

A woman with long blonde hair is smiling and looking towards two other people seated at a table. They are all using laptops. The scene is set in a meeting room with a window in the background. The image has a teal overlay.

MBA of the Future

What to Look for in a Cutting-Edge Business School

Bard Graduate Programs
in Sustainability

Traditional ways of thinking about the bottom line, a lack of knowledge about sustainable management, and an emphasis on short-term gains are crippling today's business leaders.

However, these limitations are also creating boundless opportunities for smart, young, business-savvy, sustainability leaders whose skills are now desperately needed.

Our passion for sustainability is at the heart of our MBA program and the reason why we have created a cutting-edge, 21st-century program of business education. We understand that the business leaders of the future and the sustainability leaders of the future are one and the same.

In this digital resource, we invite you to consider the current state of sustainability efforts, the role of business in needed social change, and the importance of a new type of business education—one that suits the needs of the 21st century and beyond. This page will help you think deeply about what to look for in an MBA program, how to think about the relationships between people, planet, and profit, and how an MBA in Sustainability could translate to a successful career in business, non-profit leadership, and much more.



The State of Sustainability in 2022



1

Here at Bard, our definition of sustainability is a simple one: “shared well-being on a healthy planet.” However, that reality can’t happen without a global dedication to [sustainable development](#):

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

— *The United Nations Brundtland Commission, 1987*

Centuries in the future, historians will look back on our era as the time when sustainability efforts truly began to revolutionize and change the way human beings conduct business, live in communities, and interact with the natural environment.

But today, in the year 2022, where do we stand when it comes to sustainability?



Clean Energy

Clean energy has transformed a global economy once powered by fossil fuel.

- In 2020, renewable energy accounted for 20% of all electricity generated in the U.S. The share of renewables in global electricity generation jumped to 29% in 2020 (up from 27% in 2019).
 - Coal-fired power's contribution decreased to 19% from 45% a decade ago. The sunset of coal plants continues steadily.
 - Wind energy is set for the largest increase in renewable generation, growing 17%, which is significantly greater than 2020 levels.
 - The push for "net-zero" has shifted attention (and investment, in some cases) onto longer-term decarbonization solutions. This includes new, but generally not yet commercially-viable technologies or fuels like direct-air capture (DAC), carbon capture and sequestration (CCS), and "green" hydrogen.
- We saw new legislation enacted at the end of 2020 that extends
- and expands key tax incentives for renewables, energy efficiency, and other technologies, plus \$19 billion committed for the next 10 years toward research, development, and demonstration of low- and zero-carbon technologies.



Electric Vehicles

[Battery-powered cars](#) have broken through to the mainstream: sales are surging in the U.S., Europe, and China (while deliveries of fossil fuel vehicles stayed stagnant), automakers are branching into America's preferred vehicle (pickup trucks), and they're even featured in Superbowl ads ([recreating the iconic "Sopranos" opener](#)).

- Nearly 9% of new cars sold last year worldwide were electric (up from 2.5% in 2019).
- Tesla delivered nearly 1 million cars in 2021 (a 90% increase from 2020).
- In 2019, as part of their Climate Pledge, Amazon committed to making deliveries with electric vans to help achieve their goal of 50% net-zero carbon by 2030.
- In December 2021, Europeans for the first time bought more electric cars than diesel cars.

It could take time to see the climate benefits of electric cars, but California has already seen a 4% reduction in nitrogen oxide emissions. And though battery-powered cars still have an environmental cost (the energy and raw materials they require), they are much better for the environment than conventional cars, according to a [Yale School of the Environment study](#).

There are 250 million existing fossil-fuel cars and light trucks; replacing them in a timely manner will require larger incentives for both car buyers and automakers.



Sustainable Technology

Innovative technologies deliver sustainable solutions and make them accessible to communities across the globe.

- Thanks to embedded systems tech, there are now roadside emissions sensors that can detect high-polluting vehicles and communicate that information using the Internet of Things. Cities that adopt this technology—along with an enforcement program to inspect and repair vehicles—could significantly improve urban air quality.
- Smart homes and buildings may have other types of sensors, used to detect gas, water, and industrial leaks that waste resources or emit pollutants.
- Efficient HVAC systems allow owners and operators to centrally and remotely monitor power, speed, torque, vibration, temperature, and pressure. Because these systems connect and send data to the cloud, artificial intelligence (AI) can run analytics across those data points to predict failure or optimize maintenance protocols.
- Automation and AI can be deployed in industrial sorting and recycling systems to identify reusable components and materials. There are also smart bin systems that help consumers properly sort their recycling.
- Wireless sensors can even improve agriculture, monitoring weather conditions and collecting data. These sensors can even launch certain processes to make them more efficient: watering and fertilizing crops, operating pumps and engines, and sending frost and heat alerts.



International Progress and Shifting Perceptions

Enacted in 2015, large-scale international commitments, like the [United Nations Sustainable Development Goals](#) and the [Paris Climate Agreement](#)—the latter of which the United States has recently recommitted to—are still shifting the organizational goals and operations of businesses worldwide.

Despite this, [a Pew Research Center survey](#) conducted in Spring 2021 found that many doubt the success of international efforts to reduce global warming. Across the 17 advanced economies (spanning North America, Europe, and the Asia Pacific region) that were surveyed, only 46% of people had confidence that the actions taken by the international community will significantly reduce the effects of global climate change.

Among those findings, however, revealed 72% of people were very/somewhat concerned that global climate change will harm them personally in their lifetime, and 80% of people are willing to make changes to how they live and work to reduce the effects of global climate change. The fact that more and more people are committed to living responsibly and communally, conscious of their social and environmental footprint is a huge step in the right direction.

But we need more than a step in the right direction; we need to leap. Creating a sustainable future has never been more important. Yet as we're in the midst of this radical transition toward sustainable progress, we're still facing significant challenges.

And many of these are taking the shape of far-right, nationalistic movements.

People across world greatly concerned about climate change and willing to make sacrifices to address it, but there is less confidence in efforts to solve the problem

Personal impact of global climate change



Action to address global climate change



Note: Percentages are medians based on 17 publics.
Source: Spring 2021 Global Attitudes Survey. Q31, Q32, Q33b, Q35.
"In Response to Climate Change, Citizens in Advanced Economies Are Willing To Alter How They Live and Work"

PEW RESEARCH CENTER

Source: Spring 2021 Global Attitudes Survey. Q31, Q32, Q33b, Q35.
"In Response to Climate Change, Citizens in Advanced Economies are Willing to Alter How They Live and Work"

Polarizing Politics: The Growth of Sustainability in a Time of Uncertainty



2

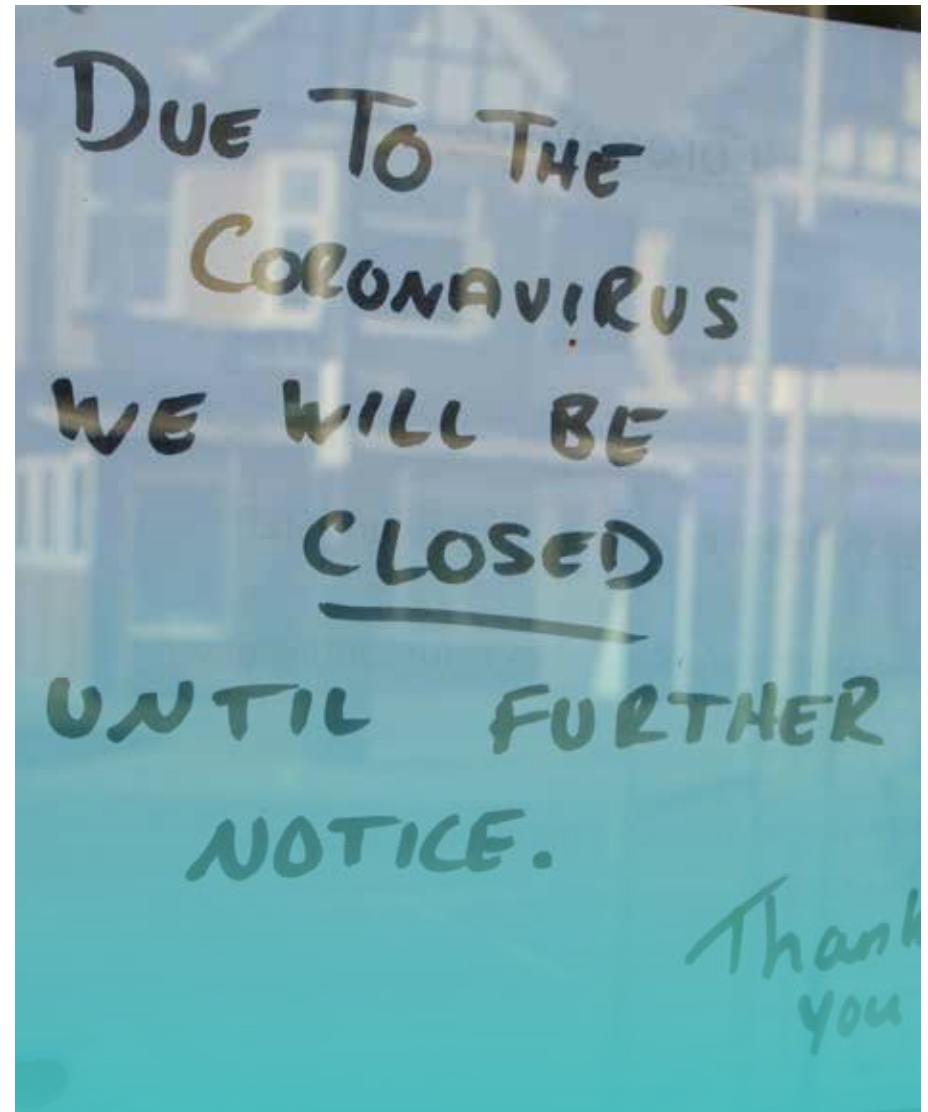
At the beginning of the pandemic, most countries enacted stay-at-home orders to stop the spread of COVID-19. The resulting limitations on travel and other economic centers also happened to stop the spread of climate warming—for a time. [Scientists saw drastically decreased air pollution](#) and greenhouse gas emissions within just a few weeks. That change offered scientists a glimpse of results that would take regulations years to achieve.

But the world opened up again and travel resumed, and the rate of climate change returned to its normal pace of acceleration. COVID-19 infections accelerated, too, especially as new strains were discovered.

COVID-19 and climate change have something crucial in common: they are both public health issues that have become partisan due to an unstable political environment, rife with misinformation and conspiratorial thinking. This is true worldwide, but especially so in the United States.

In fact, the political atmosphere in the U.S. has raised serious questions about the future of sustainability efforts.

From 2016–2020, the Trump administration halted progress toward social and environmental goals, sowed distrust in science, and helped to widen an already increasingly polarized political divide. Though he lost reelection, “Trumpism” is here to stay. And regardless of whether he runs again in 2024, we can be sure the Republican candidate will use the same playbook.

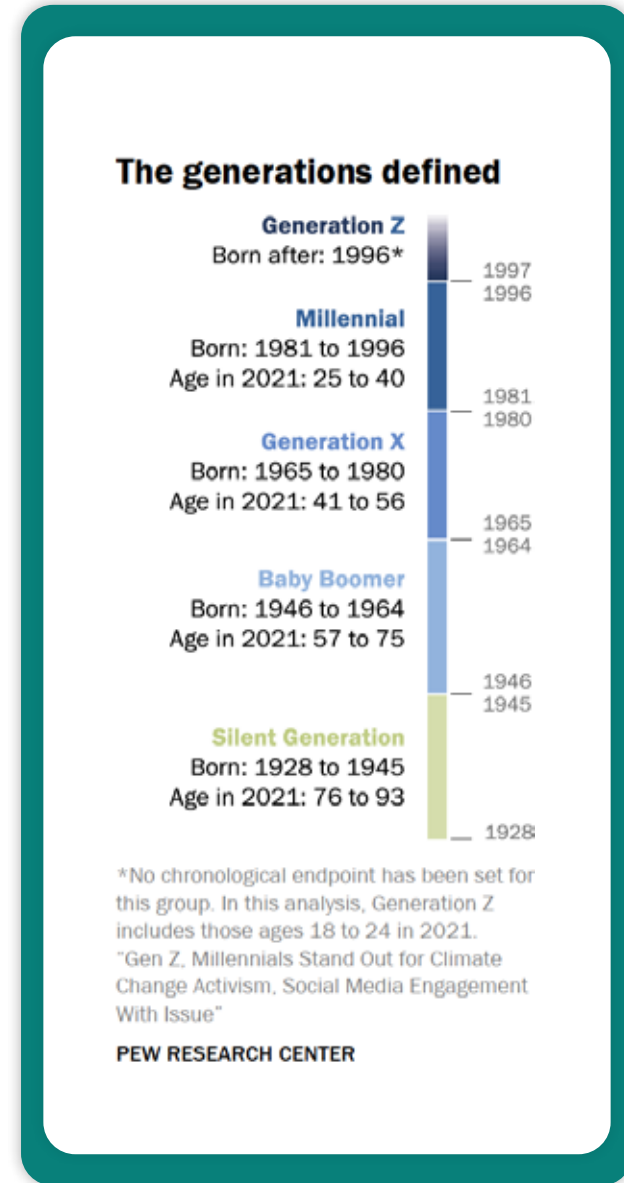


During the first year of Biden's presidency, [the Pew Research Center found:](#)

- Most Americans favor using a mix of energy sources to meet the need: renewables, yes, but also oil, coal, and natural gas. Phasing out fossil fuels entirely has limited support.
- Because people view climate change through such a partisan lens, the American public remains vastly divided on it—from its importance and consequences to the role of the government in addressing it.
- Divisions over stricter environmental regulations and renewable energy are even wider today than they were during Trump's administration. This can be traced to increased opposition among Republicans.

However, there are meaningful generational differences to take into account and observe alongside the partisan ones. And while larger shares of younger adults identify with or lean toward the Democratic party, the generational differences in climate change attitudes even among Republicans are quite pronounced.

Millennials and Generation Z have particularly high levels of engagement with the issue of climate change. They're talking more about the need for action on climate change when compared with older adults. In regards to social media, they're seeing more climate change content online. And they are actively doing more to get involved with the issue, whether it be through volunteering, attending rallies and protests, or other activities.



Political backlash on both sides of the aisle opens up the possibility of a [powerful coalition](#) in the future—one led by young, energized, social entrepreneurs, of both liberal and conservative ideology. This coalition can't form soon enough.

In August of 2021, the Intergovernmental Panel on Climate Change (IPCC) released a [report](#) addressing the most recent up-to-date physical understanding of the climate system and climate change. Using the latest science and simulations, the IPCC concluded that we're facing a "[code red for humanity](#)." Another [report issued from the IPCC in February of 2022](#) reemphasizes the seriousness of climate change, highlighting, among other findings that approximately 3.3–3.6 billion people live in contexts that are highly vulnerable to climate change.

Sustainability offers a way forward for us as a nation—and as a world. With the dangers and irresponsibility of unrestrained

capitalism on one hand and the short-sighted efforts of 21st-century tribalism on the other, sustainable thinking provides a vision of human well-being in a just and prosperous economic system that celebrates the local community while caring for the global one.

In this political era, we can't rely on environmental education alone; our lawmakers cannot always make the swift legislative changes we need. We need business to be a force for social change. In order to advance sustainability priorities, business leaders and corporations must increasingly internalize social and environmental purpose into their strategic thinking.

Corporate defiance of the past administration did lead to a more vocal, ambitious, passionate, [sustainable business climate](#). We need to continue that trend. And the world needs more people in business to step forward as sustainability leaders.

**Here's How We're Helping
Lead the Change**



The Role of Business in Social Change



Consumers are more informed than ever before. After all, this is the information age, and the computer in our pockets can tell us if a company's biodegradable fabric lives up to the hype. It can locate a nearby small farm where we can buy our milk directly, rather than pay into Big Dairy. And the news doesn't stop; we can follow workers' strikes on our phones, boycotting their company until they get paid a fair wage.

Companies are slowly realizing that consumers care about the social and environmental impact of the products they buy. Public perception affects their success in the 21st-century economy. While that awareness has been growing for some time, especially as Millennials and Gen Z have become an even larger chunk of the world's workforce and purchasing population, the [increased interest in sustainability](#) from mainstream investment firms is a major driving force.

Economic Theories for Sustainability

The greatest sustainability challenge we face is the development of a truly [circular economy](#), and this challenge can only be tackled by the [business community](#).

As it currently stands, our economy follows a linear model: a product is created, we buy it, and we throw it away once it has stopped serving its purpose. This disposable nature of our consumer products means our goods end up in a landfill, where they sit for years and emit greenhouse gasses.

Of course, we produce everything on a massive scale. But because the model is so linear and dependent on the market, we end up also producing massive waste.

For example, when COVID-19 first hit in the U.S., schools, restaurants, and hotels shuttered. [Farmers who typically sell](#) to these stakeholders were left with no buyers for half of their crops. That food no longer served its purpose, so according to how our linear economy works, you throw it away. And that's what they did, dumping 3.7 gallons of milk a day and smashing 750,000 unhatched eggs every week at the height of the pandemic.



However, in a [circular economy](#), companies make a systemic shift in order to eradicate waste, recycle products and resources, and build social, economic, and natural capital.

Where recycling acts as a road map at the end of a product's life for how we should deal with its waste, a circular economy poses the question: what if we avoided making waste in the first place? The circular economy model begins in the creation and production stages, instilling the principle of reducing material usage, being less resource-intensive, and using as much waste as possible to create new materials.

We are no longer in an era where environmentalists and business leaders can be understood as opposing forces. While there is a strong need for innovative start-ups, good public policy, and enforcement of anti-trust laws to tackle monopolistic systems, we also need big businesses to lead the charge toward lasting social change. Companies that externalize social and environmental costs increase risk and overlook opportunities.



Examples of Sustainability Initiatives in Business



4

Here are three businesses that are taking sustainability seriously:

Eileen Fisher

[Eileen Fisher](#) defines itself not as a fashion company, but as a sustainable clothing brand “committed to producing ethical designs from organic and recycled fabrics with minimal impact on the environment.”

This is a brand with a long history of embracing circularity. In fact, central to their vision is a world without waste. Since 2009, Eileen Fisher has taken back over 1.6 million of its pieces to resell and remake them into new designs. And it doesn't stop there.

Their [Horizon 2030](#) initiative recognizes that, though it has made sustainability progress, Eileen Fisher needs to go further, faster. They are focusing on three focus areas, breaking them into action items for today, tomorrow, and the next year.

Nina Tschinkel graduated from the Bard MBA in Sustainability in 2019 and went on to work at Eileen Fisher. Today, she's the Senior Manager of Design & Merchandising, helping to push forward sustainability initiatives across the company.

[Learn More About
Sustainability in Fashion](#)





Thriving Communities

Today their partnership with two factories in Los Angeles will culminate in a three-year research project to help shift purchasing practices, bringing a positive impact on the well-being of their workers.

Eileen Fisher will commit to living wages for workers in the supply chain tomorrow by developing specific targets and adhering to wage transparency and gender pay equality.

There is a connection between climate resiliency and women's leadership. So, next year, Eileen Fisher will continue to offer [Supporting Women in Environmental Justice grants](#).



Future Fibers

Eileen Fisher is pursuing regenerative fibers today—finding fibers that support biodiversity in their growth. Rather than taking away from the land, these fibers restore it and enable the land to capture and store atmospheric carbon.

Tomorrow they will build more transparent supply chains based on strong relationships with their partners, source more recyclable fibers, and increase the number of third life products they make.

In the next year, Eileen Fisher wants to increase the number of clothes they take back and resell by at least 15% annually.

In addition, they want to find techniques to make upcycled third life products at a greater scale.



Climate Correction

Eileen Fisher has partnered with NativeEnergy to support wind power and other renewable energy products today. The company purchases renewable energy credits for ALL of the electricity consumption in their stores and corporate spaces.

Eileen Fisher will work with the Renewable Energy Buyers Alliance tomorrow to increase their number of supply chain partners supporting and using renewable energy.

Next year, Eileen Fisher expects to reduce greenhouse gas emissions created during the production and shipping of their garments 25% by 2025.

Target

Target is not only a great example of a business taking sustainability seriously; it's also where Lindsey Strange, a Bard MBA graduate, works as a Designer of Circular Capabilities and Acumen.

Learn About Lindsey's
Time at Bard

Dive into their [2021 Corporate Responsibility Report](#) for a comprehensive look at their progress in the sustainable development arena. Here are some highlights:



Target has...

Signed new renewable energy projects that will address nearly a quarter of their electricity use with solar and wind power. When you include their existing partnerships, that means nearly 50% of all the electricity Target purchases will come from renewable sources! This will be in full effect once those projects are operational.

Announced nine cutting-edge potential designs for the retail bag of the future in a bid to reduce plastic waste. They also happen to be a Founding Partner of the Consortium to Reinvent the Retail Bag.

Championed Spritz and their line of recyclable and reusable party supplies. This year they launched three new party collections that include compostable plates, cups, and cutlery.

Partnered with the Arbor Day Foundation to support wildlife reforestation and planted 100,00 trees to restore lands affected by California's Camp and Carr Fires.

Launched a Circular Design Guide—an internal training hub for all team members to learn about circular design and how it impacts their daily work.

Unilever

Unilever wants to push their business—and the way business is done—further than ever before. They are in the midst of multiple strategic sustainability initiatives, one of them being to achieve net-zero emissions by 2039. For Unilever, that looks like:

- Transitioning to renewable energy across their operations,
- Finding low-carbon ingredients,
- Expanding their plant-based product range,
- And developing fossil-fuel-free cleaning and laundry products.

They also have a robust plan to eliminate deforestation from their supply chain: their People and Forest First Strategy. This plan has three pillars:

**Transparency and
Traceability**

**Focused
Sourcing**

**Working with Farmers
and Smallholders**



Transparency and traceability: In addition to analyzing the origins of the raw materials used to understand the impact of their sourcing, Unilever is incorporating Partnering technology into their partnerships with suppliers and industry partners to create traceable and transparent supply chains. Unilever will also use the latest digital technology to help monitor, predict, and respond to situations where deforestation is likely to occur.

Focused sourcing: Simply put, Unilever wants to improve the way they source the materials they use. It starts with the where and the who. Unilever will not only prioritize sourcing from areas with a low risk of deforestation but will also find and prioritize suppliers with the same sustainable ambitions. Then, Unilever must set clear expectations with those partners, requiring disclosure around primary and secondary processing facilities.

Working with farmers and smallholders: The only way to enhance livelihoods is through valuable partnerships, training, and regenerative practices. Unilever can help empower farmers by supporting livelihood programs that improve farming operations,

increase productivity, assist in diversifying income streams, and enable them to have a living income. Unilever needs to drive the uptake of regenerative agricultural practices and advocate for the continuous improvement of standards and auditing.

In addition to the initiatives mentioned, Unilever wants to make all their [product formulations biodegradable](#) by 2030 and halve the amount of [virgin plastic](#) used in their packaging by 2025 (an absolute reduction of 100,000 tons).

Luckily, Unilever's new Associate Procurement Manager, Sustainability and Partnerships is Bard graduate, Michelle Aboodi. If anyone can help Unilever achieve these ambitious sustainability goals, it's her.

[Meet More Bard Alums](#)



Sustainability Efforts— Dashed?



5

The proliferation of big brands that are willing to contribute to the larger conversation around sustainability is encouraging and something to celebrate.

But it can also be a bit discouraging.

With such obvious benefits and science illustrating the clear need, why don't we see a stronger movement toward a circular economy?

Businesses need to find a way to not just “reduce harm” to the planet and the people on it but also positively impact both. While corporations are moving slowly in the right direction, they are handicapped by a lack of vision.

A company can, of course, develop programs and initiatives to eliminate waste, reduce emissions, and improve the quality of life for their employees and community. However, most corporations have not yet understood one fundamental truth: sustainability is not something they can attach to their

corporate strategy as an afterthought, but something they have to place at the core of their mission.

Committing to corporate sustainability is the most responsible, most profitable path forward for companies. The evidence emerging in the last few years suggests that the companies that are [thinking long-term](#) and [embracing sustainability](#) as a core value are thriving, offering all their stakeholders—from corporate shareholders to the planet—a return on investment.

Ultimately, these corporate efforts are limited because of a big knowledge gap—and an even larger leadership gap. Traditional ways of thinking about the bottom line, a lack of knowledge about sustainable management, and an emphasis on short-term gains are crippling the business leaders of today and creating boundless opportunities for smart, young, business-savvy, sustainability gurus whose skills are now desperately needed.

This is where *you* come in.



Here's What a Cutting- Edge MBA Should Be Emphasizing



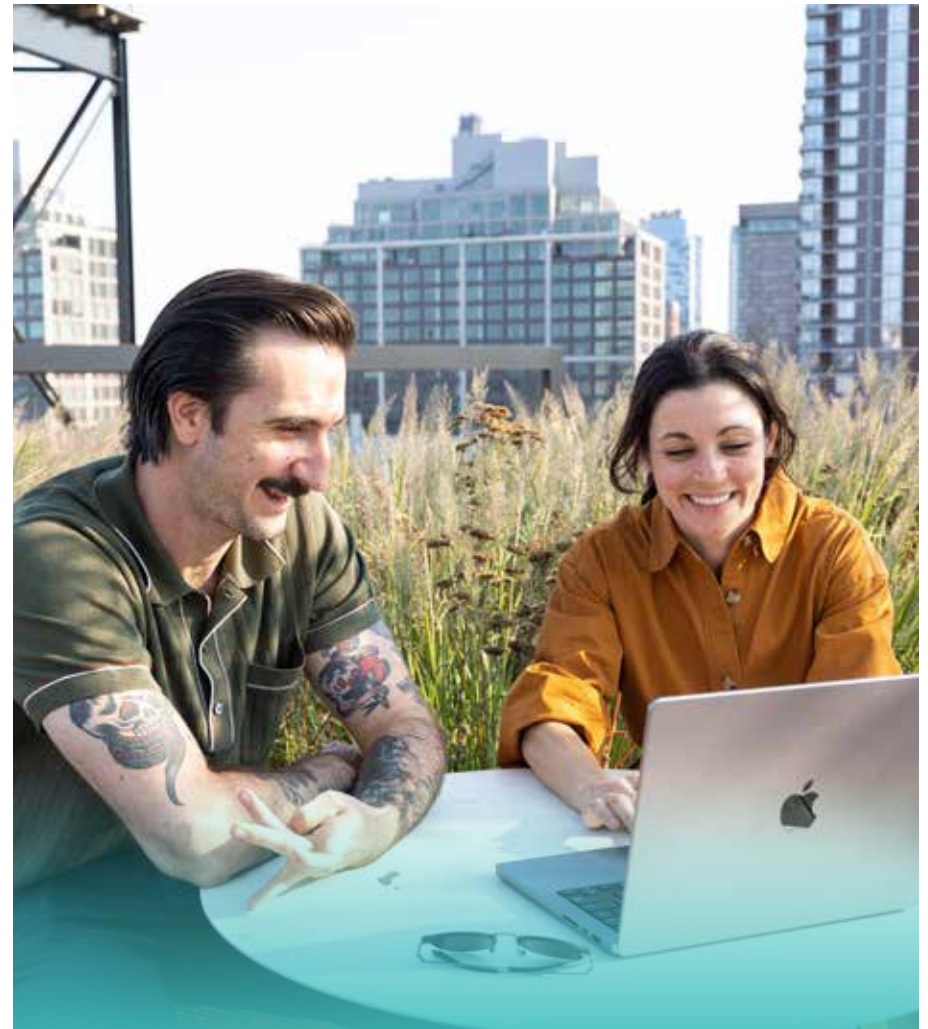
Bard's MBA in Sustainability is the product of a single question we have asked ourselves: how should we be training managers to help run for-profit or non-profit purpose-driven firms?

Based on what we've heard from [today's young leaders](#) and what we've seen over decades of experience teaching leadership, business, economics, and sustainability, here's what a cutting-edge, 21st-century MBA program ought to be focused on in order to meet the global challenges we face.

The importance of tackling injustice

MBA programs ought to be implicitly and explicitly tackling injustice, both in their own admissions and organizational practices and in the content and case studies they present to students. Students are flocking to MBA programs that focus on helping students use [business strategies to solve social ills](#).

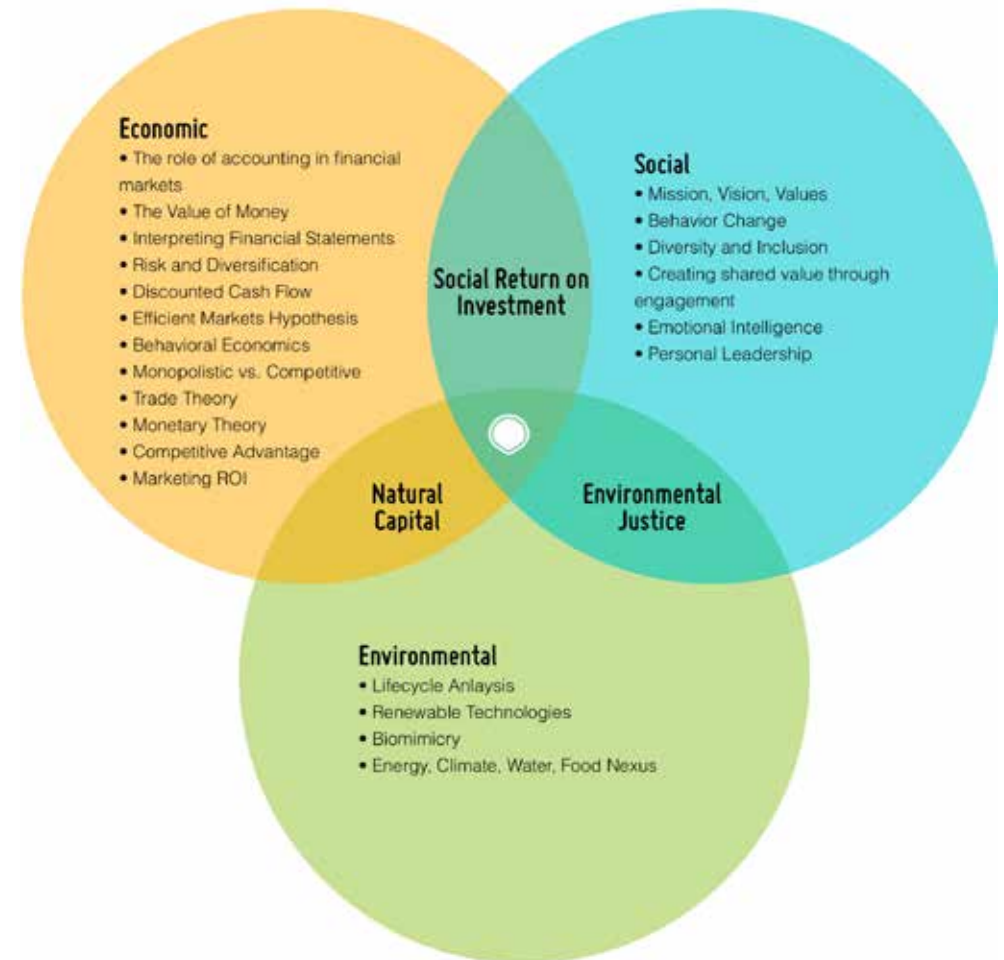
At Bard, we are proud to have an MBA program that is [more than 50% female](#), and that includes individuals from a diverse set of ethnicities, geographic and professional backgrounds, and sexual orientations. Because of our radical emphasis on the inseparability of sound business practice and sustainability and social justice, our MBA students are able to explore in conversation, classes, and projects, the multi-faceted types of solutions that are required to do what is profitable by doing what is right for all stakeholders.



The importance of the integrated bottom line approach

In order to meet the pressing need for business leaders that understand how to maximize profit while creating sustainable value, aspiring young leaders need MBA programs that teach in the context of an integrated bottom line. Most business schools now offer a course or two in sustainability, sometimes even as a curricular track. However, in these cases, sustainability principles are “bolted on, not baked in.” Even in MBA programs with a sustainability concentration, the majority of the classes a student takes will focus on a single bottom line, with no insight provided on how to apply the tools more broadly to building a mission-driven business.

Bard’s unique integration of sustainability into every class allows our MBA students to develop the holistic understanding of business management that is critical to successfully driving sustainable and profitable outcomes. Our program keeps future business leaders focused on the integrated bottom line: economic success, environmental integrity, and social equity.



The importance of accessible program structure

One of the many insights that have emerged from [recent research](#) about graduate business education is that students are looking for a combination of online and classroom learning, but with a significant emphasis on the classroom. Even as advances in technology have made it easier for business schools to deliver content via online platforms, students are looking for the connection and experience that are built through the immediacy of human relationships with faculty and fellow students.

Bard's MBA in Sustainability has been [at the forefront of a new wave](#) of programs that offer high-quality hybrid structure, low-residency business education. The [hybrid approach](#) makes our programs widely accessible to aspiring [green leaders](#) from across the country while creating intense, community-building experiences through monthly in-person residency weekends. This commitment we've made to an accessible program structure also helps us ensure that our students are coming from a diverse range of locations and backgrounds, which contributes to a rich learning environment.

We are so excited about the hybrid structure of our MBA program that we've written a series of blog posts about the advantages we've seen. Check these out [here](#), [here](#), and [here](#)!

The importance of a well-rounded curriculum

Innovation in business school curricula is critical to creating leaders who can build a sustainable future. The graduate business

education industry has faced significant challenges in recent years due in large part to the gap between academic learning and industry experience. MBA programs have been [shifting curricula](#) to increase the emphasis on professional development, capstone projects, and experiential learning. They have also been navigating the demand for new types of skills and knowledge, like in the field of [data analytics](#), an area that has grown exponentially in the last few years.

However, most MBA programs still have a core curriculum of 50% or less and do not necessarily ensure coordination among faculty regarding integration around a central vision and desired learning outcomes for their graduate students.

At Bard's MBA in Sustainability, all of our business courses focus on how to build a financially successful business, business unit, or organization that is committed to a social and/or environmental mission. Through our integrated core curriculum, Bard demands stronger mastery of comprehensive business literacy than is found in many conventional MBA programs, which typically have only a handful of required core courses. The reason is that the sources of sustainable business advantage are found not just in operations, in strategy, in marketing, or in employee engagement, but rather throughout the business.

Bard's core curriculum also gives unique visibility to the concepts and skills that we teach. Our faculty have worked together to develop Bard's MBA Toolkit that describes the 170 concepts that students master over the course of the 60-credit curriculum.

The importance of experiential learning

In an [HBR Ideacast](#) from Harvard Business Review, Scott DeRue of the University of Michigan's Ross School of Business, spoke at length about the future of MBA education and the importance of experiential learning. DeRue and many other business education leaders, including Bard's MBA faculty, are identifying a new way of thinking about students' time in graduate business education.

The future of business education is [experiential learning](#). With this approach, students are able to absorb business fundamentals but absorb them more practically and quickly because they are using them in concrete settings to solve real problems. Emphasizing experiential learning in your MBA program accelerates students' development and provides them with the support of mentorship and coaching as they make real-time decisions.

At Bard, [25% of our MBA curriculum](#) is devoted to experiential learning. In Bard's experiential [NYCLab course](#), MBA students complete a year-long professional consultancy in the first year of their business program.

Working in teams, students engage in consultancies for businesses, government agencies, and nonprofits. The course runs two full semesters, from August through May. Teams develop and negotiate project agreements with clients that define the scope of work, project deliverables, deadlines, and expectations for communication and information sharing.

Student teams are assigned clients based on the team members' interests and skill-sets and are mentored by Laura

Gitman, Vice President at BSR, a leading global organization that develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.

The importance of a career focus

Our emphasis on experiential learning is part of our larger focus on career readiness. Today, young people are focused on environmental priorities, but [they are also worried](#) about [job security](#), finding meaningful work, and paying off big student loans. MBA programs need to prove their value by staying focused on transitioning graduates into great jobs and meaningful careers.

Students come to the Bard MBA because they seek to transition to meaningful work with a sustainability focus. Our program is uniquely focused on helping graduates build powerful careers in this new world of mission-driven business. Students gain access through avenues including our [Sustainable Business Series](#), our [Impact Report podcast](#), and many guest lecturers. Bard has more than 200 graduate alumni/ae working in the sustainable business and environmental policy field who are great resources for our graduate students.

Bard MBA students also work with a coach to develop a career plan early on in their time at Bard, meeting with their advisor at least once a semester. This ensures a positive transition into their post-graduation career—a career that lies at the intersection of business and making a difference. Students gain increased clarity, confidence, and practical tools, resulting in a successful job search and transition into an impactful career.

Leading the Change: Bard's *MBA* in Sustainability



Our passion for sustainability is at the heart of our MBA program, and it's why we have created a cutting-edge, 21st-century business education program. We understand that the business leaders of the future and the sustainability leaders of the future are one and the same.

The Bard Difference

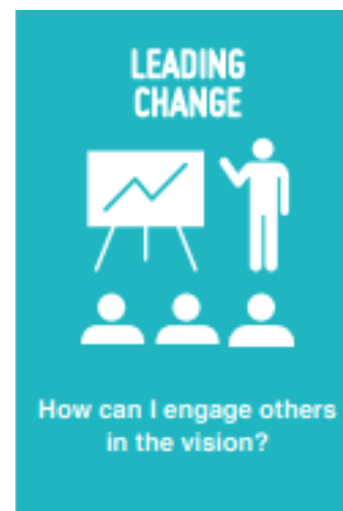
The Bard MBA in Sustainability is one of a select few graduate programs globally that fully integrates sustainability into a core business curriculum. It's one of the reasons we've been ranked the [#1 Green MBA two years in a row!](#)

At Bard, students work in collaborative teams, learning how to build businesses and not-for-profit organizations that combine economic, environmental, and social objectives into an integrated bottom line. This approach creates not only healthier businesses but also a more sustainable world.

Graduates of the Bard MBA transform existing companies, start their own, and pioneer a new paradigm of doing business that meets human needs, protects and restores the Earth's systems, and treats all stakeholders with justice and respect.

We focus our efforts around three verticals:

- Sustainability Vision — How can I see opportunities where others see environmental and social costs?
- Leading Change — How can I engage others in the vision?
- Business Mastery — How can I execute successfully on the vision?



All three are critical. Understanding sustainability and leadership is no use if graduates cannot actually execute strategies to bring sustainability visions to life.

Courses and Focus Areas

The Bard MBA curriculum is built to simultaneously provide students with the core business competencies needed to pursue business management careers while exploring new ways of managing organizations to pursue an integrated bottom line strategy. Bard’s curriculum—where sustainability principles are embedded in a core business curriculum—challenges students to examine not just the economic impacts of the decisions they make, but the social and environmental impacts as well, while also giving them the skills to make the business case for sustainability.

In addition to the specialization in sustainable business earned by all of our graduates, the Bard MBA offers five optional Focus Areas:



Impact Finance



Circular Value Chain Management



Sustainability Consulting



Non-Profit Management



Entrepreneurship

**See How You Can
Adjust Your Focus**

The Bard program is a full 60-credit experience, with the same number of contact hours as a conventional two-year residential program, only better organized. It’s not an executive MBA or an “MBA light.” If you’re passionate about becoming a sustainability leader, we offer both full-time and part-time options to participate in our MBA in Sustainability.

Full-Time Program

The full-time enrollment option allows Bard MBA students to complete their 60-credit MBA degree in the shortest time possible. This two-year option is best suited for students who are employed part-time or less. While all Bard MBA enrollment is hybrid (online + in-person coursework), students are encouraged to recognize that the full-time option is a full master's level course load of 15 credits per semester, requiring adequate time and headspace to complete the homework, classwork, and group projects.

Course Work

FIRST YEAR	SECOND YEAR
<ul style="list-style-type: none"> • Principles of Sustainable Management • Economics for Sustainable Business • Personal Leadership Development • Accounting and the Integrated Bottom Line • NYCLab I & II • Strategy for Sustainability • Finance for Sustainability • Operations and Supply Chains • Stakeholders and Marketing (or Spring elective)* <p>Note: Yearly course offerings are subject to change.</p>	<ul style="list-style-type: none"> • Data, Analytics, and Decisions • Stakeholders and Marketing (or Spring elective)* • Entrepreneurship • Leading Change in Organizations • Sustaining a Mission-Driven Organization • Becoming a Sustainable Organization • ImpactLab: Defining the Future of Finance OR Circular Value Chain Management OR Business and Sustainable Development • Capstone I & II <p>* Spring electives: Non-Profit Management, Sustainable Supply Webs, Data for Decisions II</p>

Part-Time Program

The part-time enrollment option enables Bard MBA students to complete their 60-credit MBA degree while meeting outside work, family, and/or travel requirements. This three-year option is best suited for students who are employed full-time, who have family or other personal commitments, or who may be traveling from outside the New York area to complete their MBA degree. The part-time option takes three years to complete and includes one summer course.

Course Work

FIRST YEAR	SECOND YEAR	THIRD YEAR
<ul style="list-style-type: none"> Principles of Sustainable Management Accounting and the Integrated Bottom Line Personal Leadership Development Finance for Sustainability Strategy for Sustainability Operations and Supply Chains <p>First Summer</p> <ul style="list-style-type: none"> Economics for Sustainable Business 	<ul style="list-style-type: none"> Entrepreneurship OR one of ImpactLab, Circular Value Chain Management, or Business and Sustainable Development* NYCLab I & II Stakeholders and Marketing Spring elective: Non-Profit Management OR Sustainable Supply Webs OR Advanced Data and Decisions 	<ul style="list-style-type: none"> Entrepreneurship OR one of ImpactLab, or Circular Value Chain Management, or Business and Sustainable Development* Leading Change in Organizations Sustaining a Mission-Driven Organization Becoming a Sustainable Organization Capstone I & II <p>Note: Yearly course offerings are subject to change.</p>

Connect With Us Today

The Bard MBA in Sustainability prepares students for leadership positions in a variety of business environments—from innovative start-ups to major corporations—with in-depth knowledge of core business skills through the lens of sustainability. The curriculum provides a grounding in management essentials, with a continual focus on the integrated bottom line: economic success, environmental integrity, and social equity. Future-thinking students who earn an MBA in Sustainability early in the development of the industry will position themselves to be at the forefront of a massive shift in how we do business.

Not sure if a Bard MBA is right for you? Explore all the Graduate Programs in Sustainability have to offer.

Visit & Subscribe

[YOUTUBE](#)

[BLOG](#)

[PODCAST](#)

Do More

[BECOME A LEADER
IN SUSTAINABILITY](#)

[ATTEND AN EVENT](#)

[APPLY NOW](#)