



Responsible Management Education PRME Report 2023

Corvinus University
of Budapest

Budapest, June 2023

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In 2023, Corvinus University of Budapest proudly submits its PRME Report for the sixth time in its history. The most important change during the last two-year period is that the university has enhanced its commitment towards sustainability, as can be detected in our new organizational structure. Since 2022, the newly established Institute of Sustainable Development has brought together, in a unified framework, those colleagues whose education and research portfolios are closely related to sustainability. Another important novelty compared to the previous PRME Report is the founding of the Ethics, Responsibility and Sustainability (ERS) Hub of Corvinus University of Budapest, established in 2021 under the academic leadership of the Vice-Rector for Academic Development, coordinated by a prestigious steering committee.

We are excited to present the main milestones and achievements of Corvinus in the field of sustainability since 2021 in the following three sections of the report: Part I introduces the most relevant organizational and infrastructural changes, as well as the university's performance in the field of international accreditation. Part II summarizes our significant accomplishments in four thematic areas: education, research, outreach and public service, and operations and governance. Finally, Part III highlights the plans and goals designed to further enhance our commitment to sustainability and responsible management education, true to the mission of PRME.

PRME Representatives of Corvinus University of Budapest



KATALIN ÁSVÁNYI

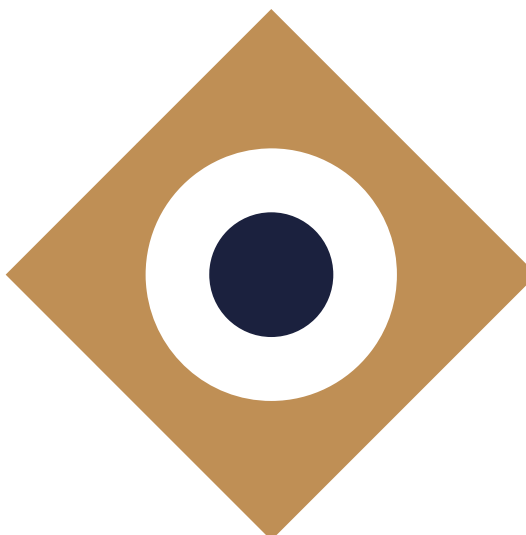
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Renewal of Commitment to PRME – 2023

Corvinus University of Budapest has gone through a complete process of transformation since 2019, resulting in its mission and vision to educate responsible economic and civic future leaders; profound changes in the organizational structure that highlight the disciplines covered by our institution; and, most recently, the ambitious renewal of our sustainability strategy. Our purpose is to recognize the opportunities behind the immense challenges we face today, globally and regionally, and to address complexity using a sustainability mindset. We are committed to focusing on real value creation and long-term impact when designing initiatives and activities that enhance sustainability. Our goal is to pursue a comprehensive approach to environmental, social and economic sustainability that is regularly monitored, assessed, and continuously improved according to the principles of transparency and good governance.

The renewed sustainability strategy has been developed by our community under the coordination of the ERS Hub, our internal platform, based on intense participation and the wide-scale inclusion of university citizens. The main areas of PRME – Education, Research, Outreach, and Operations and Governance – have created an excellent framework for formulating sustainability goals for the next strategic period of the University. We believe that building sustainability is a shared responsibility for all. Therefore, we are committed to providing a supportive environment and creating the frameworks, platforms, standards, and incentives which support our citizens and stakeholders to leverage related synergies and best contribute to our ambitious sustainability goals.

We are pleased to disseminate this report, which describes the progress and continuous improvements we have made in the past two years towards sustainability and the implementation of the PRME principles.



ELŐD TAKÁTS

*Rector
Corvinus University of Budapest*



ANTHONY RADEV

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PART 1



About Corvinus University of Budapest

Corvinus University of Budapest (hereinafter: Corvinus) is the premier higher education institution in Hungary specializing in business, management, and economics. It is the top choice for students interested in these fields and thus attracts the highest quality candidates in the country.

As an independent higher education institution, the predecessor of Corvinus was founded in 1948. Since then, the campus of Corvinus has developed around and has remained next to the bank of the Danube in the busy downtown area of Budapest, providing a UNESCO World Heritage panorama for students, professors, and staff. Corvinus University is commonly associated with its magnificent neo-renaissance main building, which was initially the central Customs House of Hungary. This building is a symbol of the institution's rich heritage, exceptional reputation, and commitment to high-quality education.

Corvinus has had a significant impact on Hungary's economic, business, and political landscape, as evidenced by the large number of alumni who occupy top decision-making positions. For example, over the past 30 years, all the governors of the National Bank of Hungary and several ministers of economy and finance, as well as most of the CEOs of companies listed on the Hungarian Stock Exchange, have graduated from Corvinus.

Corvinus is a not-for-profit private institution that operates for public benefit. The Maecenas Universitatis Corvini Foundation (MUC Foundation) is the Maintainer of the institution, having been established by the Hungarian State to oversee the institutional and financial functioning of Corvinus.



Mission, vision and values

The current mission and vision of Corvinus were formulated in the autumn of 2020 in the **Corvinus Renewal Program - Institutional Development Plan (CRP – IDP)**. This was approved unanimously by the University Senate and the Board of Trustees of the MUC Foundation after extensive discussion with internal and external stakeholders at various university forums. The new CRP-IDP – Corvinus' guiding strategic document – sets out objectives, activities, and yearly KPI targets associated with various focal areas for the period 2021-2024. The new strategy, including the new sustainability strategy of the University, is being formulated in 2023.

With the new mission and vision, Corvinus is committed to educating and nurturing leaders that serve the community and can produce excellent business performance. Corvinus is working to achieve its primary goal – namely, for many of the business, political, and civic leaders in Hungary and Central Europe to have roots in its alumni community. Corvinus is educating leaders who are both socially and environmentally responsible and can effectively act to support the public good.

In order to fulfill its mission, Corvinus looks for talent from a wide spectrum of society, supporting them with Corvinus Scholarships. The fact that approximately 80% of students receive a Corvinus Scholarship supports the University's mission of educating a range of students who are not only from the top socioeconomic strata of society. Instead, the former gives an opportunity to students who are capable of becoming members of the social elite by helping them acquire the knowledge, skills, and attitude that will make them leaders and professionals who positively affect their environment. Furthermore, these goals are supported by a unique interdisciplinary education through which graduates come to possess applied business and management knowledge and skills but simultaneously understand the interlinkages between business, the economy, and society.

A further aspect of Corvinus' mission and vision is the desire to make an impact not only domestically but throughout the Central European region. Central Europe has been dynamically developing in the past few years, and Corvinus aims to support this process by enhancing regional performance and becoming a regional center of knowledge in business, economics, and social sciences with strong ties to the business community and civil society.

The MISSION is
to educate responsible economic and civic future leaders of Hungary and Central Europe.

The VISION is
to be among the best Business, Management and Economics schools
in Central Europe by 2030.

The strategic directions and specific priorities of the renewal process were derived from the new mission and vision and embedded in guiding principles and values.

PRINCIPLES	VALUES
Tradition and intellectual diversity	Excellence and professionalism
Innovation	Performance and impact
International standards	Community and cooperation
Measurement and development	Academic autonomy and responsibility
Participation and involvement	
Transparency	
Sustainability	

The governance system

The internal governance system of Corvinus is structured in the following way according to the Rules of Organization and Operation:

- ▶ the academic organization is led by the **Rector**,
- ▶ the organization responsible for strategic and support functions is led by the **President**, and
- ▶ the organization responsible for operational and financial operations is led by the **Chancellor**.

The **Rector** is responsible for the fundamental academic activities of the university: education, research, and the third mission. His work is supported by four Vice-Rectors. In addition, the Rector is the Chair of

the **Senate**, which is the primary academic committee of the university pursuant to the Higher Education Act. The President of Corvinus reports directly to the Board of Trustees of MUC and is responsible for **strategic development** and managing most of the support functions. The Chancellor reports to the Maintainer

MUC Foundation and the President and is responsible for the **financial affairs** and **operation** of Corvinus.

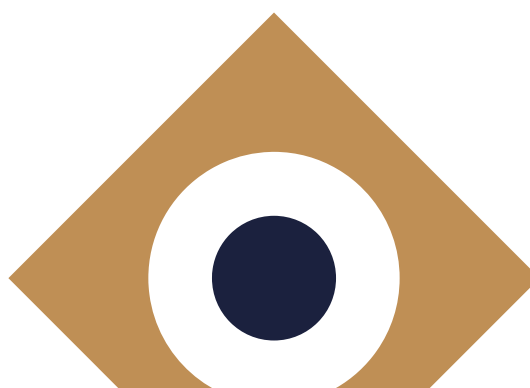
The **governing bodies** of the university are the following:

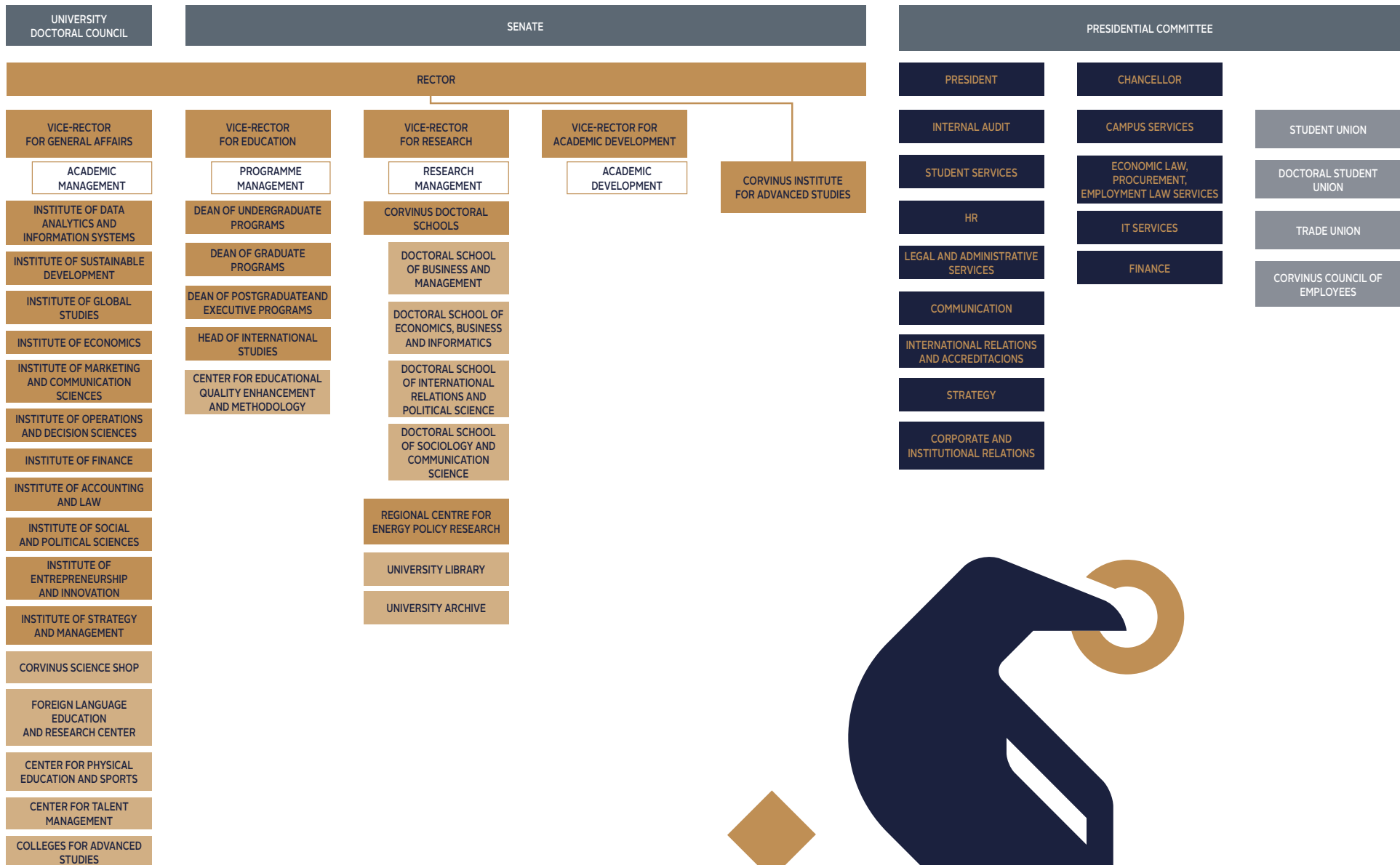
- ▶ The Senate
- ▶ The Presidential Committee
- ▶ The University Doctoral Council
- ▶ The Senate bodies
 - Education Committee
 - Academic Career Committee
 - Research Committee
 - International Committee

External governance system

Corvinus is operated on a not-for-profit basis but essentially as a private higher education institution. The **Maecenas Universitatis Corvini Foundation** (MUC Foundation) is inseparable from Corvinus; its sole purpose is to “maintain” Corvinus, being responsible for the institutional and financial functioning of the university. Accordingly, it is often referred to as the “Maintainer.”

The governing body of the MUC Foundation is the Board of Trustees. The five founding members of the Board of Trustees were nominated by the founder (the Hungarian State). The operation of the Foundation is controlled by the Supervisory Board and the Asset Controller. The guarantee of Corvinus’ financial sustainability is the endowment of the MUC foundation, which currently stands at over 900 million USD in market value (consisting of shares of publicly traded corporations).





Commitment to sustainability: The Ethics, Responsibility and Sustainability Hub

As Corvinus has a long tradition of incorporating elements into curricula that reflect the impact of business activities on the economy and society, as well as tackling ethics, responsibility and sustainability issues, a strategic decision was made in 2021 to establish The Ethics, Responsibility and Sustainability Hub of Corvinus.

The Hub is responding to the needs of both internal and external stakeholders. As an umbrella platform, the ERS Hub integrates, coordinates, and facilitates ongoing and upcoming ERS-related activities within the university using a holistic approach. All projects within the Hub (education, research, public service, governance, and operations) contribute to the realization of CRP-IDP objectives, especially through measuring the impact of each activity. The ERS HUB is open to all university citizens and organizational units of Corvinus and external stakeholders. It thereby represents an open platform for the wide dissemination of ERS topics and the involvement of volunteers and supporters.

The ERS Hub is coordinated by a steering committee, while the responsible academic leader for this area is the Vice-Rector for Academic Development. The steering committee meetings also integrate Student Union representatives and faculty members, who contribute to the projects of the ERS Hub.



The Sustainability Mission of Corvinus:

Corvinus University of Budapest is committed to ensuring that the principles of sustainability are integral components of all its activities and operations.

The Sustainability Vision of Corvinus:

in line with the University's strategy, the University aims to become an international center of excellence for sustainability by 2030, by

- ▶ educating empowered professionals committed to sustainability,
- ▶ producing scholarly work that makes a difference by addressing and solving sustainability challenges,
- ▶ collaborating with people and institutions in academic and business communities, civil society, as well that part of the public sector that is working towards similar goals,
- ▶ having a meaningful impact on its social and economic environment through the pursuit of its activities.
- ▶ The University also aims to create an inspiring, welcoming, and supportive environment for all University citizens, strengthen the community of the University, and significantly reduce its ecological footprint and negative environmental impact.

GUIDING PRINCIPLES

- ▶ **Impact.** In designing initiatives and actions that enhance sustainability, emphasis must be placed on achieving meaningful, long-term, significant impact.
- ▶ **Comprehensive approach.** Initiatives and activities must incorporate the environmental, social, and economic aspects of sustainability.
- ▶ **Assessment and improvement.** The impact of initiatives and activities must be systematically assessed, the results of which should be the basis for further improvement.
- ▶ **Good governance.** The Strategy and its actions are open to all university citizens. The University shall remain actively attentive to the operation and continuous development of platforms and mechanisms for participation and involvement.
- ▶ **Transparency and communication.** The principles and activities associated with the Strategy are available to all university citizens. Sustainability must be a key component of all channels and forms of the University's communication.
- ▶ **Innovation.** The University seeks to respond to and harness the innovative practices of external stakeholders while unleashing its internal creative energies. Transdisciplinary innovations, shared by the teaching and research community and students, are of particular importance.
- ▶ **Individual and shared responsibility.** Promoting sustainability is the duty and responsibility of each citizen and the entire University community.

The Presidential Committee of Corvinus accepted the framework for the university's sustainability strategy in May 2023.

The Sustainability Platform of Hungarian Universities

On the regional level, Corvinus joined the Sustainability Platform of Hungarian Universities – an initiative that unites 14 Universities in Hungary to promote active cooperation and exchange best practices with a view to developing a green university environment in line with the guiding principles of the 17 UN Sustainable Development Goals (SDGs). The platform, established in the Fall of 2022, is designed to help build a network through which Universities can organize courses and annual events, submit joint tenders, and integrate shared knowledge into education.

The Institute of Sustainable Development

There are eleven different institutes at Corvinus, nine of which are organized around business and economics subjects and two around social science subjects. Although the institutes of Corvinus might be understood as departments in other countries, the usage of the term “institute” is a legacy of Hungarian higher education. Accordingly, departments are smaller academic units (with approximately ten faculty members) at Corvinus and other Hungarian HEIs. The composition of the representation of delegates in the Senate of the University also reflects this structure.

In September 2022, adjustments were made to the structure of the institutes. As a result, the institutes of the University were slightly reorganized and, in many cases, renamed to better align with current international practice.

Faculty members nevertheless remained the same throughout the duration of the process of the renewal of the organization (except for new recruitment efforts and normal fluctuation).

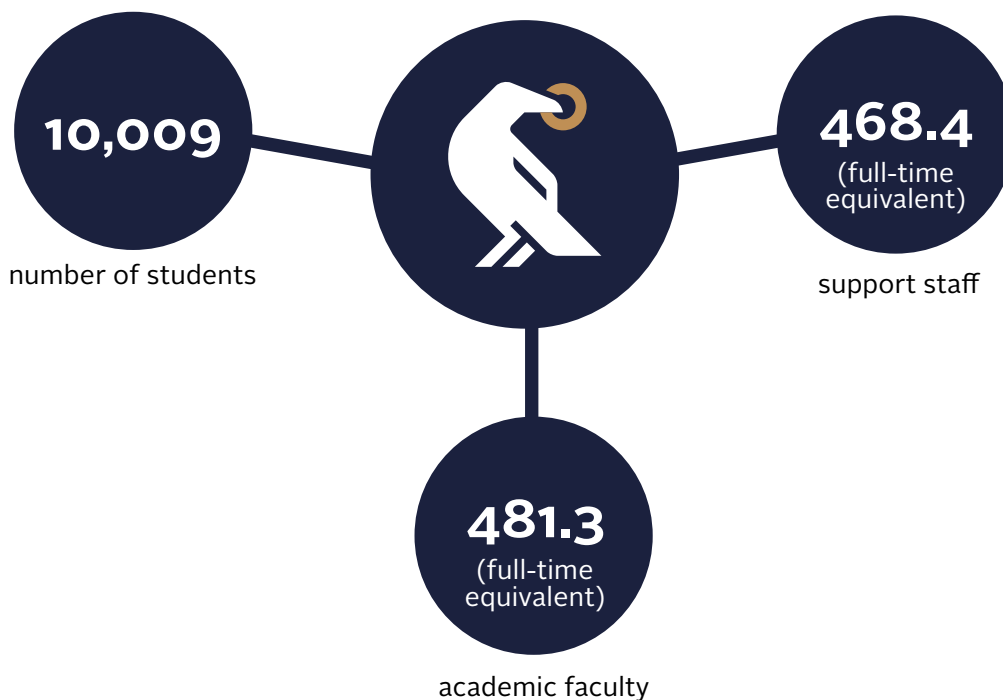
The Institute of Sustainable Development was established by Corvinus University of Budapest in 2022 to emphasize the economic, social, and environmental aspects of sustainability in the University’s education and research portfolio. The Institute of Sustainable Development includes, under a unified framework, colleagues who deal with areas closely related to sustainability in their education and research portfolios, taking advantage of organizational synergy effects. True to its name, the Institute employs a multidisciplinary approach and clearly reflects the integrated treatment of natural and social sciences. The four scientific fields managed by the institute are economic geography and urban development, sustainability management and environmental economics, tourism, and agricultural economics.



Infrastructure: Educational facilities

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We operate with...



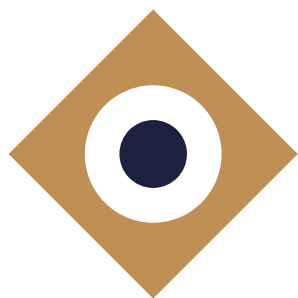
Corvinus campus is located in the heart of Budapest. The three educational and administrative buildings and the four residential areas cover a total of 83,469 m².

The **Main Building** is the historic Customs House which, together with the **Salt House**, is part of the scenic cityscape of Budapest. The **New Building**, also called Building C, was designed for University purposes.

Corvinus operates three **dormitories** that accommodate approximately **1,100 individuals** in rooms with 2-3 beds or, in some cases, 4 or 5 beds.

Two of the buildings, the **Kinizsi** and **Ferenc Földes** dormitories, are located in the vicinity of the campus, whereas **Takaréti Dormitory**, which only accommodates first-year students, is located in the green belt of District 10 of Budapest.



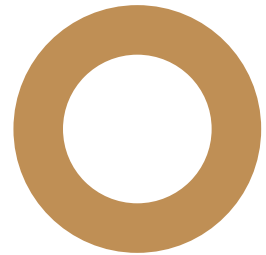


Lecture halls and seminar rooms are located in all three buildings of the Main Campus. The Campus has nine lecture halls with capacity ranging from 80 to 500-seat auditoriums. Seminar rooms, with seating capacity ranging from 20 to 60 persons, are located in the Main Building and the New Building. All lecture halls and seminar rooms are equipped with air-conditioning, PCs, projectors, and whiteboards.

The **Corvinus Central Library** is located in the New Building and offers a convenient and inspiring learning environment. The library provides access to a wide range of printed and electronic resources that support learning, teaching, and research activities: it hosts over 500,000 books, dissertations, manuscripts, lecture notes, and other printed materials and approximately 400 current periodicals.

Corvinus Library was proud to join the Green Libraries Manifesto initiative in 2023. The manifesto defines common values and commitments aimed at fostering positive change for our planet and communities. The institutions that support the manifesto agree to focus on environmental sustainability in their decision-making; support innovation in cooperation with local





communities; take part in knowledge-sharing related to the subject with partners; and support young people to make changes where they live – at their universities and workplaces alike.

The Library also joined the European Week for Waste Reduction, organising a sustainable fashion-related exhibition and discussion series. During that week, books removed from the library stock were distributed for free and Library staff recommended and sourced books for students to help them find their way around the sustainability literature.



As far as infrastructural developments are concerned, the most significant improvement currently underway is the construction of the new **Mènesi Campus**, the “Campus of the Future.” The design of this campus has been underway since 2020. University citizens will be able to occupy the new education and innovation center in the academic year 2023/2024. The aim of the development is to create a future-oriented new campus for Corvinus consisting of outstanding, technology-intensive, inspiring spaces.

The new campus is designed to provide dedicated collaborative spaces, connecting academia with the world of practice and being open to external stakeholders. The Data Experience Lab, housed on the new campus, will serve as a platform for the data analysis and visualization projects of the University and partner corporations.

The new incubator program, also based at the Mènesi Campus, will primarily focus on cultivating sustainability-related ideas. The campus will be awarded LEED Gold Certification AA+ rating for outstanding energy efficiency, which is unique among Hungarian higher education institutions and may serve as a model for other developments. In addition, the campus will also feature an 11,000-square-meter park that is open to the public, thereby contributing to the neighborhood’s green revitalization.

Continuous improvement

Corvinus is committed to continuous improvement in all areas of its operation. This commitment is reflected in different external evaluation processes the institution takes part in. Compliance with quality standards is first assured by the **Hungarian Accreditation Committee (HAC)**, which is responsible for the compulsory five-year institutional and program accreditation of HEIs in Hungary. Corvinus and all its programs are accredited by HAC, which operates in line with the Standards and Guidelines for Quality Assurance in the European Higher Education Area (**ESG**). BSc, MSc, MBA, and Doctoral programs also conform to **EQUAL** Guidelines. In addition, optional international forms of accreditation, such as the **AMBA**, **AACSB**, and **EFMD-Accredited**, acquired by Corvinus, represent further points of reference for program design and renewal programs.

AMBA

Corvinus University of Budapest received accreditation from the renowned Association of MBAs (AMBA) in 2020. This international organization is one of the world's leading authorities on post-graduate business education.



AACSB

Corvinus University of Budapest earned AACSB (Association to Advance Collegiate Schools of Business) accreditation in 2022. Founded in 1916, AACSB is the longest-serving global accreditation body for business schools and the largest business education network connecting learners, educators, and businesses worldwide.



EFMD Accredited

Among the program accreditations, the Corvinus-MSM-SEED Executive MBA postgraduate program and BSc in Business and Management were awarded the prestigious EFMD (European Foundation for Management Development) accreditation in 2022. Since 2009, the courses have continuously been internationally accredited. The accreditation process involves examining all aspects of a given course: institutional, national and international context, structure, knowledge transfer, outcomes and impacts, and quality development processes. In addition, it emphasizes theoretical rigor, practical relevance, international character, ethics, and sustainability.



Corvinus has been committed to sustainability and the conscious integration of the societal impact perspective into its operations for almost a decade. This is reflected in its participation in international sustainability and impact-related initiatives. The most crucial step in this regard has been the involvement in the development of the **Business School Impact System (BSIS)**, a data-driven system that identifies the tangible and intangible benefits that an institution can have on the local environment. Corvinus was involved in the BSIS pilot project starting in 2013; as a result, it was among the first institutions to receive a BSIS certificate. The certificate was renewed in 2018 and at the beginning of 2023.



Corvinus also participates in the **UI Green Metric** World University Ranking, which calls the attention of university leaders and stakeholders to global climate change.



PART 2



In the following Education, Research, Outreach, Operations and Governance chapters, we proudly report some highlights of our colleagues' and the University community's commitment towards ethics, responsibility, and sustainability.

Education

Curriculum

At Corvinus, we have a long tradition of teaching various subjects related to ethics, responsibility, and sustainability. We present here a selection of these subjects (fully or partially covering sustainability topics) from different Institutes of Corvinus as examples.

Bachelor's Courses Covering Sustainability and Responsibility Topics

- ▶ Corporate Social Responsibility
- ▶ Business Economics
- ▶ Sustainability Case Studies
- ▶ Decision Techniques on Sustainability Issues
- ▶ Environmental Economics
- ▶ Business Ethics
- ▶ Corporate Environmental Management
- ▶ CSR Communication
- ▶ Environmental Economics and Policy
- ▶ Human-Centered Economics

Master's Courses Covering Sustainability and Responsibility Topics

- ▶ Sustainable Supply Chain Management
- ▶ Corporate Sustainability and CSR
- ▶ Model UNFCCC – CEMS Climate Strategy Roleplay
- ▶ Corporate Contribution to Pro-Environmental Consumer Behavior
- ▶ Strategic Thinking
- ▶ Global and Regional Environmental Challenges
- ▶ Economic Evaluation of the Environment
- ▶ Advanced Environmental Economics
- ▶ Environmental Management
- ▶ Responsible Global Leadership
- ▶ Logistics Services
- ▶ Performance Management in the Supply Chain
- ▶ Purchasing Strategies





- ▶ Ecological Economics
- ▶ Sustainable Future of Sports

PhD Courses with Sustainability and Responsibility Content

- ▶ Management for Sustainability
- ▶ Alternative Economic Theories
- ▶ Academic Writing
- ▶ Qualitative Research Methods

Postgraduate Courses (Full or Partial Coverage of Sustainability and Responsibility content)

- ▶ Environmental Management
- ▶ Sustainable Procurement
- ▶ Sustainable Public Procurement
- ▶ HR Ethics
- ▶ Ecological Economics

Talent management

Despite the fact that Corvinus' primary focus is business, management, economics, and social sciences, we are pleased to note and report that more and more students are choosing sustainability and responsibility-related topics for their thesis and research work.

The most popular topics covered by the students are:

- ▶ Corporate sustainability/corporate environmental management
- ▶ The climate targets and policies of different regions and countries
- ▶ The UN SDG framework and its implementation
- ▶ Energy policies
- ▶ Social aspects of sustainability

Examples of ERS-related thesis work

Strauss, Cindy (2022) "Green is the New Black": Socially Responsible Marketing & Greenwashing in the 2020s.

Bakoglu, Gamze (2021) Gender-Climate Change Nexus and SDG 2, SDG 6 and SDG 15: Does the 2030 Agenda have gender-responsive climate mitigation and adaptation policies? (in English).

Kovács, Kristóf (2021) Greenwashing Techniques of Company Giants.

Pavlovic, Tamara (2021) Conceptualizing Global Environmental Governance: Global Climate Governance and the notion of Economic Growth.

Györffy, Simon Lajos (2021) Waste management in the V4 countries.

Nugraha, Rangga Tri (2021) A Comparative Study between the Mainstream, Critical, and Islamic Approaches to Sustainable Development.

Student Scientific Conference at Corvinus and at the National Level

The annual Student Scientific Conference gives students the opportunity to share their research results with other students and educators.

In 2022, we had 37 papers about sustainability-related topics in 12 different sections. Seven of our students achieved first place, two second place, and six third place in the university-level competition, while two papers were awarded first place and two others second place in the national competition. One Corvinus student also received a special award.

In 2023, 35 papers about sustainability-related topics were submitted to the Student Scientific Conference at Corvinus in 15 different sections. Seven students achieved first place, five second place, while two achieved third place. Twenty-three students were nominated for the national-level competition.



A selection of papers that received awards

Bach Benedek: The role of the secondhand clothing market in sustainability and the circular economy - Consumer attitudes; renting clothes.

Csillag Balázs József; Granat Marcell: ESG investing and media attention to environmental issues.

Lencsés Edina: Sustainability of a medium-sized software company, through the lens of management: Integrating the TLBSC model and the SDG framework based on the 5P categorization.

Edőcsény Klára Ilona: More conscious clothing consumption? The impact of the Covid-19 pandemic on the fashion consumption of the Hungarian generation Y and Z

Horváth Adél Roxána: Analysis of life cycle emissions using game theory methods.

Kulhavi Nikoletta Márta: Omnichannel retail in the light of sustainability.

Lázár Lili: "I realized that the entire current fashion industry is not sustainable at all." The impact of sustainability education on young people's fast fashion consumption habits.

Málits Péter: Europe, the green continent? Evaluating the European Union's climate protection efforts using different approaches to the environmental Kuznets curve.

Rohtla Madli: Food sustainability transition at higher education institutions.

Szalczgruber Fanni: CSR communication in social media: is the influencer's or the company's post more effective?

Research Themes

Sustainable development and business responsibility are overarching themes that have induced several researchers in a number of organisational units to initiate research projects. Research topics are mainly concentrated on three major issues: the sustainability practices of businesses, sustainable consumption, and sustainability policy. Research activities are decentralised at Corvinus: each institute/department is responsible for its own research activities, although cooperation between units is encouraged via numerous instruments and events.

Sustainable Practices of Business Organizations

- ▶ Business Ethics
- ▶ Corporate Social Performance
- ▶ Environmental Marketing, Social Business, and Social Entrepreneurship
- ▶ Spirituality in Management
- ▶ Sustainability Accounting and Reporting
- ▶ Sustainability Strategy
- ▶ Sustainable and Social Innovation
- ▶ Sustainable Project Management
- ▶ Sustainable Supply Chain Management
- ▶ Circular Business Models

Sustainable Consumption

- ▶ Consumer Behavior
- ▶ Factors of Sustainable Consumption Patterns
- ▶ Sustainable Public Procurement

Sustainability Policymaking and Assessment

- ▶ Energy Efficiency
- ▶ Nature Conservation and Ecosystem Services
- ▶ Renewable Energy
- ▶ Sustainability Assessment of National Development Strategies
- ▶ Sustainable Tourism
- ▶ Green Finance
- ▶ Circular Economy



Research Centers Specialized in Related Topics

Regional Centre for Energy Policy Research, REKK – The center was ranked fifty-second in the global Top Energy and Resource Policy Think Tanks on the University of Pennsylvania's Global Go To Think Tank Index in 2020. The center undertakes comprehensive research, consulting, and teaching activities about electricity, gas, and carbon dioxide markets. Analyses range from impact assessments of regulatory measures to the preparation of individual company investment decisions. Most recently, they have also covered strategies for promoting renewable energy and energy efficiency.

Centre for Business Ethics – The center is highly active and recognized in publishing and international teaching activities, as well as embedded in the life of Corvinus. Science and Ethics, one of the most recent of the center's courses, is designed for PhD students.

Sustainability Indicators Research Centre – This focuses on carbon calculations as well as interdisciplinary studies. It has successfully supported several PhD students in their studies and research.

Sustainability Excellence Centre – The center was established to bring together researchers from the Business Economics Institute to promote experience exchange and professional cooperation.

Relevant research is also integrated into other research centers, such as the Competitiveness Research Centre and Business Development Research Centre.

Selected Scientific Publications

National and international publications based on recent research demonstrate the active participation of faculty members and the diversity of topics that are handled at Corvinus.

Examples:

Bellassen, V., Drut, M., Hilal, M., Bodini, A., Donati, M., de Labarre, M. D., Filipović, J., Gauvrit, L., Gil, J. M., Hoang, V., Malak-Rawlikowska, A., Mattas, K., Monier-Dilhan, S., Muller, P., Napasintuwong, O., Peerlings, J., Poméon, T., Tomić Maksan, M., Török, Á., ... Arfini, F. (2022). The economic, environmental and social performance of European certified food. *Ecological Economics*, 191, [107244].

<https://doi.org/10.1016/j.ecolecon.2021.107244>

Csutora, M., Zsóka, Á. and Harangozó, G. (2021) The Grounded Survey – An integrative mixed method for scrutinizing household energy behavior. *Ecological Economics*.

DOI <http://doi.org/10.1016/j.ecolecon.2020.106907>

Csutora, M.; Harangozo, G.; Szigeti, C. (2022) Factors behind the Consumer Acceptance of Sustainable Business Models in Pandemic Times. *Sustainability* 2022, 14, 9450.

<https://doi.org/10.3390/su14159450>

Fodor, Sz., Borbásné Szabó, I. and Ternai, K. (2021) Competence-Oriented, Data-Driven Approach for Sustainable Development in University-Level Education. *Sustainability*, 13 (17).

DOI <https://doi.org/10.3390/su13179977>

Hamam, M., D'Amico, M., Zarbà, C., Chinnici, G. and Tóth, J. (2022) Eco-Innovations Transition of Agri-food Enterprises Into a Circular Economy. *Frontiers in Sustainable Food Systems*, 6.

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PhD theses

Even though Corvinus' primary focus is business, management, economics and social sciences, a significant number of **PhD theses were linked to sustainability topics between 2021 and 2023.**

Examples:

Fekete, Krisztina Anna (2023) Combating Climate Change through Smart Innovations - Examination of smart city concept in light of sustainability

Fain, Máté (2021) Sustainable Investing - Does ESG Induce a Virtuous Circle?

Márton, András (2022) Foundation of the environmentally sustainable strategic management by integral futures

Kuslits, Béla (2021) Consumer Value-preferences on a Sustainable Food Market

Somfay, Dorottya (2022): Societal perception management in the field of waste management in Hungary

Szathmári, Attila (2022) Elite sport for social wellbeing: The concept of sustainable (slow) sport

Journals

Corvinus publishes the following journals periodically. All of them feature papers related to ethics, sustainability and responsibility topics.

- ▶ Corvinus Journal of Sociology and Social Policy
- ▶ Corvinus Journal of International Affairs
- ▶ Köz-gazdaság (Review of Economic Theory and Policy)
- ▶ Society and Economy
- ▶ Turizmus Bulletin (Tourism Bulletin)
- ▶ Vezetéstudomány (Budapest Management Review)



Outreach and public service

The Corvinus Science Shop (CSS)

“Impactful co-creation with responsibility” is the tagline of another initiative, the Corvinus Science Shop (CSS), the community-engagement competence center of Corvinus. CSS promotes dialogue between science and society; its guiding principle is doing science *with* and *for* society. As a meeting point for local communities and the academic community of the University, it gathers the questions and challenges that community partners identify and engages students and educators-researchers to generate responses through collaborative, community-engaged research and learning processes via various participatory, problem-and project-based, service-learning, etc. methodologies. The CSS, a bottom-up initiative, has grown into a large-scale initiative and has been acknowledged as a university-wide competence center. It has also expanded in terms of the scope of teaching: course projects are now present in BA, MA, postgraduate, and Executive MBA studies. In the academic year 2021-2022, science shop course projects were facilitated by 36 lecturers. In this single academic year, more than 930 students responded to 91 community questions from 43 community partners. The aggregated number of community partners – non-profits, civil society organizations, and social enterprises – has risen to more than 100 during the five years of operation of the science shop.

COURSE PROJECTS

Most community questions received by CSS find their way into course projects. These are group tasks embedded in university courses, during which students explore questions in collaboration with the lecturer and the community partner and usually end up with a (business) solution to the practical problem that has been raised.

Students typically work in teams of three to six, utilizing both secondary (literature and pre-existing research) and primary (focus group, interview, questionnaire, etc.) research methodologies, relying on their knowledge of business administration and the topics covered in the given course.

If a course project succeeds in aligning educational goals and the needs of the community partner, the international practices of community-engaged teaching and learning come to life. It is this aspect that we currently consider to be one of Corvinus Science Shop’s key priorities.

The following are courses/topics in which community-engaged teaching and learning have been implemented to date.

- ▶ Business Planning
- ▶ Corporate Social Responsibility
- ▶ Sustainability
- ▶ Communication and Creative Media Planning
- ▶ Finance and Accounting
- ▶ Logistics and Supply Chain Management
- ▶ Marketing and Service Development
- ▶ Sales, Pricing, Branding
- ▶ Management and Leadership
- ▶ Human Resource Management
- ▶ Organizational Development



- ▶ Social Entrepreneurship
- ▶ Innovation and Social Impact
- ▶ Tourism

Our community partners are:

- ▶ Civil Society Organizations
- ▶ Informal communities
- ▶ Active citizens
- ▶ Social entrepreneurs
- ▶ Non-profit organizations

Corvinus Science Shop in numbers

Achievements

Between July 2021 and May 2023, the Corvinus Science Shop



Corporate Involvement

Our university sees many opportunities for mutual value creation through corporate collaboration. For example, academic knowledge transfer and solutions for life-long learning (e.g., non-degree, individual training, or executive programs) are means of conveying theoretical knowledge and research results to companies, while student projects that involve companies and joint curriculum design create relevant and up-to-date market knowledge for students.

We consider it an important goal that our students – in addition to acquiring marketable knowledge – should be able to make well-founded decisions about the sector and job they envision developing their career in when entering the labor market. To this end, we provide opportunities for our partner companies to be present within the University. For example, members of senior management can hold lectures during our training courses; we organize company university days; promote student training at partner companies; and, as needed, build bridges that help secure professional internships. In addition, the newly completed Ménési út campus will host future-oriented training courses and can serve as a physical and intellectual location for incubation and R&D collaboration in the future. One of the main pillars of realizing all these goals is corporate cooperation.

We consider it important to highlight our efforts to move away from company contracts that focus on one topic to developing comprehensive, multi-field strategic partnerships.

Here are a few examples of companies that the University collaborates with:

- ▶ BlackRock Hungary
- ▶ Deutsche Telekom Systems
- ▶ Hewlett Packard
- ▶ KPMG
- ▶ LEGO Manufacturing
- ▶ Opten
- ▶ OTP Bank
- ▶ Procter & Gamble
- ▶ Schneider Electric



Conference and event highlights

Corvinus strives to open up its research activities to a wide audience (see the references to the Corvinus Science Shop and the Faculty Research Weeks in this document) and organizes thematic international conferences connected to sustainability and responsibility.

A selection of workshops and events related to sustainability:

2021

- ▶ Ways of decarbonizing the heating sector in the Western Balkans Six. Online Workshop jointly organized by REKK and the European Climate Foundation (ECF)
- ▶ The role of hydrogen in the decarbonization pathways in the Visegrad Region – co-organized by the REKK Foundation, the V4 Energy Think Tank Platform and the Ministry of Innovation and Technology

- ▶ Sustainable and responsible tourism - Tourism Forum lecture series organized by Prof. Melinda Jászberényi
- ▶ Interactive, online discussion about sustainability. Corvinus participated in the Global Climate Change Week international event series with an interactive, online role-playing game led by Dr. Gabriella Kiss and Dr. Alexandra Köves.

2023

- ▶ Collective ideas on sustainability at the first ERS Agora organized by the ERS Hub
- ▶ Melting Ice, Hot Topics: Conference on Sustainability Communication.
- ▶ Conference on Sustainability Communication for Young Researchers organized by the Corvinus Communication Conference (CoCoCo)
- ▶ First Corvinus Farmers' Market



Research Weeks

Research Week, which became a tradition at the former Corvinus Business School, is organized at the end of each semester, in January and June. We would like to continue this tradition online at the university level.

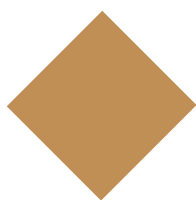
During the five-day event, workshops, research-related training, guest lectures, and various other programs are scheduled to take place.

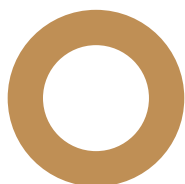
During the last five-day series of events between January 23-27, 2023, Corvinus lecturers and researchers could get to know about the recently completed or ongoing research of institutes, departments, research centers, and researchers, and get inspiration from each other's findings, as well as discuss research topics and opportunities for cooperation.

The participants, including PhD students and external researchers, had a chance to hear about the history of published and upcoming publications associated with the Tourism and Mobility book series, as well as presentations by colleagues participating in the Corvinus Horizon Europe Center and the ERS Agora project. In addition, those who were interested could look at the results of exciting research related to the DigiKid project, the development of an accounting escape room, and the LEGO Serious Play methodology.

The event ended with a lunch reception, providing an excellent opportunity for networking and sharing the experiences of the week.

The tradition is to be continued in June 2023.





Student organizations

As of 2023, there are approximately 50 student organizations operating within Corvinus whose diversity and different activities ensure a variety of student life at the university. Their focus is always on promoting common interests, whether in economics, tourism, or even journalism. In addition to their professional work, fostering a sense of community life is also essential. Most of the registered student organizations are active in ERS/CSR-related activities as well, either regularly or occasionally during the academic year.

The most typical type of activity, which 80% of the student organizations engage in, is related to charity, mainly realized within the frame of cooperation with specific Hungarian civil organizations, churches, or even the Hungarian Charity Service of the Order of Malta. The charity activities include donating food and non-food items (e.g., toys, books, and clothing).

Another important CSR/ESR-related activity is related to the education of disadvantaged elementary and secondary school students in the fields of sustainability, ethics, citizenship, responsibility, and financial consciousness.

The third pillar of the CSR focus of the student organizations of Corvinus is mentoring talented students from Hungary and abroad who aim to apply to higher education institutions in the field of economics.

Sustainable Organization of Corvinus (SOC)

The Sustainable Organization of Corvinus is a student organization that promotes sustainability and environmental protection and would like to draw attention to the relevance of these topics by setting an example. SOC was established by students of the environmental management specialization of the Business and Management bachelor's program. They started with 15 members, and the number has now risen to 21. Their aim is to hold thought-provoking lectures that familiarize students with the former topics. The organization regularly initiates workshops and round-table discussions, during which the students can learn and adopt practices that will be useful to them and good for the environment. The SOC also organizes outdoor programs to showcase the sustainability parameters of specific industries or areas of the country or beyond. These events may include a visit to a landfill, a tour of a power plant, a visit to the environmental protection department of a state body, or even a tree-planting event. The organization's members are committed to drawing students' attention to various sustainability-related events, lectures, conferences, and other programs held in and outside the university.

Students may gain more thorough knowledge and a broader perspective by participating in the student organization's programs either as members or participants. In addition, future partner companies have the opportunity to reach young students through them, and the organization provides both students and companies with opportunities to establish collaborations on a mutually beneficial basis.

Overall, the goal of SOC is to create a university community and life that are not only sensitive to environmental protection and sustainability but which acts to protect nature.

The Global Alliance in Management Education or CEMS is celebrating its thirty-fifth anniversary in 2023. Sustainability issues have a special place in the history of CEMS, mainly thanks to the Model UNFCCC CEMS Climate Strategy Roleplay course, where negotiations that take place during the COP27 conference of the United Nations Framework Convention on Climate Change are simulated with the active participation of hundreds of international students from CEMS partner universities, including Corvinus students.

Model UNFCCC CEMS Climate Strategy Roleplay is a unique, innovative course that gives students a chance to experience, as active participants, a complex, multilateral negotiation with far-reaching consequences for the future of the planet.

The course at Corvinus is taught by Prof. Ágnes Zsóka and Anna Széchy.

“The CEMS Model UNFCCC course has been a unique collaboration within the CEMS community and is an excellent example of shared views and a thoroughly developed approach to providing an understanding of climate change and climate policy to CEMS students. Practicing multilateral negotiation results in a deep understanding of the difficulty and the features of international negotiation. This gives students the opportunity to develop their negotiation skills in a practical setting.” *Professor Ágnes Zsóka*, Chair of the CEMS Faculty Group “Business and the Environment,” Vice-Rector for Academic Development, Corvinus University of Budapest.

In April 2023, Corvinus University of Budapest hosted the CEMS V4 Conference, which represented an excellent platform for promoting other sustainability-related topics and increasing commitment via events such as P&G’s skill seminar titled Addressing Hungary’s Energy Crisis: Exploring Solar Energy as an Alternative Source.

CEMS Business Projects

Within the frames of the CEMS Business Project course, students can become familiar with highly relevant, real business projects, such as McKinsey’s Improving the Impact Measurement of Real Pearl Foundation: Defining a Measurement System Based on Best Practices and Feasibility at the Foundation in 2023. In addition, the topic of sustainability attracted attention in 2022 as well when two business projects were introduced:

- ▶ McKinsey: #SpeedUpSustainability: How can SMEs Improve Their Sustainability Fast?
- ▶ McKinsey: Striving for Organizational Excellence: Improving the Organizational Performance of the Real Pearl Foundation Google: Supporting Ukrainian Refugees in the Czech Republic.



Operations and governance

Corvinus Green

Corvinus was named the “most sustainably improved university” on the UI GreenMetric World Top 100 on 12 December 2022. “Through engagement and volunteering, we have been able to change our habits to operate more sustainably. To achieve significant change, we need to act together,” said Ákos Domahidi, Chancellor of Corvinus, at the online award ceremony.

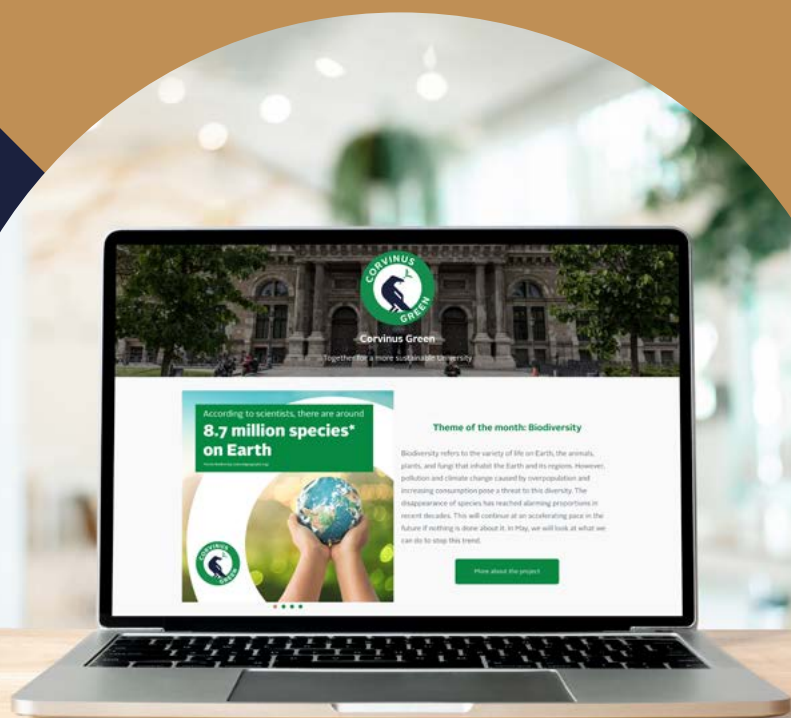
This development was supported by organizational, infrastructural, and community projects. The story began in 2021 when Corvinus joined the GreenMetrics sustainability initiative. At that time, we were ranked 869th out of 956 universities in eighty countries, and the intention was to choose a greener and more sustainable path. To make a difference, we developed a Sustainability Action Plan for 2022, presented by Chancellor Ákos Domahidi to the Presidential Board in early 2022. As well as the definition of an action plan, its detailed and accurate completion was a significant factor in the University’s almost 300-step advancement in the ranking.

Academic and service-area colleagues joined forces to achieve these goals. The first step was the Green July campaign, where we shared sustainability-related content and created the Corvinus Green subpage. We also challenged university staff to respond to items on a survey, sharing ideas about the need to reduce printing, increase biodiversity, collect waste selectively, and optimize water, electricity, and air conditioning to improve energy efficiency, for example.

Almost 90 percent of the University’s employees (in 35 departments in total) swapped their plastic bottles for glass cups and jugs. In parallel, 41 water points were installed in the university buildings, where staff and students alike can fill up on good quality drinking water.

New desk lamps with energy-saving light bulbs have been provided to Corvinus employees, who have pledged to use ceiling lighting only when needed (22 departments have joined in this initiative). In addition, individually controllable table lamps allow us to reduce the energy consumption of ceiling lighting to a fraction of the original. Applications remain open to departments.

We have also started a project to optimize the use of household appliances, with Campus Services staff visiting volunteer departments and making energy efficiency recommendations. Departments that adhere to recommendations will be awarded sustainable Fair-Trade coffee, supported by the central budget. The project is expected to end in 2023.



In addition to reducing electricity consumption, heating is a focal area. Although Corvinus is in a good starting position in terms of energy costs, as recently signed long-term energy contracts give it a competitive advantage, Ákos Domahidi says that “we cannot afford to waste this advantage; we have to build our sustainability efforts on it.” To achieve this, we have fixed the temperature in our buildings at 20 degrees Celsius, keep only the south door open in the main building, and arranged the timetable to optimize heating.

Finally, we reduced our gas consumption by 32 per cent in November 2022, a saving of more than 29,000 cubic meters compared to November 2019, primarily as a result of the latter measures.

The lower temperatures were a problem in many offices as winter set in, so blankets were gifted to colleagues, and operations staff are working to address the unique nature of the offices. In addition to energy consumption, water consumption has also been reduced, with aerators on taps saving 10-13 liters of water per minute.

We also wanted to strengthen the circularity of the University. We asked colleagues to hand in unused IT tools with a view to repurposing them. Some of the items will be reused in operations, and some will be donated to our community partners through the Science Shop.

Although we improved nearly 300 places on the UI GreenMetrics world ranking last year, according to Ákos Domahidi, “the award is not only a recognition but also [implies our] responsibility to continue on our sustainability path in the future.” We are currently ranked 577th, which means we have room for improvement, so the Corvinus Green project will not stop in 2023.



Equal opportunities

In the fall of 2021, a new development team started working on the website. One of the first developments was the creation of an ‘accessible’ page. For this purpose, the EqualWeb solution was recommended and installed. With the help of the add-on, it is possible to increase the text size, change color schemes, access a monochrome view, have texts on the page read aloud, change the font, distinguish headers by highlighting them, display content clearly and legibly in a new window, use the magnifying function, or use a virtual keyboard or mouse to enter texts you want to display.

The institution offers comprehensive support to students with special needs or disabilities. Both domestic and international students can access support from Student Support Services (SSS/HT), which comprises a team of 12 qualified psychologists and mental health and learning accessibility specialists. The multi-directional approach provides integrated support for student care, with treatments that can be customized to individual needs. In addition, counseling is available for students to help them with their personal and academic difficulties, supporting their overall success. Our mission is to assist students in their academic pursuits, mainly concentrating on the most crucial phases of university life and helping students navigate challenging circumstances, learning stages, and turning points that are crucial from the standpoint of leaving school. All students, including those with disabilities, are welcome to use our services.

All our committees, such as those dealing with social issues, disabilities, and educational matters, share the responsibility for guiding applicants in their decisions. Our disability committee makes decisions regarding suitable assignments, accommodation, benefits, exemptions, and other services that meet the specific needs of students with disabilities.

The first step in the support process is a needs assessment session, during which we collaborate with the student to create an individualized education path based on their certificate of disability. The intention is to offer alternative exam criteria and preparation options based on the specific impairment, such as providing extra time, digital resources without barriers, individualized support, specialized counselling, language preparation, oral or written exam options, etc.

To inspire students with disabilities, support them with their mental health, and help solve their learning obstacles, our Student Support Team has created a portfolio of services.

We also provide a lot of articles, manuals, podcasts, and workbooks on topics related to psychology, learning, and careers. In addition, persons affected by disabilities can take part in various integration programs, competency training, and international barrier-free internships.

In addition, our E Building has a room for students who need a designated space to unwind or for those who need it for quick breaks, giving childcare, or religious practices. The “Napköz” community area in the same building offers a supportive environment to help students build relationships and share knowledge.

The Accessibility and Disability Policy was developed as part of the University’s renewal process. It is intended to provide a more expansive interpretation of our disability regulations. In addition, the university seeks to build a supportive environment that is open to all its members.

According to the latest statistics, there are 46 students with disabilities at our university (41 Hungarian students and five international students). The number is not constant, as it depends on the student’s life situation, expert opinions, and diagnosed conditions.

A further aim is to minimize any barriers and disadvantages, in addition to conducting effective needs assessment and implementation that allows those with disabilities to undertake most routine activities. To facilitate this, the university has ensured the following:

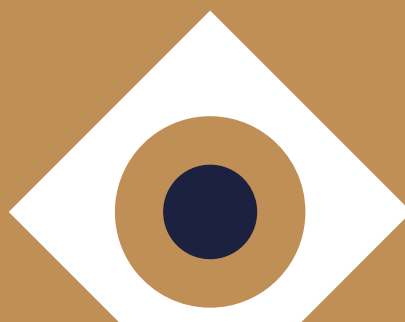
- ▶ building accessibility
- ▶ helping the visually impaired (with route instructions, digital curricula, etc.),
- ▶ assisting the deaf and hard of hearing (by describing information, subtitling, using sign language interpreters, etc.),
- ▶ facilitating access to information and communication (with text-to-speech readers, spelling and synonym dictionaries, etc.),
- ▶ minimizing environmental noise (to focus attention, reduce distracting sounds and lights, etc.)

In addition, a university service that makes life easier for many was also introduced on the Budapest Campus: there is now a comfortably furnished quiet room for students with special needs, such as those with disabilities or the chronically ill (with diabetes, transplants, etc.) and for parents with small children and pregnant mothers. The room is suitable for taking short breaks, for the care of small children, and for discreetly and hygienically taking medication.

Corvinus has also achieved ‘Family-friendly Workplace’ recognition.

The mission of Corvinus is to train the leaders of the future, so regardless of their financial situation, we want to give the most talented students an opportunity at one of the country’s best economic and social sciences universities. Students in need can apply for social and dormitory social scholarships (regarding these grants, more than HUF 424 million may be allocated in the 2022/2023 school year). In the first semester of the academic year, 575 students received an average of HUF 77,000 per month in the form of regular payments.

We support the preparation of not only current but also future students. We have founded the Illyés Gyula Talent Program to improve the chances of students in need who have already graduated but have not been admitted to a higher education institution. In the framework of the program, they not only receive financial support (a regular monthly allowance, dormitory care, daily hot meals, etc.) for an academic year but also intensive subject preparation, mentoring, and personalized help with their career choice. In an indirect form, we also support the learning of those preparing to complete their high school diploma. For more than 50 years, Studium Generale, our student organization, has been preparing high school students for graduation free of charge. The University also contributes to their activities in the form of financial and other benefits.



PART 3



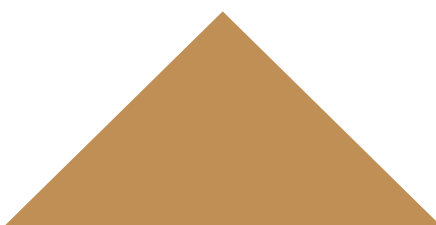
Future Plans

At the time of the writing of this report, the renewed sustainability strategy framework of the University is being finalized following a comprehensive participative consultation process. In line with this strategy, Corvinus aims to move forward with its sustainability/ERS-related activities in four main areas: *education, research, outreach and social impact, and operations, governance, and community*.

The university has defined its overall strategic goals related to each of the four main thematic areas identified above. In the field of education, the development of curricula, program design, teaching methodologies and stakeholder engagement, as well as the knowledge and sustainability/ERS-related skillsets of the teaching faculty, are vital. As for the research area, the University aims at increasing its publication activity and sustainability/ERS research capacity by creating an organizational framework and encouraging internal and external collaboration that promotes research excellence and impactful activity. In terms of outreach and social impact, Corvinus's strategic aim is that all operations of the University will reflect responsibility and sustainability/ERS towards external and internal stakeholders, thereby serving as an example for others. Therefore, the university is putting great emphasis on establishing and maintaining close and extensive partnerships and collaborations with a wide range of stakeholders, including companies, community partners, government actors, as well as staff, students, and alumni, to advance sustainability/ERS and create true social impact. Regarding the thematic area of operations, organization and community, the primary goal of Corvinus is to create a sustainable infrastructure that reduces its ecological footprint by increasing efficiency and decreasing resource use. To achieve this, using green energy, energy-efficient buildings, and optimizing waste management systems are in focus.

The university has identified and formulated its strategic aims concerning sustainability/ERS in line with the following thematic areas:

Education	Research	Outreach and social impact	Operations, governance, and community
Courses, teaching materials	Publication and research capacity	Collaboration with networks for advancing sustainability/ERS	Sustainable infrastructure
Teaching Faculty	Internal research collaboration	External partnerships – business organizations	Equal opportunities
Extracurricular learning activities	Research excellence and external collaboration	External partnerships – community partners	Sustainable procurement
Teaching methodologies	Organisational framework for research excellence	External partnerships – government actors	Services supporting sustainable lifestyles
Alumni	Impactful research	Internal platform for sustainability/ERS	Dedicated funding



Priority goals and future action plan items for the four thematic areas:

Education

- ▶ Making sustainability courses available to students on all programs and at all levels (BA-PHD).
- ▶ Providing a clear definition of the impact of courses.
- ▶ Creation of training activities that enhance sustainability competences in the fields of education and research.

Research

- ▶ Creation of an international relationship map to transform the University into an international hub of sustainability research.
- ▶ Comprehensive integration of external stakeholders into our education and research practices around the principle of shared values, with the goals of knowledge exchange and impact generation.

Outreach and social impact

- ▶ Systematically developing the participation and involvement of university citizens in community projects as well as transdisciplinary projects both in and outside the University.
- ▶ Creating incentive systems that foster the further integration of university citizens into sustainability/ERS activities.
- ▶ Shaping the future society of Hungary by becoming a platform for sustainable endeavors as well as through communication and events that challenge the status quo.

Operations, governance and community

- ▶ Adopting a comprehensive sustainable infrastructure development approach based on the UI Greenmetric indicators.
- ▶ Ensuring the provision of the basic necessities for sustainable living at the University by developing an equal opportunity policy and well-being strategy.
- ▶ Influencing the habits of students and colleagues in the areas of transport, car use, and other habits that have a significant impact on the environment through community initiatives.
 - Making energy-efficiency improvements to existing infrastructure, such as installing new and environmentally friendly heating and lighting systems.
 - Introducing waste management practices that promote a culture of sustainability and encourage eco-friendly habits, such as using reusable bags and bottles, as well as reusing and recycling through our recycling stations and local partner organizations, and donating gently used items, such as furniture and electronics.
 - The University is committed to securing the funding necessary to achieve its sustainability/ERS goals in the specified priority areas.

