

# 2024 Sharing Information on Progress **(SIP) Report**

University of Applied Sciences of  
the Grisons (FHGR)

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## About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

**Antonio Guterres**

Secretary-General (2017 - Present)

United Nations

”

## Principles of PRME



### Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



### Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



### Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



### Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



### Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



### Practice

We adopt responsible and accountable management principles in our own governance and operations.



### Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





# Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

## Letter of Commitment

University of Applied Sciences of the Grisons (FHGR) demonstrates its commitment to PRME's Principles through the following letter from senior leadership.



**Fachhochschule Graubünden**  
University of Applied Sciences

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Chur, June 6, 2024

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#### **Adoption of the Principles for Responsible Management Education**

To our stakeholders,

I am pleased to confirm that the University of Applied Sciences of the Grisons (FHGR) reaffirms its support of the following Seven Principles for Responsible Management Education: Purpose, Values, Teach, Research, Partner, Practice and Share. In this annual Sharing Information on Progress (SIP) report, we disclose our continuous efforts to integrate the Seven Principles into our institutional strategy, culture, academic activities, and daily operations, and contribute to United Nations goals, particularly in the Sustainable Development Goals.

Sincerely yours,

**University of Applied Sciences of the Grisons**

Prof. Jürg Kessler  
President

Fachhochschule Graubünden  
Scola auta spezialisada dal Grischun  
Scuola universitaria professionale dei Grigioni  
University of Applied Sciences of the Grisons

Bilden und forschen. **graubünden**

## Institutional Mission, Vision, and Strategy

The following outlines University of Applied Sciences of the Grisons (FHGR)'s institutional mission, vision, and strategic approach to responsible management education.

### Mission, Vision, Strategy or Purpose

#### Relevant Stakeholders

All Stakeholders

#### Purpose

UAS Grisons has a university strategy for 2021-24, which can be viewed publicly at [www.fhgr.ch/strategie](http://www.fhgr.ch/strategie). Sustainable development is a strategic principle. It is described as follows: We will discuss, further develop, concretise and implement topics in the intersections of the three sustainability dimensions (ecological responsibility, social solidarity and economic performance) and their interactions in a space for thought and action at the UAS Grisons. The goals of the university strategy are defined annually. The achievement of objectives is reviewed as part of the strategy review in June and then as part of operational planning in November. The SD is also part of the university's governance. The annual Sustainable Development Activity Plan, which is approved by the member of the Executive Board responsible for SD (Head of Department EAR, Ulrike Zika), contains the detailed elaboration of sustainability efforts.

#### [Supporting Links](#)

fhgr\_strategie-21-24

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### Sustainability Declaration

#### Relevant Stakeholders

All Stakeholders

#### Purpose

In September 2023, employees, lecturers and students of the UAS Grisons negotiated the most important aspects of sustainable development at the UAS Grisons together with their most important stakeholder groups. This resulted in the Declaration on Sustainable Development, which covers all areas of the UAS. It forms the basis for the sustainable development of the UAS Grisons in the coming years. The method used to develop the sustainability declaration is briefly explained below. The aim of the event on 11 September 2023 was for the university community to confirm its commitment to sustainable development in a participatory process. Participation was open to all employees, lecturers and students of the UAS Grisons. No special prior knowledge of sustainable development was required for participation. Representatives of the most important stakeholder groups were invited as external guests. These included the Office for Higher Education of the Canton of Graubünden, NGOs,

the scientific community and business associations. The external and internal (employees and students) stakeholder groups presented their requirements and expectations of the UAS Grisons with regard to sustainable development. As these expectations inevitably involve conflicting goals and the UAS Grisons cannot meet all requirements, the requirements had to be prioritised. For this purpose, the participants were divided into the various working groups Teaching, Research and Services, Central Services, Vice-Rectorate and Rectorate and University Management according to their functions at the UAS Grisons. The students were part of the "Teaching" group. In these groups, they discussed and determined which of the requirements were most important for their functions and roles. They also negotiated what contribution they themselves can and want to make, e.g. via their functions. The event concluded with the presentation of the requirements defined as essential to the university management. The university management discussed and prioritised the requirements and unveiled the final sustainability declaration on 27 September. In the next step, the Sustainable Development Thinking and Action Area will work with the Sustainability Commission and other responsible parties to develop measures for implementing and operationalising the sustainability declaration.

Nachhaltigkeit-

Deklaration\_zur\_Nachhaltigen\_Entwicklung-  
Englisch

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# Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.

## RME Leadership Accountability

At University of Applied Sciences of the Grisons (FHGR), accountability for responsible management education is structured as follows:

Formalized Senior Leadership Role

### **Person who is accountable and responsible for RME**

PRME is formalised in the Senior Leadership Team at FHGR, with a designated member of the University's Executive Board and Dean of the Department of Alpine Region Development - Prof. Dr. Ulrike Zika - playing a key role in overseeing and advancing our commitment to RME.

n/a

## Organizational Structure for RME

The following organizational entities at University of Applied Sciences of the Grisons (FHGR) are responsible for RME:

- ❖ Research-Focused Entity
- ❖ Community Engagement Entity



# Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



## RME Elements in Degree Programs

University of Applied Sciences of the Grisons (FHGR) integrates responsible management education into its degree programs through 6 different approaches:

### Program-Level RME Integration

#### **Master Sustainable Business Development**

As a university of applied sciences, we decided in 2021 to launch a new consecutive master's programme in Sustainable Business Development. The programme was brought about by the need for companies to have future managers, that is, today's students, with the knowledge and competencies to drive sustainable transformations within companies, as well as the desire of the FHGR to develop a new master's programme in this direction. The first semester started in September 2022.

The Sustainable Business Development master's programme trains future managers who can contribute to the sustainable transformation of companies. The focus is on developing and anchoring sustainable business models and strategies that consider the environment, society and the economy. The programme also covers global fields of action of sustainable development, sustainable communication, and the shift in thinking and acting towards a sustainable mindset. Throughout the master's programme, students learn how companies see sustainable development as an opportunity and how they can benefit from these newly created prospects. This new master's offer fits in perfectly with the UAS Grisons' long-term sustainability strategy.

Further, as a university, we have been conducting research around sustainability and responsible corporate management in different disciplines for years. Thanks to the design of the master's programme, research findings from the institutes can be incorporated into our teaching, providing students with access to current sustainability-related developments and gain a deeper understanding of the topics they are studying. Additionally, students can be involved in research projects, which can provide them with hands-on experience and a deeper understanding of the research process. Conversely, research can benefit from the master's students as they bring fresh perspectives and new ideas to the table.

It came to our attention that local businesses were faced with the challenge of not having the specific competencies to develop their businesses sustainably. It was therefore important for us to include these local and regional actors when designing the curricula. The consortium of experts and industry partners met regularly throughout the development to ensure a holistic

design, as well as to provide inputs from industry into the modules. We have made a breakdown in three modules as shown below. The goal is that our partners later have access to a talent pool of professionals trained in the area of sustainable business development.

**Fundamentals of Sustainable Business Development module:** students learn the fundamentals of sustainable development. How do the economy, environment and society contribute to sustainable development? How do business models emerge that contribute to sustainable development?

**Strategies for Sustainable Business Development module:** students learn about how strategies can be developed to promote sustainable development in companies. Which global fields of action play a driving role in the sustainable development of companies? Which business models are likely to offer opportunities for more sustainable management in harmony with society and the environment?

Leadership for Sustainable Business Development module: students learn how organisations need to adapt so that new ways of thinking and behaving in relation to sustainable development can emerge, and how sustainably thinking and acting managers are able to deal with complexity and morality. The module also touches the inner development goals of each individual student.

In all the modules, we worked to ensure that all three dimensions were considered with content as shown in the picture.



Collaborating with industry partners to develop the new master's programme means that we can add greater value for students as our partners can provide unique inputs such as cases from their companies, or specific challenges which students can work on. This is also why we offer excursions where students can experience sustainable business models first hands. In this regard, the companies involved in the partnership help to deliver the pains and gains in relation to sustainability that they have on a daily basis, such as writing corporate sustainability reports, or specific projects with a focus on sustainability. Furthermore, upon the launch of the consecutive master's in Sustainable Business Development, some of the partners are willing to play an active role in the study programme, providing talks and speeches, guest lectures and teaching in the modules.

Throughout the course of the degree programme, partners also benefit from the consultancy projects and the master's theses. Our partners are able to provide challenging real-life topics on which they would like research to be done. There are unlimited possibilities, therefore the challenges could be market, product, project or research-driven. Students then work on these topics to find novel solutions tailored to the case, and the partnering companies can use the results. This is beneficial for the partnering companies as they receive a new outlook through having the students' perspective. A further benefit that our partners gain from our sustainable community is the participation on financed projects from the Swiss government. They are always able to stay on the top level of innovation.

As for our university, we can become a major pillar of education across Switzerland, because no other university has a master's programme with such a balanced content. Especially in the Grisons region, where nature is the most important part of the business, we will benefit most if companies start with their sustainable transformation strategy.

After the first semester, one student gave the following feedback:

**Why did you decide to study for a Master's degree in Sustainable Business Development at UAS Grisons?**

Alina Vogel: 'Because of the economics-based approach. That's why I chose this study programme. I previously studied international management, but I'm passionate about the topic of sustainability. This programme allows me to combine my background in economics with sustainability. I also enjoy the practical element.'

**How is practical work integrated into the programme?**

Alina Vogel: 'The study programme has more than 15 partner organisations. I am really looking forward to working with them in areas related to sustainability. The practical element is very important to me, so I appreciate having the chance to attend conventions and other events to do with sustainability as part of the programme. This enables us to gain a deeper understanding of the topic and to explore different perspectives. Through this programme, I want to pick up the tools needed to consolidate sustainable thinking within a business organisation.'

## **Master Sustainable Business Development**

**Department**

Entrepreneurial Management

**Learning Object Subject**

Sustainable Business Development

**Educational Level**

Master

**Learning Outcome**

na

**Interactivity Type**

Expositive

**Learning Object Description**

Brochure for the Master Sustainable Business Development

Masterstudium-  
Sustainable\_Business\_Development-  
Studienbroschuere

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The signatory's pedagogical approach, which includes RME in all degree program design and pedagogical innovations

Professor-Discretionary Course Topics

## Guest lectures in the Sustainable Development Module

As part of the Sustainable Development module taught at a master level, the lecturer, Prof. Dr Christian Hauser invited speakers from his network to provide a guest lecture to inspire and equip students with real-world insights and practical knowledge, fostering a deeper understanding of sustainable practices and their global impact. One of these guest lectures was with Dr. Mirjam Walker Wedekind, deputy Head Section Sustainable Development, ARE.

Dr. Mirjam Walker-Wedekind spoke on the topic of "sustainable development from a political perspective". At the Federal Office for Spatial Development ARE, she is responsible for the "Network of Cantonal Sustainability Offices (NKNF)", which aims to implement the 2030 Agenda effectively through good cooperation between the cantons. This is achieved through association members who are also representatives of the cantonal sustainability offices and the ARE.

Dr Mirjam Walker-Wedekind underlined the importance of taking sustainability seriously at both national and international levels in her keynote address, which covered a range of sustainable development policy issues. She highlighted the importance of the five principles of sustainable development - economic prosperity, social solidarity, peace and the rule of law, environmental protection and inclusive and coordinated partnerships - and presented the 2030 Agenda as the main roadmap for a more sustainable future. These values are necessary to ensure that planetary boundaries are respected, that everyone's basic needs are met and that social equity is maintained. Dr. Walker-Wedekind drew attention to the growing ecological issues exacerbating the Anthropocene's exponential development tendency. Critical factors include Switzerland's high resource usage and over 70% of its environmental impact is exported. These changes demonstrate the necessity of taking immediate action to lessen the ecological footprint on the planet and advance human welfare.

She also highlighted the importance of the Sustainable Development Goals (SDGs) as a framework for sustainable development. She emphasised that achieving these goals requires a fundamental change in society, in which all stakeholders - from the population and companies to NGOs and government organisations - play a crucial role. The SDGs offer precise standards, which are increasingly being considered by Swiss business and politics. Ultimately, however, sustainability must also be measured on an individual basis and in everyday life. It's important to look at our own environmental footprint and make conscious choices about how we contribute to sustainable development.

Dr Walker-Wedekind's informative lecture highlighted various aspects of sustainable development from a political perspective. The lecture aimed to sensitise students to the need for comprehensive integration of sustainable principles in all areas of academic and administrative life. These include various core elements, such as ecological responsibility, which should be taken into account in academic teaching. In addition, this concrete call to action can encourage FHGR and its students to integrate sustainable development into structures and processes actively. However, it also confirms existing projects in the field of sustainable mobility with the Mooinz bike hire system. As future leaders and innovators, students should recognise the importance of research and cooperation as well as local and global partnerships. In this way, innovative solutions for ecological and social challenges can be developed, which can help the FHGR to position itself as a leading institution for sustainable education and practice in Switzerland.

## Guest Speakers and Showcase Events

### **Distinguished Speaker Series - The most unconventional, innovative, and lateral thinking guest speakers from the tourism sector**

The "Distinguished Speaker Series (DSS)" is a series of events at the UAS Grisons that takes place throughout the semester. The DSS showcases the best and brightest in tourism, broadening the horizons of our tourism students and sparking meaningful dialogue around current and future industry trends, including sustainability and responsibility-related topics. In doing so, we aim to provide attendees with a deeper understanding of the industry's complexities and potential while equipping attendees with the knowledge and inspiration to drive positive change in their future careers. To provide experiential learning for our students, the events are organised and moderated by students in their final year of the Tourism Bachelor's degree. The events are open to all students as well as the public.

To get a better insight into this initiative, we will present three speakers from the past year:

### *Lisa Nyfeller – Community Tourism in Uganda*

Lisa Nyfeller, a young woman who started her career at the FHGR showed how she founded her travel agency called "Bricks Travel". Livestreaming from Uganda and with great enthusiasm, she talked about the idea of inspiring the world with a different way of travelling. "Bricks Travel" offers customised trips to provide a personal experience. Together with co-founder Simon Bosch, she lived in East Africa for three years and was able to make numerous local contacts. Lisa gave insights into the organization of community tourism and how her company is dealing with the many opportunities and challenges involved.

### *Phillip Döbeli – Levelling up Tourism with Gamification*

In his presentation on gamification in tourism, Phillip Döbeli explained what it is all about and why it is fundamentally more effective than traditional marketing. He showed how gamification can help to address critical challenges such as digitalisation, and mass tourism. By involving the audience in examples of gamification, he illustrated the topic and created an extremely exciting lecture. This also made the audience realise that gamification encourages customers to interact more with service companies.

### *Cornelia Rutishauser – Climate action in Tourism*

As a seasoned tourism expert who joined the company "myclimate" in 2018, Cornelia Rutishauser provided valuable insights derived from her extensive experience in hospitality, tourism, and sustainability. In her talk, she covered innovative approaches to climate strategies within the tourism sector, emphasizing practical methods for environmental conservation. She also discussed key industry challenges and guided the implementation of sustainable practices for businesses operating in tourism, hospitality, and related fields.

The DSS has a significant impact on participants and the wider community. Pioneers have shown how to bridge the divide between theoretical learning within the academic setting and its practical application in the business world. As part of their studies, students should not only learn theoretical models, but also receive practical input. Events like these enhance the educational experience of tourism students and set public interest on a path towards new practices concerning tourism. This series stimulates the development of sustainable and innovative tourism by inspiring next-generation leaders to work towards that end with a forward-looking mind.

## Course-Level RME Learning Goals

RME is in the signatory's educational vision, so that it drives the signatory's business model and all educational efforts, courses, programs, degrees, and non-degrees



# Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

## RME Elements in Research

University of Applied Sciences of the Grisons (FHGR) incorporates responsible management education into its research endeavors through 4 different methods:

### Required Research Reporting

#### **Faculty members must report their responsibility-related research publications regularly**

Die FHGR ist bestrebt, die höchsten Standards akademischer Exzellenz und Integrität zu wahren. Unsere Forschenden aus den verschiedenen Instituten und Zentren erarbeiten in Kooperation mit Wirtschaftspartnerinnen und -partner sowie Institutionen wissenschaftlich fundierte, innovative Lösungen. Diese Forschungstätigkeiten werden in wissenschaftlichen Publikationen dokumentiert. Viele davon haben mit Verantwortung und Nachhaltigkeit zu tun.

Die FHGR veröffentlicht jährlich den Bericht „Einblicke in Die Forschung“. Diese Praxis ist integraler Bestandteil unserer Mission, Transparenz, Verantwortlichkeit und kontinuierliche Verbesserung in unseren Forschungsbemühungen zu fördern, indem wir die umfangreichen Forschungsaktivitäten unserer verschiedenen Abteilungen und Forschungsinstitute vorstellen. Darin werden die gemeinsamen Anstrengungen unserer Forscher mit Partnern aus der Industrie und anderen Institutionen bei der Entwicklung wissenschaftlich fundierter, innovativer Lösungen hervorgehoben. Ein bedeutender Teil dieser Forschungsaktivitäten konzentriert sich auf die Themen Verantwortung und Nachhaltigkeit und spiegelt unser Engagement bei der Bewältigung drängender globaler Herausforderungen wider.

Indem wir unsere Forschungsergebnisse systematisch dokumentieren und verbreiten, stellen wir sicher, dass unsere Beiträge für die akademische Gemeinschaft und die Gesellschaft im Allgemeinen anerkannt und zugänglich sind. Dies stärkt nicht nur den Ruf unserer Einrichtung, sondern fördert auch eine Kultur der Verantwortung und ethischer Forschungspraktiken unter unseren Lehrkräften und Studierenden.

#### **Einblicke in die Forschung 2023**

##### **Relevant Stakeholders**

All Stakeholders

##### **Purpose**

The purpose of this report is to provide insights into the research being conducted at the FHGR across all departments, including sustainability- and responsibility-related research projects.

fhgr-Einblicke\_in\_die\_Forschung\_2023

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## Research Awards Program

### Sustainability Award Night

Seit einigen Jahren organisiert die FHGR jährlich eine Innovator Challenge Award Night, um die innovativen Arbeiten zu würdigen, die aus dem Innovation-Accelerator-Programm hervorgegangen sind. Auf dieser Plattform arbeiten interdisziplinäre Studierendenteams an Innovationsprojekten von Wirtschaftspartnern.

Im Jahr 2024 wird jedoch zum ersten Mal ein eigener Nachhaltigkeitspreis ausgeschrieben. Nachstehend finden Sie die Aufforderung zur Nominierung für den Nachhaltigkeitspreis

#### Persönliche Einladung zur **Sustainability AWARD Night**

##### am 1.10.24 um 17:00 in Chur: Verleihung des Sustainability Awards

Dieses Jahr verleihen wir im Rahmen der Innovator Challenge Award Night den prestigeträchtigen **Sustainability Award**. Über 100 geladene Gäste aus Politik und Wirtschaft werden an dieser Veranstaltung teilnehmen. Dies bietet eine einzigartige Gelegenheit, Dein erarbeitetes Wissen im Rahmen der Masterthesis oder dem Praxisprojekt weiterzugeben und Dich selbst in einem hochkarätigen Umfeld zu präsentieren.

**Wie kannst du den Award gewinnen?** Melde dich bei Oksana und reiche deine Masterarbeit oder dein Praxisprojekt ein.

#### Voraussetzungen:

1. Du hast eine Masterarbeit oder ein Praxisprojekt im Bereich Nachhaltigkeit verfasst.
2. Du bist am Abend der Award-Verleihung anwesend.
3. Du bist bereit, einen 3-minütigen Sales Pitch zu deinem Projekt zu halten.

#### Was ist dein Gewinn?

1. Der Sustainability Award.
2. Große Anerkennung deiner Arbeit in einem hochkarätigen Umfeld.
3. Kontakte zu anwesenden Unternehmen.
4. Publikation über zugängliche Medien.

5. Wenn du Absolvent bist, wirst du bei der Diplomfeier als Award-Träger hervorgehoben.

**Gründe genug, um mitzumachen!** Wir lassen maximal 5 Arbeiten für die Award Night zu, die im Vorfeld von einem Expertenteam bewertet und ausgewählt werden. Die erreichte Note wird ein Bewertungsindikator sein. Es lohnt sich, teilzunehmen!

**Melde Dich jetzt sofort bei Oksana Crameri schriftlich an und reserviere Dir den Termin 1.10.24!**

**Eine schriftliche Einladung erhältst Du, wenn Du nominiert bist, spätestens 1 Woche nach Anmeldeschluss.**

Eindrücke von der Award Night 2023: <https://www.youtube.com/watch?v=DmRYKbknBw0>

**Anmeldeschluss 12.08.2024, 12:00 Uhr (ist nach der Abgabe der Masterthesen)**

Mit dem Nachhaltigkeitspreis im Rahmen der Innovator Challenge Award Night werden aussergewöhnliche Beiträge zur Nachhaltigkeit gewürdigt und die innovativen Bemühungen von Studierenden in ihren Masterarbeiten oder Praxisprojekten anerkannt. Diese Auszeichnung würdigt nicht nur das Engagement der Preisträger für eine nachhaltige Entwicklung, sondern bietet ihnen auch eine einzigartige Plattform, um ihre Arbeit zu präsentieren. Durch den Aufbau von Kontakten zu führenden Unternehmen und die Erlangung bedeutender Anerkennung werden die Preisträger befähigt, einen wirksamen Wandel voranzutreiben und verantwortungsvolle Führungspositionen in ihren Bereichen einzunehmen. Diese Auszeichnung unterstreicht die Bedeutung der Nachhaltigkeit für die Gestaltung einer besseren Zukunft und inspiriert andere dazu, in diesem wichtigen Bereich Spitzenleistungen zu erbringen.

Regular Research Seminars

### **Summary of faculty-wide responsibility-related research or description of what is requested from faculty members**

Die FH Graubünden stellt für die Forschungsförderung eine Grundfinanzierung zur Verfügung. Die Hochschulleitung definiert im Rahmen des Budgetierungsprozesses den Anteil der vom Kanton zur Verfügung gestellten Mittel für die Grundfinanzierung. Die Höhe der Mittel hängt von der jeweiligen finanziellen Situation des Kantons ab. Die Zuteilung der Grundfinanzierung innerhalb der FH Graubünden erfolgt durch die Hochschulleitung, wobei der Verteilschlüssel jährlich als Ausgangslage für die Bestimmung der Mittelverteilung definiert wird.

- Die Mittel aus der Grundfinanzierung werden wie folgt eingesetzt:

- o als Fördermittel für die Departemente (Finanzierung von Vorprojekten mit zentralem Institutscharakter);
- o als einmalige Anschubfinanzierung für den Aufbau eines neuen Forschungsschwerpunktes oder –feldes, Kompetenzaufbau;
- o als Akquisition.

- FHGR-Call für definierte Forschungsprojekte: Vorprojekte, die eine Hebelwirkung haben und für Anträge an Forschungsförderprogrammen eingesetzt werden (Call Ressort F+E);
- für eine leistungsorientierte Unterstützung für Drittmittel finanzierte F+E-Projekte;
- zur Forschungsförderung im Rahmen der Umsetzung der Strategie 2021-2024 für interdepartementale Projekte ("FHGRResearch Day").

Mit der Grundfinanzierung der FH Graubünden sollen vorwiegend Projekte unterstützt werden, die der Vorbereitung sowie der Formulierung von Projektanträgen für ein reguläres, mit Drittmitteln finanziertes Projekt der anwendungsorientierten Forschung dienen. Damit soll eine möglichst hohe Hebelwirkung erzielt werden

Die Grundfinanzierung der FH Graubünden trägt dazu bei, dass die Forschenden innovative und wirkungsvolle Projekte verfolgen können. Durch die strategische Zuteilung der Mittel stellt die Institution sicher, dass die Forschenden über die notwendigen Ressourcen verfügen, um Vorprojekte mit hoher institutioneller Relevanz zu entwickeln, neue Forschungsschwerpunkte zu setzen und Kompetenzen aufzubauen.

Diese Grundfinanzierung dient als Katalysator für die Einwerbung zusätzlicher Drittmittel und ermöglicht es den Forschern, belastbare Projektanträge zu formulieren und bei verschiedenen Forschungsförderungsprogrammen einzureichen. Die gezielte Förderung von abteilungsübergreifenden Projekten und Initiativen verbessert die Fähigkeit, Drittmittel zu akquirieren und damit die Wirkung ihrer Forschungsanstrengungen zu verstärken.

Durch diese finanzielle Unterstützung sind die Forscher besser in der Lage, drängende gesellschaftliche Herausforderungen anzugehen und einen Beitrag zur verantwortungsvollen Managementausbildung zu leisten. Die Grundfinanzierung fördert nicht nur eine Kultur der Exzellenz und Innovation, sondern stellt auch sicher, dass die FH Graubünden in der angewandten Forschung an der Spitze bleibt, was letztlich der Region und darüber hinaus zugutekommt, da sie hochqualifizierte und verantwortungsbewusste Fachleute hervorbringt.



# Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

## Partnership Approaches for RME

University of Applied Sciences of the Grisons (FHGR) partners with external stakeholders to advance responsible management education through 4 different approaches:

### Collaborative Problem Solving

#### **Description of partnering activities that involve problem-solving**

The Flagship Circulus strives to achieve maximum sustainability and net zero levels in the entire supply chain through the implementation of circular economy initiatives. Overall supply chain targets are set, which are broken down at individual supply chain partner levels. The partners collaboratively establish their own initiatives, including implementing business models for circular economy and making changes in supply chain configuration, product development and design, (re-)manufacturing, logistics and reverse logistics. Progress is monitored through impact measurement of sustainability and net-zero achievements. The KPIs are displayed in a Net Zero Cockpit, and gained experiences are summarised in a Successful Practice Encyclopaedia, both being provided to the Swiss MEM and other industries to support their own effort in net-zero achievements.

The project begins with deriving business models for circular economy, such as Product as a Service, and optimising supply chain design. Initiatives such as reverse factories enable the material loop to be closed by refurbishing and remanufacturing machines and components, while circular economy parts re-enter the product life cycle. Other key initiatives for achieving circularity, sustainability, and net-zero include, among others, are product modularisation, logistics route optimisations, and digital twins for de-manufacturing. An agent-based simulation model supports decision-making and a supply chain game aids the socio-technical transformation.

The project involves research partners (Zurich University of Applied Sciences ZHAW, University of Applied Sciences of the Grisons FHGR, Switzerland Innovation Park Biel Bienne SIPBB), implementation partners (i.e., Bystronic, Thermoplan, V-Zug, Planzer), and an advisory board including Swissmem, GS1, and BAFU among others. The continuous exchange between targets set on the overall supply chain (macro) level and the exploration and exploitation of possibilities at the individual supply chain agents (micro) level creates sustainability and net-zero opportunities that surpass isolated activities.

The Flagship project has a direct impact on the following SDG's:

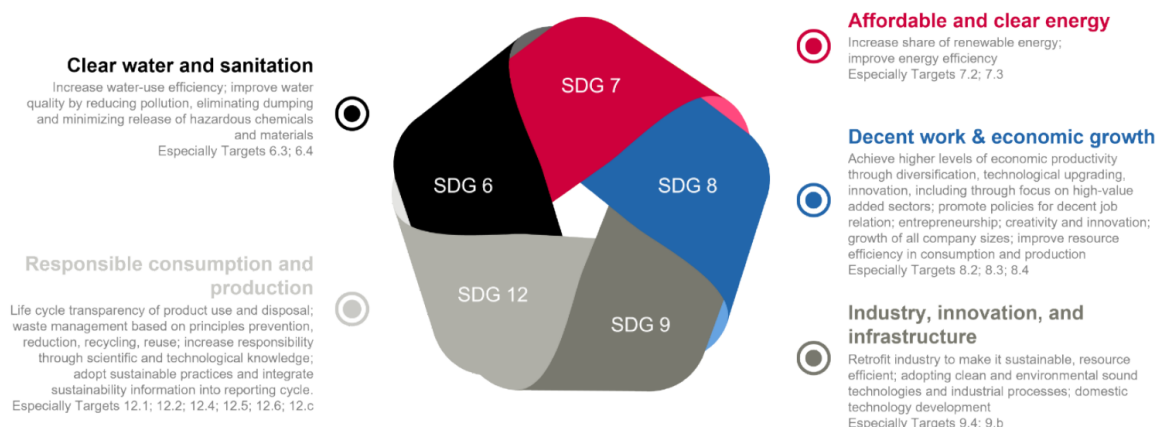


Figure 9: SDGs addressed by Flagship project

## Wege zu einer Netto-Null-Industrie: Flagship-Projekt Circulus gestartet

### Author

Fachhochschule Graubünden

### Published Date

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### Degree Of Recognition

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### Media Type

Press Release

### Duration

1 page

[Supporting Links](#)

## Knowledge Translation and Dissemination

### Publikationsdatenbank

Die Bibliothek der FHRG hat eine Publikationsdatenbank eingerichtet. In der Publikationsdatenbank findet Mann publizierte Artikel und Beiträge aus wissenschaftlichen Fachzeitschriften und anderen Medien von Autorinnen und Autoren der FH Graubünden.

Der Zweck der Freigabe aller Veröffentlichungen unserer Forscher als Open Source ist es, den Zugang zu Wissen zu demokratisieren, die Zusammenarbeit zu fördern und Innovationen zu beschleunigen. Indem wir Forschungsergebnisse frei zugänglich machen, wollen wir Barrieren für Informationen abbauen und es einem breiteren Publikum ermöglichen, von wissenschaftlichen und akademischen Fortschritten zu profitieren und dazu beizutragen.

Die Publikationsdatenbank enthält sowohl akademische als auch praxisorientierte Veröffentlichungen und kann über den unten stehenden Link aufgerufen werden:

<https://www.fhgr.ch/fh-graubuenden/medien-und-oeffentlichkeit/publikationen/publikationsdatenbank/>

Durch die gemeinsame Nutzung der Veröffentlichungen unserer Forscher erhöhen wir die Sichtbarkeit und Reichweite ihrer Arbeit erheblich und fördern so die Zusammenarbeit und interdisziplinäre Forschung. Diese Initiative unterstützt nicht nur die globale akademische Gemeinschaft, sondern ermöglicht auch Studierenden, Lehrkräften und Fachleuten den uneingeschränkten Zugang zu Spitzenforschung. Letztlich treibt dieser Open-Access-Ansatz Innovationen voran, erleichtert fundierte Entscheidungen und trägt zum Fortschritt des Wissens zum Wohle der Gesellschaft bei.

## External Community Dialogue

### European Latin America Forum (ELAF)

The European Latin America Forum (ELAF) is an annual event which creates a dedicated platform for advancing the discussion on long-term issues affecting the relationship between Europe and Latin America. First hosted in 2021, the annual virtual forum brings together experts, academics, practitioners and other distinguished speakers to discuss geopolitical obstacles, progress in climate resilience and sustainability, the political position of Latin America, the state of economic sectors, the signing of intra-regional agreements and much more. Special attention is paid to the integration of students, who are also offered a platform for exchange. This takes place in the form of virtual lectures, workshops and panel discussions on current topics. To bring this event to life, the UAS Grisons partners with connosco e.V. and the Konrad Adenauer Foundation for its organisation.

In 2024, the theme of the ELAF is "(Economic) relations between Europe and Latin America: stagnation instead of progress?" and was already discussed in depth at the opening event in April. A central topic is ensuring secure and sustainable access to critical raw materials, which are necessary for the energy transition in our economies. This discussion is particularly relevant in the context of lithium extraction, which can be carried out either from solid rock or brine. It is pointed out, for example, that the extraction of lithium from brine is a much more

environmentally friendly alternative than the conventional method of vaporisation, as it causes lower CO2 emissions. The forum serves to promote interdisciplinary dialogue and cooperation between the fields of politics, business, science and civil society. The aim is to identify and promote sustainable development approaches to make economic relations between Europe and Latin America fit for the future. Interested parties are kept continuously informed through the publication of interviews in the form of monthly blog posts. This provides a platform for stakeholders to exchange views on relevant topics.

The ELAF emphasises the relevance of intercultural cooperation and sustainable development. The involvement of experts and the promotion of knowledge transfer serve the goal of initiating concrete measures and projects that take both ecological and social aspects into account. The event promotes the conscious and responsible use of resources and endeavours to develop sustainable solutions for current and future challenges through innovative approaches. With this commitment, the ELAF actively contributes to shaping a sustainable and inclusive future. This illustrates the ELAF's endeavour not only to engage in theoretical discussions, but also to initiate practical and sustainable changes that have a positive impact on society and the environment.

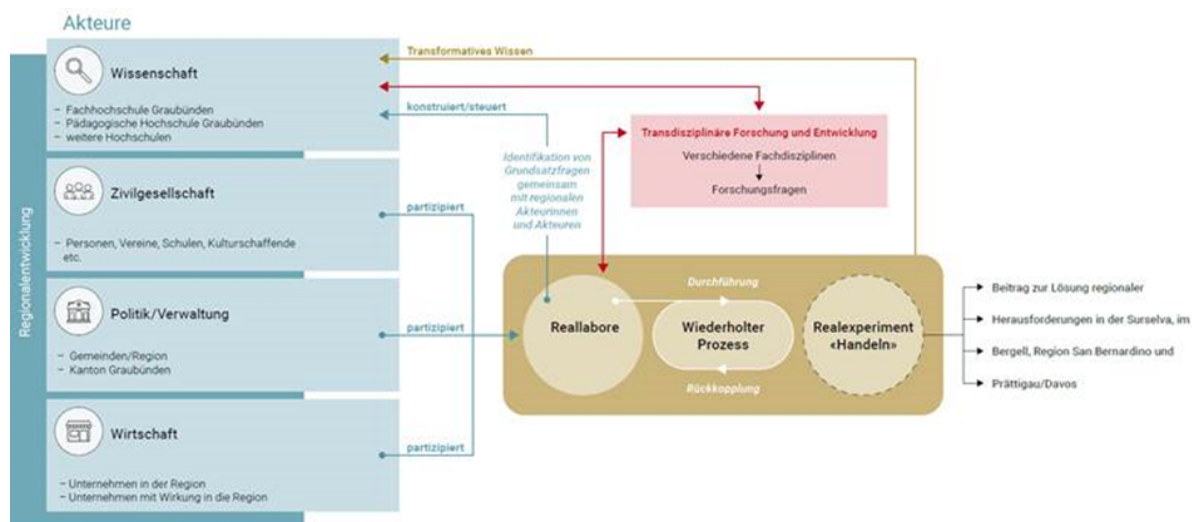
More information about the ELAF can be found here: [www.fhgr.ch/elaf](http://www.fhgr.ch/elaf)

## Collaborative Change Action

### Reallabore

Mit ihren Reallaboren wollen die Fachhochschulen nicht nur die unmittelbare Zusammenarbeit zwischen der Forschung und der Praxis stärken, sondern auch einen Beitrag zur Lösung regionaler Herausforderungen leisten. So soll für die Regionen ein nachhaltiger, wirtschaftlicher, gesellschaftlicher und ökologischer Mehrwert geschaffen werden – unter direktem Einbezug der Akteurinnen und Akteure vor Ort.

Gemeinsam mit den regionalen Akteuren sollen Grundsatzfragen identifiziert und übergeordnete Themenschwerpunkte und Entwicklungsziele definiert werden, sodass im Rahmen konkreter Projekte an neuen Ideen gearbeitet und neue Lösungen entwickelt und erprobt werden.



Durch die geografische Verankerung von FH und PH Graubünden Mitarbeitenden in den Regionen kann der Wissenstransfer aus dem Hochschul-Umfeld vereinfacht in die Täler heraus- bzw. hereingetragen werden. Die Reallabor-Leitenden übernehmen damit eine Vermittler-Funktion, welche vor allem dort stark zum Tragen kommt, wo die Sprachbarriere noch stärker ist (italienisch/deutsch und rätoromanisch/deutsch).



Durch die Förderung einer engen Zusammenarbeit zwischen Forschern und lokalen Akteuren stärken die Reallabore die Rolle der Universität bei der regionalen Entwicklung. Sie erleichtern die Identifizierung grundlegender Probleme und die Definition von übergreifenden Themen und

Entwicklungszielen, was zur Entwicklung und Erprobung innovativer Lösungen führt. Durch diese Zusammenarbeit wird sichergestellt, dass die Ergebnisse nachhaltig, wirtschaftlich tragfähig, sozialverträglich und umweltverträglich sind.

Weitere Informationen über die Reallabore finden Sie hier: <https://www.fhgr.ch/forschung-und-dienstleistung/reallabore/>



# Practice

We adopt responsible and accountable management principles in our own governance and operations.

## RME Policy Implementation

University of Applied Sciences of the Grisons (FHGR) has implemented 3 policies to support its commitment to responsible management education:

Student equity, diversity, inclusion

### **Mit Respekt begegnen Schutz vor sexueller Belästigung, Mobbing und Diskriminierung am Arbeitsplatz und im Studium**

#### **Scope**

Sexual harassment, bullying and discrimination

#### **Enforcement Date**

July, 2020

#### **Number Of Pages**

4

#### **Publisher**

FHGR

#### **Media**

Website

fhgr\_respekt\_flyer-a5\_2020-07\_web

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Employee equity, diversity, inclusion

### **Mit Respekt begegnen Schutz vor sexueller Belästigung, Mobbing und Diskriminierung am Arbeitsplatz und im Studium**

#### **Scope**

Sexual harassment, bullying and discrimination

#### **Enforcement Date**

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#### **Number Of Pages**

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#### **Publisher**

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## Media

### Website

fhgr\_respekt\_flyer-a5\_2020-07\_web

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## Institutional Aspiration Targets

University of Applied Sciences of the Grisons (FHGR) has set aspiration targets in 2 different areas:

- ❖ Student EDI Targets
- ❖ Employee EDI Targets



# Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



## Performance Disclosure and Transparency

Regarding transparency in RME performance disclosure, University of Applied Sciences of the Grisons (FHGR) operates with the following approach:

### Full Transparency Disclosure

#### Jahresbericht

**Author**

Fachhochschule Graubünden

**Published Date**

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Local

**Media Name**

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**Media Type**

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SIGNATORY

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