

BUILDING CORPORATE REPUTATION WITH SUSTAINABILITY AND UNIVERSITIES

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ÖZET

İnsanoğlunun çevreye ve doğaya yönelik bilinç düzeyi arttıkça, bu bilinç yapısının uygulama alanları da yine aynı insanoğlu tarafından çeşitlendirilmektedir. Buna bağlı olarak düşünsel temelde geleceğe yönelik kurgulanan her üretim pratik bir yarar sağladığı sürece piyasa ekonomisi içinde önemini ve değerini artırma eğilimi gösterir. Paydaşlar işletmelerden pratik yarar sağlayan ürün ve hizmetlerin tatmin düzeylerinin sadece kullanım değeri olarak değil aynı zamanda duygusal, bilişsel ve psikolojik olarak da katkı sağlamasını beklemektedir. Bu darboğazı aşmak adına işletmeler de duygusal yönetim temelinde paydaşları için önemli olabilecek değer yönelimli politikalara imza atmak ve bu tür faaliyetler gerçekleştirmek zorunda kalmışlardır. Bu bağlamda işletmelerin paydaşı olan yapıların tümünün özündeki “insan” faktörünün, ekonomik beklentilerinin yanı sıra paydaş memnuniyetini sağlamak adına değer yönelimli bu tür beklentilerin de işletmelerce tatmin edilmesi gerekmektedir. Bu anlamda, sürdürülebilirlik üzerine inşa edilmiş bir kurumsal itibar bir kurum için daha da önemli hale gelmektedir.

Bu çalışmada, kurumsal itibarın genelde kurumlar özelde üniversiteler bağlamında önemini ortaya koymak amaçlanmıştır. Bu çalışmayla birlikte ülkemizde sayısı az olan sürdürülebilir üniversitelerin diğer üniversitelere örnek teşkil etmesi hedeflenmektedir. Bu nedenle kurumsal itibar ile ilişkilendirilebilecek sürdürülebilirlik ve sürdürülebilir üniversite kavramların literatürdeki yeri incelenmiştir.

Anahtar Kelimeler: Kurumsal İtibar, Sürdürülebilirlik, Sürdürülebilir Üniversite.

ABSTRACT

As the mankind raises awareness for environment and nature, they find different ways for the application of this awareness. Accordingly, each production built up for the future on the intellectual basis shows a tendency to increase its importance and value in the market economy as long as it provides a practical benefit.

Stakeholders not only expect products and services to be beneficial in use but also to contribute in emotional, cognitive, and psychological way.

To overcome this bottleneck, institutions had to carry out value-oriented policies that might be important to their stakeholders on an emotional management basis and had to perform such activities. In this respect, such value-oriented expectations must be satisfied by institutions to ensure stakeholder satisfaction as well as economic expectations. The concept of reputation is an important value for institutions to take care about. In this sense, a reputation built on sustainability becomes much more important for an institution.

The aim of this study is to indicate the importance of corporate reputation for institutions and particularly for universities. With this study it is also aimed to serve a few sustainable universities in our country as a model for other universities. Therefore, the place of concepts that can be associated with corporate reputation such as sustainability and sustainable university has been analyzed.

Keywords: Corporate Reputation, Sustainability, Sustainable Universities

1. Introduction

A corporate reputation that built upon sustainability is such an important asset for institutions today. Because stakeholders are aware of environmental circumstances and problems and they know that institutions have to take care of these problems. If an institution builds its corporate reputation on sustainability and giving back to the nature and society, stakeholders will embrace this reputation and the institution will be one step ahead of its competitors.

Therefore, the concepts of corporate reputation and sustainability should be comprehended better in order to build the reputation on sustainability.

2. Corporate Reputation

Compared to the words image or brand which are the first words come to mind when reputation is mentioned, reputation contains a broader meaning (Bilmez, 2011). Davies and his friends (2004) states that *“Reputation is taken to be a collective term referring to all stakeholders’ views of corporate reputation, including identity and image”*.

Thus, reputation has an importance influence upon stakeholder beliefs, attitudes and behaviors when these groups have incomplete information regarding organizational characteristics (Weigelt and Camerer, 1988).

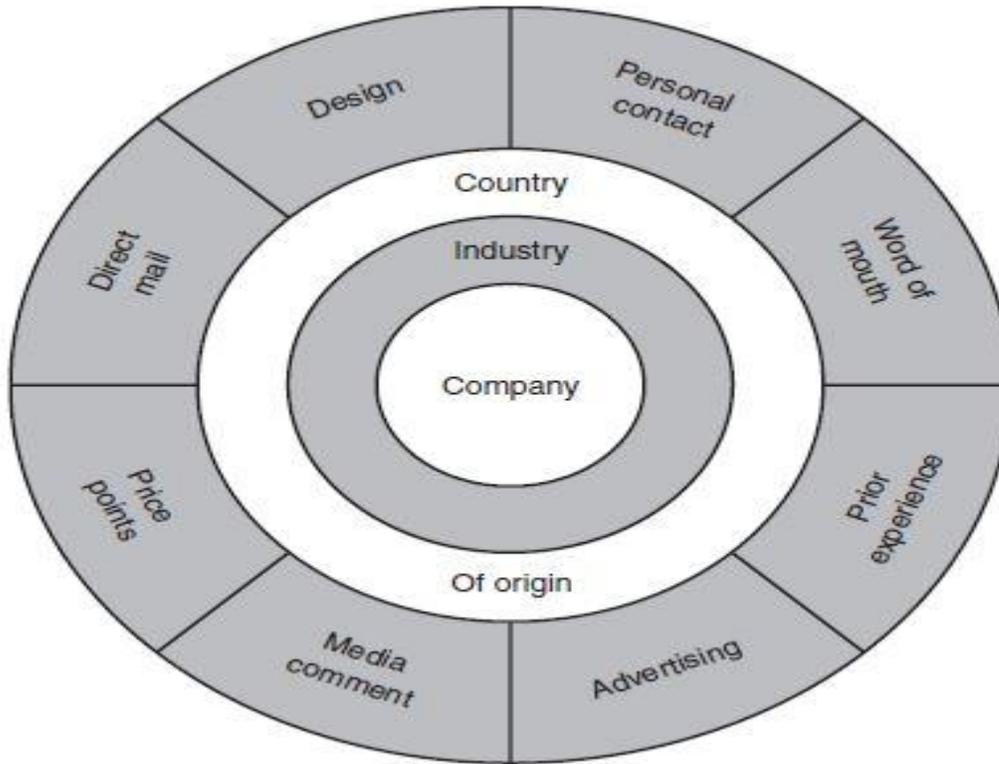


Figure 1. How Reputation is Created. DAVIES, Gary; Rosa Chun, RuiVinhas da Silva and Stuart Roper (2004).Corporate Reputation and Competitiveness, Routledge, New York.

Figure 1 describes how reputation is created. Bevis (1967) summarizes this process as “The net result of the interaction of all the experiences, impressions, beliefs, feelings and knowledge that people have about a company”. In summary, our image of a company will depend upon how we are treated by staff, our preconceptions formed from contact with other similar companies, the national origin of the organization, its product type, its communications (Davies et al , 2004).

Corporate reputation is fed on both internal and external sources. In other words, corporate reputation is a “*set of perceptions held by people inside and outside a company*” (Fombrun, 1996).Corporate reputationis a value that can be obtained as a result of long-term achievements and in this sense, corporate reputation-focused studies need to be contributed by everyone in the organization (Gümüş and Öksüz, 2009). Stakeholders with different expectations define the state of their perception of reputation of institutions being positive or negative directly proportional to the level of these expectations can be met by the institution (Gümüş and Öksüz, 2009).

Every stakeholder may have different expectations, satisfiers and perspectives (Davies et al., 2004). Fombrun (1998) states four kinds of stakeholders and it is represented in Figure 2. In Figure 2, four stakeholders are represented. Each is looking for something different. Employees might be looking for an employer they can trust, customers for a reliable company, investors for a company that is credible and the community as a whole for a business that is responsible (Davies et al, 2004).

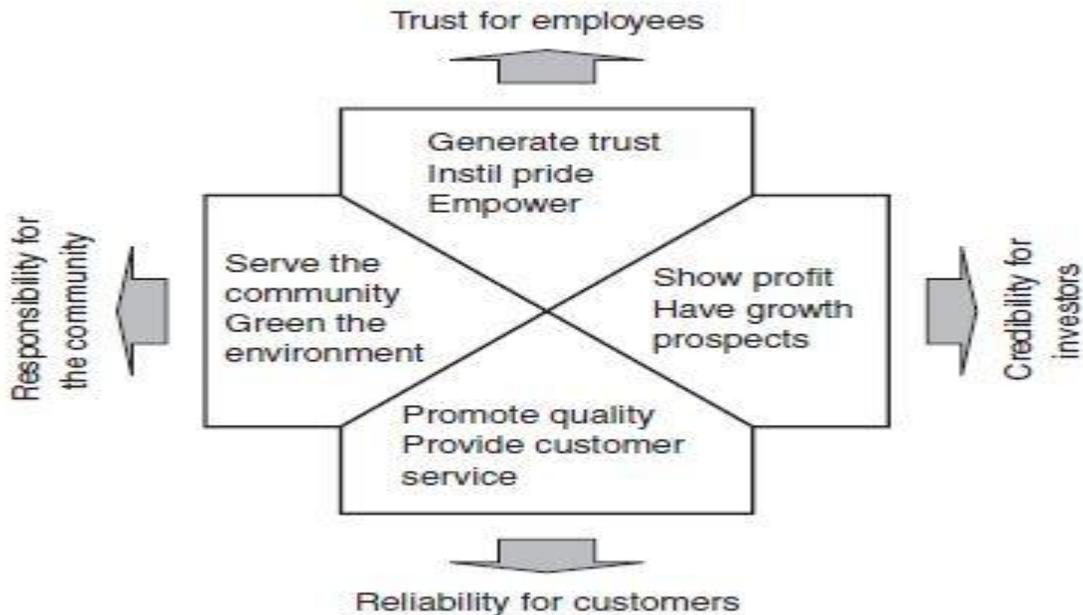


Figure 2. FOMBRUN, Charles J. (1996). Reputation: Realizing Value from the Corporate Image, Harvard Business School Press: Harvard.

One of the processes that institutions should care about is providing corporate reputation and making it sustainable must be the execution of activities devoted to meet stakeholder expectations by evaluating these expectations within the framework of corporate goals and objectives. It is obvious that the rate of expectations of stakeholders being met would require a versatile assessment in the internal structure of the institution besides providing an increased level of corporate reputation oriented gain to make these expectations are met. Although the corporate reputation which is discussed within the framework of corporate social responsibility looks like it doesn't offer a tangible return in the short term, it offers the potential to provide very important psychological and economic advantages in today's competitive businesses environment in the long-term. Within this context, the aspects that differentiate the concept of corporate reputation from similar concepts are required to be determined. When we want to handle concepts similar with corporate reputation, we generally see the concepts such as corporate image, impression management, corporate legitimacy, corporate identity and corporate social responsibility (Aydemir, 2008). As corporation is considered as the reflection of the way of doing business of the institution in the area of general activities and as the ability to influence stakeholders periodically, corporate reputation points to the total of emotional, cognitive and behavioral structure that all periodic effects have created in the long term responsibility (Aydemir, 2008). Even this simple definition reveals the necessity of a strategic overview from a managerial perspective corporate reputation in its simplest form. As another concept that is related to corporate reputation impression management which is the subject of research in different fields in the Social Sciences can generally be defined as (Yücel, 2013) required attempts of an individual to create and display a certain image in order to control impressions of

other individuals related to him/her. Institutions have to take impression management into consideration in order to use the process of impression management as a data in the evaluation processes related to corporate reputation, in order to understand the relative differences between themselves and other institutions that they are in competition with. Although financial performance, internal motivation resources, employee perception and loyalty, corporate identity, etc. emerge as the determining factors in the reputation of each institution, the aim is to gain general legitimacy for the institution by creating a positive emotional commitment to the institution outside and inside the institution on the basis of corporate reputation. In this sense, corporate legitimacy is generalizations or assumptions about desired, appropriate activities in the social system where they belong to secure the support of structures around them (Aydemir, 2008). Corporate legitimacy has a more different and a subjective meaning than corporate reputation. One of the factors of this difference is that there is the possibility for corporate reputation to make a comparison with the level of other institutions' reputation while this comparison is not possible in sense of corporate legitimacy in terms of the difficulty of the comparison of intangible data and the other factor is that although consistency, sustainability and trust are the basic overviews of corporate legitimacy, reputation sees the future with differentiated and original ideas in today's competitive environment (Aydemir, 2008). Corporate identity is related to the level of perceived value of the tangible and intangible resources within the institution.

Social responsibility is another concept related to corporate reputation. While corporate social responsibility creates general investment principles and decision- mechanisms of institutions, institutions aim to improve the socio-economic conditions of the society which they belong directly or indirectly as well as their economic approach.

Although it is unlikely to distinguish corporate social responsibility activities from corporate reputation concept in this sense, corporate reputation forms the root of all these concepts we have mentioned, activities for all of the aforementioned concepts contribute to the corporate reputation.

It is possible to examine many aspects of corporate reputation. In addition to the social responsibility, ethics is another concept that has a can important place in corporate reputation. Below, the relationship of corporate reputation with ethics, social responsibility, strategy and marketing has been discussed.

3. Corporate Reputation In Terms of Ethics

Ethics are concerned with doing good, or the right thing in a given human situation (Wilson, 1975).

In other words, ethics which has taken its standards of judgments from philosophy is known as a discipline of philosophy and is defined as the code of moral/ethics principles that set the standards of right/wrong, good/bad which guide the behavior of an individual or a group (Saylı and Uğurlu, 2007).

Business ethics are concerned with an evaluation of business practices in the light of some concept of human value, it looks at corporate profits not for their own sake but with respect to the achievement of some human good (Bendixen and Abratt, 2007).

4. Corporate Reputation In Terms Of Marketing Opportunities

Customers are one of the most important the stakeholder groups for an institution (Alınışık, 2011). Customers' ability to obtain information about the practices of businesses through different channels increases by the virtue of emerging technology and communication systems. The

slightest actor that could damage the reputation of the institution will lead to the necessity to undertake obligations in terms of both time and cost to have restored the damaged reputation of the institution. Nowadays no institutions shall have the luxury of not caring about the corporate reputation. Reputation indicators affect institutions positively or negatively particularly in value orientation-intensive societies. When appropriate, it could turn into a social pressure element. Institutions which detect such emotional ties and can tip the scales in institution's favor, can access to an advantageous position in terms of sustainability. Customers are no longer elements that just show loyalty to a particular institution and they become fans of these institutions-with the support of the consumption habits that become a fetish- rapidly. However, besides customers' too strong ties related to consumption, their expectation of services in sense of social services offers a door to the development of a pleasing perspective. Especially speaking of the economic advantages of globalization, we can state that the information society generation whose consciousness level has risen, has begun to realize that this advantage is shaped through absolute consumption and each production even it is in certain relative levels turns into a consumption structure through the unconscious use of resources. Within this context, the dimensions of environment-economy relationship which is one of the dynamics of new social movements has started to be discussed in different areas and at different levels, customers have started to realize the necessity of tending to the institutions not only provide advantages in the economic conditions of the day but also the ones that try to organize its activity forms according to environmentally sensitive approaches to gain the future. In this sense, "Green Marketing" is one institution's going for green or pretending to go for green for the sake of gaining target audience of people with high environmental sensitivity. Green marketing expresses to understand environmental issues in your marketing efforts, to be sensitive to these issues, to contribute at the point of balancing of unbalanced resource distribution and to avoid all socially destructive behavior on these issues in all marketing decisions and practices (Türk and Gök, 2010). Here, of course, one of the important issues is that the analysis of how consumers approach environmental issues and problems in the evaluation of environmentally sensitive management (Hussein and Cankül, 2010). The thing that matters here is that rather than institutions using environmental sensitivity as a marketing tool, they should see it as a social and ethical necessity and perform their activities with environmental sensitivity for the future from a visionary perspective. Institutions that benefit the society and the environment with long-term plans might have different economic and emotional gains from this perspective.

From this perspective, a positive development in corporate reputation in terms of marketing opportunities will also contribute to the institutions.

5. Corporate Reputation In Terms Of Social Responsibility

Corporate Social Responsibility is a concept which expresses that institutions should be responsible for the society and all the related interest groups while they conduct their activities (Özbay and Selvi, 2014). The fact that institutions are economic units consisted of people is an indication that they cannot be independent from the socialness of their communities. Seeking sustainable solutions to social problems faced at global, national and regional levels is generally one of the areas of responsibility of states (Budak and Budak, 2010). However, today states do not have opportunities to solve all kind of social problems. One of the solution methods of states for social problems which they fall short in both material and spiritual terms is to perform activities for individuals or groups in a disadvantageous

position in the social structure in a market economy through institutions. Even if these activities mean cost to these institutions, they can be regarded as activities to ensure long term gains in terms of corporate reputation. On estimating the long-term benefits of such activities, it is inevitable for institutions to need visionary leaders and basically leaders. Process of being able to realize these kinds of social problems and being able to develop suggestions for the solution of problems and large-scale studies undertaken by the institution to complete its social responsibility activities are called social entrepreneurship (Budak and Budak, 2010). In this sense, for institutions to create a sustainable reputation, the presence of people who have a social entrepreneurial spirit even if not as leaders, at least in the positions which are effective in the decision-making process of the institution will contribute to the institution. Institutions can create opportunities appropriate to the spirit of market economy turning the disadvantaged structures of market economy in society into opportunities by manipulating on behalf of their institutions. However, in this case for decision makers to consider the effect of any gains or losses as a result of this manipulation should be seen as the first step in preventing reputational risks that might occur.

Nature protection is one of the issues that need to be considered in terms of social responsibilities of institutions. For institutions nature protection is among the factors of production. Considering the social perspective, the protection of nature means the preservation of the future at the same time.

“If you protect the environment, not just nature but your institution wins” notion is now a dominant notion in many institutions (Gökbunar, 1995).

Corporate reputation has a strategic importance when it is evaluated within the sustainability framework which is critical for institutions. Sustainability as a keyword obliges to take competitors into consideration at the same time. In fact, a positive corporate reputation is alone a performance indicator, a competition factor and a competitive advantage (Aydemir, 2008). Reputation is a representation of the final results of all activities committed on behalf of the public. Because it is essential for this representation to be positive in public opinion and in the development of corporate loyalty which will contribute in terms of sustainability, it is need to be emphasized here again that your reputation is on a very shaky ground. For corporate reputation which might be brought to the desired level as a result of long-term efforts, it is not too difficult to come up with the idea that even a less important reason for the dissolution of this positive atmosphere might cause loss of reputation or at least might pose a reputational risk. In developed countries, the place of the institution in the scale of the reputation affects the value of its papers in the stock market (Budak and Budak, 2010). Thus, sustainability issue needs to be understood well.

6. Sustainability

People use the word sustainability when they mostly discuss the institution and its environment but they do not define clearly (Reeinhardt, 2000). Sustainability is an important term for both business and society. For a institution to be sustainable means to live in peace with its stakeholders in its environment for a long time (De Geus, 2002). For a society to be sustainable means to use resources effectively and efficiently for the survival of future generations. Institutions and societies live together, are bound to each other (Trevino and Nelson, 2004). For some, sustainability is “the way of living in harmony with the environment” (Glasby, 2002). If it is put in the economic jargon, they use each other's outputs; they generate inputs for each other and that means they are connected to each other.

According to the definition of WCED (World Commission on Environment and Development) sustainability is “to meet the needs of the present without compromising the ability of future generations to meet their own needs”. Sustainability is an approach that companies use more and more to do business. However, many international studies show that this concept has been accepted gradually (WCED, 1987).

Sustainability was used as synonymous with environmental sustainability as a concept for a long time. More recently, the concept of sustainability has been extended to include not only environmental issues but also economic and social issues. The extension of sustainability appeared because to define the sustainability of the natural environment without considering social and economic aspects of interested parties and their activities might be impossible sometimes (Elkington, 1997). Sustainability refers to 3 dimensions from a business perspective: economic dimension, social dimension and environmental dimension (Leaniz, and et.al, 2013). Or as stated by Elkington (1997) it is called the “triple bottom line”, and indicates these three dimensions of sustainability (Figure 3). According to this perspective, “triple bottom line” represents the idea claims that a goal of an institution is not only providing added economic value but an extended group of goals that add also environmental and social values (Choi and Ng, 2011).

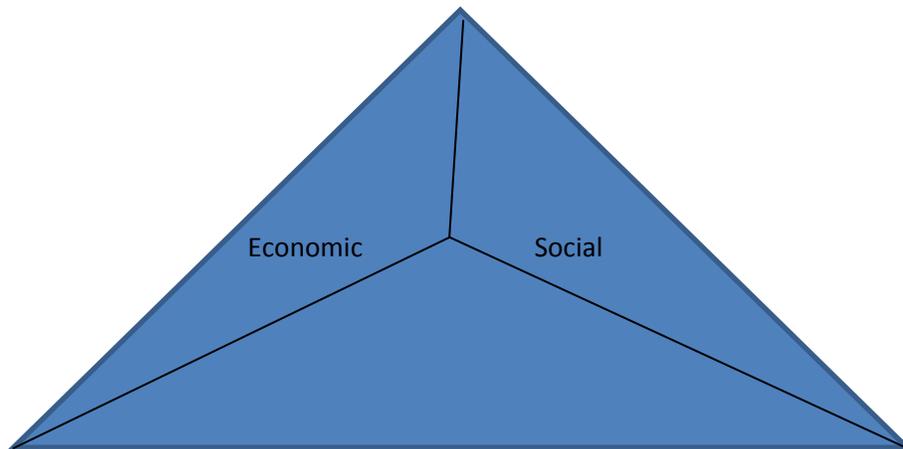


Figure 3. John ELKINGTON, *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*, Oxford: Capstone Publishing, 1997, p.72.

Until now, environmental sustainability has been the main attraction within these three foresaid dimensions. This dimension refers to the protection of natural capital (Goodland, 1995). Environmental damage arising from consumption threatens human welfare and health (Sheth and et. al., 2011). The constraints of eco-system shows that the earth cannot support unlimited growth in consumption (Speth; 2008). This tendency is limited compared to more new developments regarding concerns for the environment and to a wider tendency includes not only concerns about the environment sustainability but also economic and social concerns (Choi and Ng, 2011).

The economic dimension of sustainability refers to companies' ability of improving financial performance and creating value (Choi and Ng, 2011).

The social dimension of sustainability, explains that social issues such as equal rights or tolerance towards others are taken into consideration (Goodland; 1995). It deals with the welfare of people and communities as a form of non-economic fortune (Choi and Ng, 2011).

This dimension of sustainability has become more apparent probably due to the increasing number of financial scandals in addition to the large amount of expectations of society that companies need to do more for the social welfare (Mohr and Webb, 2005).

Thus, today, companies take sustainability into consideration seriously to influence corporate culture and society. Important sustainable features are shown in social and environmental responsibilities in addition to economic development and the features work in unity. The main objective of a company is to make profit that cannot be achieved without responsibilities. Therefore, sustainability gives you the possibility to maintain the quality of life that is protected for future generations through transferring the sustainable quality of life responsibilities between generations. And this requires the continuous development of sustainability (Saltaji, 2013).

Each institution must choose their peculiar ambition and approach that match the institution's strategy and consonant with the aims and intentions of the institution (Marrewijk and Werre, 2003).

Formal structure of sustainability has been discussed so far but not the specific content of sustainability principles. Solutions to this problem may be classified into two general categories (Turner, 1993). These two categories can be presented as *weak sustainability* and *strong sustainability*. Davies (2013) states the difference between *weak sustainability* and *strong sustainability* as follows:

“Due to the wide range of views, a middle of the road approach is necessary if we are to make progress towards sustainability. Those who are at the weak end of the spectrum must understand that technological solutions may not always be available, while those at the strong end of the spectrum need to realize that we as humans have a part to play on the earth; not all of us will be willing to make sacrifices vis-à-vis the way that we live (Davies, 2013).”

7. Weak and Strong Sustainability within the Frame of Capital

Davies (2013) defines weak sustainability and strong sustainability within the frame of capital. The discrimination between capital and natural capital has been made in this way: capital is a stock that possesses the capacity of giving rise to flows of goods and/or services and classical economics generally identify the human-made capital as “capital” (Ekins, et.al., 2003). Natural capital alludes to the source or supply of assets and administrations that are gotten from nature. Goodwin states that financial analysts first started to mark supplies of clean water and air besides forests, fisheries and humans as systems support them to develop as natural capital. According to Howarth (1997), advocates of strong sustainability defend that the life chances of future eras can be secured just if regular assets and natural quality are particularly preserved for their advantage. As Howarth has put it:

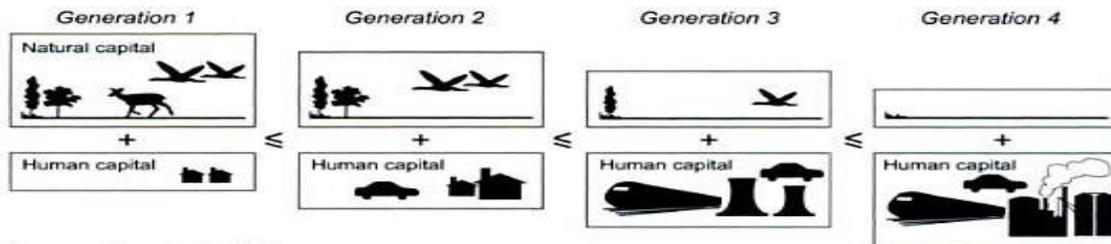
*“If a typical person's access to the services rendered by stocks of reproduced capital, natural resources, environmental quality, and technological capacity is maintained from generation to generation, then life opportunities are conserved so that the future course of development is **sustainable**.”*

Weak sustainability demands the whole fungibility of natural capital while the strong sustainability proves that this fungibility should definitely be limited because of the scarcity of the resources that make human race exist in natural capital. Weak sustainability is based on a belief that manmade capital is more

important than natural capital. In contrast, the strong sustainability paradigm states that natural capital cannot be substituted by man-made capital (Davies, 2013).

Figure 4 shows that the way both weak and strong sustainability approaches carry on the capital throughout the generations. It is the 'type' of capital that is important; strong sustainability implies carrying on to the next generation the same amount of natural capital, with human capital increases over time; whereas weak sustainability implies a declining natural capital over time while human capital increases (Dasgupta, 2007).

Weak Sustainability



Strong Sustainability

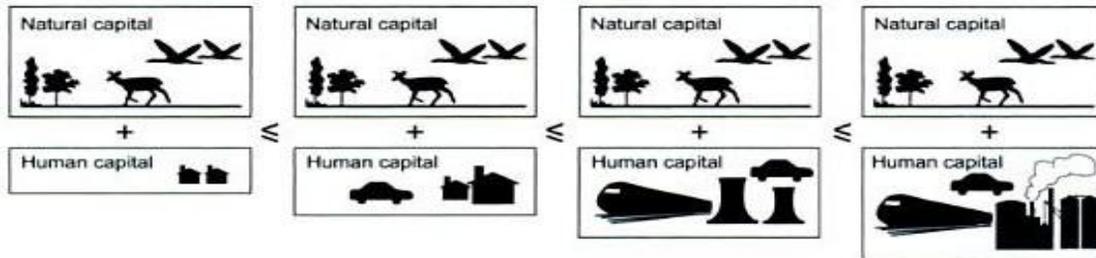


Figure 4: Weak and Strong Approaches to Sustainability (Davies, 2013).

8. Sustainability in Universities

Universities are one of the important engines of scientific, social, economic, political and technological advances throughout the world and in our country. Although education and training activities affect the future of countries and the world, they lead to the development in important ways with scientific studies and they direct social, economic, political, national and global structures with a trained staff who think researching in the field of science and technology, being innovation hubs, transferring knowledge, policy determining, it is come to light that the concept of sustainability should be analyzed, implemented, internalized and developed by the universities. Some approaches consider sustainability as the social responsibility task of universities (CalderandClugston, 2003) (Elder, 2008) (Güllü, Köksal and Şengül, 2012) (UNEP, 2013) (ULSF, 1990).

Universities also have started to act in this consciousness and to make plans in parallel with the rise of the concept of sustainability in the world. The Environmental Education Conference in 1977 has been added to sustainability studies which have started with the Stockholm conference in 1972 due to the importance of educational activities and the necessity of sustainability education has begun to be understood profoundly. Activities of universities in this regard began with the signing of the declaration at the

conference which was held in Tallories in 1990 and more than 400 colleges have signed the Declaration until today.

The University's role in sustainability is very important for creating the future in this sense and in terms of finding the area of application. The locomotive effect of universities starts with ongoing training and education activities and spreads to environmental, economic, socio-cultural, administrative areas (Oktay and Küçükyağcı, 2015), even extends to the government, foundations, civil society organizations and the business life (ULSF, 1990). It is not possible to mention the existence of sustainability of social and economic life at a point where universities do not support the sustainability (UNEP, 2013).

9. Sustainable University And Community

The concept of a sustainable University must arouse with universities' features like consciousness, awareness, creativity, encouraging, motivating, developer, being an example, supportive and gatherer as it is explicitly stated in the Tallories Declaration (Tallories Declaration, <http://www.ulsf.org/pdf/td.pdf> (11.10.2016)). At this point, universities' approach to raising awareness among the community and the concept of sustainability to be understood by the community is inevitably important for the implementation of sustainability by government, foundations, nongovernmental organizations, and industry (ULSF, 1990).

The awareness dimension of university that can be described as social benefit of the community the size is usually evaluated from two perspectives; the first dimension which we may call internal administration is reflected on students, academic staff, administrative staff, senior management and the second dimension which we can define as out of university is reflected on the community, government, nongovernmental organizations, and industry (UNEP, 2013). A more detailed review will be made in social-cultural and educational dimensions.

10. Sustainable University And Campus

For universities, having places from a single building to huge campuses the size of a small city which they operate in creates significant pressure on the region and on the country's social, economic, cultural and ecological environment in terms of sustainability. Considering management activities, design and construction processes, social and economic life that they affect in the area they are established, transportation solutions, and their energy use, their contribution to employment, student-academic-administrative staff, 3rd party firms they work with, the great impact that green and sustainable universities which has understood will create understand the concept of sustainability and has made the necessary adjustments in terms of operations and management, is understandable (UNEP, 2013).

In this context, sustainable campus concept is getting more popular. However, it is a fact that to design a sustainable university is a long-term and an extensive business. At this point, the scope and the contents of sustainability concept of for will be examined in detail in the following 4 topics.

Environmental Dimension: Universities and campuses can be thought as small cities and micro-universes of environmental issues. In this context, there are environmental dimensions that must be managed starting from the selection of the place of establishment, space planning, open space and building planning, physical growth and development management, the provision of infrastructure services such as water and electricity, accommodation services, energy management, water/air/environmental pollution and biodiversity. Universities must fulfill their sustainability responsibilities by planning

implications has been created and will be created by organizing in their own environment. For example, selecting an appropriate campus area in the establishment phase to take advantage of renewable energy sources (wind, solar), having far more carbon emissions, water and air pollution and waste than before in the established campus area, the biodiversity factor that will be affected are environmental factors that must be managed by the university (UNEP, 2013).

Economic Dimension: Universities and campuses can be considered as a major employer, investor and service-product provider. They affect the environment and the institutions they are in communication in the economic sense by creating local job opportunities, sustainable production feature and the advantage of direct or indirect support to the green production and supply (UNEP, 2013).

One of the features that should be analyzed in the economic dimension is the perception that the improvements related to the use of renewable energy during and after the establishment of the green university, brings a large financial burden. Although management perceives the investment will be made initially as a risk, in fact, it will be an important step in the settlement of the concept of sustainability in society, in support of the concept of green venture and in the fulfillment of responsibility towards society and the environment. Contrary to this perception, although the use of renewable energy requires an investment in the beginning, afterwards, it will create a significant marginal benefit by dropping energy costs significantly and other benefits it will provide. It has been identified by studies that 2% more investment is done in the beginning for green building design brings 20% more savings in the process of the activity (Kats, 2003), reduces operating costs by 8-9%, reduces the return on investment by 6.6 percent (MHC 2005), decreases maintenance costs by 13%, consumes 26% less energy (GSA, 2008) (USGBC, 2008). Green university and green building efforts made according to the criteria of certification systems abroad are also supported by government incentives. However, despite there are many studies in Turkey, unfortunately there is not any definite incentives (Şentürk, 2014).

Socio-cultural and Educational Dimension: The issue that training activities is required in order to make sustainability get out of the theory and arouse in real life has begun to be understood with the Stockholm Conference in 1972 and at this point, the importance of the concept of sustainability at the universities has increased (ULSF, 1990).

Maintaining ecological balance and sustainability approach of universities can be examined as the internal dimension and the external dimension. Universities that will perform education, research, policy development, knowledge transfer activities within the scope of environmental issues and sustainability must develop and implement many programs and projects on issues such as research, policy development, environmental management activities and knowledge transfer, ecological development, corporate ecological policies, the conservation and efficient use of resources, recycling, waste reduction and management, and increasing environmental literacy in the internal dimension. Besides, they must form curriculum and plans and develop research activities that will reintroduce their students and graduates as individuals who believe in the importance of sustainability and who are responsible to environment (Faghihmani, 2010) (ULSF, 1990). By acting in this way universities can provide social benefits by creating the perception and the belief of sustainability that have spread to a wider audience in the internal dimension which they are in one-on-one interaction (UNEP, 2013).

University's unifying role between the government, NGOs, the industry and the public is important to make the concept of sustainability actual outside the university. To gather the parties will be held under the leadership of the university for the determination of a sustainable future that support research, practice, and training activities by increasing the awareness of the stakeholders on these issues (ULSF, 1990).

The concept of sustainability in universities has started with applications such as supporting the socio-cultural development and performing educational activities and today, it is observed that this aspect is active.

Management Dimension: At the point of implementation the concept of sustainability in the university by analyzing the university's strengths and weaknesses, opportunities and threats for sustainable development, it needs to form powerful and extensive environmental policies and strategies, to identify its goals, and to turn them into action plans. In college, a common language and consensus the importance of the subject, limited resources, why and how and to create a sustainable campus should be established and this common point should be adopted by everyone from top management to employees (Güllü, Köksal and Şengül, 2012). The dissemination of understanding and practice of sustainability across the university, in fact, is an example of the implementation of institutional change processes. While senior management in the university must believe in this change and support it unconditionally as each institution, contribution of employees, students and other stakeholders to this change is also very important (Oktay and Küçükyağcı, 2015). For the universities' to specify environmental issues, sustainability, social and ethics integration issues explicitly in their announced mission, vision, strategy, and applied policies, is important to show where the university stood for sustainability (UNEP, 2013).

As it is seen in the 4 titles mentioned above, the implementation of sustainability in universities covers a very large area from the selection of mission, vision and strategies that the university will go ahead with, selection, to the understanding of management, selection of establishment site, to the process of building and operation, training and cooperation activities and the evaluation of costs and all these titles reveal areas that need to be managed.

11. The Sustainable University Concept In Turkey

Given gradually increasing sustainable university applications throughout the world, the upward trend of Turkey's young population and increasing number of state and foundation universities, it is seen that there is a serious potential for sustainable development. Although number of activities is increasing, official documentation of sustainable campus studies in the international field is quite a few. The Paris Declaration which was signed by more than 400 universities around the world was only signed by Ankara University from Turkey (http://www.ulsf.org/programs_talloires_signatories.html#Turkey) (Nasır, 2012). On the other hand, University Boğaziçi University, Özyeğin University and Piri Reis University are the only universities that own certificates in the field of sustainable green university such as LEED and BREEAM and Konya Agriculture and Food University has applied for LEED certification. Finally, Bülent Ecevit University has been the winner of the country in Green Metric University sustainability rating.

Bogazici University has received LEED "gold" certification in 2012 with Hamlin Hall First Men's Dormitory building and has been Turkey's first green university building and a public green building.

Two buildings on the Özyeğin University Çekmeköy Campus have been certified with LEED gold in 2013. Piri Reis University has been the first university to get sustainability certification on the campus basis by receiving BREEAM “Very Good” certification for all its buildings in 2015. Large or small scale projects implemented by the universities in Turkey gives us hope about the concept of sustainability is being paid attention by universities. These projects mostly concentrate on use of renewable energy (solar energy, wind energy, energy from waste), reducing the carbon emissions and the effects of global warming. For example, Mediterranean University has launched the “Zero-Emission Campus” app (Köktürk and Tokuç, 2013), Boğaziçi University has set up a wind power plant on Sarıtepe Campus, Bilgi University meets energy needs of Santral Campus from renewable energy sources, Hasan kalyoncu University uses solar power at the Central Campus, Dokuz Eylül University, Tınaztepe Campus, meets its need for air conditioning and electricity with renewable energy sources (Köktürk and Tokuç, 2013). However, in general, considering the sustainable university approach, it is noted that most of them stay in planning, starting to take action and declaration of intent basis. Even in some universities it seems that to they provide support to sustainable practices by organizing small-scale events, seminars on campus without engaging in any applications or changes. While, these activities have the characteristic of the basic idea of the Paris Declaration published in 1990, consciousness raiser and the first step in encouraging people to take action, considering that universities in the world or even other universities in Turkey have come a long way and it is obvious there should be more practical work to be done.

12. Conclusion

It is obvious that institutions which have built their reputation on sustainability and have created a consciousness on responsibility for the environment and the society will have the advantage of being preferable and acceptable by the society. Considering the way they affect the society and the environment, a mutual relationship between the institution and the society becomes crucial. Within this frame, sustainability should be the main goal of universities since they are the most important institutions in the society. It is getting more and more attention and universities start to be sustainable by building sustainable campuses and using resources effectively. Such universities earn more respect from society and society supports them continuously.

The authors of this study have aimed to uncover the link between the concepts of corporate reputation and sustainability. This concept is a significant improvement in sense of universities in recent years. Universities around the world have been dwelling on this topic and conducting studies to turn universities into sustainable institutions. While there are many examples of this in the world, it is striking to see that there are only few examples in Turkey. Subsequent studies might examine the examples all around the world, considering the insufficiency of Turkish literature and Turkish examples on this topic. The aim of this study is to feed the insufficiency of applications in Turkey with theoretical information. The support has been given to the applications by contributing to the literature.

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