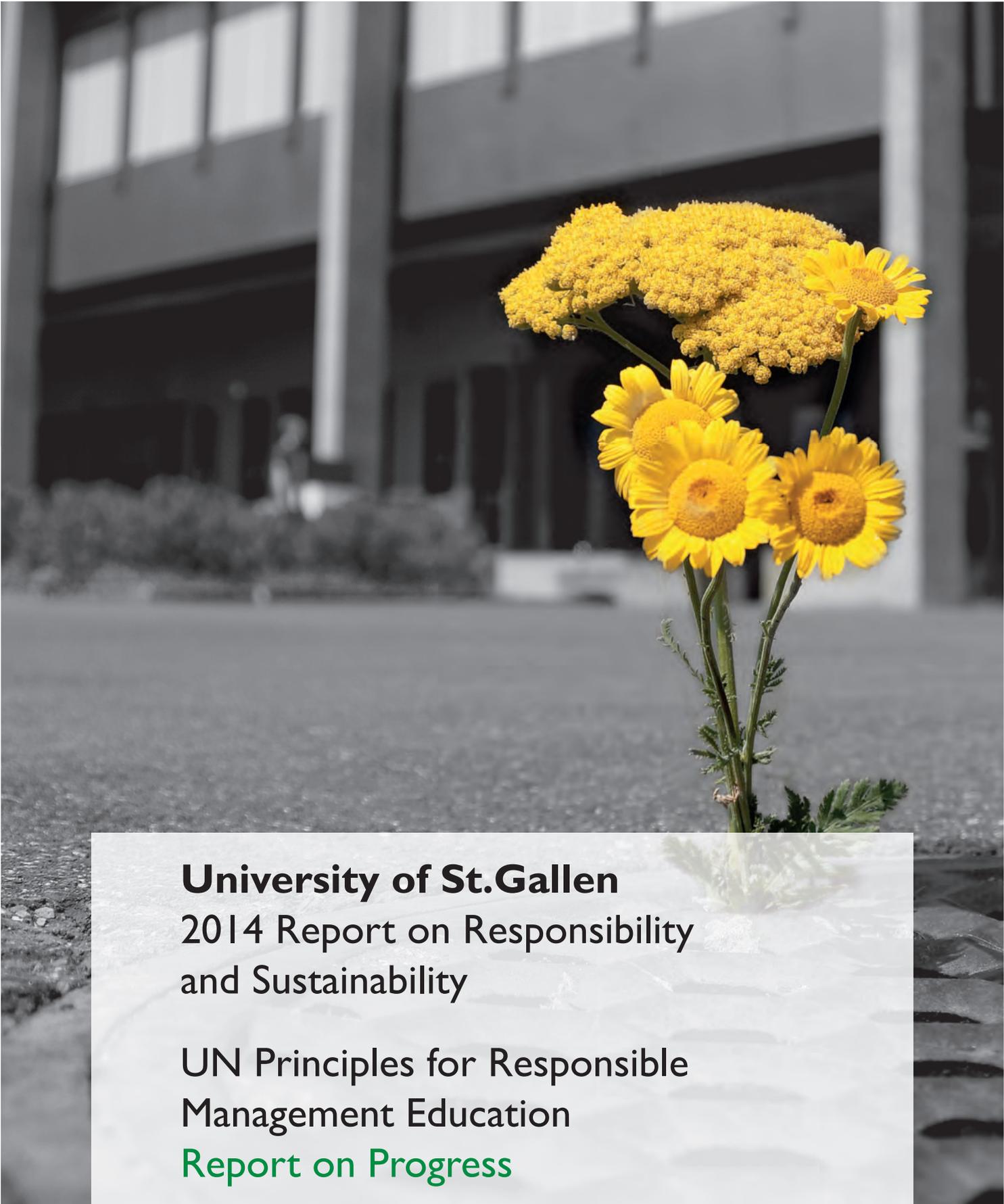




University of St.Gallen

**PRME** Principles for Responsible  
Management Education



**University of St.Gallen**  
2014 Report on Responsibility  
and Sustainability

UN Principles for Responsible  
Management Education  
**Report on Progress**

# Table of Content

<b>Introduction</b>	3–7
<b>Research – Institutes and Centers</b>	8–15
<b>Teaching</b>	16–21
<b>Executive Education</b>	22–23
<b>Student Engagement</b>	24–27
<b>Campus</b>	28–29
<b>Events and Dialogue</b>	30–33

## **PICTURES**

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# Principles for Responsible Management Education (PRME)

P1

## Principle 1 | Purpose

We will develop the capabilities of students to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

P2

## Principle 2 | Values

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

P3

## Principle 3 | Method

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

P4

## Principle 4 | Research

We will engage in conceptual and empirical research that advances our understanding about the role, dynamics, and impact of corporations in the creation of sustainable social, environmental and economic value.

P5

## Principle 5 | Partnership

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

P6

## Principle 6 | Dialogue

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

The activities and achievements presented in this report will be visibly linked throughout this report to the PRME Principles through the colored numbers shown above.

# Statement by the University President



In the past, much of our engagement in the areas of responsibility and sustainability (R&S) grew out of the many decentralized initiatives taken across the university by committed faculty, institutes, student organizations and members of our administrative staff, demonstrating the high degree of awareness and responsibility embedded in our culture. Recently we have strengthened our efforts to better coordinate, focus and develop our respective engagements. To achieve this goal, we appointed a former vice president to the new position of University Delegate for R&S (2011), we launched a CO<sub>2</sub>-management project for our buildings and implemented IT measures to decrease the CO<sub>2</sub> footprint (2012). We also passed a “Policy Statement on Global R&S” to define more explicitly our understanding of these areas (2013; see text box), and we created a website dedicated to R&S as a platform for internal and external communication (2013; <http://www.nachhaltigkeit.unisg.ch/en>) to accompany our reporting on progress to PRME. This helped us a lot to create more transparency and access to these important fields. In the research field, we won a national bid for an interdisciplinary “Center for Energy Innovation, Governance and Investment”, including five different university institutes (2014). It will

accompany and contribute to the implementation of the Swiss Energy Strategy 2050, which focuses strongly on energy efficiency and renewables. Our achievements in the R&S fields were recognized by international peers in particular on the occasion of our EQUIS reaccreditation (2013), but also on the occasion of our participation in a pilot exercise of the new “Business School Impact Survey” by the European Foundation for Management Development (2013).

We announced two years ago we needed to go even further and we are working on integrating R&S issues and competencies across all University of St. Gallen degree programs. This is a major objective, even if it is challenging. While traditionally there are a very large number of R&S courses offered as part of our mandatory

contextual studies or as electives reaching about half of our students, we are currently piloting the integration of R&S into the core courses of our degree programs. This means we have to find and develop adequate solutions for the different programs that are accepted and taken up by our faculty. Supporting and developing our faculty to integrate R&S topics into their teaching poses new challenges that we need and will address more systematically.

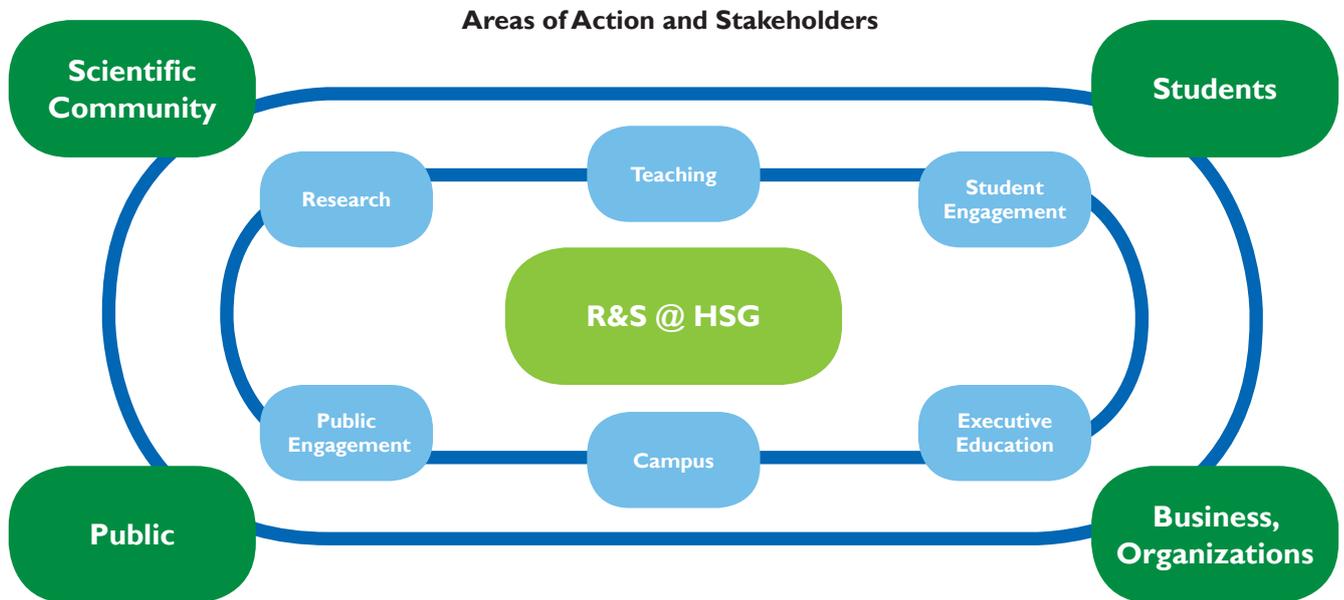
We confirm our commitment to integrating R&S across the university and renew our commitment to PRME by submitting our second report on “Sharing Information on Progress”.

**Thomas Bieger, President**  
**University of St. Gallen**

## **Based on its Vision 2020 and its Guiding Principles, the University of St. Gallen has developed the following Policy Statement on Global Responsibility and Sustainability:**

1. As one of Europe’s leading business universities we are committed to responsibility and sustainability (R&S) in business and society.
2. Therefore we include the demands of global R&S in all our activities, in particular education, student engagement, research, post-experience education, public outreach, infrastructure and operations.
3. Through our education we aim at forming entrepreneurial-minded personalities whose actions are informed by social responsibility and sustainability in order to benefit the economy and society.
4. Through our research we contribute to meeting the challenges of globally responsible leadership and sustainable development in business, economy and society.
5. We reach out to organizations in business and society to jointly explore and engage in effective approaches to meeting the challenges of R&S.

# Introduction by the University Delegate for Responsibility and Sustainability (R&S)



Our second “Sharing Information on Progress” report includes a comprehensive overview of all major R&S activities during 2013-14. It is organized in a different way this time, structured according to the different areas of action as defined and used for our own planning and organizing purposes in the R&S fields. The PRME principles are referred to using a color code with a number (P1 – P6) that refers to the relevant principle(s). We distinguish between six different areas of action – from research to public engagement – and four stakeholder groups that make up the structural elements of the R&S field, as defined at the University of St. Gallen.

1. The report starts with an overview of the research activities in R&S, highlighting the core institutes active in these fields and the main areas of research at HSG.
2. The chapter on teaching demonstrates significant progress in this area. It gives an overview and

assessment of R&S teaching’s current reach and showcases courses with special formats and teaching innovations. It should be mentioned here that teaching R&S poses as many challenges regarding content as it poses in terms of methodological and didactic requirements.

3. Lifelong learning has been a main area of activity of HSG for many decades. R&S are integrated into executive education through programs with a direct focus on these topics, but also through integrating these topics into general management programs (MBA, EMBA).
4. Student engagement in the R&S field has been extremely important at the university for many years, which shows in the number of very engaged student organizations like oikos, but also in a strong, new focus on supporting social and sustainability student ventures.

5. R&S activities on the campus cover CO<sub>2</sub>, water and mobility management.
6. The public engagement of HSG in the R&S fields shows most clearly in the large number of events and forms of dialogue based on the convening power of HSG.

Each chapter in this report starts with the relevant policy statement, defining our understanding and ambition. Then our activities and achievements in response to the policy statements are presented to illustrate our R&S-related engagement and performance. We hope you enjoy our report and find the information useful and stimulating.

**Prof. Dr. Thomas Dyllick  
Marianthi Skordili**

# HSG at a Glance: Key Figures

## HSG in a nutshell

<b>History</b>	<p><b>1898:</b> established as a “Commercial Academy.”</p> <p><b>1968:</b> HSG is the first institute for tertiary education in Switzerland to open a School for Continuing Education (HSG).</p> <p><b>1995:</b> renamed as “University of St.Gallen (HSG)”.</p> <p><b>2005:</b> the Executive School of Management, Technology, and Law (ESHSG) is established.</p> <p><b>2011:</b> update of the designation to “University of St.Gallen – School of Management, Economics, Law, Social Sciences and International Affairs (HSG).”</p>
<b>Majors</b>	Business Administration   Economics   Law   Law and Economics   International Affairs
<b>Institutes / Centers</b>	42
<b>Partner Universities</b>	More than 180 partnerships (2014)
<b>International Networks</b>	CEMS PIM APSIA GSBN GRLI PRME
<b>Accreditations</b>	EQUIS (since 2001)   AACSB (since 2003)   OAQ (since 2004)
<b>Total University Staff</b>	2740 (2014)

## HSG Students

<b>Students</b>	<p><b>2012:</b> 7,325 students from more than 80 countries</p> <p><b>2013:</b> 7,666 students from more than 80 countries</p> <p><b>2014:</b> 8,019 students from more than 80 countries</p>
<b>Percentage of women</b>	<p><b>2011:</b> 31.76</p> <p><b>2012:</b> 31.86</p> <p><b>2013:</b> 32.44</p>
<b>HSG Alumni</b>	21.819   148 clubs on 5 continents

## HSG Rankings\*

Financial Times-Ranking	2014	2013	2012
<b>Master in Management</b>	1st (SIM) / 5th (CEMS)	1st(SIM) / 7th (CEMS)	1st (SIM) / 3rd (CEMS)
<b>Master in Finance</b>	6th	10th	5th
<b>Overall European Business School Ranking</b>	6th	7th	7th
<b>Handelsblatt Ranking</b>			
<b>Research in Economics</b>	NA**	10th in 2013	NA**
<b>Research in Business Administration</b>	NA**	NA**	1st in 2012

\* Note: All rankings refer to HSG's rankings within Europe. \*\* Not available

# History of Responsibility & Sustainability at HSG

<b>1969</b>	<ul style="list-style-type: none"> <li>▪ Appointment of a Chair for Environmental Economics (Hans-Christoph Binswanger)</li> </ul>
<b>1972</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the Student Committee for Environmental Economics (SCO)</li> <li>▪ First SCO conference on Environmental Economics (organized yearly by students)</li> </ul>
<b>1983</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the Research Center for Business Ethics</li> </ul>
<b>1987</b>	<ul style="list-style-type: none"> <li>▪ Establishment of oikos St. Gallen (as a successor student organization of the SCO)</li> <li>▪ Appointment of a Chair for Business Ethics – first one in the German-speaking part of the world</li> </ul>
<b>1989</b>	<ul style="list-style-type: none"> <li>▪ Research Center becomes the Institute for Business Ethics</li> </ul>
<b>1990</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the oikos Foundation</li> </ul>
<b>1992</b>	<ul style="list-style-type: none"> <li>▪ Appointment of a Chair for Sustainability Management (Thomas Dyllick)</li> <li>▪ Establishment of the Institute for Ecology and the Environment</li> </ul>
<b>1995</b>	<ul style="list-style-type: none"> <li>▪ Appointment of a new Chair for Environmental Economics (Ernst Mohr)</li> </ul>
<b>1998</b>	<ul style="list-style-type: none"> <li>▪ Establishment of oikos International</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the Center for Leadership and Values in Society</li> </ul>
<b>2009</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the Center for Disability Management</li> <li>▪ Appointment of a Chair for Management of Renewable Energies (Rolf Wüstenhagen)</li> </ul>
<b>2010</b>	<ul style="list-style-type: none"> <li>▪ Co-Founding of the World Business School Council for Sustainable Business and launch of the 50+20 initiative together with Globally Responsible Leadership Initiative (GRLI) and UN PRME</li> <li>▪ Join the UN Principles for Responsible Management Education (PRME)</li> </ul>
<b>2011</b>	<ul style="list-style-type: none"> <li>▪ New appointment of Chair for Business Ethics (Thomas Beschorner)</li> <li>▪ Appointment of a second Chair for Business Ethics (Florian Wettstein)</li> <li>▪ Appointment of the University's Delegate for Responsibility and Sustainability (Thomas Dyllick)</li> <li>▪ Start Executive Diploma in Renewable Energy Management (yearly)</li> <li>▪ Start Executive Diploma in Sustainable Business (yearly)</li> </ul>
<b>2012</b>	<ul style="list-style-type: none"> <li>▪ Publication of CO<sub>2</sub>-footprint study by oikos</li> <li>▪ Presentation of the 50+20 video and agenda "Management Education for the World" at the UN Rio+20 Conference on Sustainable Development in Rio de Janeiro</li> </ul>
<b>2013</b>	<ul style="list-style-type: none"> <li>▪ Establishment of CO<sub>2</sub>-management project by HSG administration</li> <li>▪ Establishment of Social Entrepreneurship Hub (SnS Ventures) jointly with University of Zurich</li> <li>▪ Launch of the Responsibility and Sustainability Webpage</li> <li>▪ Publication of first PRME Report on Progress</li> <li>▪ Launch of the "Lifestyle Menu" (CO<sub>2</sub> reduced) at the university cafeteria (initiated by oikos)</li> <li>▪ Establishment of Student Reporter as an oikos foundation spin-off</li> </ul>
<b>2014</b>	<ul style="list-style-type: none"> <li>▪ Establishment of the Center for Energy Innovation, Governance, and Investment</li> <li>▪ Installation of first photovoltaic panels on the roof of the new teaching pavilion</li> <li>▪ Establishment of Student Impact (sustainability consulting by students) as an oikos spin-off</li> </ul>

# Research » P4

*We contribute to meeting the challenges of globally responsible leadership and sustainable development in business, economy and society through our research.*

The University of St.Gallen is internationally recognized for its teaching and research in specific fields. Both young and experienced academics are provided with attractive research conditions and their frequent and intensive experiences with business practice and society ensure highly relevant insight and knowledge. HSG's institutes specialize in economics, law and humanities and social sciences, and operate with a high degree of autonomy and a strong practical orientation. Responsibility and Sustainability (R&S) are addressed under diverse subject areas that are presented in this section.

## **Core Institutes and Centers in the R&S field**

Four institutes and centers have as their core mission the development of responsible and sustainable business practices:

- the Institute for Business Ethics (founded in 1989)
- the Institute for Economy and the Environment (1992)
- the Center for Leadership and Values in Society (2005)
- the Center for Disability and Integration (2009)

Their exact missions as well as their recent activities are presented under their respective research areas.

## **Main areas of R&S research**

Issues within the realm of R&S are covered mainly by the core institutes and centers mentioned above, but are often addressed, as well, by some of the other HSG institutes and centers. As a result, R&S are addressed from

different angles and signal the significance of R&S topics in HSG research. This section highlights the primary subject areas:

- Responsible Management
- Management of Renewable Energies
- Corporate Social Responsibility
- Logistics and Supply Chain Management
- Diversity Management

## **I. Responsible Management**

HSG's commitment to develop future decision makers who acknowledge the importance of their responsibility towards society and the environment is reflected in its research activities on responsible management.

### **Institute for Economy and the Environment: Chair for Sustainability Management**

The institute uses an interdisciplinary approach in its practice-oriented research and teaching. Its objective is to provide solutions for sustainability in business and society by contributing to the creation of a sustainable market economy and by developing new sustainable-management models. The institute consists of two chairs, the Chair for Sustainability Management and the Good Energies Chair for Management of Renewable Energies.

The Chair for Sustainability Management has been held since 1992 by Prof. Thomas Dyllick, who also serves as the university's delegate for Responsibility and Sustainability since 2011. The main research areas of the chair are:

- true business sustainability
- sustainability management and innovation
- new didactical approaches to teaching responsibility and sustainability (e.g. Collaboratory)

- new approaches to management education for the world (e.g. 50+20 initiative)

Prof. Dyllick served as dean of the Management Department from 2001-2003 and as the university's vice-president for teaching and quality development from 2003-2011.

*Publications by Prof. Thomas Dyllick*

### **50+20 initiative**

The international initiative 50+20 explores new approaches for management education to develop leaders who are prepared to support a sustainable world. 50+20 is a collaboration of two international institutions, the Globally Responsible Leadership Initiative (GRLI) and the UN PRME. As a lead author on new approaches for management education and a co-founder of 50+20, Prof. Dyllick is actively involved in the initiative. The 50+20 book, "Management Education for the World", was published in 2013. In 2014, the Chinese edition of the book was officially released at the International Association for Chinese Management Research (IACMR) annual conference and was very well received. Also in 2014, a book titled "The Collaboratory", about an experiential and action-oriented approach to learning, was published with a section by Prof. Dyllick on his experiences in using the collaboratory approach at the University of St.Gallen. [www.50plus20.org](http://www.50plus20.org)  
[www.50plus20.org/book](http://www.50plus20.org/book)

### **Institute of Accounting, Control and Auditing**

This institute has been actively promoting sustainability in its research and teaching. The Chair of Controlling and Performance Management and the Chair of Audit and Accounting in collaboration with four other HSG chairs launched a master's degree course on sustainability and financial

management in the fall semester 2014. A detailed description of the course is available in the teaching innovations section. The institute has also supervised several master's theses and dissertations in the field of sustainability. *Institute of Accounting, Control and Auditing | Publications*

### Institute of Management

The Institute of Management directs two of the most important master's programs in the field of R&S. The Master of Arts in Strategy and International Management (SIM), which has been No. 1 in the Financial Times global Masters in Management ranking for the past four years, requires all students to complete the "SIM Challenge", a project-oriented field course in sustainability in a developing country. In a recent FT article, the managing director of SIM-HSG, Prof. Omid Aschari, said, "There is an attitude that they need to serve something bigger than their own job", and "The students do not believe in the aspirations that older people believe in. They know something needs to change." One of the main research interests of Prof. Aschari is global leadership – leadership ethics and effectiveness. *Strategy and International Management (SIM)*

The Master of Arts in Business Management (MUG) accords particular importance to ethical and sustainability-related issues. One of the specializations that students can choose is sustainability management. It is comprised of three courses: Entrepreneurial Business Sustainability, Managing Sustainable Development on a local level, and a one-year field course on a current sustainability challenge in cooperation with a business partner. The MUG prepares students for responsible positions in

business management, corporate departments, consultancy and management functions in general. *Master of Arts in Business Management (MUG)*  
*Institute of Management Publications*



### Center for Energy Innovation, Governance, and Investment (EGI-HSG)

The EGI-HSG pools the university's expertise in energy research. Its objective is to make a vital contribution to the implementation of the Swiss Energy Strategy 2050 and to provide the necessary strategies at a local level, while providing impetus for entrepreneurship and innovation. The center will conduct research as part of a national research initiative, the Swiss Energy Research Competence Centers: Center for Research in Energy, Society and Transition (SCCER CREST). Five institutes at the University of St.Gallen are hosting the center with their directors forming the leadership team:

- Institute for Economy and the Environment:

## 2. Management of Renewable Energies

Climate change, energy dependence and volatile resource prices create new challenges that are addressed in various research projects at different HSG institutes.

*Prof. Dr. Rolf Wüstenhagen*

- Research Center for Information Law: *Prof. Dr. Peter Hettich*
- Institute for Operations Research and Computational Finance: *Prof. Dr. Karl Frauentorfer*
- Institute of Political Science: *Prof. Dr. James Davis*
- Institute of Technology Management: *Prof. Dr. Oliver Gassmann*

New assistant professorships in the research fields of energy governance, energy finance, energy consumer behavior, energy innovation management and energy law are made possible through funds made available by the Commission for Technology and Innovation (CTI) in combination with the institutes' own resources and third-party funds.

*www.egi.unisg.ch | www.sccer-crest.ch*  
*Project Publications*

## Institute for Economy and the Environment: Chair for Management of Renewable Energies

The Good Energies Chair for Management of Renewable Energies is an industry-sponsored chair led by Prof. Rolf Wüstenhagen. It is an excellent example of how the University of St.Gallen contributes to the solution of problems with high social relevance by means of scientific research. Since its inception in 2009, the chair has developed into a competence center for research and teaching in the fields of renewable energies and energy efficiency, focusing on innovative business models and committed entrepreneurship. The chair investigates how the shift towards renewable energies can be accelerated through the interaction between private investments, consumer behavior and effective energy policies.

The current research projects focus on three core areas:

- business models and renewable energy investments
- energy policy
- marketing and consumer behavior.

Current research projects include:

- IMPROSUME - The Impact of Prosumers in a Smart Grid-based Energy Market
- Affective Influences on Risk-Return Perceptions of Renewable Energy Investors
- Criteria for Photovoltaic Project Finance: Trade-offs in Banks' and Equity Investors' Decision Making.
- Path Dependence in Strategic Investment Decisions of Energy Companies.
- Venture Capital and Entrepreneurial Behavior in Developing Countries:

Case Studies on Access to Clean Energy.

- The Influence of Branding on Investment Decisions under Uncertainty: A Behavioral Finance Perspective on Investors in Renewable Energy Stocks.

The Customer Barometer Renewable Energies project, which began in 2012, is a unique research project in collaboration with Raiffeisen Bank.

*Overview of current and former PhD theses supervised by the Chair for Management for Renewable Energies Chair for Management of Renewable Energies*

*Publications Prof. Rolf Wüstenhagen  
Publications Prof. Moritz Loock  
Publications of Prof. Stefanie Hille*

### Fourth Customer Barometer Renewable Energies

The parliament has set its recent focus on the legal basis for the new energy policy. The goal is to minimize the dependency on fossil and nuclear energy by supporting progress in renewable energies and energy efficiency. In a society characterized by direct democracy, social acceptance matters a lot. The Fourth Customer Barometer Renewable Energies shows what the Swiss society thinks about the reforms in the energy sector.

The results of the fourth customer barometer renewable energies are based on the outcomes of a represen-

tative random sample of 1264 private households conducted in 2014 under the scientific guidance of the Good Energies Chair for Management of Renewable Energies and financially supported by Raiffeisen.

#### The majority supports a nuclear power phase out

77% of the survey participants said they would rather vote for a gradual phase out of nuclear energy by 2034. Even voters who support the two political parties that are the most critical of energy reform said they would support the phase out by majorities of 59% and 56%.

#### The consumer says: more state!

As was the case in the previous two

years, approximately 80% of the consumers in the 2014 survey want more state investments in the renewables energy sector. However, it is interesting that this percentage is getting smaller over the years, which might signal that the parallel funding increase is sparking criticism.

#### Diffusion of renewable energy becomes mainstream

In the 2012 survey, 41% of the surveyed homeowners reported to be using renewable energy technologies in their homes. In the 2014 survey, the percentage rose to 46%.

*More information on the Customer Barometer*



Fourth Customer Barometer Renewable Energies in cooperation with Raiffeisen

### **Institute for Operations Research and Computational Finance**

The core competences of this institute consist of basic and applied research in the field of stochastic optimization and simulation of market price dynamics. The energy sector is one of the core fields of application for those methods. Recent research projects in the energy field are:

- Intraday trading on electricity markets
- Pricing energy contracts

The institute conducts applied research in energy markets and has several publications in this field. They are listed in the institute's *annual report*.

The institute's know-how in the field of energy management is pooled at the Competence Center Energy Management that was launched in 2012. Goal of the center is to contribute to an increase in the efficiency of the Swiss energy sector – with special focus on the risk-adjusted management of energy sources and energy delivery contracts.

*Competence Center Energy Management  
Institute for Operations Research and  
Computational Finance | Publications*

### **Institute of Technology Management**

The research program of this institute includes projects that focus on sustainability:

- The Bits to Energy Lab is a joint initiative of several chairs and industry partners, under the supervision of Prof. Thorsten Staake, that is dedicated to investigating the role of ubiquitous computing technologies for sustainable development. Its research interests include the use of IT to reduce energy consumption and greenhouse gas emissions with a special focus on consumption visualization and carbon accounting. In 2013, it was awarded a grant for a large field study with Energie-forschung Zürich and it published the research results in renowned journals (e.g. Management Information Systems Quarterly and Energy Policy).

[www.bitstoenergy.ch](http://www.bitstoenergy.ch)

- The Energy Innovation Lab headed by Dr. Maximilian Palmié is part of the new Center for Energy Innovation, Governance, and Investment (EGI-HSG), which was introduced in the beginning of this section. In light of the energy transition, the lab considers issues such as stakeholder

management, the effects of organizational structures and the role of business-model innovation.

*Energy Innovation Lab  
Institute of Technology Management  
Publications*

## **3. Corporate Social Responsibility**

Corporate social responsibility is a research topic that is of interest to various stakeholders and affects a broad spectrum of our society. At HSG, it is addressed from different angles.

### **Institute for Business Ethics**

The Institute for Business Ethics examines business-and-economic systems and analyzes issues of morality, justice and responsibility from various perspectives. The goal is to connect normative reasoning and practical application, ideal and real communicative action, and theories with everyday business practices. The institute's two directors, Prof. Dr. Thomas Beschorner and Prof. Dr. Florian Wettstein, are both very active in the corporate responsibility field.

- *Thomas Beschorner* is the founder and co-editor of CSR NEWS and CSR MAGAZIN (in cooperation with Achim Halfmann). In cooperation with Matthias Schmidt, he is the founder and director of the Consulting-Akademie Unternehmensethik and the Transatlantic Doctoral Academy on Corporate Responsibility (TADA). His research project in collaboration with Thomas Hajduk, “Sector-Specific Corporate Responsibility in Europe: The Role of Government”, uses a qualitative mixed-method design (online surveys, interviews) to study sector-specific corporate responsibility initiatives and government involvement in eight countries (Denmark, Germany, France, the Netherlands, Poland, Spain, Switzerland and the UK) and five industrial sectors (chemicals, construction, ICT, financial services and wholesale and retail).

*Sector-Specific Corporate Responsibility in Europe: The Role of Government*

- *Florian Wettstein* is professor of business ethics and has published widely on issues at the intersection of corporate responsibility and human rights. He is the author of “Multinational Corporations and Global Justice: Human Rights Obligations of a Quasi-Governmental Institution” (Stanford University Press, 2009), and his article “CSR and the Debate on Business and Human Rights: Bridging the Great Divide” won the “best paper published” award from Business Ethics Quarterly in 2012. Business Ethics Quarterly is the most acclaimed academic journal in the field of business ethics, globally. Wettstein is one of the leading scholars in the business and human rights field and has been appointed co-editor-in-chief of Cambridge University Press’s new Business and Human Rights Journal, to be launched in 2015.

*Institute for Business Ethics | Publications*

### Center for Leadership and Values in Society

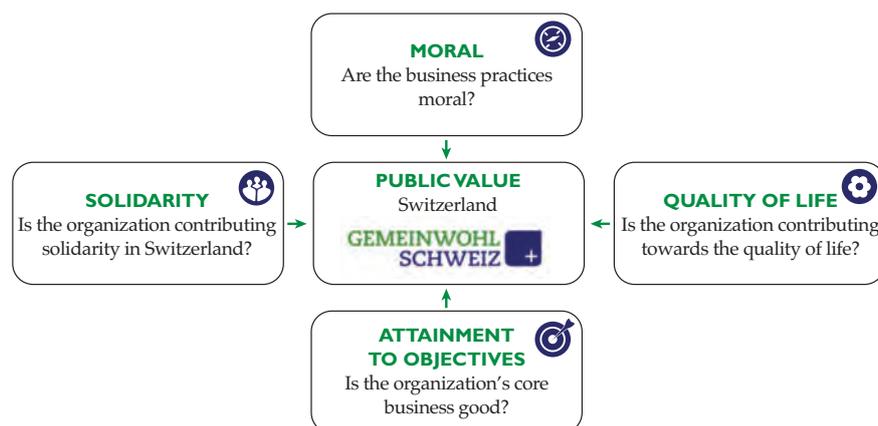
The Center for Leadership and Values in Society (CLVS), headed by *Prof. Dr. Timo Meynhardt*, is a leading research institute in the field of “Public Value Management”. It integrates research activities in the social enterprises field. Its core research field is the “public value” of enterprises, public institutions and NGOs: how citizens perceive Swiss organizations and institutions benefit society, based on the values that are significant for them. Through its management-oriented research activities, the center promotes dialogue on the public value of various organizations and their activities. One of its most representative projects is the development of the Public Value Atlas (GemeinwohlAtlas). The center launched the Gemeinwohl-Atlas research project in spring 2014. One area of study is the contribution of enterprises and organizations to social welfare following the recent economic and financial crisis. HSG researchers are exploring whether these contributions really create value other than individual economic and business value and what factors affect their public perception.

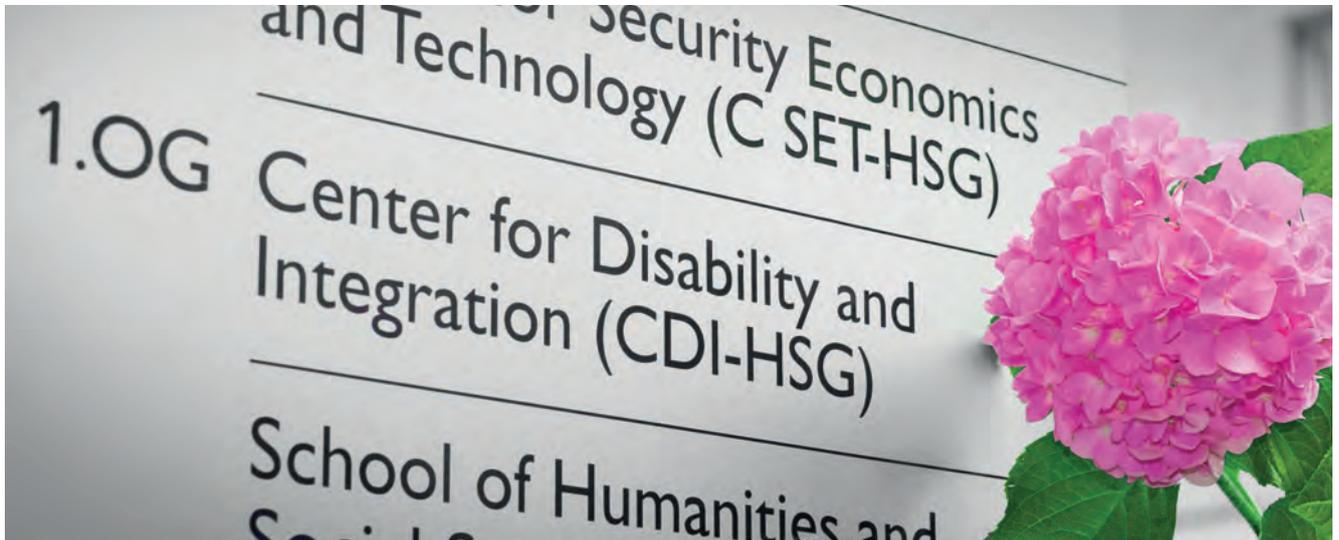
Public value is defined as what is relevant for all of us. The individual’s well-being depends on the combination of his or her personal and social well-being. People want to live in an

environment where they feel comfortable and in which they can achieve recognition and gain support. As a result, the question of the GemeinwohlAtlas research project is “How important are Swiss organizations to society?” The researchers led by *Prof. Dr. Peter Gomez* and Prof. Dr. Timo Meynhardt examined the public value of Switzerland’s biggest and most important organizations. Using an online questionnaire, 4500 survey participants assigned scores for the perceived contribution of 62 organizations to public value. Each organization receives a score on four public-value dimensions that are based on the four basic human needs as defined by the psychologist Seymour Epstein. The four dimensions that are used for measuring the overall contribution of an organization to public value are:

1. Attainment of its objectives (Aufgabenerfüllung)
2. Contribution to quality of life (Lebensqualität)
3. Moral quality of business practices (Moral)
4. Contribution to solidarity in Switzerland (Zusammenhalt)

See [www.gemeinwohl.ch](http://www.gemeinwohl.ch) for more information on the project as well as the complete ranking of all 62 organizations.





#### 4. Logistics and Supply Chain Management

R&S play a growing role in logistics and supply chain management. The Institute for Logistics Management has a variety of research and teaching activities in this field.

##### Research Institute for Logistics Management

The institute conducts research in the fields of logistics, supply chain management and transport and supports projects that incorporate sustainability topics.

- Eco Performance Award: The Chair for Logistics Management in cooperation with the DKV Euro Service each year awards companies in the commercial goods transport sector with the Eco Performance Award. The winning companies demonstrate high-quality business performance in combination with a high-level commitment to the environment and the society.
- Green Tool: Transport and traffic account for a third of global CO<sub>2</sub> emissions, and road transport contributes 75% of that. As a result, CO<sub>2</sub> management is a strategic topic

for the logistics-services industry. The Green Tool project defines the key points and develops new tools for effective CO<sub>2</sub> management with a special focus on the needs of medium-sized logistics providers.

The institute is also active in promoting sustainability and carbon management in its teaching activities. *Thorsten Klaas-Wissing* leads the module on carbon accounting and logistics in the new course, "Sustainability and Financial Management", which is presented in the teaching-innovations section. In the spring semester 2015, the course "Logistics Service Business" will include a module on "Sustainability in Logistics". The institute also offers an executive seminar on transport management, "Ways of Improving the (eco-) efficiency in the Road Transportation of Goods".

*Research Institute for Logistics Management | Publications*

#### 5. Diversity Management

The University of St.Gallen is committed to teaching and research activities

that promote diversity and inclusion. Through different research projects and courses, it aims to develop future business leaders who respect gender issues, human diversity and disability.

##### Center for Disability and Integration

The center started its operations in 2009 and is affiliated with two institutes at HSG, the Swiss Institute for Empirical Economic Research and the Institute for Leadership and Human Resource Management. It is an interdisciplinary research center that contributes to the integration of people with disabilities through innovative research based on management, psychology and economics perspectives. The center has three divisions: business administration, economics and applied disability research. Recent activities in those divisions include:

- Integration of employees with disability in the automobile sector: The demographic change of the aging population leads to a significant increase in the mean age of the population in many industrialized countries and creates new challenges for corporations. The higher average age leads to more employees with

disabilities and health restrictions that prevent them from achieving the mandatory standard performance. In order to tackle this phenomenon, the partner of the institute in the automobile sector has developed various methodologies such as modifications in the workspace to support those employees in regaining their previous performance level. The research project evaluates the integration processes and develops concrete recommendations for their further development. The evaluation process follows a quasi-experimental design and consists of a qualitative and a quantitative survey of more than 6000 employees. By improving the integration of workers and by adapting the team and leadership structures, the project aims to achieve a higher job satisfaction as well as a higher overall profitability for the company.

*More information on the research project*

- One of the main focuses of research of the economics team is the functioning of disability insurance (DI) systems. It recently completed a SNF-sponsored research project (“Moral Hazard and Disability Insurance”) that evaluates three major reforms of the Swiss disability insurance. The overall goal of the reform of the Swiss DI system has been to reduce spending and to facilitate labor-market integration of people with disabilities. The empirical results provide a mixed picture: The introduction of medical-screening institutions reduced DI inflow by about 23 %. This reduction only occurs for hard-to-diagnose conditions that are more likely to be subject to moral hazard. Lowering DI benefits by abolishing additional pensions resulted in lower DI spending, but had no impact on labor

supply. However, the team found spillover effects into means-tested social insurance, which is used to recover a part of the income loss. Further graduating the pension system by introducing a three-quarter pension had no favorable labor supply effects (mainly because conflicting income and substitution effects cancel each other out).

However, the reform results in a sharp increase in DI spending. The economics team is currently working on a follow-up project to evaluate subsequent revisions of the Swiss Disability Insurance Act.

*More information on the research project*

- *Nils Jent* and *Regula Dietsche* provide applicable recommendations on the integration of people with disabilities in the workplace and society. In 2013, they received the “International Diversity and Inclusion Award” for their “Holistic Diversity Optima-Model” and the Tara award.

*Center for Disability and Integration*

### **Center for Diversity and Inclusion**

The Center for Diversity and Inclusion is affiliated with the Research Institute for International Management and conducts cutting-edge research on diversity in teams and provides guidance to companies on how to promote and manage diversity within their organizations. Research shows that if firms do not build and manage diversity effectively, they risk losing both the battle for talent and the race for profit.

*Competence Center for Diversity and Inclusion*

### **Institute for Leadership and Human Resource Management**

This institute specializes in „organizational energy“ and „positive human resource management“. The new St. Gallen Excellence in Leadership Award is presented to organizations

that implement initiatives with positive effects for their business and their employees. The winning initiatives are defined based on their leadership relevance, innovative character and on their sustainability aspects in relation to health issues and strategic goals.

*Institute for Leadership and Human Resource Management | Publications*

### **Research Institute for Organizational Psychology**

The research projects of the institute in creativity and entrepreneurship, as well as in the gender and diversity research stream, connect psychological and social theory with management topics. A selection of projects that focus on gender diversity includes:

- WISE “Women Innovators for Social Business” in Europe
- Exzellenz und / oder Chancengleichheit der Geschlechter: Nationale Programmatiken und diskursive Praktiken an Universitäten (Deutschland und Schweiz), Project supervised by Prof. Dr. Julia Nentwich
- Puppenstuben, Bauecken, Waldtage: (Un)doing gender in der Kinderkrippe. Forschungsprojekt im Rahmen des Nationalen Forschungsprogramms NFP 60 „Gleichstellung der Geschlechter“.

*Research Institute for Organizational Psychology | Publications*

### **Swiss Institute for Empirical Economic Research**

One of this institute’s research fields is health economics; it investigates health-related issues in the job market, the determinants for a healthy society and public interventions in the health sector. The institute often works in close collaboration with the Center for Disability and Integration.

*Selection of publications in the health economics field*

[www.setw.unisg.ch/en](http://www.setw.unisg.ch/en)



# Teaching » P2

*According to HSG's guiding principles for Responsibility and Sustainability (R&S), our education aims at forming entrepreneurial-minded professionals whose actions are informed by social responsibility and sustainability in order to benefit the economy and society. Actions that point in this direction include the design of new courses in the compulsory and electives studies that incorporate those values and the development of modern teaching methodologies that help students reflect on crucial social and environmental topics, while our faculty are offered consulting services and support in defining new ways of addressing such issues.*

## Courses in the areas of corporate responsibility and sustainability

Integrating R&S topics into all levels of teaching, especially in the compulsory courses, is a challenge that HSG has welcomed. Today, many courses in the Contextual Studies Program cover R&S topics and many elective courses, as well. However, the challenge is to integrate R&S topics systematically and adequately into the degree programs. This chapter provides an overview of the current status of R&S integration into teaching at HSG. In order to help students choose among the large variety of courses and create a clear overview of the available courses in the R&S field, the courses have been assigned to three categories:

1. Basic Knowledge/Background of responsibility and sustainability.
2. Specific Subject Areas of responsibility and sustainability.
3. Strategies/Approaches of problem mastering in the area of responsibility and sustainability.

More information:

[www.nachhaltigkeit.unisg.ch](http://www.nachhaltigkeit.unisg.ch)

## Selection of Courses in the Contextual Studies

	Category		Students
<b>Assessment</b>	1	Philosophie: Einführung ins Philosophieren – Was ist Moral? Number of students	2013: 53 2014: 64
	2	Psychologie: Psychische Gesundheit in Organisationen	2014: 38
<b>Bachelor</b>	1	Philosophie: Bioethik und Biopolitik	2014: 25
	2	Food Security and Corporate Responsibility	2013: 27 2014: 33
	2	Ability Management – Das Integrations/Inklusionsdilemma von Menschen mit Behinderung in Gesellschaft und Wirtschaft	2013: 10 2014: 15
	3	Innovative Projekte für eine nachhaltige Zukunft	<b>New course</b> 2014: 34
<b>Master</b>	1	Diversity and Integration in Political Philosophy and International Management	2013: 24 2014: 24
	3	Sociology of Advertising	2014: 44
	2	Critical Management Studies	2014: 36
	3	Industrial Ecology – The Future of the Industrial System	2013: 36 2014: 43

## Selection of Courses in the Core Electives/Independent Electives

	Category		Students
<b>Bachelor</b>	2	Energiewende und ihre Implikationen für die strategische Führung von Energieversorgungsunternehmen (EVU)	2013: 42 2014: 48
	2	Aktuelle Probleme der Agrarökonomik und -politik	2013: 28 2014: 34
	3	Sustainable Consumption and Behavior Change	2014: 38
	3	Nachhaltigkeitsmanagement und -marketing	2013: 103 2014: 107
<b>Master</b>	1	Corporate Social Responsibility	2013: 49 2014: 49
	2	Political Responsibility in International Relations	<b>New course</b> 2014: 13
	3	Responsible Supply Chain Management	<b>New course</b> 2014: 38
	3	Clean Energy Marketing	2013: 57 2014: 60



Management, and the audience is master-level students of leading business schools worldwide. The course provides a theoretical background on climate change and climate policy, and includes consideration of the role of business in climate change and negotiation-skills training. An interactive, two-day simulation of the UN climate negotiations with students of all participating universities completes the course.

[www.modelunfccc.org](http://www.modelunfccc.org)



### Public Lectures Program

» P3 » P6

The Public Lectures Program is a traditional bridge to the city and region of St. Gallen, offering some 40 public lectures every semester. By opening its classrooms to the broader community, the university provides the public with a platform to engage in direct dialogue with its professors and students. This program usually attracts around 4000 people per year and is unique among Swiss universities – not least for the breadth of its lectures. Many of them address topics related to R&S, such as the course “Sustainable Learning and Education for a Sustainable Development” by Prof. Caspar Hirschi, which was offered in the spring semester 2014.

[Public Lectures Program](#)

### Teaching Innovations

At HSG, teaching methodologies that foster personal development, enhance critical thinking and encourage students to develop civic responsibility are becoming increasingly important. Several courses use innovative settings, and through practice-oriented teaching target societal problems. Meaningful community service and reflection are integral parts of such courses. Here we present some of the most important projects that use teaching techniques that go beyond traditional learning practices.

### SIMagination Challenge

» P2 » P3

The SIMagination Challenge course is a curricular pillar of the Master of Arts in Strategy and International Management (SIM-HSG) and is designed to enable students to develop key leadership qualities, competencies and skills. Students initiate social projects around

the globe, first by carefully identifying and analysing social needs and then by developing effective and lasting solutions to address these challenges in the long term. Diverse student teams of four-to-ten members work together to further develop existing projects of preceding SIM generations. The location of the SIMagination Challenge projects is to be outside the native countries of the students on the teams, in order to increase their cultural learning. This collaborative course includes various events and workshops that enable students to blend individual and collective learning and development, and sharpen their strategic thinking, team skills and applied global leadership ethics and effectiveness. It is a way forward in management education, as it addresses the key development needs of responsible leaders in the 21st century.

[Overview of the current projects](#)  
[www.simaginationchallenge.com](http://www.simaginationchallenge.com)



“The SIMagination Challenge has changed the way I do things, the way I think about things and the goals I have in life.”

(Amparo García Fernández, SIM9)

“The SIMagination Challenge is unique, a completely new form of learning.”

(anonymous SIM8 student)

## Sustainability and Financial Management » P2 » P3

A new interdisciplinary course in the Master in Accounting and Finance (MAccFin) is being taught for the first time in the winter semester 2014. With insights from four different research areas – reporting, logistics, energy and climate and business ethics – the course builds on the integration of sustainability in financial management. The structure of the three-day course includes an introduction session on Sustainability Management by Prof. Thomas Dyllick and on Sustainability in Financial Management by Prof. Klaus Möller, followed by two days of applied learning with the use of real-life case studies. The students work in groups on eight different topics. With the guidance of the professors, they develop solutions on which they receive feedback from invited field experts.

### The topics of the course are:

Research area 1: **Reporting**, supervised by Prof. Dr. Peter Leibfried (Chair for Audit und Accounting)

- The validity of reporting by Prof. Dr. Peter Leibfried
- The interface of sustainability and financial reporting

Research area 2: **Logistics**, supervised by Dr. Thorsten Klaas-Wissing (Chair for Logistics Management)

- The challenges of carbon accounting in logistics
- Key points of carbon accounting in logistics

Research area 3: **Energy and Climate**, supervised by Prof. Dr. Rolf Wüstenhagen (Chair for Management of Renewable Energies)

- The CO2 Value-at-Risk of an airline company
- Promotion of solar energy in Switzerland

Research area 4: **Business Ethics**, supervised by Prof. Dr. Thomas Beschorner (Chair for Business Ethics)

- Stakeholder theories – strategic and normative
- Multi-stakeholder management and ethics in the organizational field

*Course factsheet*

## Multi-level Learning through Collaboratories » P2 » P3

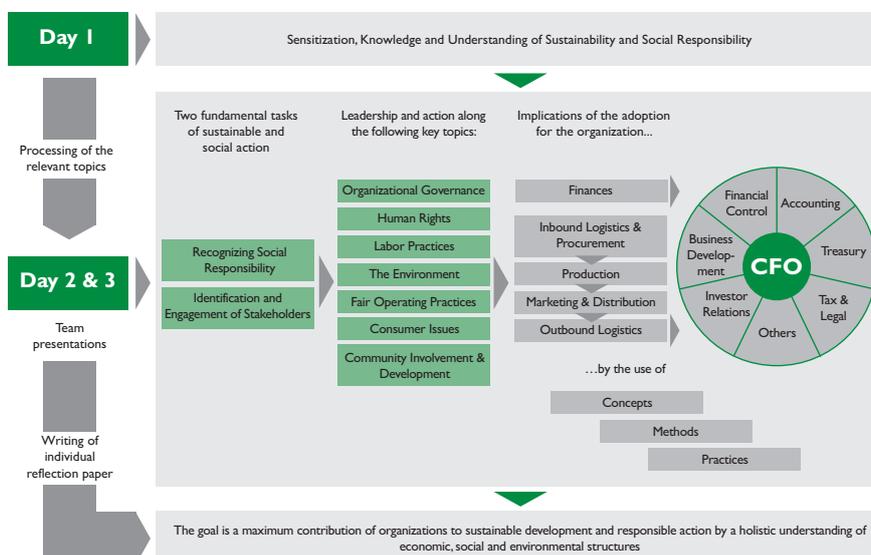
Innovative teaching methodologies are applied in the courses taught by Prof. Thomas Dyllick. In the master course “Strategies for Sustainable Development”, the use of collaboratories creates a new learning experience for students. The course structure includes an introductory session during which the relevant topics and their challenges are introduced with the help of experts and two collaboratories for each topic. The objectives of Collaboratory 1 are to achieve a deep understanding of the issues in direct interaction with relevant stakeholders, to create a common vision of what the future situation would be like when the issue has been resolved and to create relevant prototype ideas. Collaboratory 2 shows an important continuation and deepening of Collaboratory 1. It aims at the development of concrete action plans and involves experts who can turn ideas into action plans and put them into practice. The topics of the course address and resolve three critical sustainability issues on a local level, e.g. issues related to climate-friendly food, mobility, use of water or burn-out prevention.

### Impressions from students in the class:

“The method allowed for a much more profound insight, understanding and engagement with the topic than traditional methods; the extent of commitment, engagement, drive and determination of my fellow students to work on these subjects was very high, which is very rare.”

“I was most skeptical, as I have never seen anything similar in my university. Yet, I was most amazed about the degree of my own learning and the learning about myself.”

## Structure of the course Sustainability and Financial Management



“It turned traditional learning methods upside down with a focus on developing visions and practical solutions.”  
“The concept “my town – my water” will be implemented by the city of St. Gallen – totally amazing.”  
“The continuous exchange of ideas with my fellow students resulted in so many ideas that we have now decided to launch a start-up.”

Dyllick, T./Muff, K. (2014): Students leading collaboratories – University of St.Gallen. In: Muff, K. (ed.): The collaboratory. A co-creative stakeholder engagement process for solving complex problems. Sheffield: Greenleaf Publishing, pp. 134–149

*Course syllabus “Strategies for sustainable development”*

*Course factsheet*

### **Innovative Projects for a Sustainable Future » P3**

Another course offered for the first time in the winter semester 2014 actively supports students to develop their own projects that will provide sustainable solutions to social or ecological challenges. The concept of the course is based on the concept and experience of the organization *euforia* ([www.euforia.ch/imp!act](http://www.euforia.ch/imp!act), [www.youtube.com/euforiamedia](http://www.youtube.com/euforiamedia)). Social entrepreneurship, leadership and responsible management are approached from an applied perspective and students get practical insights, tips and useful advice on how to implement their project ideas. Experts from the fields of social entrepreneurship, sustainability and project management provide meaningful support in this direction. The student’s ideas on global challenges such as climate change, racism, inequality or the financial crisis, and their practical and sustainable implementation are the focal point throughout the seminar.

*Course factsheet*

### **Development Projects, v7 » P3**

Since 2013, several development projects have been launched at HSG that aim at a holistic integration of R&S in its academic structure. The Institute of Business Education and Educational Management (IWP- HSG) has played a central role in this direction by providing its resources and expertise for the development of teaching methodologies and educational systems that encompass R&S. Through its competence center for Didactics in Higher Education, it provides faculty members consulting services so that they can adapt to ongoing teaching innovations and enhance their teaching performance with new didactic methodologies. The “Educational Sustainability Toolkit for Faculty” and the “Developing a Sustainability-Integrated Curriculum for the Bachelor in Business Administration” are two projects offered by the center for Didactics in Higher Education and the IWP, respectively, that specifically focus on the integration of aspects of sustainability in the curriculum and in faculty-development activities. Those two projects, as well as the new course in the master program in accounting and finance that was presented in the previous section, are all supported by the Swiss Universities Conference (Schweizer Universitätskonferenz).

### **Educational Sustainability Toolkit for Faculty » P3**

This project focuses on the development of a toolkit that supports and enables faculty in developing key competences for sustainable development (SD) in their students. The project goal is attained with the use of innovative methods in the design of courses for developing SD competences, with innovative measures to support faculty from different disciplines to adopt SD innovations in their teaching and with the definition of SD key competences as the desired students learning outcomes. The project pursues the development

of a toolkit supporting faculty in 1) identifying an appropriate design level, 2) identifying relevant competences to develop, 3) following a useful design process, and 4) identifying relevant resources to address SD in individual courses – for example, when it comes to diagnosing/evaluating student orientation to SD. In addition, the project aims at developing a community of faculty committed to the integration of SD issues in teaching and contributing relevant resources to this end.

*More information on the project.*

### **Developing a Sustainability-Integrated Curriculum for the Bachelor in Business Administration » P3**

The project introduces sustainable development as a core topic to the curriculum of the Major in Business Administration at the University of St.Gallen. Instead of placing one or few course(s) on sustainability, the project aims at strengthening sustainable development throughout the whole curriculum. Thus, the project goals do not only include increasing students’ knowledge on sustainable development but also developing their attitudes towards sustainable development. In particular, students should be able to critically reflect upon management aspects; they should solve problems in interdisciplinary teams by connecting interdisciplinary concepts and by taking into account different aspects, e.g. the ecological, social and economic goals of different stakeholders according to the triple-bottom line model. [...] The outcomes of the project include a concept, methods, and experiences on how to introduce sustainable development as a core topic throughout a bachelor’s curriculum, a questionnaire on knowledge and attitudes towards sustainable development as well as an evaluation of the concept’s effectiveness concerning students’ competences in the domain of sustainable development.

*More information on the project.*



## Executive Education » P2

*The Executive School of Management, Technology, and Law offers the majority of the post-experience and executive education programs at the University of St.Gallen. Diplomas in the R&S field include the Diploma in Renewable Energy Management and the Diploma in Sustainable Business, while the Management Certificate Women Back to Business and the MBA and the International Executive MBA are programs with substantial R&S elements.*

### Diploma in Sustainable Business » P2

The Diploma in Sustainable Business is offered jointly by the University of St.Gallen, Business School Lausanne and the World Business Council for Sustainable Development. It is an innovative one-year sustainable business-training program for responsible managers who will develop future sustainability agendas in business and society. The program addresses global challenges and their strategic and operational implications for business. Its main objective is to inspire and train change agents with a broad understanding in global sustainability and provide them with practical skills to develop and implement solutions for sustainability issues in organizations. It was first offered in 2011.

More information:

[Profile of the 2014 class](#)

[Diploma in Sustainable Business,](#)

[University of St.Gallen](#)

[Diploma in Sustainable Business,](#)

[Business School Lausanne](#)

### Renewable Energy Management (REM-HSG) » P2

The main goal of the part-time Diploma of Advanced Studies (REM-HSG) is to enable tomorrow's leaders to create

business opportunities from the economic, environmental and social challenges of global energy supply. REM-HSG consists of eight one-week modules in St. Gallen, Berlin and Singapore. Participants develop expertise in one of the most attractive growth markets, renewable energy, and identify ways to succeed in the new energy-supply landscape. Faculty from the University of St.Gallen and thought leaders from academia, government and industry provide participants with skills and knowledge needed to manage growth in this market.

[www.es.unisg.ch/rem](http://www.es.unisg.ch/rem)

### Women back to business » P2

This program is designed for women who want to re-enter the business world. It provides them with an executive management education that enables them to re-enter the job market or to pursue a more challenging position than they currently hold. This is achieved through career coaching, skill training, reflection workshops and practical experience in a company, public organization or NGO. The participants develop the skills and competences required to lead projects and work in middle-management positions. It has been offered since 2008 by the Executive School of Management, Technology, and Law together with Swiss and international companies.

[www.es.unisg.ch/wbb](http://www.es.unisg.ch/wbb)

### R&S in the St.Gallen MBAs » P2

The St.Gallen MBA and the MBA part-time offer electives in Sustainability & CSR, which include courses in Climate Change and the Rise of Renewable Energy, Corporate Ecology and Sustainability, as well as in Impact Investing. As of fall 2014, the students of the MBA part-time also have the opportunity to choose the Diploma in Sustainable Business in place of their first- or

second-year program. This new opportunity allows students to integrate a strong sustainability focus in the regular MBA. The St.Gallen Renewable Energy Club was formed in June 2014 by HSG-MBA students to spread knowledge and awareness on renewable energy issues. The focus of the club lies in the different technologies available, their challenges and how business models are evolving in different parts of the world, in order to make renewable energy a valid alternative to conventional energy sources. The club aims to connect students, academics and business people who are interested in unconventional energies, and offer them a learning experience through active networking and cooperation with companies in the energy sector.

### IEMBA special focus:

#### Sustainability » P2

The International Executive MBA HSG program provides a solid foundation in general management and focuses on international business, personal development and sustainability. In an environment increasingly characterized by volatility and competition, firms must rely on knowledge more than ever to sustainably create value. The program educates students to provide better value for their firms and to act in a sustainable manner to optimize the triple bottom line of people, planet and profit. "Sustainability Management" is one of the core courses. "Renewable Energy" and "Socially Mediated Practices" are among the electives that the students can choose.

[www.emba.unisg.ch/en/iemba-hsg.php](http://www.emba.unisg.ch/en/iemba-hsg.php)



# Student Engagement » P3



*Student engagement at HSG is central to campus life and strongly supported by the university. Many student projects and initiatives aim at developing members of the world community whose actions are guided by Responsibility and Sustainability (R&S) and who serve the economy and society. HSG is committed to encouraging such activities and has created a friendly environment for the establishment of student clubs in the field of R&S. This section summarizes the projects and progress of several recently founded clubs, along with the recent activities of the well-established clubs.*

## **Student Impact » P3 » P5**

Student Impact was launched in May 2014 as an independently accredited association at the university. It started as oikos consulting, an oikos St. Gallen initiative and, thanks to the high-level of commitment and professionalism of its members, it became an initiative of its own after two years. Student Impact is a non-profit student consultancy with the goal of creating social and ecological benefits for society. The organization realizes its vision by consulting sustainable start-ups and

SMEs on economically relevant topics and by simultaneously raising employee and student awareness of sustainability. By participating in client-oriented consulting projects, Student Impact members apply their existing theoretical knowledge to a sustainability cause and gain practical experience to complement their studies.

[www.studentimpact.ch](http://www.studentimpact.ch)

## **Social and Sustainable Ventures**

» P3 » P5 » P6

SnS Ventures is a social entrepreneurship network that was founded jointly by the University of St. Gallen and the University of Zurich in 2013. It is an incubator that supports students in their first steps to create a social and sustainable business, and actively involves students in all of its activities. SnS Ventures follows a threefold strategy: “SOURCE” fosters student engagement and raises students’ awareness of the value of creating social and sustainable business ideas; “ENABLE” provides interested students with early support, basic skills and individual consulting to turn ideas into concrete projects; and “EXECUTE” provides intensive support to a few highly promising projects. Since the

initiation of SnS Ventures, 20 social/sustainable ventures have received coaching at the two universities and four projects received intensive support. Those were Gockatoo and Gartengold at HSG and Sanovation and Parkit at the University of Zurich. Plans call for increasing the number of social and sustainable ventures at both universities and launching online video tutorials to further spread the mission. More universities will be added to the network, as well.

[www.snsventures.ch](http://www.snsventures.ch)

## **Social Business Club » P3 » P6**

Founded in May 2013, the Social Business Club fosters economic activities that strengthen the social progress for people living in poverty. The club prepares students for successful careers in addressing poverty, informal markets and inadequate infrastructure – which are common problems in emerging markets. The group disseminates knowledge of concepts of Social Business by, for example, focusing on impact investing, inclusive business, south-south trade and intercultural leadership. The club connects to the career opportunities in these fields.

On a second level, it supports practical initiatives and projects in the area of social business. During the 2014-15 school year, it is co-organizing the Sustainability Leaders Symposium and the Impact Career Fair in St. Gallen. Finally, the club sponsors monthly brunches to inspire students and encourage a relaxed exchange of ideas. [www.socialbusinessclub.ch](http://www.socialbusinessclub.ch)

### THINK HSG » P3 » P5 » P6

The High Impact Network (THINK) at HSG was founded in 2013 as a student organization for connecting people interested in effective altruism. Effective altruism is about using intelligence, strategy and creativity to maximize one's positive impact on the world. THINK's main goal is to make the world a better place by contributing to ending absolute poverty and other forms of human and non-human suffering. THINK HSG has organized 10 speaker events covering topics such as charity evaluation, effective donations, the ethics of career choice, applied rationality, environmental sustainability, animal ethics and international cooperation. Moreover, THINK has a marketing campaign for the Against Malaria Foundation and has been able to donate almost 300 anti-malarial bed nets. It has also worked to reduce the amount of animal and dairy products served in HSG's cafeteria, while encouraging the consumption of vegetarian and vegan dishes.

[www.think-switzerland.org](http://www.think-switzerland.org)

### oikos St. Gallen – students for Sustainable Economics and Management » P3

oikos St. Gallen has promoted sustainability at HSG and beyond since 1987. Enthusiastically supported by a majority of its members, it plays an active role on campus, including

promoting the integration of sustainability in business-and-economics courses. It also has expanded its activities with initiatives in the fields of investment and entrepreneurship. Students who support oikos during their studies continue to do so even after graduation by joining the oikos St. Gallen alumni network, which currently has around 500 members.

	May 2013	May 2014
<b>Members</b>	212	182
<b>of which active</b>	119 (56%)	111 (61%)

In 2013, oikos St. Gallen successfully organized and supported 12 specific initiatives, 22 public events that drew 1265 participants and extended its partnership network to around 100 companies and NGOs. The specific oikos initiatives include carbon-neutral campus, oikos conference, consulting, ecomap, Model WTO, oikos&pizza, social entrepreneurship, the Sustainability Thesis Award, sustainable investment and UN-Dress (in collaboration with the Marketing Club).

All oikos initiatives can be categorized under one of four streams and satisfy at least one of the United Nations Principles for Responsible Management Education. The four streams are: generating knowledge, creating action learning experience, creating impact at the University of St.Gallen and encouraging and promoting sustainability in research and teaching.

#### 1. Generating knowledge

This stream includes the initiatives that aim to educate students about economic-, social- and environmental-sustainability issues. One of the initiatives in this stream is the oikos Conference.

### oikos Conference » P3 » P5 » P6

The oikos Conference is a two-day event every November at HSG. As one of the biggest oikos initiatives on campus, it grows in importance and relevance every year. The conference brings together business representatives, professionals and students who jointly identify solutions for the expected challenges in the area of sustainability. New ideas are developed, existing knowledge is critically evaluated and new ways forward are examined through presentations, interactive workshops and panel discussions.

#### Topics of recent oikos conferences:

- 2014 Supply Chain Sustainability
- 2013 Future Model or Crisis Trigger? How Sustainable Can the Web-based Business Be?
- 2012 Commodity Trade: Hotspot Switzerland
- 2011 Profits without Hunger and Thirst?

The main goals are to make today's business more sustainable as well as create competencies and capacities that will encourage sustainable development in the future.

#### 2. Creating action learning experience

This stream aims at encouraging students to apply theory in practice and to experience sustainability in real-life projects. The oikos Model WTO is a representative initiative in this stream.

### oikos Model WTO » P2 » P3 » P6

The oikos Model WTO raises awareness about the global challenges that the multilateral trade system faces in reaching sustainable trade agreements. In a realistic context provided by the World Trade Organization (WTO),

students are tasked with defining a new and more effective framework for sustainable trade. A special bachelor course taught by a WTO counsellor provides direct insights into the workings of the WTO by preparing 12 HSG students to actively participate in the simulation week as chairs of the negotiation groups. During the simulation week, students from other universities are invited to participate through an essay competition. With negotiation rounds, panel discussions and presentations, the event allows for a unique action-learning experience. WTO experts, ambassadors from several countries and experts from the fields of international trade and development support the initiative. The main goal of the initiative is to create an educational impact that highlights the importance of sustainability in the trade-driven growth economy. Sustainability is understood to be the responsibility that the world's corporations, small businesses and governments have to preserve natural resources, support human rights and address problems such as food security. Each year, the oikos Model WTO has 60 international participants from approximately 30 different nationalities.

### 3. Creating impact at the University of St. Gallen

oikos aims to sensitize everyone at HSG to the topic of sustainability and climate change and works to create an impact on campus.

#### **oikos Carbon Neutral Campus (CNC) » P3**

oikos CNC is a perfect example for this stream. The 2012 HSG's carbon footprint report, written by oikos in cooperation with the HSG administration, prompted several actions, starting with the university's infrastructure and IT. oikos CNC coordinates its activities with university management, but also pursues its own projects. In cooperation with the university cafeteria, it implemented in 2013 the "Lifestyle Menu" that offers a wholesome, climate friendly selection of dishes. Another initiative focused on reducing paper consumption at HSG. Beginning in 2016, students will receive invoices only in a digital format. Also, strong efforts were directed at reducing the use of paper cups at HSG cafeterias. As a result, they are now offered only on request.

### 4. Encouraging and promoting sustainability in research and teaching

This stream focuses on the creation of appropriate educational offerings to provide HSG students with the required competences for promoting sustainability and offers incentives to conduct research in the field of sustainability.

#### **oikos Sustainability Thesis Award » P3 » P4**

The oikos Sustainability Thesis Award has been given since 2008 to the best master's thesis on the subject of sustainability. The jury consists of HSG professors and experts on sustainability issues. The author of the winning thesis receives CHF 3000, provided by the project's sponsor, UsitawiNetwork (Club Zürich), and is officially announced on Master's Graduation Day. A workshop is organized each semester in collaboration with the Institute for Economy and the Environment that provides students with guidance on writing a thesis on sustainability. The initiative also supports students in gaining practical experience through internships in the field of sustainability. The initiative's partner institutions,



the HSG Hub in Sao Paolo and the State Secretariat for Economic Affairs SECO offer master thesis topics in the areas of impact investing and sustainability in developing countries. In the future, the aim will be to have workshop participants and master's thesis applications from all HSG master's programs. The initiative will also focus on promoting sustainability not only as a research topic, but also as a potential career field. Other specific goals for the future include increasing the number of the workshop participants to more than 20 and attracting a larger number of thesis submissions.

#### Submitted master's thesis topics 2013:

1. Civil Nuclear Liability – Mechanisms to Allocate the Costs of a Civil Nuclear Incident (winner)
2. Auswirkung nachhaltiger Geschäftspraktiken im Lebensmitteleinzelhandel auf die Zahlungsbereitschaft von Konsumenten
3. Transparency in Social Business: Defining a Process of Social Impact Assessment
4. Financing of Ethical Fashion Ventures
5. Vermarktung von Ökostrom mittels Green Default-Ansatz am Beispiel der St. Galler Stadtwerke

#### 2014:

1. Innovation for Developing Countries through Human-Centered Design – The Example of a Micro Solar Pump in Bangladesh (winner)
2. Sustainability Strategies in Multi-national Corporations: What Triggers Them and How Can They Be Transformed into Top-line, Opportunity-Generating Strategies?
3. TRUE Sustainability – Together Being Responsible for an Unabused Earth - Ein Wirtschaftsmodell für Unternehmen und Regierungen, das ökonomischen, ökologischen und sozialen Erfolg verspricht

4. To Face Competitors or Create Blue Oceans? The Strategy-Performance Relationship in the Solar Sector
5. Public Value Measurement in Practice – The Example of the Common Welfare Balance Sheet
6. Beliefs, Cognition, Perceived Risk and Affect: Swiss Policy Makers' Support for Nuclear and Renewables and Their Decision to Phase Out Nuclear Power

More information about the activities of oikos St. Gallen is available under: [www.oikos-international.org/stgallen/](http://www.oikos-international.org/stgallen/)

#### Liter of Light Switzerland » P3

In 2011, 10 Strategy and International Management (SIM-HSG) students launched Liter of Light Switzerland, which is part of a global open-source network aimed at providing underprivileged people with an ecologically and economically sustainable source of light. The first technology gave more than 100,000 people in more than 20 countries the chance to have light in their dark houses during the day. Following that, the network introduced a solar panel/LED-based solution to also provide light at night. The fast-and-effective growth of Liter of Light Switzerland is attributed to its decentralized structure, effective use of social networks and its focus on social entrepreneurship. Liter of Light Switzerland has about 20 actively involved HSG students who focus on two main tasks: supporting the foundation of new local chapters in India, Colombia, Tanzania, Kenya and other countries, and offering consulting services to the network and its members. In fall 2014, a global quality-management system was introduced that will support the sustainable development of the network.

[www.literoflightswitzerland.org](http://www.literoflightswitzerland.org)

#### P.I.E.C.E.S. » P3

P.I.E.C.E.S., which stands for Possibilities through Inspiration and Empowerment, building Character with Education and a Smile, is a student-driven social initiative that was founded in 2009 by four SIM-HSG students. Its purpose is to improve the English skills of children in developing countries and to provide them with a future with more opportunities. The group has 112 volunteers, including 43 who joined in 2014.

The group's volunteer work has increased since 2012 and now totals more than 9,000 hours, while its network has also expanded to three more schools. P.I.E.C.E.S. is now active in six schools in China, Indonesia, Nicaragua, Peru, Thailand and Nepal. The entire initiative is organized and monitored by 15 members.

[www.thepieces.org](http://www.thepieces.org)

#### INDEED » P2 » P3

INDEED is part of an international network of development organizations whose goals extend beyond economic purposes. INDEED pursues activities that promote social change through an integrative approach of theory, practice and research: HSG bachelor students can acquire knowledge on alternative development approaches through the annual course "Integral Development" that was initiated by INDEED in 2012. Students may also focus their bachelor's thesis on work of one of the partner organizations. INDEED also sensitizes students on the topics of development policy by publishing a blog and organizing guest lectures.

[www.indeed-sg.org](http://www.indeed-sg.org)



*HSG's guiding principles for Responsibility and Sustainability (R&S) call for implementing sustainable solutions in our infrastructure and throughout our operations. The goal is to create and maintain a sustainable work-and-living space on a campus for 8000 students and staff.*

## **Sustainable Campus » P3**

The University of St.Gallen continually strives to improve to increase campus-wide implementation of sustainability measures and policies. In 2012, the administration launched the project „Co2-Footprint Infrastructure: Measurement and Optimization“ to systematically monitor and reduce the campus's CO2 footprint. A board consisting of faculty, administration representatives and a student member from oikos coordinates the project. It is chaired by a professor, the University of St. Gallen's delegate for R&S, and includes the heads of finance and infrastructure. Operationally, Sustainable Campus activities are coordinated by a staff member who received specialized training in a course on CO2 management.

The project was officially launched as a consequence of an initial CO2-footprint study by oikos. Some of its most noteworthy achievements include:

- **Recycling:** A comprehensive recycling plan is in practice in which waste is sorted and distributed to the university's recycling partners. For example, paper and carton are not only collected and distributed for recycling, but also separated based on the different paper qualities, which guarantees an optimal recycling process.
- **Drinking water:** Switzerland offers drinking water of exceptional quality. At various campus locations, small taps – “the H2Oasis” – have been recently installed so that students can refill their bottles with fresh water.
- **Optimization of energy consumption and cooling for HSG's computer servers:** The servers were placed closer together in the racks and empty spaces between individual servers were closed with blinds. The empty spaces between the racks were filled with plastic plates. That created a cool-air “curtain” in front of the servers that absorbs the air to cool

the hardware components. These steps enabled the university to increase the temperature of the cooling system in the server rooms by four degrees.

- **Solar plant:** In January 2014, the university installed a solar plant that generates enough electricity to power about 10 typical Swiss households.
- **Hand dryers:** The university is gradually replacing paper hand towels in all restrooms on campus with energy-efficient electric hand dryers. Hand dryers have been shown to be much more environmentally friendly and less costly than paper towels.

[www.nachhaltigkeit.unisg.ch/en/campus](http://www.nachhaltigkeit.unisg.ch/en/campus)

## **Mobility » P3**

The University of St.Gallen is located on top of the Rosenberg hill in the middle of one of St. Gallen's preferred residential areas. In order to prevent excessive traffic and support the use of public transportation the university has established strict parking regulations. It also promotes the use of car sharing as well as the use of e-bikes.



## Events and Dialogue » P5 » P6

*The guiding principles for responsibility and sustainability encourage HSG to reach out to organizations in business and society at large to jointly explore and design effective approaches to meeting the challenges of R&S. Interdisciplinary dialogue platforms and events that promote the discussion of relevant topics are supported in many ways.*

### **oikos » P6**

What began more than 28 years ago as a student initiative to instigate positive change at the University of St.Gallen today manifests an international footprint with a widespread presence across four continents. As an international student-driven organization for promoting sustainability in economics and management, oikos international empowers future leaders to drive change towards sustainability. Today, the oikos community comprises 1000 members in 42 chapters in 19 countries. The oikos St. Gallen chapter was among the founding members and provided the initial leadership of this international network. oikos chapters organize more than 200 activities and special events such as the annual FutureLab, Spring Meetings and Summer/Winter Schools. FutureLab is the annual meeting in St. Gallen of the "oikos family". It typically draws some 100 participants from 20 countries and 25 different oikos chapters to develop new initiatives for transforming education and discuss the impact of the oikos community. Spring Meetings bring together the global oikos network and rotate between different oikos chapters. Recent topics were: 2013: sustainable finance (Maastricht) 2014: sustainable cities (Copenhagen)

oikos members and HSG faculty started the oikos Foundation in St. Gallen in

1990. Supported by corporate sponsors and the University of St. Gallen, it is closely associated with the Institute for Economy and the Environment. Its core activities aim to help developing the global sustainability community in the fields of economics and management, and they include the international Young Scholar Academies, the PhD Fellowship Program, oikos Case Study Competitions and the Student Reporter.

- Young Scholar Academies: In the past two years, 50 young scholars received support to develop their research during four Young Scholar Academies on Energy, Development, Economics and Entrepreneurship.
- PhD Fellowships: oikos currently supports the research of four PhD Fellows working on micro-insurance, commodification of water, energy, finance and human rights obligations of corporations.
- oikos Cases Program: The third volume of oikos Cases Collection, "Case Studies in Sustainability Management", has been published. Four previous editions of the oikos Cases Quarterly in the fields of energy, the beverage industry, tourism and food have been issued.
- Student Reporter: This very creative and successful initiative identified student journalists and assigned them to cover several international conferences, including the World Economic Forum and Rio+20. It started collaborations with media all over the world with the vision to spin out from the Swiss-based sustainability student organization as an independent media organization that reports young people's views and concerns about business and economics among global media. Launched in September 2014, the association is called Pro Journo. [www.projourno.org](http://www.projourno.org)

### **oikos Impressions**

"As an oikos advisor, I try to involve oikos members in NGO activities and municipal projects. I believe it is a great learning experience that will help them to stay involved and continue working on sustainable local projects after their graduation." Juraj Melichár, Friends of the Earth Europe; Advisor, oikos Bratislava; Slovakia

"My vision for oikos ANU (Africa Nazarene University) is for it to become something that businesses and individuals in Africa can look up to whenever they think of best practices in sustainability. I would love it if every business, organization and individual in Africa committed to sustainable practices through the influence of oikos ANU."

Rose Kamiri, Advisor of oikos ANU, Nairobi, Kenya  
[www.oikos-international.org](http://www.oikos-international.org)

### **CSR – Volunteering e.g. Bergwaldprojekt » P6**

HSG supports the active involvement of its students and staff in social responsibility projects. In May 2014, the university started a co-operative program with the Bergwaldprojekt Stiftung, an NGO that is actively involved in the preservation of mountain forests. By taking part in the group's educational programs and projects in Swiss forests, participants get first-hand experience of what it takes to prevent and protect against avalanches, floods and erosion. The program is expected to grow and attract more students and employees. [www.bergwaldprojekt.ch](http://www.bergwaldprojekt.ch)



**St. Gallen Forum for Management of Renewable Energies » P5 » P6**

The St. Gallen Forum for Management of Renewable Energies is organized every May by the Good Energies Chair for Management of Renewable Energies. The conference, which was started in 2010 and attracts 150 participants every year, offers insights into the management and financing of renewable energies. It also has proven to be a key event for a growing network of professionals in the renewable energy field. The forum, which is organized in cooperation with the regional congress and exhibition platform ENERGIE at the Olma Messen and the city of St. Gallen, is a good example of regional partnership between business, public institutions and academia.

**Recent Forum topics were:**

- 2014: Energy turnaround 2.0 – David meets Goliath
- 2013: RENEWABLES – From Vision to Mission

[www.hsg-energieforum.ch](http://www.hsg-energieforum.ch)

**Launch of the HSG Responsibility and Sustainability Webpage and Panel Discussion » P6**

The new website on responsibility and sustainability was officially launched on Oct. 10, 2013, during a presentation with representatives from various institutes and research centers, as well as student organizations. The site offers a platform where all topics related to

R&S at HSG are published. The site’s launch event included a panel discussion with university leadership, faculty and students on the role of R&S in teaching at HSG. Presenters included the university president, its delegate for quality development, the president of oikos St. Gallen and the president of the Student Union.

[www.sustainability.unisg.ch](http://www.sustainability.unisg.ch)





**Swiss Federation of Student Organisations for Sustainability – VSN » P6**

VSN is a federation of student organizations that are active in the sustainability field. The federation was founded in 2013 and is supported by the Swiss University Conference (Schweizerische Universitätskonferenz, SUK) and the University of St. Gallen. HSG students and oikos members were among the founding members of this first initiative that enables better coordination and cooperation among student sustainability organizations. It offers them a new network and a knowledge-exchange platform on a national level. Currently, it is comprised of nine student organizations active at different Swiss universities and higher-education institutions. The activities of the federation have a nation-wide impact and aim at integrating sustainability in the everyday life on all campuses. An online platform that will ease communication and the idea flow among its members will be established soon. VSN is also involved in the organization of the Sustainable University Day at the University of St. Gallen.  
[www.vsn-fdd-fss.ch](http://www.vsn-fdd-fss.ch)

**Sustainable University Day in April 2015 » P5 » P6**

The University of St. Gallen will host the second Sustainable University Day in April 2015, organized in cooperation with the Sustainable Development at Universities Program of the Swiss Academies of Arts and Sciences. The event will serve as a dialogue platform among universities on the topic of “Responsible Leadership: The Challenge for Universities”. It includes keynotes, workshops and a high-level panel with four university presidents. It also presents the ongoing projects cofinanced by this national program.  
[Sustainable University Day  
www.nachhaltigkeit.unisg.ch/en/sud](http://www.nachhaltigkeit.unisg.ch/en/sud)

**DocNet Symposium » P5 » P6**

The DocNet Symposium, organized by the doctoral network at HSG, is a well-established platform for dialogue among doctoral students and alumni on key management and research issues. The 12th symposium that took place in October 2014 targeted the topic “Business School 2030 – Tailor-made responsible leaders or mass-produced corporate slaves?”  
[www.docnet-hsg.ch/symposium/](http://www.docnet-hsg.ch/symposium/)

**Little Green Bags Series » P6**

The HSG video series, Little Green Bags, captures issues such as sustainability, corporate responsibility, and entrepreneurship in a nutshell. Presented in brief, animated video clips, the topics are explained simply, in an engaging way.  
[Little Green Bags](#)

**Coalition for Switzerland as a Global Sustainability Hub » P6**

The university’s delegate for R&S, Prof. Thomas Dyllick, together with professors and experts from various disciplines, is actively helping set up a high-level coalition that aims to form a Swiss Sustainability Hub. The idea is to shape Switzerland into a global sustainability leader that balances its economic, environmental and social needs.



This report was compiled and written by the team in the office of the University's Delegate for Responsibility and Sustainability. Information and data-collection involved a large number of people from across the University.

Feedback on this report and suggestions regarding our sustainability and responsibility activities are welcome. They can be provided to [sustainability@unisg.ch](mailto:sustainability@unisg.ch).

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