibility of sustainability at SBE and supports the systematic evaluation and development of sustainability-related topics and activities in line with the school's (and the university's) mission, vision, and strategy.

Impact Statement

The Director of Sustainability regularly consults with all people responsible and accountable for sustainability and specifically for RME at SBE (e.g. Dean for Teaching and Learning, Dean for Research and Transfer, Head of International Accreditations). He also serves as SBE-representative for university-wide sustainability-related activities. He is involved in the school's strategy process to provide input on the inclusion of sustainability-related topics in the school's strategic action fields. By instituting the Director of Sustainability the school has embarked on a clear path: reinforcing its commitment to sustainable development and promoting sustainability-related topics across the school.

Applicable Date Range

Aug. 20, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education

2. Does the PRME Signatory Member have at least one organizational entity (e.g., center, institute, academic department) that is accountable and responsible for RME on behalf of the Signatory?



Not yet

3. List the names, positions, and email addresses of all people responsible and accountable for RME at the PRME Signatory Member

This object is hidden because it is marked as private.

People responsible for RME at SBE

Impact Purpose
The scope of people responsible for RME at SBE extends from the School's management team and senior faculty members to administrative staff.

Impact Statement
At SBE, we consider RME a holistic effort to which each faculty members is invited to contribute. Responsibility towards our shared goal of sound responsible management education is, therefore, neither limited to senior members of the faculty nor to the management team. Consuequently, the list of faculty members who are responsible for the implementation of RME includes the School's management team, sernior faculty members as well as administrative staff.

Applicable Date Range
Aug. 26, 2024 - Aug. 31, 2026

Owner
Fridtjof Bahlburg

Sharing rights
Public

Language
English

Country
Germany

Subjects
Responsible
Management
Education

1. The PRME Signatory Member involves the following elements of RME in its degree programs. Mark all that apply.



Guest speakers and showcase events

Event

Title: Examples of guest speakers providing lectures on ESR-related topics

Description:

Date: 21/08/2024

Language: English

Sharing Rights: Public

Event Date Range: 10/01/2023 - 30/09/2024

Location: Multiple Locations

Speakers: Multiple Speakers

Description: This is a list of selected guest lectures and keynotes that were given at SBE during the academic year 2023/24. All lectures directly or indirectly targeted an ESR-related topic.



Topics in various courses at the discretion of the professor

| Speaker | Position | Title |
|-----------------------------------|---|--|
| Dr. Jörg Krämer | Chief Economist, Commerzbank | World economy and inflation - are we facing new turbulences?* |
| Prof. Achim Wambach | President, ZEW | Climate must pay off* |
| Dr. Christopher Zuber | Senior Economist, German Council of Economic Experts | Overcoming growth weakness – investing in the future* |
| Florian Mair | General Manager/Director EU Apparel, Amazon | Customer Obsession, for real |
| Dr. Dieter Kahling | Corporate VP, Henkel | Performance-oriented culture at Henkel, insights into the controlling practice at Henkel* |
| Frank Sommer | Senior VP Global Purchasing, CLAAS | Strategic Procurement @ CLAAS |
| Georg Everwien | VP Purchasing, CLAAS | Strategic Procurement @ CLAAS |
| Maximilian Paar | Head of Digital Solutions & Requirements, 1KOMMA5° | How can 1KOMMA5° 's digital ecosystem help combat climate change? |
| Sandra Esther Achternbusch | Executive Director Corporate Sustainability, FIEGE | How do corporates master sustainability? |
| Hendric Fiege | Executive Director, FIEGE | Strategic Renewal in Family vs. non-family firms |
| Tanja Lenzion | CEO, Antea Group Nederland | Strategic Renewal in Family vs. non-family firms |
| Christian Mestwerdt | CFO, Dr. Wolff Group | Strategic Renewal in Family vs. non-family firms |
| Philip Hitschler-Becker | CEO, Hitschler International GmbH & Co. KG | Family businesses in transition and how do we live entrepreneurship* |
| Dr. Anna Weber | Co-CEO, BabyOne | Family businesses in transition and how do we live entrepreneurship* |
| Christiane Giesen | COO, METRO AG | Innovation, culture & change - insights into the business transformation of METRO* |
| Michael G. Müller | CFO, RWE AG | Our energy for a sustainable life |
| Insa Weber | Category Managerin, Mondelēz International | Strategic Brand Positioning at Mondelēz |

| | | |
|--|---|---|
| Jan Trichterborn | Marketing Director Biscuits & Baked Snacks DE, Mondelēz International | Strategic Brand Positioning at Mondelēz |
| Shweta Singh | University of Warwick | Hiring Biases and Responsible Artificial Intelligence |
| Prof. Alan Hevner | University of South Florida | Designing Human-AI systems |
| Prof. Daniel Beverungen | University of Paderborn | Public Data Spaces as Service Ecosystems: Insights from Designing a Cultural Data Space |
| Dr. Mark Boons | University of Amsterdam | Started for the Call, Continued for the job: The Effect of Personal Contact in Online Labor Platform Onboarding on Working Activity and Performance |
| Dr.-Ing. Melanie Reuter-Oppermann | University of Maastricht | Integrated Planning and Digital twins in healthcare Logistics |
| Jan Georg Sodies | Managing Partner & Founder, SET Management Consulting | Financial Planning in Growing Ventures, Enabling Capital Market Readiness and Establishing an Aligned Performance Management |
| Toni Stork | CEO & Co-Founder, OMMAX | Customer-based Valuation and Digital Business Model Valuation |
| Martin Rost | Senior VP, Zalando | From Startup to IPO and Beyond, Business Development at Zalando SE |
| Marcel Vandieken | Partner, SMP Strategy Consulting | Organizational Design for Intrapreneurship and Agile Business Development |
| Dr. Christian Pfennig | Partner, Deloitte | Contemporary CFO Topics, Controlling 2025, Presentation training |
| Dr. Jan Diebecker | Director of Controlling, flaschenpost | Cost accounting and performance KPIs at flaschenpost SE* |
| Dr. Pia Lünstroth | Partner, hkp/// group | Bringing business strategy to life – Remuneration as lever |
| Colonel Marc Verwer | Head of Finance and Controlling, 1 st German Netherlands Corps Münster | Management Control for Strategy Implementation in the Army |

| | | |
|--------------------------------|--|---|
| Manuel Szerencses | Partner, AlixPartners | Corporate Restructuring and Transformation |
| Oliver Linder | Senior Manager, Tableau Software | Introduction and Exercise to Tableau |
| Marc Dimke | Director, Monitor Deloitte | Transformation and Strategy Execution |
| Uwe Rotermund | CEO, noventum | Strategy Execution Through Trust and Mutual Empowerment |
| Dr. Jan Allmann | Executive VP, Würth Group | Salesforce control and incentives |
| Rebecca Kazav | Chief Sales Officer, Mustang | Incentive system changes in practice |
| Ricco Bräuninger | CEO, Amazon Germany | Inside Amazon |
| Theres Schäfer | Partner, PwC | Current Challenges of Sustainability in Practice |
| Benjamin Rassler | Partner, Roland Berger | Topline Optimization |
| Sebastian Jurczyk | CEO, Stadtwerke Münster | Transformation of Energy Companies |
| Joachim Esser | VP and Head of Global Business Controlling & Commercial Excellence, Qiagen | Income Statement as the Core of Commercial Management |
| Björn Eller | Head of Performance Materials, Covestro | Sustainability Reporting & Controlling |
| Viktoria von Weizsäcker | Head of Sustainability Ratings, Covestro | Sustainability Reporting & Controlling |

* These guest lectures and keynotes were given in German.

Learning Object

Title: Examples of RME-topics in courses

Description:

Date: 21/08/2024

Language: English

Sharing Rights: Public

Department: All
departments

Learning Object Subject: R
esponsible Management
Education

Educational Level:
Bachelor, Master, PhD

Learning Outcome: By embedding RME into all our degree programs, we ensure that our students not only acquire theoretical knowledge but also develop critical skills through practical application and learn how to incorporate responsible business practices into everyday business life as well as into leadership.

Description: Our overarching goal across all study programs is to turn our students into responsible agents. Whereas some courses are specifically focusing on RME at the course level outcome, an increasing number of courses have included RME topics as part of the syllabus.

Interactivity Type: (oral)
exams, tests, group work,
case studies, seminar
theses

| Study Programme | Course Title | Example for RME- topics |
|--------------------------------------|---|---|
| B.Sc. Business Administration | Corporate Restructuring and Transformation | <ul style="list-style-type: none"> - the restructuring of companies against the backdrop of changing business models - cost reduction - the management of and investment in promising business areas |
| | Business Analysis | <ul style="list-style-type: none"> - internal and external analysis of firm performance - financial and nonfinancial (sustainability) performance |
| | Digital Transformation & Changing Markets | <ul style="list-style-type: none"> - influence of modern technologies and the digital economy on traditional business models, industries, and markets |
| M.Sc. Business Administration | Socially Responsible Investing | <ul style="list-style-type: none"> - incorporation of ESG into investment strategies - MSCI IVA rating systems - ESG alpha strategy |
| | Technology and Innovation Strategy | <ul style="list-style-type: none"> - strategic rationales, behavioural issues, organizational culture influences, and leadership orientation with regard to technological trajectories and innovation management - current trends in technology and innovation management |
| | Market-oriented Leadership | <ul style="list-style-type: none"> - Customer Lifetime Value and Customer Equity - Value Equity - Brand Equity - Relationship Equity |
| | Managing Growth: Organizational Design and Financial Management | <ul style="list-style-type: none"> - Challenges of sustainable development - Customer lifetime modelling - Start-up financial planning and innovation |
| | | |
| B.Sc. Economics | Human Resource Management & Entrepreneurship | <ul style="list-style-type: none"> - Ethical aspects of entrepreneurship |

| | | |
|----------------------------------|---|--|
| | Managing Radical Change and Innovation | <ul style="list-style-type: none"> - Good leadership, culture and conflict management to achieve sustainable change |
| M.Sc. Economics | Corporate Governance and Responsible Business Practices | <ul style="list-style-type: none"> - Evaluation and application of responsible business practices - Critical reflection of incentive systems |
| M.Sc. Information Systems | Managing the Information Age Organization | <ul style="list-style-type: none"> - Assessing and reflecting the impact of information technologies on organizations - Understanding the specific conditions organizations are exposed to in the “Information Age” and be able to explain the technological, social and economic phenomena constituting it. |
| | Network Economics | <ul style="list-style-type: none"> - Students get a deep understanding of the role of network topology as a distinctive factor that defines the properties of complex social and technical systems. - awareness of the limitations of formal models, taught by examples of failure, prevents blind reliance and encourages responsible action. |
| | Managing Digital Business | <ul style="list-style-type: none"> - integration of digital innovations into sustainable development and Corporate Social Responsibility |
| | Ethics and Morals in Video Games | <ul style="list-style-type: none"> - reflecting the role of ethics in video games - getting familiar with the fundamental ethics literature |
| | Digital Towns of the Future | <ul style="list-style-type: none"> - e-participation for citizens and communities - e-competencies reality check - digital trends |

Learning Object

Title: Number of theses per SDG

Description:

Date: 22/08/2024

Language: English

Sharing Rights: Public

Learning Outcome: Our graduates are responsible citizens and understand the repercussions of economic and business-related decision-making in society, they are able to identify, analyze, and discuss social dilemmas and ethical tradeoffs.

Interactivity Type: final theses (and oral defense)

Educational Level:
Bachelor, Master

Learning Object Subject:
all subjects

Department: all departments

Description: Based on an abstract search of common keywords associated with the SDGs, we searched the database of all bachelor and master theses of all SBE students across all programs since 2019. At SBE, each student needs to submit a bachelor/master thesis at the end of each program.

Number of bachelor and master theses per SDG

In recent years, as global awareness of our responsibility for tomorrow's society rose, our students demonstrated that they are well aware of their role in shaping the world of tomorrow. This is reflected also in the increasing number of bachelor and master theses related to one of the 17 Sustainable Development Goals (SDGs). As depicted in Figure 1, bachelor and master theses submitted by SBE graduates between 2019 and 2023 address almost all SDGs.



Figure 1: Number of bachelor and master theses per SDG (2019-2023)

As depicted in Table 1, the number of submitted theses addressing one or more SDGs followed a steady upward trend since 2019. As of this writing, roughly 20% of all bachelor and master theses deal with the SDGs, a marked uptick from years prior.

| SDG | Bachelor theses | | Master theses | |
|-----------|-----------------|------|---------------|------|
| | 2019 | 2023 | 2019 | 2023 |
| 1 | 0 | 0 | 0 | 0 |
| 2 | 2 | 0 | 0 | 0 |
| 3 | 3 | 2 | 2 | 1 |
| 4 | 1 | 0 | 0 | 0 |
| 5 | 2 | 8 | 0 | 4 |
| 6 | 1 | 0 | 0 | 0 |
| 7 | 8 | 7 | 13 | 9 |
| 8 | 6 | 16 | 7 | 13 |
| 9 | 8 | 14 | 4 | 4 |
| 10 | 0 | 4 | 2 | 0 |
| 11 | 4 | 6 | 12 | 8 |
| 12 | 34 | 36 | 20 | 40 |
| 13 | 10 | 5 | 2 | 8 |
| 14 | 0 | 0 | 0 | 0 |
| 15 | 0 | 0 | 0 | 0 |

| | | | | |
|--------------|----|-----|----|-----|
| 16 | 6 | 10 | 4 | 11 |
| 17 | 4 | 0 | 2 | 2 |
| | | | | |
| Total | 89 | 108 | 68 | 100 |

Table 1: Development of the number of bachelor and master theses per SDG between 2019 and 2023

Chairs with a research and teaching foci addressing SDGs

Impact Purpose

Within their research, all faculty members of SBE consider aspects of ethics, economic, social and environmental responsibility or sustainable development within the scope of the UN SDGs. Some faculty members hold professorships with research and teaching foci explicitly addressing one or multiple SDGs.

Impact Statement

- The [Chair of Sustainable Market Design](#) offers a wide variety of bachelor's and master's courses in the areas of Environment Economics, Resource Economics, and Energy Economics.
- The [Chair for Sustainable Finance](#) focuses on the pricing of sustainability in debt and equity markets.
- The [Chair for Digital Innovation and the Public Sector](#) focuses on the impact of digital transformation at the intersection of the public and private sectors with the civic society.
- The [Chair for Digital Transformation](#) focuses on how digital technologies, such as extended reality and artificial intelligence, transform businesses and society.
- The [Chair for Transformation of Work](#) focuses its research and teaching on how the technological and societal changes impact organizations in general and collaborations and leadership in particular to promote a better understanding of the current most pressing challenges and how they are shaping and transforming the future of work.
- The [Chair for Public and Regional Economics](#) focuses on the empirical evaluation of government policies. A particular focus is on questions related to the taxation of multinational firms and questions at the intersection of development economics and regional economics.
- The [Chair of Behavioral and Digital Economics](#) focuses on behavioral economics and digital economics with an emphasis on sustainability and climate finance.
- The [Chair of Digital Transformation and Society](#) focuses on the use of digital products and services and the resulting implications for providers' business models and their impact on society. A special focus in this area lies on the media industry and the related topics of online commerce and virtual reality.
- The [Chair for Information Systems and Supply Chain Management](#) focuses i.e. on supply chain and crisis management, addressing challenges in uncertain and unsteady environments exposed to disruptive events.
- The [Chair of Political Economy](#) promotes economic research and teaching on political decision-making processes, the political economy of institutions, and the economics of political transitions.

Applicable Date Range

Aug. 28, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Business
Administration,
Corporate Social
Responsibility (CSR),
Entrepreneurship,
Environmental Studies,
Renewable Energy
Management,
Responsible
Management
Education, Eco-design,
Environmental
Economics



Courses with RME in the course-level learning goals (excluding PhD)

Learning Object

Title: Courses with RME course-level learning goals

Description: SBE offers a large number of courses with RME in the course-level learning goals.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Department: All departments

Learning Object Subject: Responsible Management Education

Educational Level: Bachelor and Master

Learning Outcome: By embedding RME into all our degree programs, we ensure that our students not only acquire theoretical knowledge but also develop critical skills through practical application and learn how to incorporate responsible business practices into everyday business life as well as into leadership.

Interactivity Type: group work and discussions, presentations, written exams, seminar thesis

Description: Key elements of modern management such as a broad(er) view on corporate stakeholders, the particular importance and impact of executive decision-making for society at large, and the increasing importance of ESG (i.e., environmental, social, and corporate governance) criteria for customers, investors, and politicians are reflected in all teaching formats such as lectures, exercises, case studies, seminars, and workshops. Single lectures have a profound focus on ethical behaviour and integrity, particularly in bachelor programs, as the

curriculum in the first semesters of introductory courses naturally limits the opportunity to discuss these aspects in detail.



The signatory's pedagogical approach, which includes RME in all degree program design and pedagogical innovations

Responsible Agent as Learning Goal across all programs

Impact Purpose

SBE's mission states that we aim to contribute to and to advance the economic, cultural, social, and ecological future of society. Consequently, all of our programs aim at equipping our students to shape the world of tomorrow as responsible leaders once they have completed their studies. Each program at SBE thus bears the learning goal "responsible agent".

Impact Statement

Each degree program approaches RME subjectively, focusing on those aspects of RME most relevant to the respective program and course. Learning outcomes are assessed systematically and regularly.

Applicable Date Range

Jan. 1, 2018 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education

1. The PRME Signatory Member involves the following elements of RME in its research endeavors. Mark all that apply.



Responsibility-related conferences

Event

Title: Examples of responsibility-related conferences: ISCRAM 2024

Description:

Date: 25/06/2024

Language: English

Sharing Rights: Public

Event Date Range: 25/05/2024 - 29/05/2024

Location: University of Münster

Description: Our vision for the 2024 ISCRAM edition is to reflect the last 20 years of ISCRAM work and turn it into the future ISCRAM generation through our key competence in process management and modeling. The envisioned topic revolves around the process-centric view on crisis management: "Embracing the Crisis Management Lifecycle". The idea behind the topic is to emphasize a holistic process view to not only overcome isolated considerations of crisis management actions, but especially to showcase how important clearly defined roles, tasks and processes are to enable proper communication and collaboration between CM practitioners and researchers.

Speakers: Keynote speakers: Jon Hall (QDSM), Prof. Dr. Mark Haselkorn (Director at Center for Collaborative Systems for Safety, Security and Regional Resilience (CoSSaR), University of Washington, Seattle), Tiina Ristmäe (Vice President at IFAFRI – International Forum to Advance First Responder Innovation | Federal Agency for Technical Relief (THW)), Prof. Dr.

Event

Title: Examples of responsibility-related conferences: DigiCity

Description:

Date: 20/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 30/01/
2024 - 30/01/2024

Location: University of
Münster, Castle

Speakers: [https://
digicity.uni-muenster.de/
de/programm/speaker](https://digicity.uni-muenster.de/de/programm/speaker)

Description: The
conference was
organized by students
from the Information
Systems Department,
who took part in a project
seminar targeting at
increasing the digital
competencies of public
administration.

URL:
[https://digicity.uni-
muenster.de/de](https://digicity.uni-muenster.de/de)

Event

Title: Examples of responsibility-related conferences: PEDD

Description: International Conference on the Political Economy of Democracy and Dictatorship (PEDD)

Date: 22/08/2024

Language: English

Sharing Rights: Public

Event Date Range: 22/02/2024 - 24/02/2024

Location: Center for Interdisciplinary Economics, University of Münster

Speakers: Multiple Speakers

Description: From February 22 to 24, 2024, the Chair of Political Economy hosted its annual international conference on "The Political Economy of Democracy and Dictatorship" (PEDD) for the seventh time. The objective of the conference was to promote research and academic discourse on different political regimes and economic changes. Over 70 scientists from around the world gathered in Münster to present and discuss their current research. The conference program, selected through a submission and review process, covered a broad range of contemporary political and economic debates. To recognize outstanding research conducted by leading young scholars below the age of 35, the PEDD Young Scholar Award is presented during the conference.



Research awards for responsibility-related research

Dombret Doctoral Award

Impact Purpose

The Dr. Andreas Dombret Doctoral Award is donated by the Dr. Andreas Dombret Foundation, an endowment fund donated by Dr. Andreas Dombret, a former board member of the Deutsche Bundesbank and an SBE alumnus. The award aims to highlight excellent doctoral dissertations that link theoretical knowledge and practice in a socio-politically relevant context.

Impact Statement

[The Dr. Andreas Dombret Doctoral Award](#) is conferred once a year. Recently honored theses focused i.e. on efficient transport infrastructure, environmental impacts of carbon dioxide technologies, or data-driven health innovations.

Applicable Date Range

May 1, 2007 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Corporate Social Responsibility (CSR)

Research awards related to sustainability and responsibility

Impact Purpose

SBE researchers regularly produce research output with significant societal impact and relevance, which is recognized by the academic peer community.

Impact Statement

Examples of awards won by SBE researchers related to sustainability and social responsibility are listed here:

- SBE researchers Prof. Dr. David Bendig and Florian Bartels won [the Best Paper Award](#) for Excellence in Research on the Topic of Family Entrepreneurship at the 41. Babson College Entrepreneurship Research Conference (BCERC) for their publication "Family Firm Narcissism: Can Family Firms Be Narcissistic?"
- SBE researcher Dr. Jan Wessels won the [Richard J. Arnott Best Paper by a Junior Researcher Prize](#) at the International Transport Economics Association Conference for his publication „Space Wars - Finding an Economically Efficient Allocation of Street Space Across Different Transport Modes“.
- SBE master students won the [Best Paper Student Award](#) at the 2022 Informations System Conference (WI) for their publication "Design Principles for Online Platforms Fostering Deliberative Political Discourse"

Applicable Date Range

Aug. 1, 2022 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Corporate Social Responsibility (CSR), Entrepreneurship, Environmental Studies



Responsibility-related regular research seminars

Event

Title: Examples of responsibility-related research seminars

Description: An important pillar of teaching at SBE is research-led teaching. For this purpose, SBE offers a wide range of research seminars each semester. Through active participation in one of these seminars students are enabled to (further) develop their analytical skills and are encouraged to become critical thinkers. Seminars include the submission of a scientific workpiece, often in form of a seminar thesis. A list of selected research seminars is provided below.

Date: 21/08/2024

Language: English

Sharing Rights: Public

Event Date Range: 10/01/2021 - 30/09/2024

Location: Multiple Locations

Speakers: Multiple Speakers

Description: Research Seminar



Faculty members must report their responsibility-related research publications regularly

Research reporting

Impact Purpose

Since 2010, the University of Münster has developed and implemented the research information database CRIS. The system includes bibliometric information on the faculty's research output and increases its visibility and dissemination.

Impact Statement

SBE intensively uses CRIS data to monitor and analyze our school's research output and performance. Since 2024, publications can also be labeled with the respective sustainable development goal (SDG).

Applicable Date Range

Jan. 1, 2010 - Dec. 31, 2025

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education



Research funding specifically related to responsibility

Examples of responsibility-related research seminars in the AY 2023/24

| seminar title | course code | study programme | language | course description/learning goal |
|--|-------------|-------------------------------|----------|--|
| Sustainability Lab (sustainability reporting) | 044522 | B.Sc. Business Administration | German | After participating in this seminar, students will have expanded their knowledge of sustainability reporting in general and will be able to discuss the current challenges for companies and independently assess compliance with the requirements. The goal of this seminar is also to enhance the student's analytical skills and introduce them to scientific work. Additionally, the seminar promotes the student's ability to create professional presentations. |
| Sustainability Lab (Sports mentoring project) | 044523 | B.Sc. Business Administration | German | Nowadays, we live in a diverse, highly interconnected, and constantly changing society, where intercultural encounters are increasingly common. Every day, we face new challenges in order to succeed in the job market, deliver performances, and live sustainably and responsibly in multicultural societies. For this, we need competencies that go beyond the performance-oriented mindset of our society and are focused on the issues and problems of the entire global world. The sports mentoring project imparts the necessary skills to navigate today's society and deal with the growing pressure to perform. Therefore, various topics of today's society as well as theoretical content will be addressed within the sports mentoring project. |

| | | | | |
|---|--------|---------------------------|---------|---|
| Balancing Progress and Ethics: The Quest for Responsible Management in Information Systems Curricula | 046063 | M.Sc. Information Systems | English | Societies and business have become permeated by digital technologies. As powerful tools these technologies promise to have a positive impact on how societies work and how business create value. Within this seminar we explore the notion of responsible management as an educational objective and possibly obligation of higher education institutions like universities. |
| Digital Innovation for Sustainable Development | 046061 | M.Sc. Information Systems | English | <p>By the end of this seminar, students will be able to...</p> <ul style="list-style-type: none"> ... define digital innovation and sustainable development ... discuss how digital innovation could help to reach the sustainability goal ... write and formulate scientifically in reply to a research question ... organize themselves in teams and demonstrate understanding of physical and digital collaboration tools ... collaborate in groups and with automated tools (e.g. ChatGPT) ... analyze complex information and draw informed conclusions ... design higher-education learning materials. ... illustrate critical thinking skills to assess both the potential and the challenges of digital innovations in connection with sustainable developmen |

| | | | | |
|--|--------|---------------------------|---------|--|
| Digital Transformation and Organizational Ambidexterity | 046059 | M.Sc. Information Systems | English | <p>Change is ubiquitous and infiltrates all aspects of our lives. We experience change in the workplace, in our homes, and in how we engage with people in society. Entrepreneurship, Innovation and Digital technologies are often linked with the fast pace of change. During the past decade, the ubiquity of digital technologies led to a disruption of well-established business models in many industries. Digital Transformation (DT) represents organizations' strategy for change and adaptability to prevent this disruption. This seminar emphasizes the critical importance of analyzing the interactions between individual, organizational, and industry factors throughout the process of innovation-triggered organizational digital transformation.</p> <p>After completion of the seminar, students are able to</p> <ul style="list-style-type: none"> • develop an understanding of why change (with a focus on digital transformation), creativity, and innovation are essential for organizations' survival and growth; • develop a comprehension of why an organization's response to digital disruption should focus on people and processes and not necessarily on technology; • explore different approaches in which innovation is nurtured and implemented in successful organizations; |
|--|--------|---------------------------|---------|--|

| | | | | |
|---|--------|---|---------|---|
| | | | | <ul style="list-style-type: none"> • develop a deeper knowledge about organizational ambidexterity as the main capability of performative organizations; • explore how organizations decide to innovate (exploration activities) internally (R&D, intrapreneurship) or through inter-organizational relationships (open innovation within its ecosystem); • develop an understanding of how managers in ambidextrous organizations are capable to balance exploitation and exploration activities and lead the firm into the digital revolution. |
| Corporate Environmental Management | 046149 | B.Sc. Business Administration B.Sc. Economics & Law B.A. Politics & Economics | German | <p>A seminar on corporate environmental management aims to equip participants with an understanding of current environmental challenges and the role of corporate social responsibility (CSR) in addressing them. Students will learn about relevant regulations, sustainable practices, and environmental management systems, as well as metrics for measuring and reporting environmental impact.</p> |
| Teams & Future Work Collaborations | 02197 | B.Sc. Business Administration | English | <p>Teams are prevalent in and an integral part of organizations. However, recent trends and developments, such as the introduction of new technologies, increased globalization and migration, and major events disrupting organizations are changing the nature of teamwork and contribute to the emergence of new work collaborations. Among</p> |

| | | | | |
|--|--------|--|---------|---|
| | | | | <p>other topics, we will focus on how technology (specifically, virtual reality and artificial intelligence) can be valuably applied in team contexts, how virtual and hybrid teams can leverage their potential, and how leaders can support the collaboration of their team members.</p> |
| Responsibility and Justice in Business | 024229 | B.Sc. Economics & Law B.A. Politics & Economics | German | <p>"Justice" and "responsibility" are socially demanded virtues, frequently used political terms, and ethically significant fundamental categories – but what role can they play in an efficiency-oriented economy? Economic ethical questions have moved beyond the reference framework of "niche ethics" in social and economic reflection and have become cross-cutting issues that span numerous contexts and various actors: Social, political, cultural, and ecclesiastical fields of action increasingly seem to be inadequately addressed without considering the respective economic ethical implications both content-wise and methodologically. Therefore, this interdisciplinary block seminar invites students of theology and economics to engage with specific fields of study and current problem areas of applied economic ethics, and to discuss and work on these collaboratively.</p> |
| Behavioral Aspects of Climate Economics | 046315 | B.Sc. Economics | English | <p>This seminar will deal with current topics in climate economics; a focus lies on game theoretic and</p> |

behavioral economic
insights.

Resesearch funding for responsibility-related research

Impact Purpose

In line with SBE's mission, sustainability is reflected in our school's research output and third party funding.

Impact Statement

SBE researchers have been very successful in acquiring grants, ranging from large-scale projects to smaller, collaborative projects. Several projects have a clear focus on sustainability and/or one of the SDGs. Some examples are:

- [Innovation Labs - Battery cell production in Germany](#) (BMBF, Prof. Dr. David Bendig)
- [Taxation of multinational companies in the context of developing countries](#) (DFG, Prof. Dr. Nadine Riedel)
- [Forest surveillance with scalable AI methods](#) (BMBF, Prof. Dr. Fabian Gieseke)
- [Transformation labels in climate financing](#) (Consortium project BMBF, Prof. Dr. Markus Dertwinkel-Kalt)

Applicable Date Range

Aug. 22, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Environmental Studies,
Environmental
Economics, Corporate
Social Responsibility
(CSR), Sustainable
Development

Other types of research support for faculty or PhD students

Impact Purpose

SBE and the University of Münster launched a variety of research support initiatives for faculty and young researchers.

Impact Statement

Examples are:

- The [SBE Young Researchers Funds](#) provides financial support for research projects, networking, and (scientific) development. Furthermore, the funds support projects to develop the school's research infrastructure and foster its research culture.
- The [Young Professors Program](#) is an accompanying, advanced training program for highly qualified junior academics that promotes individual career and personality development.
- The [EU Mentoring Network](#) is an advisory and support program that encourages early-career researchers (R2 and R3) to make earlier and more frequent use of EU application formats, currently ERC Starting and Consolidator Grants in particular, as effective funding instruments.
- [First-class!](#) is a scholarship program aiming at outstanding female postdocs, habilitation candidates, and junior professors to support their path toward a professorship.
- [From doctorate to professorship](#) aims to support outstanding female doctoral candidates to encourage them to pursue an academic career. In particular, women with family responsibilities and women who face particular challenges due to their social or ethnic background are to be encouraged to choose science as a career.

Applicable Date Range

Aug. 28, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Responsible
Management
Education

1. The PRME Signatory Member partners with business, government, civil society and academia to advance responsibility-related education, research, or practice in the following ways. Mark all that apply.



Informing: knowledge translation and dissemination

Event

Title: Teaching convention@University of Münster

Description: The 2023 teaching convention, organized by the University of Münster, focused on the topic of 'University teaching in times of social challenges'.

Date: 22/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 17/11/2023 - 17/11/2023

Location: Castle,
University of Münster

Speakers: Dr. Sophie Stockhinger (SBE), Dr. Eric Meyer (SDG), various speaker from other university departments

Description: The 2023 teaching convention, organized by the University of Münster, focused on the topic of 'University teaching in times of social challenges'. The university-wide format aims at promoting dialogue about teaching, opportunities for (interdisciplinary) networking, and the visibility of good teaching. SBE contributed with the session "Integrating sustainability in university teaching".

URL:

https://www.uni-muenster.de/imperia/md/content/wwu/lehre/tidl2023_programm_und_abstracts_final.pdf

Public Media

Title: SBE newsletter

Description: SBE informs its stakeholders in a quarterly newsletter about its current activities.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Author: SBE

Degree Of Recognition: Local and National

Media Name: email

Media Type: Newsletter

Duration: 2 pages

Published Date: 31/07/2024

Public Media

Title: SBE anual report

Description: SBE issues a much-noticed annual report at the end of each year to inform its partners, alumni, students, faculty, and university community about events, developments and activities in the past year.

Date: 27/08/2024

Language: English

Sharing Rights: Public

Author: SBE marketing department

Published Date: 20/12/2023

Degree Of Recognition: national, international

Media Name: Print and online dissemination

Media Type: Annual report

Duration: ~40 pages

URL:

https://www.wiwi.uni-muenster.de/fakultaet/sites/fakultaet/files/unimue_wiwi_jahresrueckblick_2023_web.pdf

SBE website and social media

Impact Purpose

SBE uses multiple outlets to regularly engage and inform its various stakeholders about new insights from research and current activities related to teaching.

Impact Statement

SBE's website and social media profiles are continuously updated and developed to inform stakeholders.

SBE website: <https://www.wiwi.uni-muenster.de/fakultaet/en>

SBE LinkedIn profile: <https://de.linkedin.com/company/wirtschaftswissenschaftliche-fakultaet-uni-muenster>

SBE on Instagram: [@bachelorbwl_muenster](#), [@masterbwl_muenster](#), [@bachelorvwl_unimuenster](#), [@mastereconomics_unimuenster](#), [@wirtschaftsinformatik_muenster](#)

SBE on Youtube: <https://www.youtube.com/user/WiWisWWU/featured#>

Applicable Date Range

Aug. 22, 2024 - Aug. 31, 2026

Owner

Fridtjof Bahlburg

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education



Dialoguing: bilateral or multilateral conversations with external communities

Event

Title: Women's empowerment convention

Description:

Date: 21/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 23/08/2024 - 23/08/2024

Location: Factory Hotel
Münster

Description: With the Women's* Empowerment Convention, we strengthen the representation and visibility of women in entrepreneurship, start-up scene, leadership and innovation and showcase their achievements and their potentials for the innovation culture. The event is organized in the higher education network of the University of Münster and the FH Münster University of Applied Sciences under the roof of the REACH – EUREGIO Start-up Center and is realized in cooperation with regional and supra-regional organizations.

Speakers: Vera Strauch (Founder Female Leadership Academy), Paula Menninghaus (Founder Strong Partners), Joana Mertens (graphic recorder)

URL:

<https://www.reach-euregio.de/page/wec>

Event

Title: Lecture series: REACH for Sustainability

Description:

Date: 21/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 17/01/
2024 - 23/10/2024

Location: REACH

Description: On four dates, exciting speakers from theory and practice will give inspiring impulses on various aspects of sustainability. Afterwards, they will be available to answer your questions in an open Q&A session. Look forward to stimulating discussions on topics such as social entrepreneurship, fair working conditions, sustainable agriculture and nutrition, and greenwashing.

Speakers: [https://
www.reach-euregio.de/
page/reach-for-
sustainability](https://www.reach-euregio.de/page/reach-for-sustainability)

URL:
[https://www.reach-
euregio.de/page/reach-
for-sustainability](https://www.reach-euregio.de/page/reach-for-sustainability)

Event

Title: Symposium Oeconomicum 2023

Description:

The Symposium Oeconomicum is an annual congress organized by an SBE student organization. It aims at creating a link between students and personalities from business, science and politics.

Date: 21/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 05/10/2023 - 05/10/2023

Speakers: Keynotes: Dr. Benedikt Strunz (investigative journalist NDR/ARD), Angélique Werner (Invest Committee BMWK), Petra Weidhorn (Director Customer Experience and Innovation Communication for Henkel Adhesive Technologies)

Description: The Symposium Oeconomicum is an annual congresses organized by an SBE student organization. It aims at creating a link between students and personalities from business, science and politics. In 2023, the key topic was 'Blinded? It's all a question of perspective'. Keynotes and workshops targeted i.e. topics like emerging energy markets, new work, lobbying and ethical aspects of influencer marketing.

Location: Castle, University of Münster

URL:
<https://www.symposium-oeconomicum.de/som-2023/>

Event

Title: Symposium Oeconomicum 2024

Description:

The Symposium Oeconomicum is an annual congress organized by an SBE student organization. It aims at creating a link between students and personalities from business, science and politics.

Date: 21/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 05/07/2024 - 05/07/2024

Location: Castle,
University of Münster

Speakers: Stefan Böhler
(Expert for Logistics),
Prof. Dr. Hansjörg
Schwartz (European
Business School)

Description: The
Symposium
Oeconomicum is an
annual congresses
organized by an SBE
student organization. It
aims at creating a link
between students and
personalities from
business, science and
politics. In 2024, the key
topic was 'Balancing
Business - Between
Synergy and
Dependence'. Keynotes
and workshops targeted
i.e. topics like ESG, e-
mobility, and economic
sustainability in health
care.

URL:

<https://www.symposium-oeconomicum.de/som-2024/>

Event

Title: Lecture series on Sustainability for Companies and Society

Description: To transfer knowledge to the local city community, SBE offers an public interest lectures series.

Date: 21/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 27/10/2022 - 02/02/2023

Location: School of Business and Economics

Speakers: Experts from KPMG, Prof. Dr. Nadja Günster (SBE, Expert for Sustainable Finance), Prof. Dr. Hellingrath (SBE, Expert for Logistics), Prof. Dr. Nadine Riedel (SBE, Expert for economic policy), Prof. Dr. Jens Leker (SBE, Expert for Innovation Management)

Description: To transfer knowledge to the local city community, SBE offers an open series, inviting faculty members from other universities and promoting their faculty's research via public interest lectures. The winter 2022 series was organized in collaboration with KPMG, assessing the potential of sustainability for companies and society.

URL:

https://www.wiwi.uni-muenster.de/ent/sites/ent/files/downloads/plakat_ringvorlesung_nachhaltiges_wirtschaften.pdf

Statement**Title:** SBE Advisory Board**Description:****Date:** 21/08/2024**Language:** German**Sharing Rights:** Public**Relevant Stakeholders:**
students, faculty,
practitioners

Purpose: In 2018 the SBE advisory board was established as a vehicle for engagement with industry, public administration and politics. The composition of the advisory board reflects the diversity of SBE in terms of their representatives across sectors, private and public. Board members have an advisory role. They advise on the design and profiling of study programs and research initiatives and the future demands that businesses and society place on graduates of business schools. Board meetings provide a forum for exchanging knowledge and ideas.

URL:

<https://www.wiwi.uni-muenster.de/fakultaet/en/transfer/advisory-board>

Event

Title: Campus Earth Day

Description: The Campus Earth Day is taking place once a year and invites all stakeholders of the university community to engage in discussions about sustainability in research, teaching, and transfer.

Date: 22/08/2024

Language: German

Sharing Rights: Public

Event Date Range: 13/10/2023 - 11/08/2024

Location: Fürstenberghaus und Geomuseum, Münster

Speakers: Examples from 2023 and 2024: Prof. Dr. Michael Quante (Vice Rector University of Münster), Prof. Dr. Sonja Gensler (SBE Sustainability Lab), Lea Kipper (REACH-EUREGIO Start-Up Center)

Description: The program takes place in the city center and is open to the university and Münster community. All people interested are invited to visit the university on this day and engage in dialogues with researchers. The program offers lectures, dialoguing formats with citizens, workshops and a fair. The event concludes with a panel discussion.

URL:

<https://www.uni-muenster.de/CampusEarth/>

Description of partnering activities that involve dialoguing

Impact Purpose

SBE constantly seeks feedback from its external partners in its commitment towards continuous improvement.

Impact Statement

SBE faculty and administrative staff members regularly engage and dialogue with members from all stakeholder groups (i.e., partners from business, government, and academia as well as members of civil society) to keep them informed about SBE's (sustainability-related) activities and to seek external advice and input to its efforts. The listed activities above provide evidence for these activities.

Applicable Date Range
Aug. 22, 2024 - Aug. 31, 2026

Owner
Fridtjof Bahlburg

Sharing rights
Public

Language
English

Country
Germany

Subjects
Responsible
Management
Education



Problem solving: joint problem-solving with external partners in a purposeful relationship

Statement

Title: enactus Münster e.V.

Description: enactus Münster e.V. is one of the many student associations at SBE.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
students, faculty, staff,
university community,
practitioner

Purpose: Enactus is a global initiative focusing on social entrepreneurship in developing countries, traditionally supported and advised by a senior faculty member. In various projects, such as Moin!Münster, InSEAlation, Yara, and CommuniTap, the students engaged in enactus take the opportunity to make a sustainable contribution to society and work together towards an environmentally friendly and social future.

Statement

Title: Weitblick e.V.

Description: Weitblick e.V. is one of the many student associations at SBE.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Purpose: Weitblick, an internationally operating initiative that was founded by SBE students in 2008, deals with fair access and equal education opportunities, independent of nationality, race, gender, or physical capabilities.

Relevant Stakeholders: students, faculty, staff, university community, practitioner

URL:
<https://weitblicker.org/muenster/>

Statement

Title: sneep e.V.

Description:
sneep e.V. is one of the many student associations at SBE.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders: students, faculty, staff, university community, practitioner

Purpose: SNEEP (student network for ethics in economics and practice) is engaged in the university-wide Campus Earth Day and developed a position paper to increase the sustainability of higher education institutions.

Statement

Title: Economics & Economy e.V.

Description: Economics & Economy e.V. is one of the many student associations at SBE.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
students, faculty, staff,
university community,
practitioner

Purpose: The student association Economics & Economy is one of the oldest student associations at SBE. Its vision is to encourage sustainable actions in everyday life in order to meet the needs of all current and future generations in the long term. The initiative aims to promote a shift in values as well as an efficient use of global and public resources by states and companies, along with a balanced connection between sociological, economic, and ecological components.

URL:
[https://
wirtschaftundumwelt-
münster.de/](https://wirtschaftundumwelt-münster.de/)

Statement

Title: AIESEC e.V.

Description:

AIESEC e.V. is one of the many student associations at SBE.

Date: 22/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:

students, faculty, staff,
university community,
practitioner

Purpose: AIESEC is the world's largest student organization with over 40,000 members, aimed at preparing tomorrow's leaders for future challenges. For this purpose, AIESEC promotes the following values: Demonstrating Integrity, Enjoying Participation, Striving for Excellence, Living Diversity, Activating Leadership, and Acting Sustainably.

URL:

<https://www.aiesec.de/lcs/muenster>

Learning Object

Title: Project seminars targeting RME with partners

Description: The content and methods learned in the previous courses are applied in a practice-oriented project with topics that change from semester to semester.

Date: 27/08/2024

Language: English

Sharing Rights: Public

Department: Information Systems, Business Administration

Learning Object Subject: Managing Digital Business, BPM, Data Science; Marketing, Accounting

Educational Level: Master

Learning Outcome: In addition to the majors and electives, seminars and project seminars are offered in SBE's master programs to give students an understanding of the interplay between science and practice. These courses take place in small groups in order to provide them with the best possible individual support and personal encouragement. The topics are newly generated each semester and are therefore always at the cutting edge of research.

Description: The content and methods learned in previous courses are applied in a practice-oriented project with topics that change from semester to semester. In particular, teamwork, project planning and management, development of a business concept, design of a corresponding software architecture, implementation and testing are practiced. In addition, the intermediate and final results of the project are presented using state-of-the-art

tools. Students will also be required to read relevant literature and describe the required concepts in presentations. Through cooperation and networking with companies, the project seminars offer concrete insights into practice and the opportunity to make important initial contacts for starting a career.

Interactivity Type: Lectures, company visits, teamwork, seminar thesis, project presentation

Description of partnering activities that involve problem-solving

Impact Purpose

SBE has a long tradition of engaging with partners to address real-world problems.

Impact Statement

SBE faculty advises and supports several student associations with a strong focus on problem-solving in RME topics. Beyond faculty involvement, the SBE supports all associations by providing working space and encouraging them to present themselves in lectures to attract new members. Project seminars tackle real-world problems by aligning practice input and scientific expertise.

Applicable Date Range

Aug. 28, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Responsible Management Education, Corporate Social Responsibility (CSR)



Acting: working collaboratively to enact change

Examples of problem-solution-oriented project seminars with companies

The following list provides examples for problem-solution-oriented project seminars with companies that explicitly or partly focus on an RME topic.

| Course Title | Course Description | Study Program | Partner from Practice |
|---|---|-------------------------------|---------------------------------|
| Future Mobility Lab | Fraudulent activities in public transportation sector may involve the use of counterfeit or altered tickets, manipulation of payment methods or exploiting vulnerabilities in the vending machine system to obtain a free ride. Students learn to recognize fraud schemes, develop effective fraud detection solutions to monitor ticket sales, and suspicious activities and clear cases, and design a dashboard that shows potential fraud cases as well as suggestions for process improvements in the company to prevent these cases. | M.Sc. Information Systems | transdev |
| Hilti Labs | AI-assisted Process Data Analytics: Supporting Process Mining with Generative AI | M.Sc. Information Systems | Hilti |
| Exploratory Data Science with AAG | In this project seminar students learn to assess the quality and relevance of diverse data sets related to customer behavior, develop expertise in building predictive models for customer purchasing behavior, develop proficiency in algorithm selection, parameter tuning, and model performance evaluation, and evaluate the opportunities and limitations of prediction models | M.Sc. Information Systems | Alliance Automotive Group (AAG) |
| Resilient Enterprise Architecture for Blood Donation Services | This seminar focuses on the development of a resilient enterprise architecture for blood donation services. | M.Sc. Information Systems | German Red Cross |
| Development of a Coordination App for After-School Care at Altenberge Elementary School | In this seminar, students develop a coordination app for after-school care at a German elementary school to advance the school's digitalization and innovation efforts. | B.Sc. Information Systems | Altenberge Elementary School |
| Project Seminar in cooperation | The objective of the project seminar is to work on a current, relevant business | M.Sc. Business Administration | Dr. Ing. h.c. F. Porsche AG |

| | | | |
|---|--|---------------------------------------|---|
| with Dr. Ing. h.c. F. Porsche AG | problem, in cooperation with the well-known German automobile manufacturer Dr. Ing. h.c. F. Porsche AG. In close collaboration with Porsche's Marketing Department, students will work on solutions for current issues concerning sustainable, digital, and data-driven Marketing challenges. | | |
| Project Seminar in cooperation with BASF Coatings | The objective of the project seminar is to work on a current, relevant business problem. In cooperation with a well-known industry partner, marketing students will work out solutions for actual B2B marketing challenges | M.Sc. Business Administration | BASF Coatings |
| Project Seminar in cooperation with Deichmann SE | The objective of the project seminar is to work on a current, relevant business problem, in cooperation with the well-known German retailer Deichmann SE | M.Sc. Business Administration | Deichmann SE |
| Seminar with Bertelsmann | This seminar imparts students with analytical and strategic knowledge around the topic of Corporate Controlling & Strategy | B.Sc. & M.Sc. Business Administration | Bertelsmann SE & Co. KG |
| HR Management IIa (Change Management) | The students are introduced to the fundamental concept of change management as a systematic approach for successfully managing change processes and transforming the goals, processes, or technologies of an organization. In this context, the participants are expected to develop an awareness of the various triggers for change, ranging from genuine crises to regulatory changes and inorganic organizational growth. | M.Sc. Business Administration | Accenture, Capgemini, Horváth, and SRP Consulting |
| HR Management I | The participants work in groups to develop solutions/concepts for the case studies provided by the practical partners. In this process, the students evaluate different approaches for their suitability and formulate potential solutions. They identify strengths and weaknesses and then outline a recommendation for the chosen approach. | M.Sc. Business Administration | Group SEB, Krone, OBI, and REWE |

Center for Business Transformation in Times of Radical Change (ChanCe)

Impact Purpose

Change as a new constant requires organizations, leaders, and employees to demonstrate high levels of adaptability, creativity, and resilience to achieve sustainable business success. This time of radical change presents both risks and opportunities for today's leaders. In August 2022, the "[Research Center for Business Transformation in Times of Radical Change](#)" was founded. The center addresses questions related to radical societal and technological change. It comprises two newly established chairs, the Chair for Digital Transformation (Prof. Dr. Sebastian Hohenberg) and the Chair for Transformation of Work (Prof. Dr. Julia Backmann).

Impact Statement

The Center will focus its work on the overarching topic of how radical societal-technological change affects people, work, organizations, and the functioning of society. Researchers will work closely with companies, politicians, and scientists in Germany and abroad and conduct interdisciplinary cooperation.

Applicable Date Range
Aug. 1, 2022 - Aug. 31, 2026

Owner
Sophie Stockhinger

Sharing rights
Public

Language
English

Country
Germany

Subjects
Social
Entrepreneurship,
Human Resources,
Business
Administration

REACH EUREGIO Start-Up Center

Impact Purpose

SBE took the lead in a successful competitive bid for a University-wide Excellence Start-Up Centre (REACH) and solicited 20 M€ in funding. The REACH combines interdisciplinary entrepreneurship research, teaching, engagement, and innovation and has been designed as a collaborative and interdisciplinary initiative. Many faculty members are engaged and contribute via research, teaching, and knowledge transfer around new venture building. SBE faculty member Prof. Dr. Thorsten Wiesel serves as Academic Director.

Impact Statement

The [REACH](#) engages in a variety of activities that focus on the link between sustainability, gender diversity, and entrepreneurship. Some of them are:

- [REACH for Sustainability](#): In this public lecture series, exciting speakers from theory and practice will give inspiring impulses on various aspects of sustainability, such as social entrepreneurship, fair working conditions, sustainable agriculture and nutrition, and greenwashing.
- [Social Entrepreneurship School](#): Social entrepreneurship is to be presented to students as a field of action. Within the school's program, students are given the opportunity to develop a project idea in an interdisciplinary and experimental context. They are supported by a multi-professional team of lecturers. A creative, discursive exchange, a comprehensive understanding of sustainability, an examination of personal motivation, and an emancipatory approach are at the core of the school.
- [REACH Ideation Lab](#): The 6-week work/study program is perfect for meeting potential co-founders and building a Start-up together from scratch. Here we bring together people interested in founding a company and support you together with our top experts & mentors in developing promising Start-up ideas with a sustainable impact, especially in the fields of chemistry, energy, and mobility.
- [REACH to EMPOWER](#): REACH to EMPOWER is REACH's initiative to promote gender-equal opportunities in the foundation sector.
- [Women EMPOWERMENT Convention](#): The annual convention aims at strengthening the representation and visibility of women* in entrepreneurship, the start-up scene, leadership, and innovation and showcasing their achievements and potential for the culture of innovation.

Applicable Date Range

Sept. 1, 2019 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Entrepreneurship

DIGIFARM.MS

Impact Purpose

SBE students and faculty from the ERCIS network engage in the smart city project DIGIFARM.MS, funded by the Federal Ministry of Housing, Urban Development, and Construction.

Impact Statement

The [digital open-source](#) project supports the operation of volunteer-developed projects with the help of partners and strengthens civic engagement.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Corporate Social Responsibility (CSR)

European Research Center for Information Systems (ERCIS)

Impact Purpose

[The European Research Center for Information Systems \(ERCIS\)](#) was founded in 2004 and is headquartered at SBE. ERCIS is a dynamic and thriving international collaboration research network, comprising research institutions and companies united in the world of Information Systems. ERCIS is dedicated to advancing our Digital Europe by connecting research universities and industry partners across Europe. ERCIS focuses on interdisciplinary research in information systems, promoting innovation and knowledge exchange in areas and advancing digital skills. By fostering collaboration and providing a platform for academic and practical insights, ERCIS enhances the digital capabilities and competitiveness of European enterprises. Its contributions are vital in shaping digital strategies, improving technological adoption, and driving sustainable digital transformation.

Impact Statement

ERCIS connects global experts and forward-thinking professionals to drive impactful discussions and inspire meaningful change. Through joint EU-funded projects, researcher visits, and interdisciplinary initiatives, ERCIS addresses key challenges in digital transformation. The network not only enhances the quality and impact of Information Systems research but also fosters strong connections between academia and industry, driving forward practical solutions and technological advancements on an international scale.

Applicable Date Range

Jan. 1, 2004 - July 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible Management Education

Münsterhack

Impact Purpose

SBE's European Research Center for Information Systems (ERCIS) actively engages in the Münsterhack. This annual hackathon invites the Münster tech scene to jointly develop ideas and prototypes to advance the livability and ecological sustainability of the city of Münster. The event is listed in and contributes to the Münster climate contract that targets the climate neutrality of Münster in 2030.

Impact Statement

The ERCIS regularly contributes to the [Hackathon](#) as a sponsor and through team mentoring.

Applicable Date Range

Sept. 1, 2017 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Corporate Social Responsibility (CSR),
Entrepreneurship,
Sustainable
Development

SBE Sustainability Lab

Impact Purpose

The SBE Sustainability Lab (initiated in 2023) acts as an interface between students, the faculty, and companies who want to find solutions to sustainability challenges together.

Impact Statement

The Lab's approach is characterised by a holistic understanding of sustainability that takes equal account of ecological, economic and social aspects and is in line with the UN's Sustainable Development Goals (SDGs). By bringing together theoretical knowledge from the university context and practical experience from the corporate world, we strive to develop customised solutions that have a long-term positive impact on people and the environment.

For students, the Sustainability Lab offers the opportunity to apply theoretical knowledge in practice and gain initial insights into the world of work. By working together with companies, students can gain valuable experience and at the same time actively contribute to shaping a sustainable future.

For companies, the Sustainability Lab offers an opportunity to gain a new perspective on sustainability in your company and to develop innovative solutions. By working together with committed students and with the support of our scientists, you can benefit from fresh ideas and well-founded analyses that open up new paths for sustainable corporate development.

In its first year, the Sustainability Lab partnered with KPMG and realized several project research seminars, focussing e.g. on sustainability reporting in various industries.

Applicable Date Range

Sept. 1, 2023 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

German

Country

Germany

Subjects

Accounting, Corporate
Social Responsibility
(CSR),
Entrepreneurship,
Responsible
Management
Education

The Center of Interdisciplinary Sustainability Research

Impact Purpose

Sustainable development is of crucial importance for the future of society and is therefore at the center of public and academic debate. The transformation required for this pervades and affects all levels, systems and subsystems of society. The ecological and social sustainability of the global economic system or the design of sustainable development goals at United Nations level as well as the involvement of different stakeholders are just some of the current topics that science cannot ignore. Therefore, the Center's members feel called upon to make analytical, evaluative, integrative and – where appropriate – practical contributions to public discourse through empirical, normative and transformative research.

Impact Statement

The members of the [Center for Interdisciplinary Sustainability Research](#) are professors and scientists with a doctorate from thirteen departments at the University of Münster (, who address the topic of sustainability from their respective disciplinary perspectives. [Three SBE researchers](#) contribute to the Center's impact purpose by engaging in:

1. joint research and publications,
2. the organization of lectures and interdisciplinary seminars, events and talks,
3. the promotion and further training of young academics, particularly with regard to the interdisciplinary interfaces of sustainability research
4. consulting activities for political, civil society, and economic actors at the local, national, and European levels.
5. the project ULYSSEUS, the Center is responsible for the Innovation Hub "[Socio-ecological Sustainability](#)".

Examples of research projects with SBE researchers involved are e.g.: Social responsibility and economic performance, Social responsibility in the video game industry, Designing digital customer interfaces, Intersection of marketing, data science, and social responsibility.

In addition, the Center serves as a point of contact for the media on sustainability issues.

Applicable Date Range
Jan. 1, 2015 - Aug. 31, 2026

Owner
Sophie Stockhinger

Sharing rights
Public

Language
English

Country
Germany

Subjects
Corporate Social Responsibility (CSR),
Eco-design,
Entrepreneurship,
Environmental Economics,
Environmental Studies,
Ethical Leadership,
Responsible Management
Education, Renewable Energy Management,
Sustainable Development, Social Entrepreneurship

2. Indicate below whether your school is accredited, ranked, associated or member of any of the following institutions.

☒

AACSB (Association to Advance Collegiate Schools of Business)

AACSB

Impact Purpose
AACSB is one of the world's most important accreditations for business schools, which has so far only been awarded to around 5% of all business schools worldwide. This award shows that our faculty stands for quality-orientated teaching and research that meets international standards. The accreditation also stands for a voluntary commitment to quality and continuous improvement as well as a rigorous and comprehensive review process.

Impact Statement
For almost 15 years, SBE has been one of 15 German business schools accredited by the Association to Advance Collegiate Schools of Business (AACSB).

Applicable Date Range
Aug. 20, 2024 - Aug. 31, 2026

Owner
Sophie Stockhinger

Sharing rights
Public

Language
English

Country
Germany

Subjects
Responsible Management
Education

☒

Others (please specify)

Ulysseus European University

Impact Purpose

Since December 2022, the University of Münster has been a member of [Ulysseus](#), an international, open-minded, people-oriented and entrepreneurial university network that will shape the future of Europe.

Impact Statement

Ulysseus is one of currently 64 European university networks funded by the European Commission and the EU within the framework of Erasmus+.

The Ulysseus community consists of 8 Alliance Partners and currently 158 Associated Partners. Our 8 Innovation Hubs address key societal challenges: Ageing & Wellbeing, AI, Cybersecurity, Digitalisation, Robotics, Socio-ecological Sustainability, Sustainable Energy and Sustainable Entrepreneurship. Together, they form the digital and (inter)regional Ulysseus innovation ecosystem.

With inclusive governance and a strong shared vision, Ulysseus designs activities and programmes in research, education and innovation that involve the public from the outset. Our development goals include the internationalisation of university structures, the strengthening of European values and regional development, and the promotion of seamless mobility.

Applicable Date Range

Dec. 1, 2022 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education

1. Has the PRME Signatory Member or its governing parent institution adopted policies that are intended to influence how faculty, staff and students the school's support its commitment to RME? If so, share the adopted policies.



Greenhouse gas emissions

Policy

Title: Policies on greenhouse gas emissions

Description: The University of Münster is fully aware of its responsibility for the ecological, social and economic dimensions of its actions as well as the resulting implications for intra- and intergenerational justice. Thus it bases its actions in research, teaching, transfer and operations on the principle of ecological and social sustainability. The University considers it as its duty to develop contributions and proposals for solutions and is aware that as a role model it has to put sustainable development into practice within its own areas of responsibility. This, of course, entails supporting staff and students in the endeavour to expand competencies and activities with regard to sustainability.

Date: 21/08/2024

Language: English

Sharing Rights: Public

Scope: University of Münster, SBE

Enforcement Date: 13/10/2021

Number Of Pages: 2

Publisher: University of Münster

Media: Website

URL:

https://www.uni-muenster.de/profil/en/nachhaltigkeit/mission_statement_nachhaltigkeit.html



Buildings/real estate

Policy

Title: Policies on building/real estate

Description: The NRW Building and Property Management Association (BLB NRW) is the owner and landlord of almost every building used by the University of Münster. Consequently, the BLB serves as the contractor for most of the modernisation measures and building projects on campus. In consultation with the University, these projects are developed and implemented based on specifically defined usage requirements. The BLB orientates its measures to comply with the Sustainable Building Assessment System (BNB) and strives to achieve the BNB Silver Standard. In agreement with the BLB, the University wishes to take aspects of sustainability more frequently into account in its construction projects.

Date: 21/08/2024

Language: English

Sharing Rights: Public

Scope: University of Münster, SBE

Enforcement Date: 13/10/2021

Number Of Pages: 2

Publisher: University of Münster

Media: Website

URL:

https://www.uni-muenster.de/profil/en/nachhaltigkeit/mission_statement_nachhaltigkeit.html



Local staff/student/faculty transportation

Policy

Title: Policies on local staff/student/faculty transportation

Description: The University of Münster maintains a fleet of 450 service bicycles. These can be used by employees to travel short distances for work-related purposes in a flexible, environmentally-friendly manner. The bikes are normally assigned to individual employees who are free to use them during working hours. Employees also have the option of "renting" service bicycles for one or several days at a time on a temporary basis. Additionally, the University of Münster has been gradually replacing its fleet of gasoline-powered cars with electric vehicles in recent years. As of this year, the University operates six electric cars and one hybrid car.

Date: 27/08/2024

Language: English

Sharing Rights: Public

Scope: University community, SBE

Enforcement Date: 13/10/2021

Number Of Pages: 2

Publisher: Univeristy Department Sustainability

Media: https://www.uni-muenster.de/profil/en/nachhaltigkeit/mission_statement_nachhaltigkeit.html

URL:
https://www.uni-muenster.de/profil/en/nachhaltigkeit/mission_statement_nachhaltigkeit.html



Employee equity, diversity, inclusion

Policy

Title: Policies on employee (including faculty) equity, diversity, inclusion

Description: In the Equal Opportunity Framework Plan, the University of Münster identifies five central equal-opportunity objectives which it is committed to implementing in the coming four years: - further optimising equal opportunity in hiring decisions, HR development and planning - strengthening the gender competence of all members of the University and generating awareness of University-based equal opportunity measures - ensuring discrimination-free access to committees, thus establishing gender-balanced composition of committees - protecting against sexual harassment, sexualised discrimination and violence - continuing to push for gender-equitable communication in texts and images

Date: 20/08/2024

Language: English

Sharing Rights: Public

Scope: University of Münster, SBE

Enforcement Date: 05/07/2023

Number Of Pages: 26

Publisher: Office for Gender Equality

Media: <https://www.uni-muenster.de/Gleichstellung/en/Gleichstellungsrahmenplan.html>

Policy

Title: SBE policies on employee (including faculty) equity, diversity, inclusion

Description:

Date: 20/08/2024

Language: German

Sharing Rights: Public

Scope: SBE faculty and employees

Enforcement Date: 14/06/2023

Number Of Pages: 13

Publisher: SBE Diversity manager

Media: <https://www.wiwi.uni-muenster.de/fakultaet/de/fakultaet/dekanat/gleichstellung>



Student equity, diversity, inclusion



Universität
Münster

Equal Opportunity Framework Plan of the University of Münster

Senate Resolution of 5 July 2023

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General principles

The University of Münster considers equal opportunity and gender equality to be strategically important goals and is committed to respectfully acknowledging the realities of all genders in academic studies, research and teaching, as well as in technical and administrative areas. For years, the targeted and innovative equal opportunity policies implemented by the University have not only made gender mainstreaming a goal which its management has voluntarily pursued, but also a strategic cornerstone for policymaking in all faculties, administration, central academic facilities and central operational units. These policies have since become a model for universities throughout the German higher education sector. With the certificates "audit family-friendly university" (since 2008) and TOTAL E-QUALITY (since 2011) with the supplementary certificate "Diversity" (since 2017), the University of Münster has demonstrated its successful, ongoing commitment to ensuring equal opportunity for women and men.

Within this gender equitable culture, the NRW Equal Opportunity Act (*Landesgleichstellungsgesetz, LGG*) remains the basis for ensuring that our concepts and strategies comply with regulations and strengthening joint innovative efforts to ensure equal opportunity for women and men in all member groups, reducing structural discrimination and making better use of existing capabilities and talents. The decision to rename the "Framework Plan for the Promotion of Women" as the "Equal Opportunity Framework Plan" has not resulted in any thematic and/or political paradigmatic shift. The Equal Opportunity Framework Plan is a key instrument for supporting women with the aim of reducing the structural disadvantages women suffer on their various career paths in civil service.

In this Equal Opportunity Framework Plan, the University of Münster identifies five central equal-opportunity objectives which it is committed to implementing in the coming four years:

- Further optimising equal opportunity in hiring decisions, HR development and planning
- strengthening the gender competence of all members of the University and generating awareness of University-based equal opportunity measures
- ensuring discrimination-free access to committees, thus establishing gender-balanced composition of committees
- protecting against sexual harassment, sexualised discrimination and violence
- continuing to push for gender-equitable communication in texts and images

These key objectives align closely with measures already in place at the University of Münster to improve the compatibility of family and career, e.g. individual working time models, personalised counselling and support on maternity protection matters (*MuSchuGe*, 2018) and the expansion of childcare services for all employees and students, e.g. a daycare facility for children of employees (Kita am Schlossplatz), which is

University-owned and -operated. These services are further augmented by a diversity concept, developed and established as part of the "Vielfalt gestalten" (Shaping Diversity) audit.

The Equal Opportunity Framework Plan builds on the HR Development Concept of the University of Münster (Personalentwicklung@Universität Münster, March 2022), which prioritises and documents further equal opportunity measures to be taken in the coming four years. These are binding for all faculties and central (academic) facilities. In combination with the measures and goals outlined in the unit-level equal opportunity plans and the regular (structural) development meetings between the University management with the individual organisational units, gender equality and equal opportunity have become key criteria of quality management.

The central contact partner for all University-related questions concerning equal opportunity is the principal Equal Opportunity Officer (together with her two deputies). The Senate Committee for Equal Opportunity addresses matters where faculty-specific culture overlaps with the purview of the Senate. The Equal Opportunity Officer is supported by unit-level officers who, together with or on behalf of the principal officer, can participate in faculty board meetings, appointment committees and other committees. They are also afforded the same rights and obligations when representing the principal Equal Opportunity Officer. The equal opportunity unit-level committees support the equal opportunity officers and their deputies in their respective faculties.

Further optimisation of equal opportunity measures in hiring decisions, HR development and HR planning

The University of Münster continues its efforts to maintain or increase the proportion of women hired, promoted or upgraded to higher civil service groups in areas where they are underrepresented.

To this end and building on current efforts to advance gender competence, the University of Münster will continue to implement and develop instruments which promote equal opportunity and prevent direct and indirect discrimination. These efforts focus on applying tools of recruiting, staff selection, HR development and HR planning. Their purpose is to seek out and attract potential candidates in line with the gender-equality aims through suitable recruitment measures, guarantee equal opportunity through non-discriminatory selection procedures, promote equitable access to continuing education, and conduct HR planning in such a way that women and men can return to professional life following periods of maternity, parental or nursing care leave and substitutes are in place during their absence.

To achieve these goals:

- The HR Department shall develop and provide information, recommendations, policy papers (e.g. with guidelines on hiring procedures), checklists and professional training seminars (e.g. on staff diagnostics) to help facilities optimise recruiting, hiring decisions, HR development and HR planning (including job evaluations) from the perspective of equal opportunity.
- Job advertisements, hiring and appointment procedures will continue being optimised to take equal opportunity into account based on the provided recommendations and checklists.
- The faculty and departmental homepages will include links to the current HR development services and in-house professional training programme.
- We recommend publicly advertising all job openings. If an internal job advertisement for a permanent position fails to attract any applications from women who possess the required qualifications, the position must be re-advertised publicly.
- Cases of discrimination will be promptly identified and addressed.
- Special attention will be paid to reducing gender-stereotypical occupational profiles, particularly with respect to indirect discrimination of salary groups.
- In the context of hiring, promoting and transferring higher-level tasks to employees, women with equivalent qualifications and academic achievements will be preferentially considered unless these are outweighed by reasons which necessitate the selection of another candidate.
- In compliance with HR administrative policy, the faculties and departments are asked to develop transparent and consistent procedures for handling substitutions in cases of maternity leave, parental leave, long-term nursing care etc.

In order to determine to what extent women are underrepresented, the corresponding statutory provisions shall apply. The criteria for categorising employees into comparative groups are provided in Appendix 2. A table of these comparative groups shall be drawn up each year by HR Department based on the latest data on gender (under-)representation and posted on the website of the Equal Opportunity Office.

Strengthening gender competence of all University members and sensitising the University community to gender equality efforts

The University of Münster aims to promote and enhance the gender competence of its employees and increase their awareness of the equal opportunity activities at the University. It considers gender competence a key qualification that enables one to recognise gender-based aspects, evaluate their relevance and apply and convey them in everyday professional life in the spirit of equal opportunity.

To achieve these goals:

- Gender competence will be expanded and promoted among all supervisory staff and HR managers (e.g. by integrating gender sensitivity seminars and modules in all central training programmes); professional training measures on gender-relevant topics/areas will also be established and further developed as part of the advanced qualification measures for the non-professorial academic staff and non-academic staff; seminar and lecture topics on gender-relevant themes will be encouraged.
- All faculties and departments will modify their websites with a clearly visible subcategory devoted to equal opportunity. These subpages shall provide information on all matters related to gender equality and equal opportunity within the organisational unit, e.g. the unit-level equal opportunity representatives, the unit-level equal opportunity plan, contacts responsible for accepting reports on sexual and sexualised violence, equality best practices in the faculty, scholarship and promotion programmes for female employees and students, studying while raising children etc.
- The dean's offices and management teams will regularly update the equal opportunity-relevant content on their homepages.

To structurally promote equal opportunity activities throughout the University, we strongly recommend that all faculties appoint equal opportunity committees to support the work of the unit-level equal opportunity officers and the organs of the faculty, and to strengthen the culture of equal opportunity within the respective faculties. These committees shall discuss and develop further faculty-based measures that encourage the structural permeation of equal opportunity issues for staff and students alike. All other organisational units are advised to appoint a contact person for equal opportunity-related matters and post their contact data on the corresponding websites.

The University recommends allocating faculty and departmental budgetary resources (i.e. gender budgeting) to promote gender competence and support equal opportunity efforts (e.g. for financing awards, workshops, programmes promoting doctoral and early-career researchers, projects on gender issues etc. If needed, additional funding can be requested from the Equal Opportunity Office through the Programme for the Advancement of Women.

Establishing gender-balanced composition of committees

The University of Münster strives to achieve gender parity with respect to the composition of committees, while actively working to reduce excessive burdens on individual members of the University. Participation and involvement of all members in committees is actively supported by scheduling family-friendly meeting times.

With regard to the composition of electoral committees (Senate, faculty boards, committees), the University strives to ensure that at least 50 percent of the nominees and candidates on electoral registers are women. Any disadvantages arising from this target for women belonging to a status group which in their faculty is significantly underrepresented shall be offset through a reduction in workload.

To achieve these goals:

- At the end of each committee term, an evaluation of the voting and decision-making processes with regard to the election of the corresponding committee is to be conducted. For every (bye-)election of a committee, the list of proposed nominees in each member group should be reviewed by the chairperson of the next superordinate committee or another commissioned official to ensure gender parity. Should the list fail to meet the gender-parity target, a report should specify and document the reasons why parity was not attained based on the defined voting and decision-making processes. The committee must actively develop strategies and solutions to diversify committee composition for future elections.
- A short description of each committee is to be published (e.g. on the University of Münster homepage) so that all committee members and those interested in joining the committees are aware of the workload and the corresponding processes etc. involved in committee membership.
- Committee participation may not result in disadvantages to its members (e.g. in decisions on upgrading, professional training measures etc.). On the contrary, superiors should support and encourage staff to participate in committee work. Students involved in committees are to be supported by targeted beneficial measures.
- Individuals who serve on multiple committees for the sake of achieving gender parity may not be unreasonably burdened.
- Faculties and departments shall develop strategies to alleviate the burden on women committee members in cases where there is gender-specific underrepresentation in their status group. Furthermore, in faculties where women are underrepresented in the status groups of professors and academic staff, measures should be implemented which lessen the burden of participating in appointment committees. Existing (teaching) reduction measures already in place at the University of Münster remain unaffected hereby.
- All committees of the University of Münster are to agree on their meeting times at their constitutive session. It must be ensured that both members with familial obligations and part-time employees are able to participate in the committee meetings.

Protection against sexual harassment, sexualised discrimination and violence

The University of Münster consistently strives to protect all members from sexual harassment, sexualised discrimination and violence and generate awareness among all members of the University with regard to this issue.

Victims of discrimination and sexualised violence (students and employees alike) are urged not to tolerate such behaviour but to express their disapproval and trust in the help and support provided. Witnesses are explicitly instructed *not* to look away, but to reach out to victims and offer their support. Victims can turn to a person whom they trust; the faculties and departments are also to appoint contact persons for this purpose. Cases of sexual harassment or sexualised violence against members of staff are to be reported to the Compliance Office (complaints office in accordance with § 13 General Equal Treatment Act (*Allgemeines Gleichbehandlungsgesetz, AGG*)). Similar reporting structures for students are currently being established. Victims can obtain further advice and support from the Equal Opportunity Office.

To achieve these goals:

- The HR department of the University of Münster will update the "Agreement on Respectful Behaviour" and include relevant information on the Compliance Office (complaints office for members of staff in accordance with § 13 General Equal Treatment Act (*AGG*)).
- The guidelines provided in the "Agreement on Respectful Behaviour" and the "Code of Conduct" will be publicised and distributed throughout the University.
- The dean's offices and management teams will include information on their respective websites regarding the Compliance Office of the University of Münster, its advice and counselling services and complaints office (*AGG*).
- The dean's offices and management teams are to provide clear and visible contact details of the responsible unit-level contacts on their websites.
- The Compliance Office shall develop clear procedural steps for reporting cases of sexual(ised) discrimination/violence and make this information available on its homepage.
- The Compliance Office, in cooperation with HR Development and the Office of Equal Opportunity will offer annual training seminars for all responsible contact persons in this counselling area.
- In cooperation with the Equal Opportunity Officer, the University's building projects are to be assessed to rule out areas which could be fear-inducing or dangerous and to ensure that paths are clearly marked and sufficiently illuminated. Such areas in existing buildings will be addressed by countermeasures as needed.

Gender-equitable communication in texts and images

The University of Münster is committed to consistently using non-discriminatory language in all internal and external business communication and in teaching. Non-discriminatory and gender-equitable communication in texts and images is an essential tool for overcoming stereotypical role models and reducing (gender-based) discrimination in everyday life and in all areas of society.

To achieve these goals:

- In templates, gender-neutral designations for persons will be used; statutes, regulations and directives will be revised accordingly no later than when they are re-issued or when large sections thereof are amended. The University website and its intranet pages will be successively reviewed and reformulated if necessary. Please observe the recommendations for using a gender-equitable writing style at the University of Münster (Appendix 3).
- The composition and publication of images will undergo a review with respect to non-discriminatory and gender-equitable communication. New images will only be posted (for marketing purposes, on the homepage etc.) if they avoid gender stereotypes and clichéd role models and thus portray and represent women and men as equals. The existing visualisation strategies (e.g. on the main and subpages of the University's website) will be successively reviewed with respect to their depiction of gender roles and modified if necessary.
- The University insists that non-discriminatory and gender-equitable communication be used in courses and teaching materials of all kinds.
- Likewise, it insists on the use of non-discriminatory and gender-equitable communication in press releases and public relations activities.

Conclusion

Creation, duration, interim and final evaluation of the Equal Opportunity Framework Plan

The Equal Opportunity Framework Plan is passed by resolution of the University Senate and developed in coordination with the principal Equal Opportunity Officer and in consultation with the deans of the faculties.

This version of the Equal Opportunity Framework Plan is valid for a period of four years.

The Senate Committee for Equal Opportunity is responsible for conducting an evaluation of the Equal Opportunity Framework Plan in cooperation with the Equal Opportunity Officer. An interim evaluation is to take place after two years, and a final evaluation is to be conducted after four years upon extension of the Equal Opportunity Framework Plan. Employees in supervisory positions are to play a central role in this process. The Senate Committee for Equal Opportunity presents the results of the interim and final evaluations to the Senate, Rectorate and Deans' conference.

Creation, duration, interim and final evaluation of unit-level equal opportunity plans

All faculties, central academic facilities and other central units with more than 20 employees as well as the central administration are required to draw up their own equal opportunity plans and update them in accordance with their personnel development and the implemented measures. Appendix 1 provides a list of all units of the University of Münster which are required to draw up an equal opportunity plan.

The legal framework of the equal opportunity plans is provided in § 6 LGG whereby an overview and analysis of the employee structure must be accompanied by a prognosis of which positions are to be filled, potential promotions and upgrading for the duration of the plans. The necessary faculty- or unit-specific data material is to be provided centrally on a yearly basis (deadline 1 December).

The faculties and units must determine what personnel, organisational, social and continuing education measures are necessary to achieve the given objectives. Additional measures should be formulated and discussed based on the analysis of the employment structure.

The unit-level equal opportunity plans must also integrate the objectives of the University-wide equal opportunity framework plan and implement them within the scope of their responsibility.

The unit-level equal opportunity plans are valid for a period of four years.

The unit-level equal opportunity plans are to be evaluated first by the equal opportunity committees of the respective faculties in coordination with the unit-level equal opportunity officers, and ultimately the Senate Committee for Equal Opportunity. The progress achieved by the equal opportunity plans is to be evaluated after two years (evaluation and documentation mandate). The measures in these plans and in the Equal Opportunity Framework Plan are to be amended or augmented accordingly. If the given objectives have not been achieved, this fact must be explained and substantiated with specific

justification. The final evaluation is conducted after four years upon extension of the unit-level equal opportunity plans.

Coming into force and publication

The Equal Opportunity Framework Plan (in its original German version) comes into force on the day following its publication in the Official Announcements (*Amtliche Bekanntmachungen*) of the University of Münster. Its enforcement thus abrogates the Equal Opportunity Framework Plan of 12 December 2018.

Issued (in the original German version) upon the resolution of the Senate of the University of Münster of 5 July 2023.

Appendix 1: Units required to draw up equal opportunity plans

Faculties (including staff of the IT service providers (IVV)):

- Protestant Theology (FB 01)
- Catholic Theology (FB 02)
- Law (FB 03)
- Business and Economics (FB 04)
- Medicine (FB 05)
- Educational and Social Science (FB 06)
- Psychology / Sports and Exercise Sciences (FB 07)
- History and Philosophy (FB 08)
- Philology (FB 09)
- Mathematics and Computer Science (FB 10)
- Physics (FB 11)
- Chemistry and Pharmacy (FB 12)
- Biology (FB 13)
- Geosciences (FB 14)
- Music (FB 15)

Central academic facilities:

- MEET

Central units:

- University Library (ULB)
- University Sports (HSP)
- Examinations Offices (Examination Office I and Examination Office of the Mathematical-Natural Scientific Faculties)
- Language Centre (SPZ)
- Centre for Information Processing (ZIV)
- University Centre for Teacher Education (ZfL)

Other:

- Administration / Rectorate / central departments
- Centre for Teaching in Higher Education (ZHL)

Appendix 2: Classification of comparative groups for determining underrepresentation of women

In accordance with the Equal Opportunities Act of the State of North Rhine-Westphalia (*LGG*) and the Civil Service Act of the State of North Rhine-Westphalia (*LBG*), the following groups should be formed and specifically compared in order to determine whether women in those groups are underrepresented:

- I. Organisational unit "Faculty" (for academic staff, each faculty is to be regarded as a "department" (*Dienststelle*) for assessing and determining underrepresentation in accordance with § 120 (2) *LBG* and § 7 (4) *LGG*):
 - All persons in the salary group W3 (C4) (including persons who are similarly employed under private-law contracts)
 - All persons in the salary group W2 (C3) (including staff members who are similarly employed under private-law contracts)
 - All persons in the salary group W1 (including staff members who are similarly employed under private-law contracts)
 - All temporary senior lecturers with civil servant status (*Akademische Oberräte auf Zeit*)
 - All temporary lecturers with civil servant status (*Akademische Räte auf Zeit*)
 - All persons in career category 2, 2nd entry level (A 13 EA – A 15) in the education and science career path
 - All E15-level (academic) staff
 - All E14-level (academic) staff
 - All E13-level (academic) staff
 - All research assistants (WHK)
 - All student assistants (SHK and SHB)

- II. Organisational unit "University" ("department" as defined in the *LGG* in accordance with § 14 (2) *LBG*, § 3 (1) in conjunction with § 2 *LGG*):
- All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the general administration career path
 - All persons in the salary group E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the general administration path
 - All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the path of non-technical services All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the path of non-technical services
 - All persons in career category 2, 2nd entry level (A 13 EA – A 16) on the path of technical services
 - All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the path of technical services
 - All persons in career category 2, 2nd entry level (A 13 EA – A 15) on the education and science path
 - All persons in the salary groups E 13 ("senior service") to E15Ü or AT, who perform activities which correspond to those on the education and science path
 - All persons in career category 2, 1st entry level (A 9 EA – A 13 BA) on the general administration path
 - All persons in the salary groups E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of general administration
 - All persons in career category 2, 1st entry level (A 9 EA – A 13 BA) on the path of non-technical services
 - All persons in the salary group E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of non-technical services
 - All persons in Category 2, 1st entry level (A 9 EA – A 13 BA) in the area of technical services
 - All persons in the salary groups E 9 to E 13 ("higher service"), who perform activities which correspond to those in the area of technical services
 - All persons in career category 1, 2nd entry level (A 6 EA – A 9 BA) in the area of general administration

- All persons in the salary groups E 4 to E 9 ("lower service"), who perform activities which correspond to those on the general administration path
- All persons in career category 1, 2nd entry level (A 6 EA – A 9 BA) in the area of non-technical services
- All persons in the salary group E 4 to E 9 ("lower service"), who perform activities which correspond to those in the area of non-technical services
- All persons in Category 1, 2nd entry level (A 6 EA – A 9 BA) on the path of technical services
- All persons in the salary groups E 4 to E 9 ("lower service"), who perform activities which correspond to those on the path of technical services
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) on the general administration path
- All persons in the salary groups E 1 to E 3, who perform activities which correspond to those on the general administration path
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) in the area of non-technical services
- All persons in the salary group E 1 to E 3, who perform activities which correspond to those in the area of non-technical services
- All persons in career category 1, 1st entry level (A 3 EA – A 6 BA) on the path of technical services
- All persons in the salary groups E 1 to E 3, who perform activities which correspond to those on the path of technical services
- Staff on a leave of absence and part-time employees should be taken into account in the total "head count" for each comparative group

Appendix 3: Recommendations for a gender-equitable writing style in German

The University of Münster expressly recommends the consistent use of non-discriminatory language. The use of gender-equitable language is an essential tool for overcoming stereotypical role models and reducing gender-based discrimination in everyday life and in all areas of society. Gender equality and equal opportunity at the workplace cannot be achieved without gender-equitable, non-discriminatory communication. The University of Münster is committed to using non-discriminatory language in all written correspondence and publications. The University also aims to consistently promote non-discriminatory perception of women and men and those who cannot or do not wish to classify themselves within the binary gender system in spoken and visual discourse in all areas of the University of Münster.

To facilitate understandability and readability of texts while ensuring the use of gender-equitable, non-discriminatory language, the Senate Committee for Equal Opportunity recommends using a combination of gender-neutral formulations, dual designations and pair formulations. The widespread German habit of designating a heterogeneous group with the generic masculine form ("*die Studenten*" (the (male) students), "*die Professoren*" (the (male) professors), excludes women, intersexual persons and others (not only) linguistically, and should therefore be avoided.¹ To avoid gender discrimination in language, formulations should be chosen which designate the intended group clearly: only men, only women, women and men, or all persons (present) with varying gender identities.

Recommended formulations:

1. Gender-equitable dual designations

When referring to groups of persons, the female- and male-designated nouns should be written out and connected with an "und/and", "oder/or", or "bzw./or". The female-designated form should be placed before the masculine form of the same, e.g.:

- *Lehrerinnen und Lehrer* (female teachers and male teachers)
- *Schülerinnen und Schüler* (female pupils and male pupils)

¹ See e.g. Heise (2000), "Sind Frauen mitgemeint? Eine empirische Untersuchung zum Verständnis des generischen Maskulinums und seiner Alternativen" (<https://econtent.hogrefe.com/doi/abs/10.1024//0253-4533.19.12.3?journalCode=sko>) and Stahlberg & Sczesny (2001), "Effekte des generischen Maskulinums und alternativer Sprachformen auf den gedanklichen Einbezug von Frauen" (https://de.fh-muenster.de/gleichstellung/downloads/Generisches_Maskulinum_Stahlberg.pdf).

2. Gender-neutral formulations or rephrasing

In many cases, references to persons can be replaced by gender-neutral alternatives, or gender-neutral phrasing, e.g.:

- passive constructions
- gender-neutral words, e.g. *Lehrkraft* (instructor), *Schülerschaft* (student body)
- plural forms, e.g. *Lehrende*, *Studierende* (instructors, students)
- gender-unspecified pronouns, e.g. *wer*, *alle*, *niemand* (those (who), everyone, nobody)

3. Forms of pair formulation

- Gender gap with asterisk, e.g. *Lehrer*innen*, *Schüler*innen* (teachers, pupils) followed by the female plural suffix “innen”
- Gender gap with colon, e.g. *Lehrer:in*, *Schüler*in* (teacher, pupil) followed by the female singular suffix “in”
- Gender gap with underline, e.g. *Lehrer_in*, *Schüler_in* (teacher, pupil) followed by the female singular suffix “in”
- Capitalised “I”, e.g. *LehrerIn*, *SchülerIn* (teacher, pupil) in the female singular suffix “In”

The so-called gender gap, i.e. asterisk, colon or underline, which can also refer to genders outside the binary gender system, is currently the preferred form of pair formulation. The gender gap should not be used if the female noun contains an umlaut (e.g. *Ärztin*, female doctor) or if the male noun ends with an “e” (e.g. *Experte*, expert).

Not recommended:

- Pair formulations using the female-designated suffix in parentheses (*die Student(in)* or *die Professor(in)*). This variant reduces the female designator to an afterthought, whereas the male form is postulated as the norm.
- Pair formulations with suffixes separated by slashes (*Lehrer/inn/en*). This variant unnecessarily clutters the sentence structure and hinders readability.
- A footnote excusing the sole use of the male form for reasons of aesthetics and readability, e.g. “The use of the masculine form in the following includes women as well and is only used for purely aesthetic reasons.”. This neither achieves a consistent inclusion of women as a matter of course nor is the issue communicated sufficiently.

Basis for these recommendations:

- Consensus of the Senate Committee for Equal Opportunity (24 October 2017)
- Consensus of the expanded Equal Opportunity Committee of the University of Münster (10 July 2013)
- Consensus of the Equal Opportunity Committee of FB 06 (7 December 2012)
- State government of North Rhine-Westphalia (2008): Gender Equality for Women and Men in Legal Terminology – Instructions, Possibilities of Application and Examples
- NRW Equal Opportunity Act (*Landesgleichstellungsgesetz, LGG*, 1999)
- UNESCO (1993): Eine Sprache für beide Geschlechter – Richtlinien für einennichtsexistischen Sprachgebrauch (Guidelines on Gender-Neutral Language)

Appendix 4: Progress report and analysis of employment structures

The following appendix documents the progress of the equal opportunity measures with respect to various status groups at the University of Münster. This appendix builds on the University's HR Development Concept², which is the reason these classifications have partially been adopted. The data was provided by the University administration (Depts. 3 and 5) and largely reflects the situation as of 1 December 2022. The Faculty of Medicine (FB 05) is not included in the analysis. For a more detailed overview, please refer to the annual reports published by the Equal Opportunity Office and the equal opportunity plans issued by the faculties and central (academic) facilities.

Women in studies, research and teaching

The following graphic reflects a slight increase in the proportion of women at all qualification levels in 2022 compared with that of 2018. Individual levels of qualification will be depicted in subsequent tables.

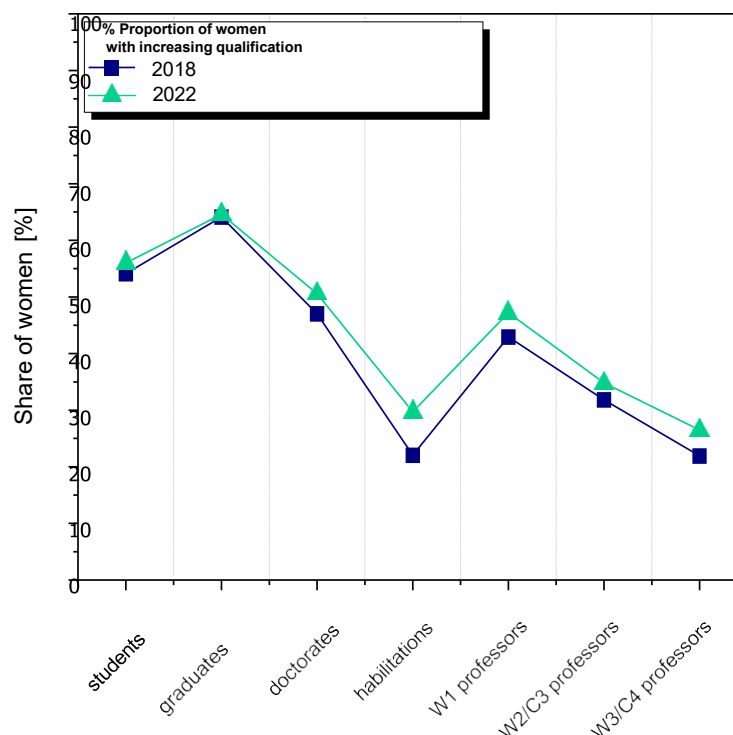


Fig. 1: Percentage of women at varying levels of qualification in 2022 compared with 2018

² HR Development Concept, https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf

1 Women professors

The University of Münster is committed to increasing the percentage of women professors in its employ. At the end of 2022, 31.2 % of all professorships (including W1-level) were held by women (Fig. 2). This amounts to a nine-percent increase compared to 2014. Despite this positive trend in the number of women professors, their percentage decreases with increasing salary levels, i.e. from 47.2 % at W1-level to 26.45 % at W3-level professorships (Fig. 3).

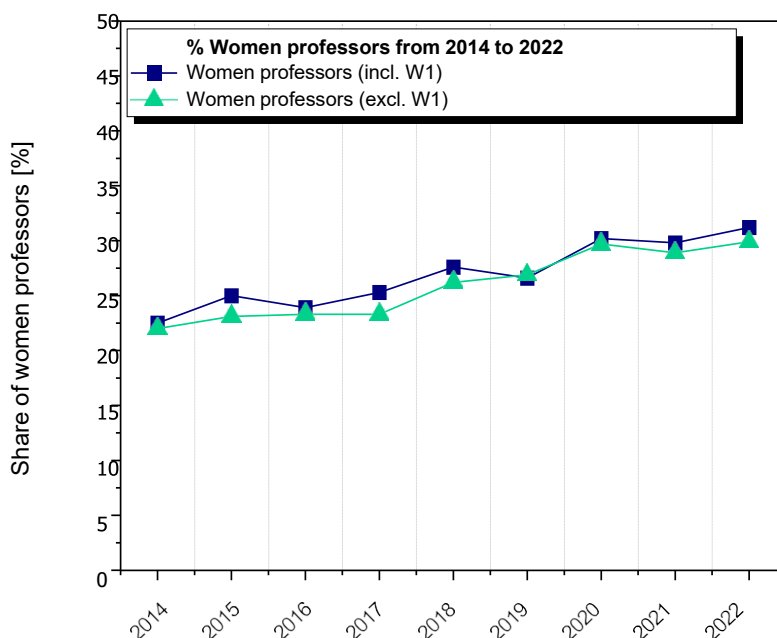


Fig. 2: Percentage of women professors from 2014 to 2022

In 2022, a full 48 % of all new professorial appointments (including W1-level) were granted to female candidates. Fifty percent of W2-level professorships (incl. W2 tenure track) were held by women. However, the percentage of women appointed to new W3-level professorships (incl. tenure track) dropped to 39 %. (source: Equal Opportunity Office's annual report)

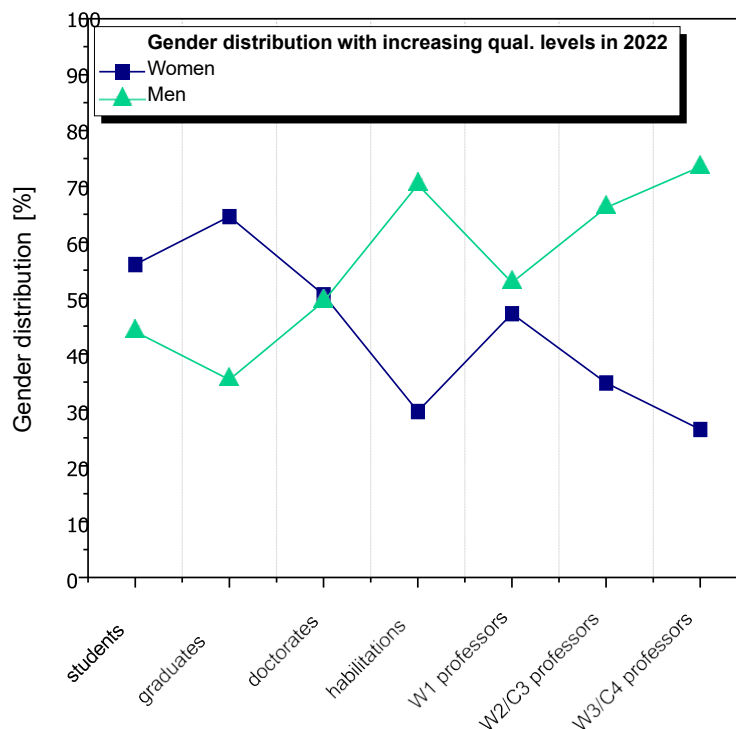


Fig. 3: Gender distribution at increasing qualification levels at the University of Münster in 2022

According to a recent CEWS University Ranking (2021) by the *Leibniz Institute of Social Sciences/Competence Centre for Women in Academia and Research*, the University of Münster was one of Germany's top-ranked universities with respect to increasing its share of women professors from 2014 to 2019. We anticipate that the newest rankings to be released in 2023 will confirm the University's continued excellence in this regard. For more on the developments in the individual faculties, please refer to the faculty-level equal opportunity plans and the statistics by member groups – all of which are published on the homepage of the Equal Opportunity Office.³

In addition to active recruiting, a pre-selection phase as a means of attracting women professors has been anchored in the appointment regulations of the University of Münster since 15 July 2020. Based on the results of this pre-selection phase, job advertisements can be customised to motivate female candidates to apply. The increasing percentage of women professors reflects the success of these measures.

1 Women assistant professors

The University of Münster aims to promote first-time and newly appointed women (assistant) professors in accordance with its HR development focus (see the HR Development Concept⁴). With regard to W1-level appointments (assistant professorships), 47.2 % of the positions are held by female academics (Fig. 4). In 2022, 80 % of all advertised assistant professorships with tenure track were filled by women (source: Equal Opportunity Office).

³ <https://www.uni-muenster.de/Gleichstellung/gleichstellungsplaene-fachbereiche.html>

⁴ HR Development Concept, https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf

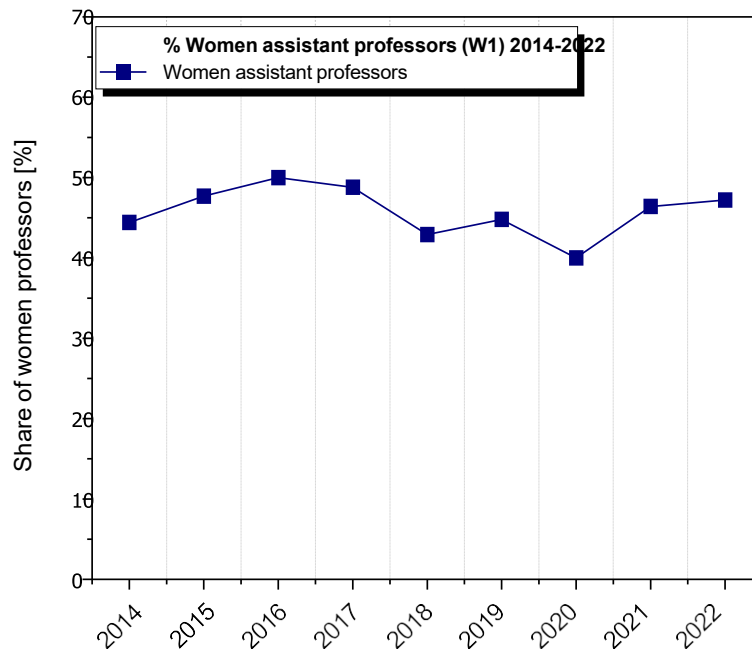


Fig. 4: Percentage of women assistant professors from 2014 to 2022 (updated 1 Oct 2022)

The Young Professors Programme (YPP)⁵ was established to offer faculties the chance to support outstanding researchers – especially from abroad. For more details, please see the HR Development Concept. To help early-career academics continue their academic career path, the “Tenure Track Programme” – initially in place until 2025 – plans to advertise ten assistant professorships with tenure track.

2 Female academics in the postdoctoral phase (habilitation candidates)

The share of women who have completed a habilitation reached 29.7 % in the 2021 examination year (see Fig. 3). Numbers indicate that the importance of a habilitation as the only academic qualification for obtaining a professorship is decreasing as it is no longer a prerequisite in certain disciplines, or as the alternative, an assistant professorship, offer the more sustainable and plannable career path. Women, in particular, appear to more frequently choose the assistant professorship path. The mentoring programme⁶ “Erstklassig!”, offered by the HR Development department and the Equal Opportunity Office, is one such HR development measure targeted at women in their postdoc phase. A number of individual measures are in place to support women academics as well.

⁵ <https://www.uni-muenster.de/forschung/tenure-track/young-professors-programme/index.html>

⁶ <https://www.uni-muenster.de/Gleichstellung/mentoring.html>

3 Female doctoral candidates

Female students accounted for 46 % of doctoral programme enrolment in 2022/23, while 50.6 % of the completed doctoral degrees in 2021 were awarded to women (see Fig. 3). The University of Münster supports female doctoral candidates in both structured doctoral programmes and individual doctoral study through a variety of HR development measures.⁷ These include continuing education courses in methodological competence (IT, publishing etc.) or for gaining soft skills. In 2022, the University established the mentoring programme "Durchstarten. Von der Promotion zur Professur" (Take off. From Doctorate to Professorship) to provide additional support to female doctoral candidates interested in pursuing an academic career who would like to earn a doctorate outside of a structured doctoral programme or third-party funding network. Further details on other programmes and services can be found on the Equal Opportunity Office homepage.⁸

4 Female academic staff

Women accounted for more than 40 % (Fig. 5) of all academic staff at the University of Münster in 2022, including both fixed-term and permanent positions as well as permanent positions newly advertised in 2022. For details on the developments in individual faculties, please refer to the faculty-level equal opportunity plans and the member group statistics posted on the Equal Opportunity Office homepage.⁹

The latest CEWS Higher Education Ranking (2021) of the Leibniz Institute of Social Sciences/Competence Centre for Women in Academia and Research confirmed that the University of Münster increased the percentage of female academic staff from 2014 to 2019, placing it at the top of the field in national rankings in this category, too. We expect that the new 2023 rankings will confirm that the University of Münster has maintained its position since.

The University of Münster offers HR development measures to female academics in structured professionalisation programmes in the areas of university and academic management^{10,11} and equal opportunity policy.¹²

⁷ HR Development Concept, https://www.uni-muenster.de/imperia/md/content/wwu/diversitaet/personalentwicklung_wwu_marz_2022.pdf

⁸ https://www.uni-muenster.de/Gleichstellung/Projekte_Foerderung.html

⁹ <https://www.uni-muenster.de/Gleichstellung/gleichstellungsplaene-fachbereiche.html>

¹⁰ <https://weiterbildung.uni-muenster.de/masterstudiengaenge/hochschul-und-wissenschaftsmanagement/>

¹¹ https://www.uni-muenster.de/Gleichstellung/frauen_managen_hochschule/FmH.html

¹² <https://www.uni-muenster.de/Fortbildung/gesamtprogramm/gleichstellung/gleichstellung/index.html>

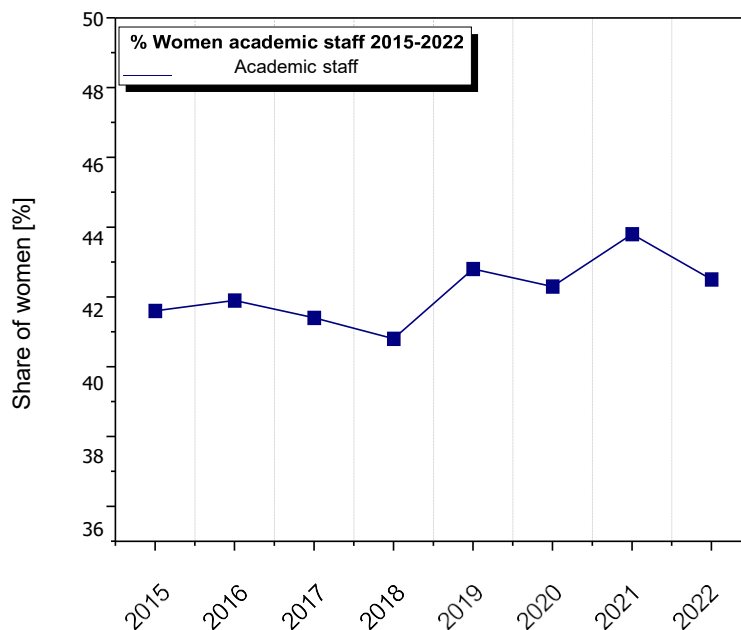


Fig. 5: Percentage of female academic staff from 2015 to 2022)

5 Female non-academic staff (MTV)

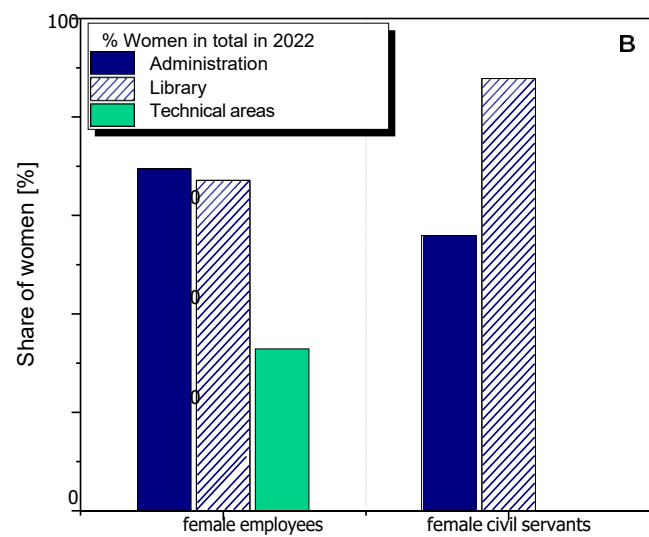
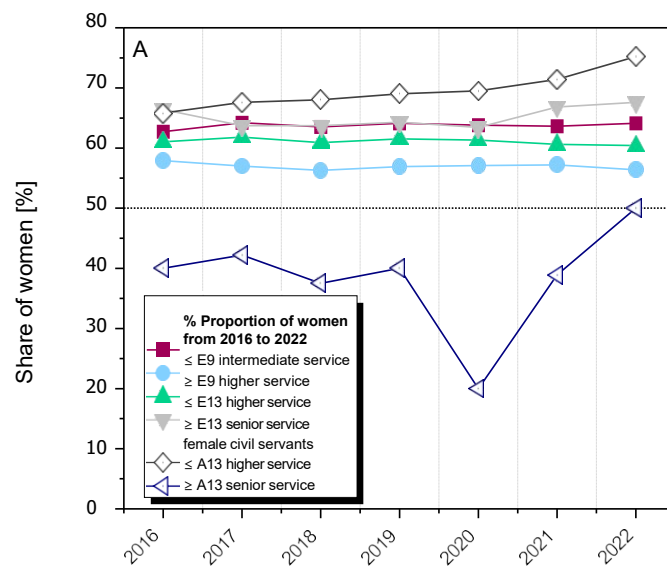
In the non-academic status group (administration, library, technology incl. civil servants), women have been over-represented since 2016 – with the exception of A13 (senior service) to A16 positions, in which gender parity was achieved in 2022 (Fig. 6A). The result in 2022 was in part due to the high percentage of women employed in administration and as library staff (Fig. 6B). However, women remain underrepresented ($\sim 33\%$)¹³ in the technical staff status group, which comprises about one-fifth of all employees in the MTV status group (Fig. 6C). A detailed break-down of these figures for individual salary levels is provided in the statistics published by the Equal Opportunity Office.¹⁴ Non-academic positions are subject to continual change with respect to their corresponding tasks, requirements and qualifications. Personnel processes and pay-scale assessments of such jobs and positions are supported and supervised by Dept. 3, section 3.6.

The seminar series "M*i*T Perspekti*V*e" (With Perspective) was established to provide professional training to all female employees of the University of Münster, especially those working in non-academic functions. The University of Münster also promotes other programmes devoted to network-building, such as SUN, lab-x-change and Technik 2.0.¹⁵

¹³ https://www.uni-muenster.de/Gleichstellung/daten_unterrepraesentanz.html

¹⁴ https://www.uni-muenster.de/Gleichstellung/daten_weitere.html

¹⁵ <https://www.uni-muenster.de/Gleichstellung/MTV.html>



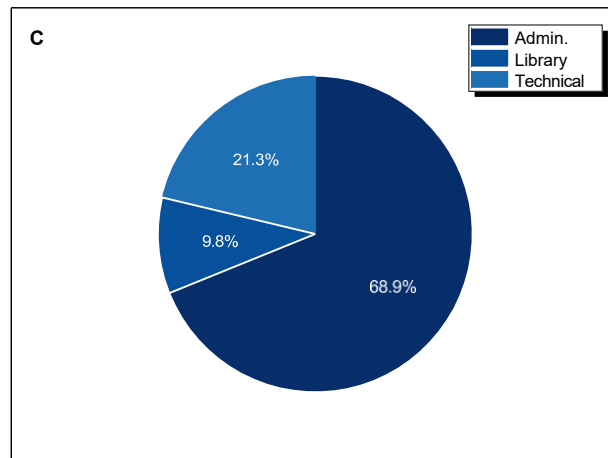


Fig. 6: Percentage of women (employees and civil servants) in the MTV status group from 2016 to 2022 (A); percentage of women in administration, libraries and technical areas (B); Share of MTV positions by professional groups (C) in 2022

Translation: Supportstelle Englisch, University of Münster, 2024

Statement

Title: Policy on Universities for openness, tolerance and against xenophobia

Description: The University of Münster supports the HRK campaign "Universities for openness, tolerance and against xenophobia"

Date: 21/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
students, faculty, staff,
university community,
practitioner

Purpose: The member universities of the German Rectors' Conference (HRK) are set to oppose xenophobia in Germany as part of a nationwide initiative. The HRK members are committing to their stance with the slogan "Universities for openness, tolerance and against xenophobia". They are reacting to racist verbal and physical attacks in Germany and to growing isolationism in some European countries and the rest of the world, including the USA.

URL:

[https://www.hrk.de/
home/universities-
against-xenophobia/](https://www.hrk.de/home/universities-against-xenophobia/)

Policy

Title: Policies on student equity, diversity, inclusion

Description:

Date: 26/08/2024

Language: English

Sharing Rights: Public

Scope: School of
Business & Economics

Enforcement Date: 11/11/
2015

Number Of Pages: 1

Publisher: German
Rectors' Conference

Media: Website

URL:

[https://www.hrk.de/
home/universities-
against-xenophobia/](https://www.hrk.de/home/universities-against-xenophobia/)

2. In which areas does the PRME Signatory Member or its governing parent institution set aspiration targets? Mark all that apply.



Greenhouse gas emissions

Statement

Title: Statement for greenhouse gas emissions targets

Description: Sustainability Strategy of the University of Münster

Date: 21/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
students, faculty, staff,
university community,
practitioner

Purpose: By resolution of the Rectorate (9 March 2023) and the Senate (5 April 2023), the University of Münster adopted its own sustainability strategy. The aim is to help shape policies that promote sustainability in all the University's fields of action in the coming years. Based on the corresponding mission statement issued in 2021, University management drafted the new strategy over a period of several months which describes the fields of action and their intended goals.

URL:

<https://www.uni-muenster.de/profil/en/nachhaltigkeit/strategie/index.html>

Targets for reducing greenhouse gas emission

Impact Purpose

In accordance with the Münster Alliance for Climate Protection's overall goal, the University of Münster is committed to reduce CO2-emission by 95% by 2030 (compared to 1990).

Impact Statement

Since 2012, the University of Münster has been a member of the Münster Alliance for Climate Protection, which strives to reduce the city's CO2-emission by 95% by 2030 (compared to 1990), and actively contributes to reducing its ecological footprint.

Over the course of the past 20+ years, heating needs have been reduced by 30%, and water usage has decreased by 25%. Since 2009, the university has been sourcing exclusively green electricity from external energy providers. In order to institutionalize the commitment to sustainable energy and resource optimization, a specialized energy management team was established in 2008. The energy management team identifies and implements energy-saving measures through a comprehensive energy monitoring system to optimize both energy consumption and costs, while taking consumer needs into account.

The university has also installed photovoltaic systems in selected buildings and is currently working with the BLB NRW on further possibilities for integrating PV systems. The central management of heating, cooling, and ventilation systems allows for efficient energy administration; technicians can adjust heating and cooling requirements in the buildings and quickly respond to changing conditions.

In addition, the university's own thermal power plant supplies heat to nearly all of the university's 200 buildings. Since 2004, the thermal power plant has switched from coal to natural gas and implemented a combined heating, cooling, and power (CHCP) system that allows for efficient energy utilization. The boiler systems produce steam which is used by the University Hospital (UKM), e.g., for sterilizing instruments. The steam is available for long-distance heating and can also power the electric turbines and absorption cooling machines so that excess steam can be efficiently used in the summer. In addition to heat produced by the boiler systems, additional district heating is provided by the city's municipal electricity plant and coupling station. Centrally supplying energy to many, closely situated users is far more efficient and requires less maintenance and space than operating boilers in every building across campus.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Responsible
Management
Education



Employee equity, diversity, inclusion

Statement

Title: Statement related to employee (including faculty) equity, diversity, inclusion targets

Description: Mission statement diversity

Date: 21/08/2024

Language: English

Sharing Rights: Public

Purpose: Mutual respect, a cosmopolitan outlook, internationality and a diversity of perspectives: from its position in the centre of society, the University of Münster lives out diversity in all its dimensions. The diversity of the members of the University – with their individual characteristics, competencies and perspectives – is something that drives us and to which we are committed.

Relevant Stakeholders: students, faculty, staff, university community, practitioner

URL:

<https://www.uni-muenster.de/profil/en/diversitaet.html>

Employee equity, diversity, inclusion targets

Impact Purpose

Mutual respect, a cosmopolitan outlook, internationality and a diversity of perspectives: from its position in the centre of society, the University of Münster lives out **diversity in all its dimensions**. The diversity of the members of the University – with their individual characteristics, competencies and perspectives – is something that drives us and to which we are committed. Diversity is lived out every day in learning from one another, in open exchanges of opinion, in self-reflection and in overcoming shared challenges. The University of Münster understands **diversity as an enrichment** and as an opportunity. Diversity lived out in practice is an **elementary foundation for innovation and excellence in research, teaching, studies and administration**. It strengthens the profile and the position of the University in the national, European and global educational contexts.

Impact Statement

The University of Münster aims

1. to continue to pursue a policy of embedding diversity, freedom from discrimination and educational equality in the University's core activities for the long term – and of raising people's awareness of these issues – by means of a wide range of offers and a targeted development of strategies and measures at all levels,
2. to establish transparent processes, within already existing centralized and decentralized University structures, which create opportunities to recognize discrimination and structural barriers at an early stage and to eliminate or avoid such barriers,
3. to promote diversity as a value by means of a systematic communications strategy and the optimization of PR work both inside and outside the University.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Human Resources



Water

Statement

Title: Statement related to water targets

Description: Sustainability Strategy of the University of Münster

Date: 21/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
students, faculty, staff,
university community,
practitioners

Purpose: By resolution of the Rectorate (9 March 2023) and the Senate (5 April 2023), the University of Münster adopted its own sustainability strategy. The aim is to help shape policies that promote sustainability in all the University's fields of action in the coming years. Based on the corresponding mission statement issued in 2021, University management drafted the new strategy over a period of several months which describes the fields of action and their intended goals.

URL:
<https://www.uni-muenster.de/profil/en/nachhaltigkeit/strategie/index.html>

Targets for reducing water usage

Impact Purpose

The University of Münster is continuously committed to sustainable energy as well as resource optimization and has implemented several measures which underscore this commitment since the early 2000's.

Impact Statement

Over the course of the past 20+ years, heating needs have been reduced by 30%, and water usage has decreased by 25%.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Renewable Energy
Management



Buildings/real estate

Statement

Title: Statement for building/real estate construction or use targets

Description:

Date: 29/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders:
University community,
SBE

Purpose: By resolution of the Rectorate (9 March 2023) and the Senate (5 April 2023), the University of Münster adopted its own sustainability strategy. The aim is to help shape policies that promote sustainability in all the University's fields of action in the coming years. Based on the corresponding mission statement issued in 2021, University management drafted the new strategy over a period of several months which describes the fields of action and their intended goals.

URL:

<https://www.uni-muenster.de/profil/en/nachhaltigkeit/strategie/index.html>

Targets for Building/Real Estate

Impact Purpose

The University of Münster is striving to reduce its ecological footprint and the sustainability initiatives undertaken to reach this goal extend to the university's more than 200 buildings. Consequently, all renovation and construction project planning needs to prove a contribution to the university's overall sustainability strategy and related goals.

Impact Statement

A prominent example of how the university's sustainability strategy regarding buildings/real estate is implemented is the new geosciences building. This building was constructed as a so-called "Green Building" and has been awarded the Gold Quality Level by the German Sustainable Building Council (DGNB). Its construction uses a number of energy-saving measures, such as a photovoltaic system to generate electricity, a solar heating system that produces hot water, district heating drawn from the thermal plant with electricity-heating coupling, highly efficient building insulation and a so-called concrete-core activation for interior heating and cooling. All the systems can be efficiently operated at low cost by means of a building automation system. The building's sustainability concept also extends to its conscious use of non-toxic building materials and 400 roofed bike stands.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

Sophie Stockhinger

Sharing rights

Public

Language

English

Country

Germany

Subjects

Renewable Energy
Management



Student equity, diversity, inclusion

Statement

Title: Statement related to student equity, diversity, inclusion targets

Description:

Date: 26/08/2024

Language: English

Sharing Rights: Public

Relevant Stakeholders: All students of the School of Business & Economics

Purpose: Diversity in the workplace and the classroom is centrally important at the University of Münster. The University values every single staff member and student regardless of age, gender, ethnicity, handicap, sexual orientation or religion. It promotes and expresses this commitment through an active gender equality and diversity policy. Its academic, university and student-based activities are largely defined by recognition across academic cultures and respect for individual personality. The University of Münster supports the myriad traits, talents and experiences of its staff and students. With a broad range of projects, programmes and funding opportunities, the University supports equal opportunity measures, enabling it to remain competitive and future-oriented.

URL:

<https://www.uni-muenster.de/profil/en/diversity/index.html>

Students, diversity and equal opportunity targets

Impact Purpose

The University has ascribed itself the task to dismantle structural, inequitable treatment and discrimination and to establish true equal opportunity for women and men in all member groups. It promotes understanding, respect, recognition and appreciation for one another, supports equal opportunity and diversity at all levels and takes advantages of their intrinsic potentials.

Impact Statement

Equal Opportunity Framework Plan

In the Equal Opportunity Framework Plan, the University of Münster identifies five central equal-opportunity objectives which it is committed to implementing in the coming four years:

- further optimising equal opportunity in hiring decisions, HR development and planning
- strengthening the gender competence of all members of the University and generating awareness of University-based equal opportunity measures
- ensuring discrimination-free access to committees, thus establishing gender-balanced composition of committees
- protecting against sexual harassment, sexualised discrimination and violence
- continuing to push for gender-equitable communication in texts and images

Diversity

The University of Münster has set itself the three following goals in terms of diversity:

- sustainably anchor and cultivate awareness of diversity, non-discrimination and educational equity in the University's core activities through a broad selection of services and continue to advance the targeted development of suitable strategies and measures at all levels.
- establish transparent procedures and processes within the existing central and decentralised University structures which offer ways to recognise, dismantle and prevent discrimination and structural barriers at an early stage.
- promote diversity as a value through a targeted communication strategy and optimise public relations activities beyond the confines of the University of Münster.

Applicable Date Range

Aug. 21, 2024 - Aug. 31, 2026

Owner

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Sharing rights

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Language

English

Country

Germany

Subjects

Human Resources

1. Does the PRME Signatory Member disclose its performance on policies related to RME, including its successes and failures?



Yes, with full transparency (e.g. school website, sustainability report, multi-stakeholders panel)

Public Media

Title: RME website of SBE

Description:

Date: 21/08/2024

Language: German

Sharing Rights: Public

Author: SBE

Published Date: 31/10/2024

Degree Of Recognition: National and International

Media Name: <https://www.wiwi.uni-muenster.de/fakultaet/de/nachhaltigkeit/> (under revision until 10/24)

Media Type: website

Duration: 6 pages

URL:
<https://www.wiwi.uni-muenster.de/fakultaet/de/nachhaltigkeit/> (under revision until 10/24)

PRiME
SIGNATORY MEMBER

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prmecommons.org