



University of St.Gallen



HSG Sustainability Strategy and Teaching Transformation Tag der Lehre, 27 May 2021

Prof. Dr. Judith Walls, Delegate for Responsibility & Sustainability
Dr. Jost Hamschmidt, Project Lead, (Co-)Curriculum Development

*"From insight
to impact"* A green graphic element consisting of a circle with a diagonal line through it, followed by the text "From insight to impact".

1

Background: why develop a sustainability strategy for the HSG?

2

The new HSG (environmental) sustainability strategy (2021-2025)

3

Embedding sustainability into existing programmes and courses

4

Interactive workshop: your input on embedding sustainability in teaching



- In your opinion, how well integrated is sustainability right now at the HSG (1-10 scale)?

1

Background: why develop a sustainability strategy for the HSG?

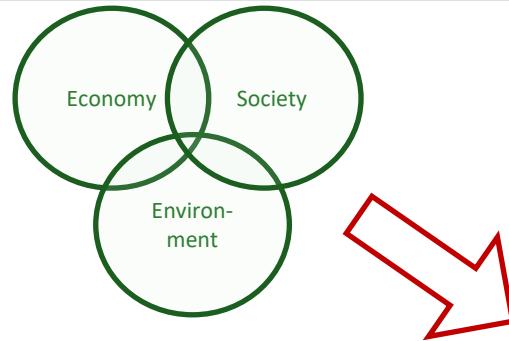
- Late 2020 – request from President Bernhard Ehrenzeller to design a 5-year environmental sustainability strategy for the HSG
 - Also to be embedded in the overarching HSG strategy
- Feb. 2021 – first draft of strategy presented at Rektoratsausschuss
 - Bilateral discussions with various members of the President's board
- Apr. 2021 – final draft of strategy presented to Rektorat
 - Approved
- Next phase
 - Communication & implementation

What do we mean by 'sustainability'?

Weak Sustainability

A triple bottom line 'accounting' that **trades off** environmental and social goals against economic ones.

(Ehrenfeld, 2018)



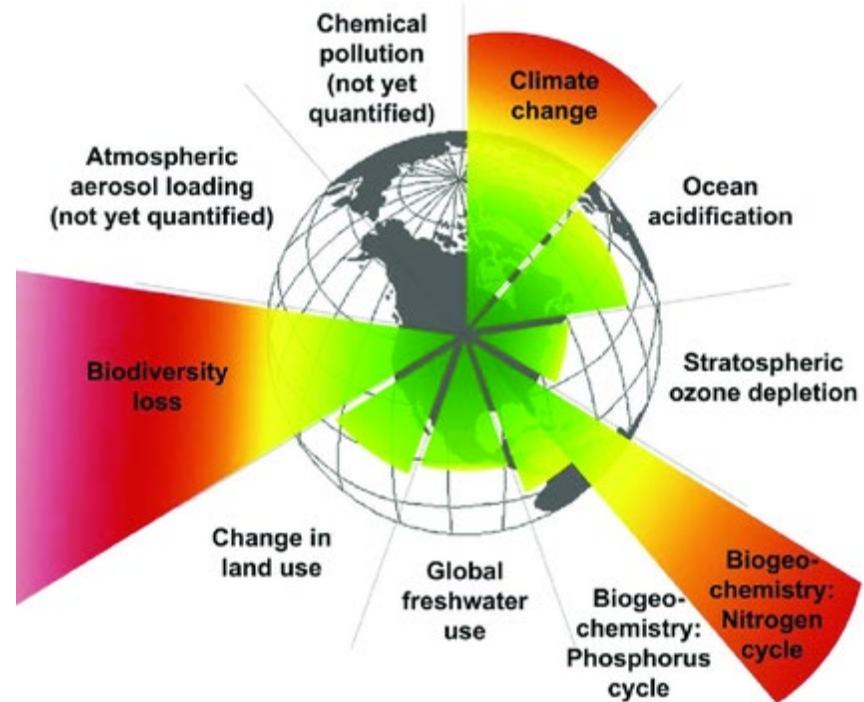
Strong Sustainability

The economy is **nested within** and **depends on** society and the natural environment.

(Giddins, Hopwood & O'Brien, 2002)

Three environmental planetary boundaries have been crossed:

1. Climate change
2. Biodiversity loss
3. Material and chemical flows



At the same time, sustainability is centrally intertwined with global mega-trends

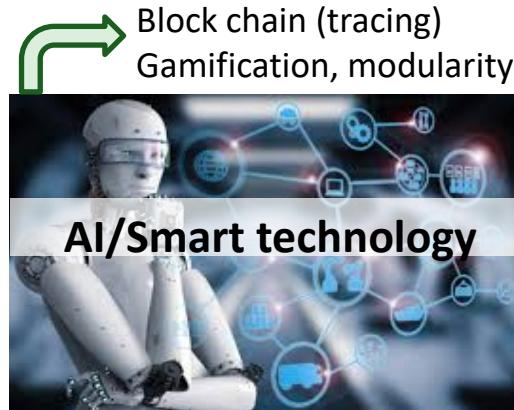


University of St.Gallen

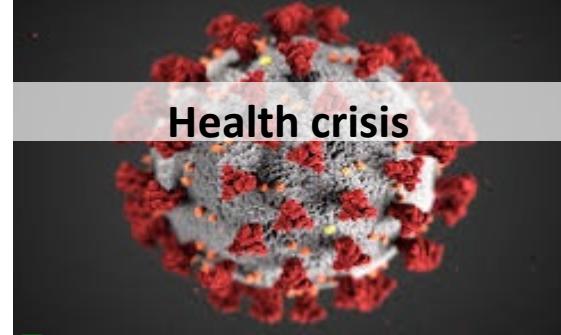


Climate crisis

Energy transition
Mitigation/adaptation



AI/Smart technology



Health crisis

Biodiversity loss
Zoonotic diseases



Climate and sust'y action
Consumer preferences



Geopolitical tensions & globalization

Sust. supply chains
Paris Agreement



Smart Cities
Mobility; Buildings

Current corporate responses to solving the key environmental sustainability challenges



University of St.Gallen

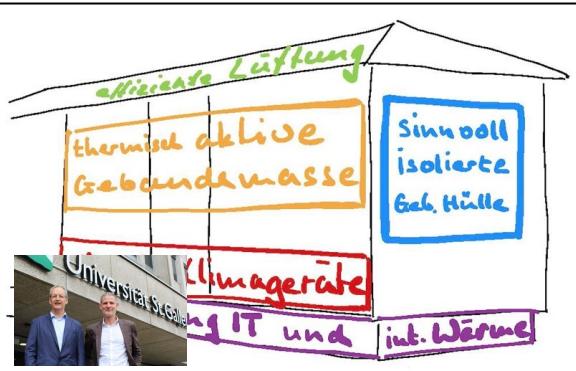
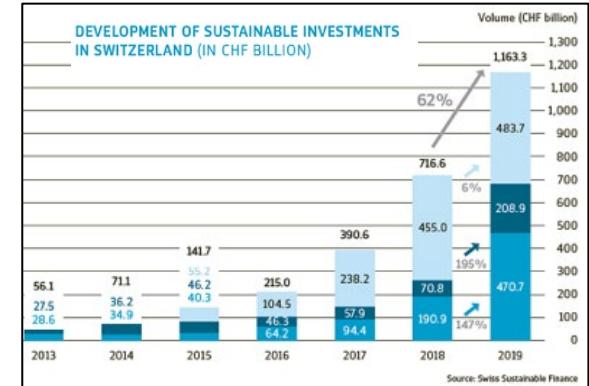
BUSINESS MODEL TRANSFORMATION AND INNOVATION



ACCOUNTABILITY THROUGH REPORTING

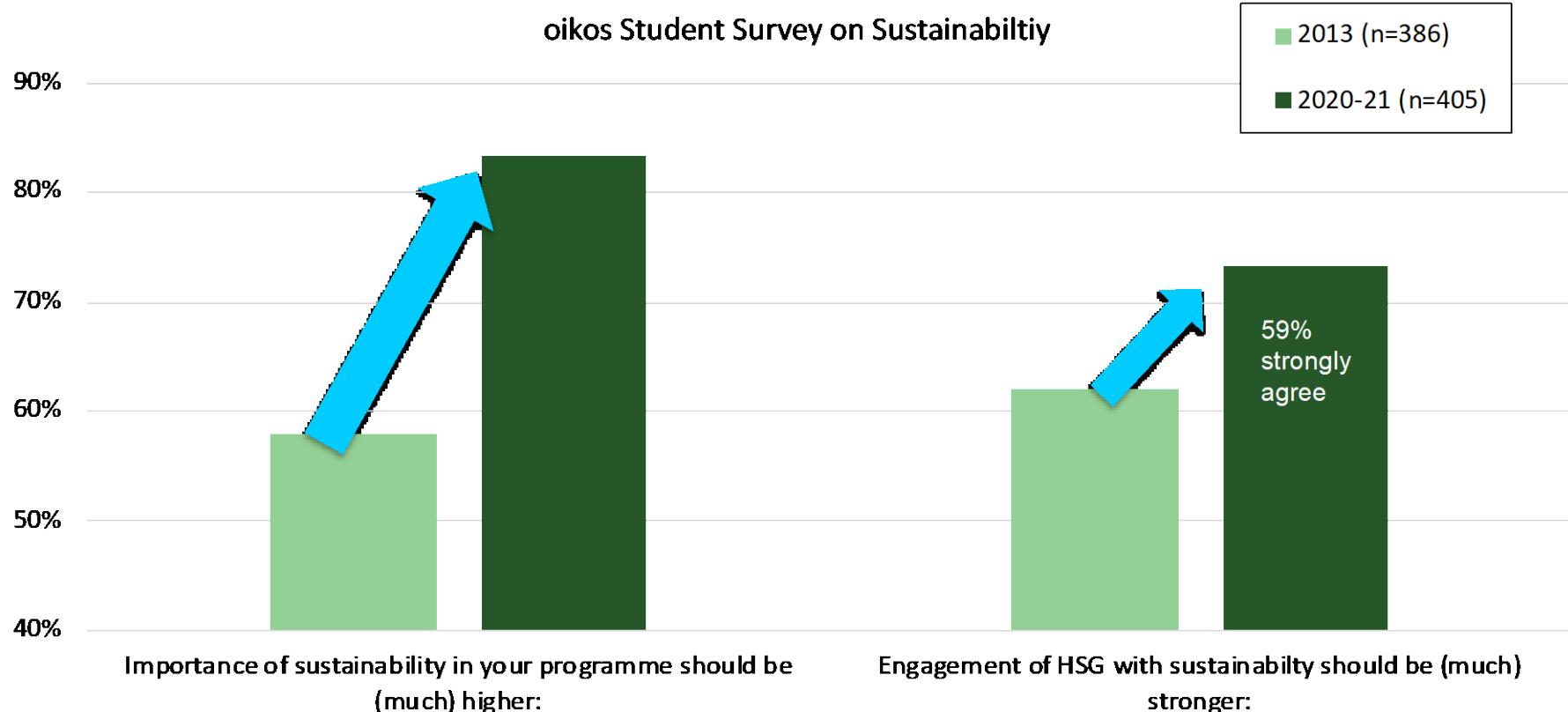


RISK AND INVESTMENT MANAGEMENT



SPATIAL FINANCE INITIATIVE





53%

want more sustainability content

36%

lament that teaching methods and content are outdated

What should the university “**continue**” or “**start**” doing:

- Create new sustainability programmes and courses
- Teach alternative business models like circular economy and sustainable investment
- Make sustainability mandatory in teaching
- Praxis oriented sustainability workshops

What should the university “**stop**” doing:

- Treating sustainability as a separate topic
- Focusing on ‘business as usual’ and sustainability as a disclaimer
- Focus on maximizing profit as sole purpose of business
- Encouraging values that are not beneficial to future generations

RANKING AND RATING AGENCIES



swiss agency of
accreditation and
quality assurance



FINANCIAL
TIMES



POSITIVE
IMPACT
RATING
FOR BUSINESS SCHOOLS

LOCAL AND INTERNATIONAL COMMUNITIES



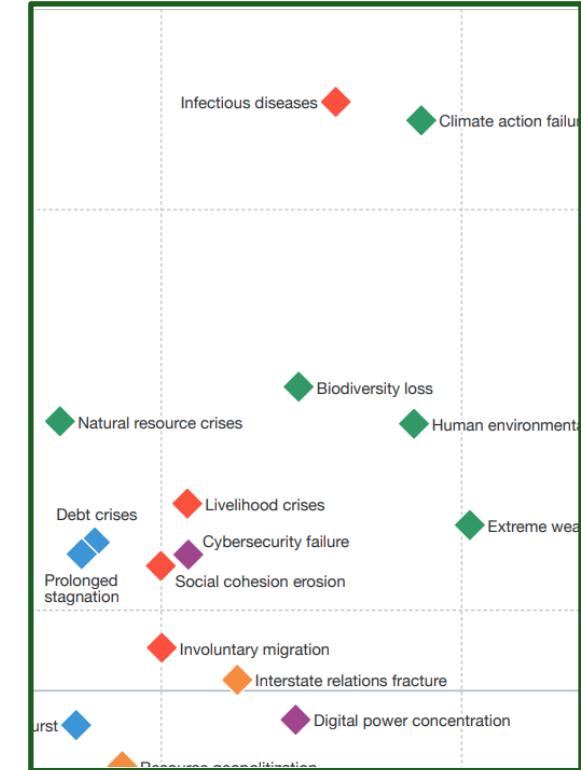


Kanton St.Gallen

The SDG Accord

The University and College Sector's Collective Response to the Global Goals

INDUSTRY



New addition to **Article 2** (Zweckartikel) of
the **Universitätsgesetz**

Sie setzt sich im Bewusstsein der geschichtlichen Entwicklung mit gegenwärtigen und zukünftigen Herausforderungen von Wirtschaft, Gesellschaft und Staat sowie der internationalen Zusammenarbeit auseinander. Sie fördert das Verantwortungsbewusstsein der Universitätsangehörigen gegenüber Mensch und Umwelt und bereitet die Studierenden darauf vor, in Beruf und Öffentlichkeit nach wissenschaftlichen Methoden und Erkenntnissen sowie nach ethischen und **nachhaltigen** Grundsätzen zu handeln.

The **SHSG** is working with oikos and EConnect to establish a **Sustainability Charta** for all university student clubs:

- From Insight: “no Planet B”
- To Impact: environmental, social & entrepreneurial
- So far 30 student associations on board (goal = 130); kick off 2 weeks ago

HSG Vision & Roadmap 2025:

- “We inspire people acting in an ethical and **socially-responsible** manner”
- and we want to: “take up a leadership position in finding solutions to socially-relevant problems”

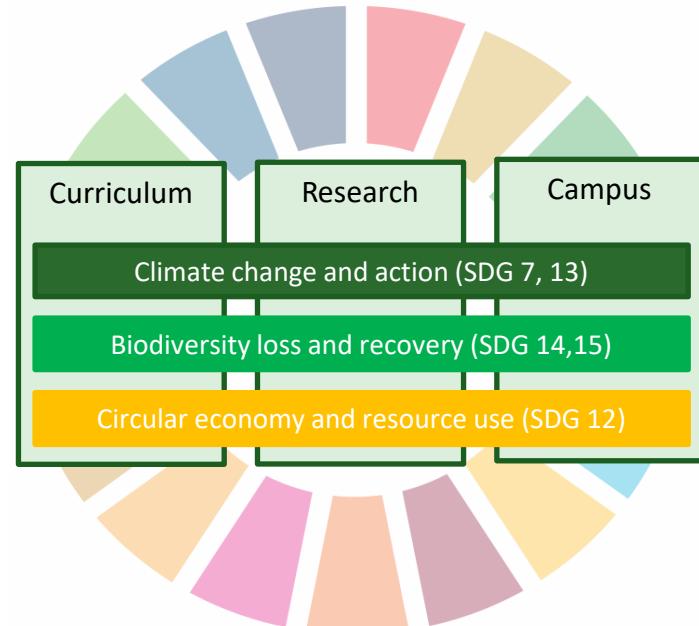
2

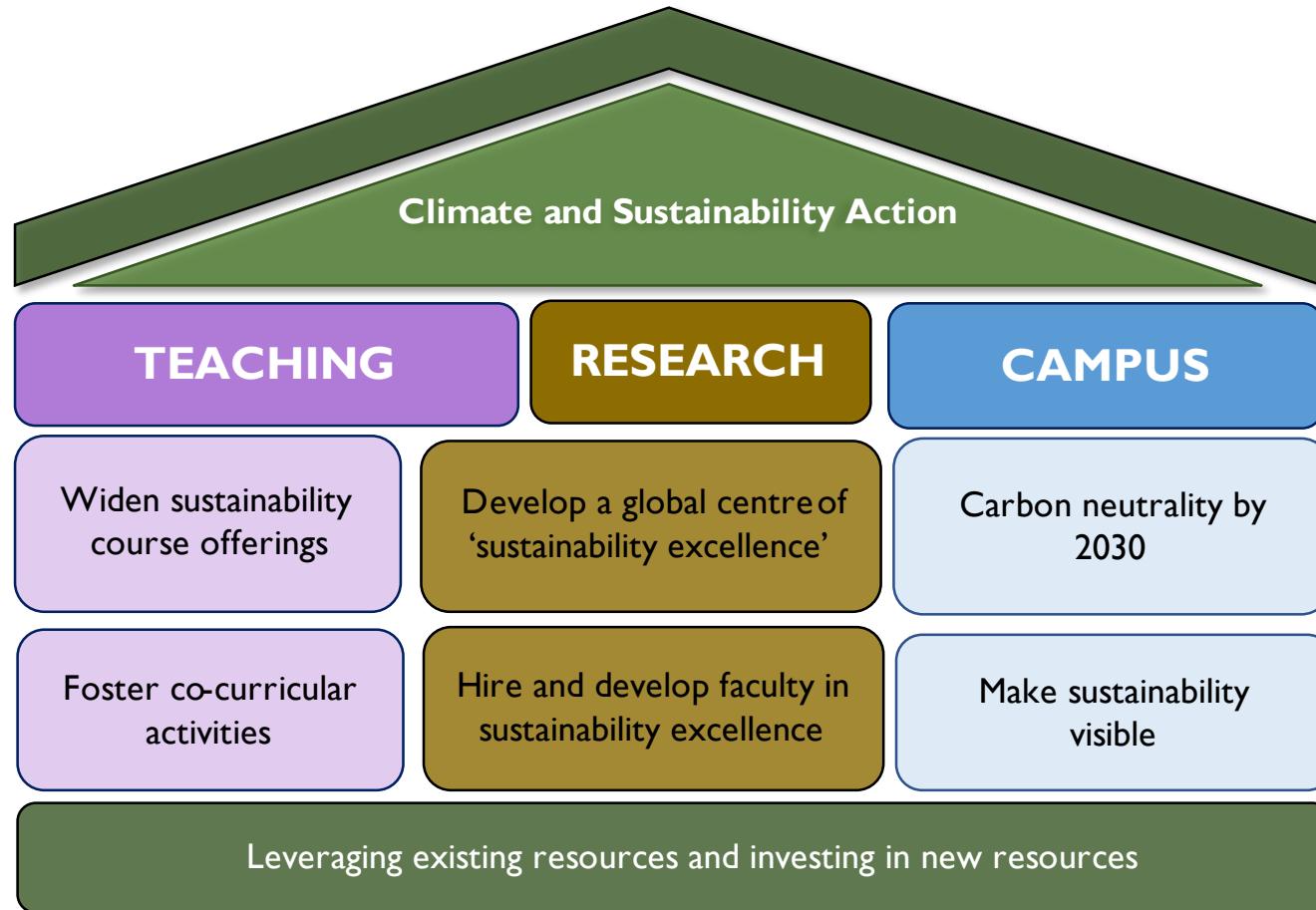
The new HSG (environmental) sustainability strategy (2021-2025)

In order to preserve its competitive and attractive position as a leading business school, the HSG's environmental sustainability strategic goals include:

1. **Preparing our students** to become organizational leaders in a world that must solve severe environmental crises such as climate change and biodiversity loss; and,

2. **Leading by example** and becoming carbon neutral by 2030, in order to mitigate our own environmental footprint.





Area	Goal	New developments and leveraging existing structures
Teaching (curriculum)	1. Widen sustainability course offerings across programmes and levels	<ul style="list-style-type: none"> • Embed sustainability within existing programmes and courses • Develop new sustainability courses (esp. Bachelor's) • Support faculty and programme managers to embed sustainability through training • Create teaching incentives (awards, etc.) • Collaborate with HDZ and TIL teams
Teaching (co-curricular)	2. Foster "NextGen Sustainability" co-curricular activities to support student engagement	<ul style="list-style-type: none"> • Establish a sustainability mentoring programme to connect students to sustainability practitioners • Establish a sustainability careers programme • Establish sustainability campus credit scheme • Collaborate with Studies & Academic Affairs, Career Center and HSG Alumni teams • Co-create with students sustainable campus initiatives, e.g. MaCS programme (see "campus")

Area	Goal	New developments and leveraging existing structures
Research	3. Hire and develop faculty in sustainability excellence 4. Develop a global centre of 'sustainability excellence' (stretch goal)	<ul style="list-style-type: none"> • Hire and develop sustainability expertise across disciplines within the HSG • Build a sustainability research community (events, seminars, prizes/awards, etc.) • Invest in data resources on sustainability to support research
Campus	5. Achieve carbon neutrality by 2030 6. Make sustainability visible on campus	<ul style="list-style-type: none"> • Develop a centralized GHG accounting system • Implement sustainable travel, IT, food, infrastructure • Divest from fossil fuel investments • Solarize the HSG and sustainable art exhibitions • Sustainability Day events that pulls together teaching, research, students & partners/business • Build a green building (stretch goal) • Sustainability reporting and outreach to internal and external stakeholders • Collaborate with administration and infrastructure teams

3

Embedding sustainability into existing programmes and courses

- Goals
 - Embed sustainability into existing programmes and courses
 - Bottom-up approach
 - Develop a “culture” of sustainability
 - All levels: Assessment, Bachelor, Master, PhD
 - Across all disciplines
 - Give all students the opportunity to learn about sustainability
 - Create new sustainability courses
 - Especially at the Bachelor’s level
 - Match student demand
 - Prepare students for job market (e.g. sustainable investment, sustainability reporting/accounting, climate risk and insurance, sustainability consulting, etc)

- Collaborate with HDZ and TIL
 - Series of workshops for programme managers and faculty
- Support service at the Delegate R&S team
 - Dedicated “sustainability workshop manager” until 2025
 - Developing content, resources, and methods (e.g. online support platform)
 - Regular follow up events for workshop alumni – build a teaching community
- Overarching goal:
 - Create a ripple effect
 - Sustainability becomes embedded, self-sustaining across programmes and courses

4

Interactive workshop: your input on embedding sustainability in teaching

1. What are the natural touchpoints for sustainability in your course or programme (i.e. where you can envision sustainability to be embedded), e.g.:

Please rank according to perceived importance

- Disciplines: consumer behavior, policy, finance, marketing,
- Topics: circular economy, supply chain management, climate action, ...
- Issues: palm oil, plastic, mining,
-

<https://jamboard.google.com/d/1eqF-F5wBaaJfKVOnM-KB3NIY2hwyG-73evwUOQMeeRI/edit?usp=sharing>

2. How do you envision embedding sustainability into your course or programme, e.g.:

Please rank according to perceived importance

- Structure: kick-off week, topic leads take responsibility, ...
- Practical applications : capstone projects, case studies, context/examples in courses, debates, dialogue, panels ...
- Ties to practice: guest speakers, live cases, site visits ...
- Methods: action-based learning, case studies, simulations, model action (e.g. model UNFCCC), field trips ...
- ...

<https://jamboard.google.com/d/1eqF-F5wBaajfKVOnM-KB3NIY2hwyG-73evwUOQMeeRI/edit?usp=sharing>

3. What type of support you would need from us to help you in this process:

Please rank according to perceived importance

- Basic content: what is sustainability, resources/reports, trends in sustainability/business, teaching materials ...
- Methods: case studies, simulations, model action (e.g. model UNFCCC), field trips
- Justification/motivation: market information, job/career prospects,
- Theories: sustainability management, political science, HRM/OB, social entrepreneurship, etc...
- Data access: MSCI ESG ratings (KLD), RepRisk, Trucost, Sustainalytics
- ...

<https://jamboard.google.com/d/1eqF-F5wBaaJfKVOnM-KB3NIY2hwyG-73evwUOQMeeRI/edit?usp=sharing>

Feedback round – from each group, your most important insights on:

1. Touchpoints with sustainability
2. How to embed
3. Type of support needed

4. In your opinion, where should we start first?
5. What should we keep in mind while we roll this out?

- Set of sustainability communities at HSG
 - Student: EConnect
 - Research: HSG Impact Scholar Community
 - Teaching: in process, as part of these workshops
- Contact information
 - Judith Walls: judith.walls@unisg.ch
 - Jost Hamschmidt: jost.hamschmidt@unisg.ch

THANK YOU

“

As a leading business university we set global standards for research and teaching by promoting integrative thought, **responsible action** and an entrepreneurial spirit of innovation in business and society.

– VISION 2025