

Sabancı
Universitesi

SABANCI
BUSINESS
SCHOOL

SHARING INFORMATION ON PROGRESS 2017-2019



European Business Schools
Ranking 2019

PRME Principles for Responsible
Management Education



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DEAN'S MESSAGE

This fifth “Sharing Information on Progress” report demonstrates the continuous activities, practices and achievements of Sabancı Business School in implementing the PRME Six Principles.

Sabancı University’s philosophy is to be a participatory institution that is financially and administratively self-sufficient and sustainable. Sabancı University is sensitive to the needs of its students, their families, employees, administrators and the entire society.

Sabancı Business School’s mission is to conduct and disseminate rigorous, relevant, and internationally recognized research; deliver a range of challenging and innovative programs responsive to the current and potential needs of business and society and graduate confident, socially responsible individuals with the knowledge and skills to succeed in the global arena and who are poised to impact society.

Herewith is our commitment for our continuous research, teaching and extracurricular endeavours for enhancing the student/stakeholder purposes, social responsibility, sustainability, self-sufficiency, innovative education and research with transformation impact on society and science. In pursuit of this, PRME provides us the exceptional model, system and conditions for further steps.



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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.

Academic Principles & Integrity:

Starting from its foundation, Sabancı University Board of Trustees, Faculties and Administration have adopted Academic Principles & Integrity which were built upon commitment to the ethical obligations and responsibilities to the University Community and to one's profession. The six principles include:

- Statement of Academic Freedom
- Academic Integrity Statement
- Scientific and Applied Research Misconduct
- Non-discrimination Statement
- Sexual Harassment Policy Statement
- Domestic Violence Prevention and Support Statement

For details of above listed Principles, we invite you to visit our web page: <https://www.sabanciuniv.edu/en/academic-principles>

Through these principles, Faculty members aim to help students acquire the same ethical approach they themselves have strictly adhered to during their own academic research and productivity, and one way of doing so is by means of a fair assessment system implemented at all phases of the learning process. At the evaluation and assessment stage -one of the most sensitive areas in terms of the integrity of the education process- the student is expected to base his/her exams, homework, reports, presentations, thesis and so forth on his/her own labor and ideas. Thus, the student recognizes the fact that during the process of academic labor, it is a sine qua non rule of academic ethics to accurately and clearly refer to each source of inspiration and information, wherever and whenever applicable.

Curricula (Circular Economy and Corporate Social Responsibility Courses):

SabancıBusiness School offers a mandatory "Project" on Corporate Social Responsibility in Professional MBA, Masters in Finance, and Executive MBA programs.

In undergraduate program, we have started offering a Circular Economy course. The learning outcomes comply with our endeavours for following PRME Principles. This course intends to bring both the research and the practitioner perspective and help the undergraduates, attain a perspective on why the current linear economic model has come to an end the social and environmental constraint, learn why circular economy philosophy is a strong appeal to overcome economic, environmental and social problems, develop an understanding of systems thinking approach: how 'systems dance' and inability to perceive this might lead to unintended outcomes, understand how circular economy's proposition creates value in material terms, discuss various aspects of circular economy principles and learn from various business models and examples, go beyond one's comfort zone and explore ideas outside of current expertise, meet with Senior Business Executives, Government Officials, Civil Society Members in class to learn why circular economy matters from their perspectives.

Academic Directors & Administrative Staff:

Sabancı Business School differing from the other faculties in the University, has administrative staff members for each of the degree programs offered. Administrative staff is mainly responsible for marketing, sales, admissions, orientations, and keeping up the daily administrative support needed both by students and faculty members. In addition to administrative staff, each program has an Academic Director (Academic Directorship is counted as service load for faculty members) who mostly serves as an academic advisor both for students and administrative staff of the related program as well as to the faculty teaching in the program. This way, students, academics, and administrative staff are coordinated with each other for the success and sustainability of the programs through fairly-delegated workloads. Moreover, it has been decided that Academic Directorship lasts for at least two years and is rotation-based so that all the faculty members will have chance to participate in the management of a program.

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.

Curricula (Ethics Courses):

SabancıBusiness School offers a mandatory “Ethics Course” in full-time MBA, Professional MBA, Masters in Finance (CFA code of ethics), and Executive MBA programs.

In undergraduate program, we do not have a mandatory ethics course, but have 300-coded core area courses in which ethics is one of the required areas to be taught at least for one week. SBS assess ethical awareness in the undergraduate courses listed below through rubrics and assessment system:

| | |
|----------|--------------------------------|
| ACC 301 | Managerial Accounting |
| FIN 301 | Financial Management |
| MKTG 301 | Introduction to Marketing |
| OPIM 301 | Operations Management |
| OPIM 302 | Management Information Systems |
| ORG 302 | Organizational Behavior |

Research and Graduate Policies (RGP) Directorate - Ethical Committee for Research and Grant Applications:

SabancıUniversity Research and Graduate Policies Directorate coordinates the Research Ethics Council for the funded projects and academic studies of SabancıUniversity faculty, researchers, and the dissertations of graduate students. Raison d’être of Research Ethics Council is the regulation and implementation of ethics policies in research across the University. Based on the written and public Research Ethics Council Instructions, the Council ensures that all research activities are in compliance with health, security, human rights, legislation provisions, general principles of law, ethic principles, and rules including graduate students.

Honor Codes:

In the beginning of all our MBA programs and Masters in Finance program, SBS students are required to sign an honor code in person. Any action against the honor code is subject to a disciplinary proceeding. The Sabancı Business School Honor Code calls for all members of our school communities to adhere to and uphold the notions of truth, integrity, and respect both during their time in our School, and throughout their careers as productive, moral, and caring participants in their companies and communities around the world.

Disciplinary Committee:

As per Turkish Council of Higher Education Legislation, SabancıUniversity has a disciplinary committee for regulating any unethical behavior among students. The committee is composed of faculty members and a lawyer implementing the rules and regulations. The committee gathers on a case by case basis. For each case, a task force of 3 faculty members is called for a meeting. Each case is handled by different faculty members.

PRINCIPLE 3 | METHOD

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

Sabancı Business School has initialized AASHE inspiring higher education principles and suggesting top administration to collaborate at university level:

Since 2013, sustainability has been one of the essential topics of our full-time MBA program's curriculum. Our students have been receiving consultancy from an NGO, presentations from governmental or corporate institutions, visiting companies which have sustainability departments and students are expected to make presentations on the topic during their orientation. This year, we have deepened our relations with the NGO and made the topic of "Sustainability" as one of the core courses in the curricula of the non-thesis programs. This is a project course and students receive a lecture and then write a project and make a presentation. Through our cooperation with the local NGO, we have been introduced to the Association for the Advancement of Sustainability in Higher Education (AASHE). AASHE is an organization that accredits higher education institutions in terms of sustainability performances. The accreditation is in its initial step, it will be a university-wide accreditation and we will closely work with the President's Office for the accreditation of the university. We will need to work on the harmonization of project topics: curriculum, research, campus engagement, public engagement, air & climate, buildings, energy, food & dining, grounds, purchasing, transportation, waste, water, coordination & planning, diversity & affordability, investment & finance and well-being & work.

Committees to support Social Responsibility:

SabancıUniversity places a great emphasis on being a socially responsible higher education institution. So, in our principles and letters, we have the support of the university about:

Non-discrimination: SabancıUniversity is committed to the principles of equal opportunity and equal treatment in education and employment. The University respects all individuals without any discrimination of gender, religion, national and ethnic origin, race, color, physical disability, physical appearance, marital or parental status, sexual orientation, age, or political affiliation in the administration of its educational, admission and employment policies, and its scholarship and university-sponsored programs.

Domestic Violence Prevention and Support: SabancıUniversity strives to provide an egalitarian, healthy, safe, and affirmative learning, living and working environment for all students and employees. Therefore, SabancıUniversity does not tolerate domestic violence and encourages all students and employees who are subject to domestic violence to take action to stop such behavior. The university activates support mechanisms to enable its students and employees to recognize domestic violence, keep violence away from their lives, and overcome its negative effects.

First and foremost, SabancıUniversity defines family in its widest scope and includes all types of extended family relations that an individual regards close and considers family regardless of whether a marital relationship exists or has existed in the past, or whether there is a spouse or parent-child relationship between the parties. Violence is defined as all types of controlling, threatening or oppressive behavior that causes the victim to suffer physical, sexual, economic or psychological harm. Based on the Istanbul Convention and the definition made by the Office of the Prime Minister General Directorate of Women's Status, SabancıUniversity defines all types of violence, whether directly suffered or witnessed, within all types of close relationships

as Domestic Violence. There have also been conferences on Domestic Violence by Human Resources throughout the year.

Sexual Harassment Policy: Sabancı University guarantees that sexual harassment and assault shall not be ignored in any way and encourages individuals who suspect that they have become subject or witness to sexual harassment to speak up. Sabancı University also undertakes to create awareness of sexual harassment, offer stakeholders measures and support mechanisms against harassment, inform everyone about disciplinary procedures, and follow up on sexual harassment

cases. https://www.sabanciuniv.edu/sites/default/files/principle_document_for_preventing_and_providing_support_against_sexual_harrasment.pdf

Civic Involvement Projects (CIP) (<https://cip.sabanciuniv.edu/en>):

This program for Participatory Democracy is designed to give students an understanding that every individual not only can, but also has a responsibility to contribute positively to society. Through the Civic Involvement Projects, young people learn that they can make a difference individually as well as collectively as a team. This is a required part of the SU curriculum as we believe learning to take an active role in understanding life's realities by addressing them is an essential aspect of high-quality higher education. Our students choose the projects they wish to work in, design their projects with their team members in cooperation with the organization they will work with, and carry the projects out under the guidance of student supervisors. The projects are designed within a framework of structured curriculum but with room for individual contributions so that each member of the project actually has ownership of the project. All students in their freshmen year are required to participate in a CIP project.

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.

Research Focus: Both Theory and Practice-oriented:

Sabancı Business School has formed a focus group to follow up and align the School's strategies with the University strategies. The research focus, which is the top university strategic priority, is expected to be both theory and practice-oriented. Therefore:

We have introduced a new PhD program track: PhD in Action research, which is full-time program requiring substantial work experience.

We have set research areas that are primarily expected to be theory and practice-oriented: Strategy, marketing, entrepreneurship and leadership.

We plan to explore new part-time programs: Master of Science in Business Analytics and new tracks of Professional MBA program.

We plan to assign "mentors" aka experienced professors for newly arriving and less experienced faculty members to guide them in research activities.

Our aim is to attract leading researchers as adjunct professors.

We would like to attract top executives with PhDs as instructors who can also collaborate with our faculty members for research activities.

Incentives for Research and Teaching Support:

Incentives can be listed as follows:

We initiated a new mechanism which is effective as of the 2019-2020 Academic Year. Faculty members who have FT-50 publications as of 2019 will have 2 courses off for each FT-50 publication. The faculty member can take the load off in two years.

Sabancı University financially supports SSCI-SCI or SCIE indexed publications.

We give newcomer faculty members one course off in their first year to help their integration to the school environment and support their research.

We had a new design of support system in executive trainings as well. Faculty members who teach in executive development certificate programs will also receive extra financial aid for their personal research fund.

We financially support course overloads of faculty members in professional programs (if a faculty member already completes 4 course loads but also undertakes an extra course (5th course) from professional programs, then s/he receives an extra compensation.

Faculty members continue to receive a personal research fund in each academic year.

New Faculty Recruitment:

In the last 6 years, there have been resignations that could not be replaced. The resignations were mostly because of political and economic conditions of the country as clearly. Currently, Sabancı Business School has 29 full-time faculty members. In 2018-2019, Sabancı Business School has started an active recruitment activity. As a result, Sabancı Business School has welcomed 9 new full-time faculty members in the 2019-2020 Academic Year.

We will continue our faculty member recruitment aggressively. We plan on hiring 6 more faculty members in 2020-2021 with the support of Board of Trustees. In our strategic plan, we project having 45 faculty members by September 2023.

SU Gender Center (<https://sugender.sabanciuniv.edu/en>):

The Gender and Women's Studies Center of Excellence (SU Gender) was officially established in 2015.

The center aims:

To struggle against all forms of discrimination based on gender, sexual orientation, gender identity, language, ethnic background, class, or faith;

To create discussion and sharing environments that support pluralism, creativity, equality and solidarity;

To base our understanding on a collective, transparent, participative, multi-vocal and open communication-based work and decision-making process;

To make academic knowledge open to everyone; and to strengthen the flow of information and effectiveness between academia, civil society, politics and everyday life.

Corporate Governance Forum:

Sabancı Business School hosts the Corporate Governance Forum (CGFT) a research and advocacy program. Affiliated faculty conduct research on governance and sustainability issues in Turkey and in other emerging markets. The Forum plays an important role in creating awareness and facilitating best practices in collaboration with businesses, government, civil society organizations and media through externally funded projects.

CGFT's Principle researcher coordinates IFC supported Emerging Markets Corporate Governance Research Network since 2009.

Sustainability CSR Awards: Sabancı Business School faculty members participated in various CSR and sustainability awards, launched by NGOs and business organizations as members of the juries.

Our faculty contributes to the World Bank 'Doing Business in Turkey' report series since 2003. Our faculty is a founder of Global Board Ready Women Program and CGFT hosts 30% Club Turkey Chapter.

CGFT's principle researcher sits in the advisory board of UN Sustainable Stock Exchanges Investor Working Group and is member of the board of governors of International Corporate Governance Network.

CGFT's principle researcher sits in the board of UN Global Compact. Other team members are representing Sabancı University in the Gender Equality Working Group, Environment Working Group and Finance Working Group.

Our CDP team participates in UN Climate Change Conference (COP) meetings as a part of the official delegation of Turkey.

Partnerships – CGFT Programs**CDP Climate Change and Water Programs:**

Sabancı University has become the local partner of CDP in 2010. The Corporate Governance Forum at Sabancı Business School hosts the project. CDP Turkey has been a transformational project for Turkey's corporate sector. As of 2019, 54 Turkish companies reported their emissions and climate change strategies with our help representing 50% of the total market cap. CDP-Turkey Climate Change project created a medium for disseminating knowledge around climate change and corporate responsibility, collecting valuable data for research, and facilitate mutual learning. CDP Water Program has followed the Climate Change program in 2015. As of 2019, 32 Turkish companies responded to CDP Water Program.

Both programs have proven to be excellent instruments for a multi-stakeholder dialog and debate on sustainability involving all related parties has been realized with corporate sponsorship of one of the largest banks in Turkey; Garanti BBVA, and Deloitte Turkey office.

In addition to CDP Climate Leaders Award launched in 2011; CDP Water Leaders Award launched in 2015 in Turkey.

Our climate change and water corporate reporting related activities can be accessed at CDP Turkey Website: <http://cdpturkey.sabanciuniv.edu/>

Women's participation in decision-making: CGFT has continued its efforts to help women empowerment at Turkey's corporations. With the strategic support from Egon Zehnder-Turkey we have maintained a database of board ready women in Turkey, supported companies who wanted to have female directors on their boards, and monitored the change in gender diversity of corporate boards. The Women Directors conference has become a regular annual activity where we report our findings. The annual Women Directors Conference that was first held in 2013 became a summit of professional women. Our on-going research on the effect of women directors on corporate behavior and performance will continue to underpin the project and provide intellectual support. Our Women Empowered Board Index is calculated and updated annually. Annual Women Empowered Board Awards launched in 2013 is based on the Index. The program web site is: <http://iwdturkey.sabanciuniv.edu/>

30% Club: In order to facilitate business leadership in promoting gender diversity, CGFT has teamed up with the London based 30% Club campaign. The Club consists of CEOs and Chairs who support the notion that gender diversity in the boards is good for business. Turkey chapter was launched in May 2017 and CGFT chairs its Steering Committee. As of December 2019, the Club had 38 members.

The web site: <https://30percentclub.org/about/chapters/turkey>

Business Against Domestic Violence: CGFT launched a program to mobilize businesses to address human rights violations against women through exercise of violence by their intimate partners. Looking at the issue as an obstacle for equality at work and gender diversity at corporate management, the faculty conducted a survey with participation of 19 companies. The results are communicated by a report launched at Business Against Domestic Violence Conference in November 2014. In partnership with TUSIAD and UNFPA, CGFT developed a Guidebook that would help companies to develop policies to support female employees who face domestic violence. As of 2019, 65 companies have participated in the BADV project by developing their own policies with CGFT support.

The program web site is <http://badv.sabanciuniv.edu/>

Borsa Istanbul Sustainability Index and Sustainability Platform:

CGFT has worked with Borsa Istanbul since 2010 when it launched Sustainable Investments in Turkey report on which the Sustainability Index was conceptualized. It organized workshops to bring international institutional investors and issuers to discuss the parameters of an Index. The Index was launched in 2015 and since then CGFT has undertaken the analysis of company disclosures.

The Coordination Board for the Improvement of the Investment Environment (YOİKK) under the Presidency of the Republic of Turkey initiated a project under the umbrella of Borsa Istanbul with the participation of representatives from BIST Sustainability Platform's member organizations including Sabancı University Corporate Governance Forum and CDP Turkey. The main objective of the meeting was to exchange views on the objectives of the YOİKK Steering Committee in order to encourage companies in Turkey to gain more shares from global sustainable investment flows.

Technical reports:

- CDP Turkey Climate Change & Water Report 2018
- CDP Turkey & Shura Joint Report: Energy Conversion and the Role of the Private Sector in Turkey
- Women on Board in Turkey 2018, Sabancı University, CGFT
- Women on Board in Turkey 2019, Sabancı University, CGFT

Books:

Business Against Intimate Partner Violence, A Case of Participatory Action Research and Social Action, Springer

Events:

- CDP Turkey Climate Change Conference & Climate Leaders Award Ceremony, March 2019
- CDP Turkey Climate Change & Water Programs Training and Workshop, April 2019
- 6th Women Directors in Turkey Conference, November 2018
- 7th Women Directors in Turkey Conference, November 2019
- Multiple Perspectives on Fighting Domestic Violence and the Role of Companies, February 2019
- Search Conference on Business Against Domestic Violence, March 2019
- 30 Percent Club International Women's Day Event, March 2019
- Search Conference for Board Nomination Processes, October 2019

Relevant research and papers:

Ararat, M., Sayedi, Borhan. (2019) Gender and Climate Change Disclosure; an Interdimensional Policy Approach. In review process for *Sustainability*

Ararat, Melsa and Yurtoglu, B. Burcin, (2019) Female Directors, Board Committees and Firm Performance: Time-Series Evidence from Turkey (November 13, 2019). In review process for *Emerging Markets Review*. Earlier version available at SSRN: <https://ssrn.com/abstract=3486091> or <http://dx.doi.org/10.2139/ssrn.3486091>

Ararat, Melsa and El-Helaly, Moataz and Shehata, Nermeen F., (2019) Boards' Gender Diversity and Firm Performance Before and after the Egyptian Revolution (July 1, 2017). In review process for *Critical Perspectives in Accounting*. Earlier version available at SSRN: <https://ssrn.com/abstract=3063867> or <http://dx.doi.org/10.2139/ssrn.3063867>

Ararat, M., Colpan, A. and D. Matten. (2018) "Business Groups and Corporate Social Responsibility for the Public Good", *JBE*, Vol: 153, Issue:4, pp: 911-929

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.

School Name:

Sabancı School of Management name was renamed as Sabancı Business School. This idea has been offered by the Board of Trustees. With the new presidential change, the top management would like Sabancı Business School to have closer links with the business world. What the top management proposes is that the perception of “Business School” in its current form does not reflect the notion of being close to the business world. Though this is a matter of perception, there is this sort of ad hoc rationalization that changing the name could be a signal that we are getting closer to the business community.

Sabancı University Executive Development Unit (EDU) Restructuring:

In the Strategic plan of 2018-2023, the University aims to increase the student numbers in professional programs (Executive MBA, Professional MBA, Masters in Finance) and PhD programs in general. Therefore, we have been a restructuring for the marketing and operations of the professional programs. We have Executive Development Unit for tailor made non-degree certificate programs for professionals. Since Executive Development Unit has close ties with the companies and business professionals, marketing, sales and operations of the professional programs are planned to be managed by Executive Development Unit. The Business School will mainly deal with academic issues of these programs.

PRINCIPLE 6 | DIALOGUE

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

Company Action Projects: The Company Action Projects (CAP) is the unique and essential part of the Sabancı MBA program. CAP's distinctive feature is that these are real projects that companies want to undertake. Our "client" companies participate in CAP not only to contribute to our educational mission but also, they see real value in the work of our students. Over the years, many projects have been successfully conducted and finalized in a wide range of companies, from small and medium sized local firms to the subsidiaries of multinational corporations. Our experience shows that CAP has been very valuable both for our students and our partner companies.

Highlights

Four-month long real project at a company

Students work in teams

Students work on-site, three days a week, at their project companies

Each team gets a company advisor

Confidentiality agreement signed to kick off the project

Supporting Student Clubs of other Universities: We closely work with Student Clubs of public universities in Turkey (Middle East Technical University, Bogazici University, Istanbul Technical University) and provide MBA program scholarships through their CASE competitions.

Advisory Board Meetings: The mission of our Advisory Boards is to provide advice and assistance on important issues for the BA in Management, Masters in Business Analytics, Masters in Finance, MBA and Executive MBA Programs. The boards meet twice a year to discuss the strategic direction of the programs, the curricula, mentoring students, marketing of the programs and alumni activities and they are composed of professionals from top multinational or local companies in Turkey.

We also set up a new advisory board only for the Faculty itself. The board is composed of professionals and alumni and we would like to include our active students in the upcoming years.

As an MBA scholarship policy, we encourage and support applicants who need financial support both in local and global applicant pool:

We offer scholarships not only for thesis programs including MSc in Business Analytics and PhD but also in non-thesis programs such as MBA. It is very important for us to give access and equal opportunity to every applicant who are academically qualified.

Though most of the schools do not offer scholarships to non-thesis graduate professional program applicants, we offer scholarships ranging from quarter to full in our full-time MBA, and approximately 50% + of the class receives a sort of scholarship. Especially, applicants with academic merit but from underserved populations are awarded scholarships including dormitory fees. Most schools offer scholarships generally in their thesis program.

CONCLUSION

Sabancı Business School has had various updates and revisions since 2017. We can summarize all the updates in our strategic plan as follows:

- Increasing student numbers by 53% in our PhD and professional masters programs.
- Increasing faculty members in coordination with student numbers and degrees awarded.
- We project one new professional non-thesis program: Masters in Business Analytics for professionals.
- We plan moving our professional program classes to the city center (for the whole university).
- We need to improve our research and teaching relations with the industry.
- We plan on establishing assessment centers for our programs and recruiting an academic person for managing the process efficiently.

We can summarize Sabancı Business School's recent initiatives as:

Sabancı Business School has had a greater focus on engagement of the faculty, students and external stakeholders in the 2018-2019 Academic Year. For this reason:

- We set up a new advisory board only for the Faculty itself. The board is composed of professionals and alumni and we would like to include our active students in the upcoming years.
- We set up a focus group concentrating on HR related issues of the faculty. The focus group is composed of Dean, Associate Dean, 5 faculty member representatives, 2 HR representatives and 1 Sabancı Business School Administrative staff. The focus group will brainstorm ideas such as the establishment of an Entrepreneurship Center, improving relations with industry, recruitment of international faculty members (alternative ways to attract high quality faculty members), encouraging faculty for higher level of research, etc.
- We will increase the industry relations by supporting research with professionals.
- One of the topics we have focused on is reviewing our assessment processes by the whole faculty. We hope to regulate our assessment system with a better approach.