



Sustainability  
Management  
School  Switzerland

PRME  
SHARING INFORMATION ON PROGRESS  
(SIP)  
REPORT 2014-2016



SUMAS IS A NEW WAY OF THINKING  
ABOUT BUSINESS

**PRME**

This is our **Sharing Information on Progress (SIP)**  
Report on the Implementation of the **Principles for  
Responsible Management Education**

## TABLE OF CONTENTS

<b>SUMAS COMMITMENT RENEWAL .....</b>	<b>3</b>
<b>SUMAS VISION AND VALUES.....</b>	<b>4</b>
Our Objective .....	4
Vision .....	4
Values .....	4
<b>SUMAS MILESTONES.....</b>	<b>5</b>
<b>SUMAS PROGRAMS .....</b>	<b>6</b>
<b>SUMAS ACHIEVEMENTS IN THE IMPLEMENTATION OF PRME .....</b>	<b>6</b>
Principle 1.....	6
Principle 2.....	8
Principle 3.....	11
Principle 4.....	12
Principle 5.....	14
Principle 6.....	16
<b>SUMAS OBJECTIVES AND DESIRED SUPPORT .....</b>	<b>19</b>
SUMAS Contact Details .....	21

## SUMAS COMMITMENT RENEWAL

Sustainability Management School (SUMAS) is filling an important gap that exists today in business schools. There is a divide between business management education and scientific knowledge for sustainable development. We need leaders who are able to integrate economic growth with sustainable development. This starts from their education. The traditional approach is not enough. The leaders of the future have to find creative solutions to complex issues.



This report includes SUMAS' commitment to improve the application of the Principles for Responsible Management Education, presents our progress to all stakeholders and exchange effective practices with other academic institutions.

We understand that our own organizational practices should serve as an example of the values and attitudes we convey to our students.

We encourage other academic institutions, and associations to adopt and support these Principles.

A stylized, handwritten signature in blue ink, reading "Ivana Modena". The signature is fluid and cursive, with the first name being more prominent.

Dr. Ivana Modena,  
President & Academic Director of SUMAS

## SUMAS VISION AND VALUES

SUMAS trains the managers of the future by teaching both business-related subjects and sustainability topics at the same time. SUMAS' students are passionate for sustainability management and appreciate the visionary and innovative approach of SUMAS faculty.

### Our Objective

The aim of the Sustainability Management School (SUMAS) is to educate managers that will take responsible decisions in the complex world.

Its purpose is to deliver an innovative academic mix of sound business knowledge and a deep understanding of sustainable development.

### Vision

SUMAS' strong focus on excellence delivers high academic standards for students, offering both theoretical knowledge and the best sustainable management practices. The Sustainability Management School continuously strives to provide the most advanced and intellectually challenging undergraduate, graduate and doctorate programs to produce highly qualified leaders for the future.

To ensure the future success of students, SUMAS provides them with appropriate professional and entrepreneurial skills by networking with corporate partners.

SUMAS also encourages various student initiatives in order to develop their personal skills. The international, multi-cultural learning environment is crucial to enhance students' communication and leadership skills.

### Values

- **Academic Rigor**
- **Respect for the Environment**
- **Social Responsibility**
- **Sustainable Living**
- **Celebration of Diversity in all Spheres of Human Life**

## SUMAS MILESTONES

- Established in 2012
- Campus in Gland, Switzerland
- All levels of studies: undergraduate, graduate, doctoral and executive education programs
- Member of ACBSP with Candidacy status
- Member of EFMD
- Member of The R20 Regions of Climate Action
- Member of and The United Nations Global Compact (UNGC) initiative
- SUMAS President and Academic Director Dr. Modena is a member of IUCN Commission on Education and Communication (CEC).
- On June 1<sup>st</sup> 2012 SUMAS President Dr. Ivana Modena signed the Commitment to Sustainable Practices of Higher Education Institutions on the Occasion of the UN Conference on Sustainable Development in Rio de Janeiro, Brazil.
- In past three years SUMAS has joined international educational events and fairs all over the world, as well as attended the 3rd Global Forum on Responsible Management Education in Rio de Janeiro; etc.
- SUMAS organized an open day event on April 29<sup>th</sup> 2015 inviting politicians and executives of Canton Vaud and strengthened its network within the local community.
- SUMAS launched its [First SUMAS Forum](#) on November 6<sup>th</sup> 2015 inviting top executives of multinational corporations and international organizations to discuss “Integrating Sustainability into Business”.
- SUMAS appeared in the local journals with articles citing the specialized education programs on sustainability management:
  - “La Côte – Journal régional lémanique”, [Un école pour le management responsable](#) 7.05.2015 (in French).
  - “24 heures”, [Le développement durable enseigné aux futurs managers](#) 29.01.2016
- SUMAS was ranked 18 in the Editors Choice Best College Reviews ranking for the [23 best Online MBA Programs in Sustainability](#)



- SUMAS co-organized the [“Sustainability: a trigger for innovation!”](#) conference 28th of April 2016 in collaboration with CVCI in the presence of **Mrs. Jacqueline de Quattro**, State Councilor, Minister of Territory and Environment and with the participation of **Nespresso**, **IMI Hydronic Engineering** and **Tyre Recycling Solutions**.

## SUMAS PROGRAMS

Sustainability Management School is a **business school based totally on sustainability**, it offers the following academic programs:

- Bachelor of Business Administration in Sustainability Management
- Bachelor of Business Administration in Finance and Responsible Investment
- Bachelor of Business Administration in Sustainable Tourism and Nature Conservation
- Master of Business Administration (MBA) in Sustainability Management
- Master of Business Administration (MBA) in Finance and Responsible Investment
- Master of Arts in Management in Sustainable Luxury Management
- Master of Arts in Management in Sustainability
- Master of Arts in Management in Sustainable Tourism and Protected Areas
- Online MBA in Sustainability Management
- Doctorate of Business Administration (DBA) in Sustainability Management
- Certificates of Expertise:
  - in Green Economy
- Certificate of advanced studies in Sustainability & Business

SUMAS also offers training courses for managers.

## SUMAS ACHIEVEMENTS IN THE IMPLEMENTATION OF PRME

### Principle 1

*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.*

SUMAS students are exposed to applied projects developed in close collaboration with industry experts that stimulate their creativity to find solutions for the benefit of the business and society at large. Over the past two years students have been engaged in projects with Barilla, Procter & Gamble, PPG Industries, Superlativa, African Wildlife Foundation, OKO Forestry. More specifically the themes that the students worked on the following projects;

- In Spring 2014 students worked in the area of:
  - Sustainable Supply chain in collaboration with experts from Acquisti & Sostenibilita
  - Product innovations and influencing and educating consumers in the hair care product brand Pantene in collaboration with experts from Procter and Gamble (P&G)
- In Winter 2015 students examined:
  - How P&G can combat ocean pollution and their role in managing oceans
  - Educating consumers on responsible food consumption with experts from Barilla.
- In Spring 2015 students worked on development of a commercial plan for a new sustainable luxury product in collaboration with Berbrand and Superlativa.
- In Fall 2015 students examined the sustainability communication within the Architectural Coating industry and made recommendations to improve sustainability communication in collaboration with PPG.
- In Winter 2016 students worked in collaboration with the African Wildlife Foundation on establishing Green Economies with sustainable tourism in both Ethiopia and Cameroon.
- In Spring 2016 students are working with Oko Forestry and Altus Impact on integrating environmental and social factors into Oko Forests' business model.
- In Spring 2016 students are working with Balance Hotel on how to market for wellbeing and yoga within their business modal.

Students work on concrete projects in collaboration with industry from the early stages of their programs, SUMAS students not only develop their capabilities as competent managers



but they also feel empowered to bring about change for wellbeing of both business and society.

SUMAS also aims to develop students' capabilities through experiential camps integrated into their program. These experiential camps provide the opportunity to stimulate students in creative thinking and develop their ability to produce solutions through exploration. For example, 9 of SUMAS students studied Gross National Happiness (GNH) in Bhutan in May 2016. Students had the opportunity to learn about GNH from the director of the GNH center in Bhutan. They also had the opportunity to experience various traditional Bhutanese Farming techniques, understand how GNH works within the Bhutanese 4 pillars of GNH and discuss about how the various aspects of GNH could work in a business setting.





*Principle 2 | Values: We will incorporate into our academic activities and curricular the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.*

All SUMAS programs were launched within the last four years. The aim of the programs is to offer a predominantly professionally oriented education that addresses sustainability and responsibility challenges that leaders face in today's complex work patterns.

**Innovative subjects focused on sustainability and responsible management** are an integral part of SUMAS curriculum. SUMAS program learning goals are developed in line with SUMAS mission and vision, and programs are designed to fulfill the learning goals and objectives.

The learning goals defined in undergraduate and graduate programs are as follows:

*Bachelor of Business Administration (BBA) Program Learning Goals :*

- To provide students with an in depth understanding of sustainability management in the organizations in the contemporary context.
- To equip students with the knowledge and skills to pursue successful management career in the global society.
- To facilitate critical and analytical thinking for professional and personal development.
- To apply key managerial skills in the learning process.

*Master of Arts in Management (MA) Program Learning Goals:*

- Develop the capacity for leadership within business administration in sustainability management.
- Develop the communication skills crucial to share knowledge.
- Use diversity philosophy and a solid work ethic.
- Autonomously manage sustainability projects.

*MBA Program Learning Goals:*

- To provide students the knowledge and the understanding of sustainability management.
- To equip students with various qualitative and quantitative concepts in finance and responsible investment for decision making.
- To facilitate development of leadership capabilities to manage complexity in the global environment.
- To develop students' ability to autonomously manage sustainability projects.

Accordingly, SUMAS programs include the following core courses for Graduate students:

-Responsible Management

-Entrepreneurship

-Sustainable Innovation: Energy, Water & Materials

-Operations Management and Supply Chain: Green Production

-Sustainable Consumption and Green Marketing

-International Business and Biodiversity

SUMAS Undergraduate curriculum includes:

- Fundamentals of Sustainability
- Natural Resources Management
- Ethics
- Biology and Politics of Food
- Well-being and Healthy Lifestyles
- Sustainable Consumption: Influencing Consumer Behavior worldwide
- Green Economy
- Managing multi-stakeholder partnerships
- Technology and Sustainable Innovation

SUMAS has established unique relationships with Companies, Governmental Organizations and NGOs to ensure that academic excellence is grounded with state-of-the-art practices. As sustainability is integrated into SUMAS programs, SUMAS has an intentional strategy to interact with various well-chosen actors in the sustainability area, taking its responsibility

towards students and stakeholders very seriously. SUMAS actively develops the relationships being in close proximity to important international organizations such as IUCN and WWF, both important actors shaping the sustainability agenda, but also enlarges its network by proactively organizing and being present in events such as 2015 United Nations Climate Change Conference, COP 21 held in Paris in December 2015. SUMAS students benefit from these relationships by not only being aware of the problems tackled in different parts of the world but more importantly by developing the mindset to find solutions already interacting with professionals who are actively engaged in finding solutions to create sustainable value for business and society.

SUMAS curriculum is focused on **projects work as well as providing opportunities to establish direct contact with companies as well as professionals in the field**. Through this direct contact between students and professionals and by working on real world cases, SUMAS students acquire and develop relevant management skills as well as learn about the different values of responsibility within a working environment.

### Principle 3

*Principle 3 | Method: We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.*

SUMAS values are engrained in SUMAS culture and activities. Students are immersed into the culture that places great importance and sensitivity to environmental matters. SUMAS not only seeks to identify the environmental issues associated with its core activities and to manage them appropriately, but also encourages the students to develop the mindset of sustainable living. As such, the students consistently question their impact on environment and society in their everyday activities and seek for better ways of doing things. These attitudes and values are also developed through the assignments that the students have to complete during their courses which frequently promotes challenging the status quo to develop innovative ideas to ensure sustainable development.

The teaching is interactive and takes place in small classes with highly qualified academicians or professionals in their field, who have multifaceted expertise in various areas of

sustainability. The students, partners, the management team, faculty and staff are all strongly committed to the cause of sustainability and responsible leadership, as responsible leadership is one of the greatest enabling factors for sustainable development.

SUMAS **classes are paperless** thanks to the use of the latest technology. SUMAS offers high quality infrastructure in the IUCN building and is proud to qualify as a “Green campus”. This offers an excellent working and studying environment for students.

In order to enable effective learning experiences in school, **SUMAS E-learning Platform** was created. The E-learning Platform allows the creation and delivery of dynamic online courses and assignments to SUMAS students. The Platform is user friendly and interactive, complemented by instructor led teaching. In addition, students can collaborate with their peers and consult with faculty and program managers online.

## Principle 4

*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.*

All SUMAS research projects have a focus on sustainable development and responsible management in different areas of expertise:

### 1. Doctorate of Business Administration (DBA) Program

In 2014 SUMAS launched a **Doctorate of Business Administration (DBA) Program with an emphasis in Sustainability Management**. The main focus of research is on the innovative integration of business knowledge with sustainable development issues. Specifically, economic growth, environmental management and social fairness are constituent parts of all DBA projects.

The theoretical philosophy of this DBA Program hinges upon a holistic approach to problem solving and stresses on the development of leadership skills, teamwork and intercultural competence in global work environments as crucial qualities of managerial practice in times of changing organizational settings.

Currently two of our present DBA students are engaged in research in the following areas:

- eHealth Sector
- Efficiency and Sustainability of Supply Chains

## **2. Students' Research Work**

Throughout their programs students complete case studies and work on projects with concrete research questions. For example, in Spring 2016, students are conducting a comparative assessment of a hotel in Switzerland and Bhutan using the GNH in business assessment tool.

Students of masters programs complete their studies with a final **dissertation** based on empirical research. Purposes of the dissertation is to demonstrate the ability of a student to undertake independent research under guidance, and to choose the most appropriate research methods that apply to the topic and research questions. Master theses topics chosen and completed by SUMAS graduates include, business and biodiversity, benefit of sustainable practices to specific industries, business model approaches to corporate sustainability.

## **3. Business Ethics**

SUMAS is a part of the "Institute for Fair Business Ethics (IFBE)" Association. The Purpose of it is: to develop and establish a business certification, which must become internationally recognized as a global ethics standard for the enterprises.

SUMAS faculty is experts in their fields and they publish their research in various outlets. For example, Xenya Cherny Scanlon has published in the field of sustainable luxury, Marina Martin Curran Ph.D. has published on "Socio - ecological networks and resilience of



vulnerable communities to global environmental change ,Vanja Westerberg Ph.D. published on economics within various agricultural sustainability outlets.

## Principle 5

*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.*

SUMAS is in close collaboration with corporations and international organizations. SUMAS facilitates interaction between students and industry experts as well as among professionals through regular events. The discussions during these events stimulate exchange of best practices and help to develop relationships to leverage expertise. Some of the events organized by SUMAS are as follows;

April 29<sup>th</sup> 2015: SUMAS organized a [conference with the mayor of Gland municipality and other companies](#).

October 16<sup>th</sup> 2015 SUMAS hosted a [Sustainable Health Conference](#), inviting Prof. Dr. med. Louis DeCaro, Swiss renowned surgeon, as guest speaker to raise awareness about health preservation and to foster quality of life.

[SUMAS hosted it's 1st SUMAS Forum](#) on November 6<sup>th</sup> 2015 with the theme of “Integrating Sustainability into Business” and a panel on “**Circular Economy: A dialogue on concept, opportunities and realities**”, inviting experts in both private and public institutions. **The speakers and panel included;**

- o Ylenia Tommasato (Barilla)
- o Marina Ruta (UNEP)

- o Virginie Helias (Procter & Gamble)
- o Angela Fratila (DU PONT)
- o Joao Sousa (IUCN)
- o Emanuele Bertoli (Berbrand)
- o Laurent Maeder (EPEA)



SUMAS held their first conference on [Leadership & Sustainability “Optimal Performance: The Making of Champions”](#), on March 1, 2016, in Gland. The conference was led by Prof. Satinder K. Dhiman, PhD, EdD, MBA, lead thinker and sought after speaker in the areas of leadership and organizational behavior. Main topics included: Emotional Intelligence and the toxic work environment, Pitfalls of leadership and how you can move your leadership style from position-powered to self-powered leadership.

April 28<sup>th</sup> 2016: SUMAS together with CVCI hosted [“Sustainability: A trigger for innovation”](#) conference in the presence of Mrs. Jacqueline de Quattro, State Councilor, Minister of Territory and Environment and with the participation of Nespresso, IMI Hydronic Engineering and Tyre Recycling Solutions.



## Principle 6

*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.*

SUMAS has partners in the private sector, as well as in governmental and non-governmental organizations and agencies. Students enter into an on-going dialogue with business executives during guest lectures and video conferences organized at our campus and in corporations or NGOs. Experiential Summer Camps in the mountain or on the coast help to raise awareness of sustainable life and to learn practical solutions to environmental challenges. For example, SUMAS students also had the opportunity to attend an experiential camp in Neuchâtel, where they were able to take learnings from an organic farm, cheese making workshop, restaurant, shop and various eco lodgings.

SUMAS campus itself is integrated within an international organization and surrounded by a lively community of NGOs and sustainability related businesses. Being located at the headquarters of the IUCN headquarters provides the perfect environment for ongoing

dialogue and discussions about critical issues engaging educators, students, business, government, consumers, media, civil society organizations

SUMAS is a **member of The R20 Regions of Climate Action** organization. The R20 is a coalition of partners, founded in 2010 by Governor Arnold Schwarzenegger and other global leaders in cooperation with the United Nation, that work to promote and implement projects that are designed to produce local economic and environmental benefits in the form of reduced energy consumption and greenhouse gas emissions; strong local economies; improved public health; and new green jobs. As a member of The R20, SUMAS initiates project based courses for graduate students with the possibility to implement the results of students work in practice. During their ocean pollution project work, the students had the opportunity to inform P&G if consumers were able to place FMCG's or specific brands at the forefront of ocean pollution and made recommendations as to which activities P&G could partake in, in order to combat ocean pollution. After interacting with professionals in international firms such as Barilla, students were asked to come up with innovative solutions on how to communicate sustainability and good eating habits as a corporation.

***SUMAS also facilitates dialogues through the open day events. For example, on February 2<sup>nd</sup> 2015*** Roberto Ciatì (Sustainability Director) and Ylenia Tommasato (Sustainability Specialist) of **Barilla presented their sustainability practices, along with current challenges within their sustainability reporting.**

SUMAS also collaborates with the industry to engage and involve younger generations to start thinking about sustainability. Accordingly SUMAS launched a high school competition in November 2015 in collaboration with Barilla "Make it happen" targeted for final year high school students. Students were given two project areas which were to be evaluated and scored by a commission of academicians and executives. The two project areas identified were as follows:

- Sustainability Management: Some of the sustainability issues in tourism industry concern promoting balanced nutrition and healthy lifestyle. How can they raise awareness of balanced nutrition and how can they contribute to reduce food waste?

- Sustainable Tourism and Conservation: Some of the sustainability issues are about reducing environmental footprint in food production and transportation, educating farmers and suppliers in environmentally friendly practices as well as raising awareness among consumers to reduce waste. How can the environmental footprint be reduced in the food supply chain? How can they make food supply sustainable?

The project competition awards included four different grants for BBA in Sustainable Tourism and Nature Conservation and also for BBA in Sustainability Management Program.

Furthermore, SUMAS regularly visits high schools and delivers presentations on sustainability management to stimulate the young generations

Sumas presented in:

November 2014 in Istanbul

- British high school
- Acibadem Istek Vakfi
- Italian highschool
- Saint-Joseph Lisesi Eğitim Vakfi
- Özel Ata Lisesi

December 2016 in Switzerland

- Liceo Pareto, Lausanne

February 2016:

- Istituto de Amicis, Milano, Italy
- CDL, Versoix, Switzerland

March 2016 in Romania

- Mark Twain, Bucharest
- American International School, Bucharest
- Transylvania College, Cluj Napoca

April 2016:

- Berlin Metropolitan School, Germany



- Zurich International School, Switzerland



## SUMAS OBJECTIVES AND DESIRED SUPPORT

SUMAS' strong focus on excellence delivers high academic standards for students, offering both theoretical knowledge and best sustainable management practices. The Sustainability Management School continuously strives to provide the most advanced and intellectually challenging undergraduate, graduate, doctorate and executive programs to produce highly qualified leaders for the future.

**The key objectives of Sustainability Management School for the next 24 months are:**

1. Reach out to high school students through presentations, competitions on various themes.
2. Facilitate opportunities to have SUMAS students develop and implement projects that make a difference in society
3. Implementation of collaborative projects with international organizations

within the next two years, SUMAS is aiming to develop and implement a number of collaborative projects with intergovernmental and international organizations for mutual benefit through the creation of new knowledge.

4. Improvement of curriculum, all SUMAS programs are regularly reviewed for improvement.

Over the next two years SUMAS intends to:

1. Develop new partnership projects with companies and NGOs for graduate programs, particularly for MA in Management in Sustainable Luxury and MA in Management in Sustainable Tourism and Protected Areas.
2. Open a new Career Counseling center focused on the jobs in sustainability and corporate social responsibility.
3. Enhance and launch new Executive Short Term Courses in Sustainability Management.

SUMAS has expanded its offer from two initial programs to more than 15 academic programs in the field of sustainability and responsible leadership. In the following two years SUMAS will use this experience to provide tailored group training courses for business executives.

## SUMAS Contact Details

Dr. Ivana Modena

President & Academic Director

[imodena@sumas.ch](mailto:imodena@sumas.ch)

+41 22 999 03 75

Dr. Güldem Karamustafa

Professor of Management

[gkaramustafa@sumas.ch](mailto:gkaramustafa@sumas.ch)

+41 22 999 0377

Nadia Van Der Waltova

Marketing & Digital Communications Manager

[nvanderwaltova@sumas.ch](mailto:nvanderwaltova@sumas.ch)

+41 22 999 0376

Sustainability Management School - SUMAS

28, Rue de Mauverney

1196 Gland

Switzerland