

Framework ratings and actions – Leadership

Benchmarked July 2013, updated 30th March at Summit and 24th October at VCLT teleconference 2017 – CSU Green updated comments 28 Aug 2018



Policy and Strategy				Implementation																																																						
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Current Situation / gaps & shortfalls	<ul style="list-style-type: none"> Clear on a commitment to maintaining CO₂ neutrality – reducing our footprint, public statement Established and well-recognised support mechanism for sustainability at CSU via CSU Green Office GLOs have been finalised and contain a specific sustainable practices dimension 2018-22 strategy contains undertones of environmental and social sustainability (<i>Yindyamarra Winhanganha</i>) A dedicated sub-plan for sustainability was relinquished under 2015-17 Strategy and instead resides in the Communities strategic focus area Sustainability is still not pervasive across all business areas of CSU The Campus Environment Committees (CECs) are official committees with representation on the newly established LiFE Steering Committee Draft Clean Energy Strategy and FTE employed to implement with CSU Green Sustainability Statement prepared and progressing through final stages of consultation Environmental, social and economic sustainability in research is underpinned by the Research Narrative 			<ul style="list-style-type: none"> RED reward programs has been revamped and contain a category to recognise sustainable impact Sustainability ownership starting to extend beyond CSU Green via LiFE champions, further improvements are an ongoing issue <i>Yindyamarra winhanganha</i> is our overarching narrative CSU values provide synergies with sustainability principles (i.e. insightful, inclusive, impactful and inspiring) Official status as certified CO₂ neutral has been maintained since 2016 Sustainability KPI's under common University Performance Measures and the Communities strategic focus area are being implemented 																																																						
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Current Situation / gaps & shortfalls	<ul style="list-style-type: none"> LiFE framework has been established and stimulated participation and behaviour change, with outputs incorporating prioritised action plans Sustaining approximately 50 voluntary LiFE Champions over the 16 frameworks LiFE action plans need to be embedded into business plans There is little incentive / catalyst for any other areas of the university (other than DFM) to incorporate sustainability into planning There's an established physical improvement framework – we know where we want to go e.g. solar, BMS's and so on. VCLT champions have LiFE key performance indicators embedded into their EDRS since January 2018 Qualitative evidence gathered on LiFE aligns with the CSU values 				<ul style="list-style-type: none"> Environmental Scorecard CSU Green annual publication is available publically online Your Voice staff survey – ongoing (x3 sustainability questions) Research measure should follow the new research narrative – has it? Student experience linkages - Res Life surveys evaluate student engagement around sustainability, and the Sustainability Advisor roles improve this DSS undertake student evaluation surveys – Sep 2018 will include a sustainability component Measuring impact of sustainability initiatives across the LiFE frameworks through the collection and promotion of 40 stories of most significant change Financial performance through operational cost savings Implemented a holistic planning approach to sustainability at CSU Port Macquarie We measured our carbon footprint since 2011 and are externally audited every second year as part of our neutrality status in 2016 As yet to embed sustainability objectives into sectional plans and measure progress Incorporation of sustainability objectives i.e. in EDRS in all divisions 																									
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Suggested improvement actions	<p>12. Develop senior sustainability LiFE Champions and make them conspicuous- Outstanding</p> <p>13. Link champions and the action plans into formal university planning mechanisms (I&I, Operational plans, EDRS etc.)- Patchy, done at DFM and VCLT only</p> <p>14. Sustainability objectives included in university strategy – Organisational KPI established. Opportunities to better integrate with Strategic Focus Areas.</p>			VCLT	A	<p>15. Continue and enhance Res Life student surveys around sustainability – coming in Sep 2018 in partnership with Future Moves DSS</p> <p>16. Introduce sustainability dimension to SES surveys</p> <p>17. CSU to develop a contemporary set of sustainability key performance indicators to sit with the 2018-22 university strategy - Organisational KPI established. Requirement for additional KPIs to be debated</p>			Director, Commercial Services, Div Finance	A																				
				VCLT/SPI	A	PVC Teach & Learning			A																					
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Break

Stakeholder Engagement				Communications						
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Current Situation / gaps & shortfalls				Circle one	0	Low	Med	High High	V High	
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	<ul style="list-style-type: none"> Student Leadership Program (Strive) launched and available to all students We have limited, visible engagement with regional communities and community leadership around sustainability but this was greatly improved by the carbon neutrality announcement & solar stage I launch. Further engagement in 2018 with biodiversity monitoring across CSU in Canberra, A-W, Wagga, Dubbo & Orange. Still struggling with quality student engagement for the online population, and particularly satellite campuses e.g. Canberra. Also relates to our domestic partners we deal with (e.g. Study Group) Staff engagement is improving with examples including stargazing events (e.g. Wangaratta / Port Macquarie) and biodiversity (Canberra) events Could still be a place for a Leadership Certificate acknowledging voluntary contributions by students? No progress but could perhaps be included in the new GLO-based awards We do have a framework for communication through the CECs and the LiFE Steering Committee CSU sustainability continues to be well respected among external stakeholders such as government agencies (e.g. NSW Office of Env & Heritage, Australian Department of Env) and industry associations (e.g. Australasian Campuses Towards Sustainability, Tertiary Education Facilities Management Association) through CSU Green's activities and local, state and national awards. Engage with student representative groups to more effectively engage students with LiFE Communications vary but the role of the LiFE Champions should be acknowledged as leadership roles Employing (six) student Sustainability Advisors embedded in the Residential Advisor network – challenge is that it is a small number of students, need to run targeted competitions/opportunities for students to generate enthusiasm and capture imagination Employing two casual student biodiversity photo point monitors (at Wagga & A-W) 						<ul style="list-style-type: none"> Not leveraging enough from our unique carbon neutrality status and other sustainability external recognition e.g. Marketing Endeavouring to leverage our sustainability awards to increase opportunities to attract research funding Visible champion in the VC Publically accessible strategy will need a deliberate re-think and operationalising and communicating it more effectively needs to be prioritised The CECs and LiFE Steering Committee has improved engagement, communication and visibility in 2018 CECs have their challenges and inconsistencies – e.g. struggling to engage with CSU Farm Manager at Orange; vacant Chair position at Bathurst etc. 			
Suggested improvement actions	Actions to progress towards best practice			Lead	Priority A or B	Actions to progress towards best practice			Lead	Priority A or B
	18. Support the success of the pilot student leadership program (STRIVE) and ensure opportunities for sustainability leadership as part of this			DSS	A	22. Incorporate sustainability into the Our Communities strategic focus area of the new strategy 2018-22 – EMBEDDED via reference to 'Implement financially sustainable clean energy initiatives in support of carbon neutrality plan'			Strategy sponsor (DVC RDI), OCI	B
19. Support the HoC's roles in terms of internal and external engagement, being proactive on the CEC and being a senior champion for sustainability in the local community - include sustainability in their position descriptions. Involve other campus staff with high profiles who could be a CSU senior community engagement and promotion. Making the community aware of what we do.			Dir Gov & Community Relations	B	23. Develop a structured proactive approach to communications with external stakeholders around sustainability achievements and progress.			Director of Marketing and Comm's	A	
20. Review opportunities to influence sustainable operational practices and in curriculum via partnerships associated with Directorate of International Educational portfolio (DIEP) (noting 30% of our business is from partnerships e.g. Study Group Australia.)			PVC DIEP	B	24. Undertake integrated promotion of major sustainability achievements e.g. CO2 neutrality COMPLETED, solar project COMPLETED, awards won, GLO's etc.- ONGOING			ED DOM	A	
21. Integrate LiFE into home life of students (on or off campus) to invigorate thinking around sustainability in the spirit of the GLOs.			DSS	B						

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		Links to curriculum					Training and Support					
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Current Situation / gaps & shortfalls	<ul style="list-style-type: none"> Sustainable practices GLO (total of nine) supported by an Advisor and sustainability related resources created a new hub in 2016 making resources more visible.. Distance education identified as a separate cohort - CSU Green runs presentations as part of online-O week which are extremely poorly attended. Yindymarra Winhanganha – adopted as University ethos Cultural – Graduate Certificate in Wiradjuri Language and Cultural Heritage; Djirrawang (Mental Health) Sustainability includes environmental, cultural and social factors. The other Change Agent GLO's are Indigenous Cultural Competency & Global Citizenship Business-Industry interface - Indigenous Entrepreneurship – ensure they have a focus on sustainability as part of this program Informal/linking community curriculum - Healthy Life, First Deadly Steps, Veterinary Health Outreach, NSW EACG junior leadership workshops, Hackathon, Amazing Race, engineering projects, environmental walks & Yarning Circles 						<ul style="list-style-type: none"> VCLT member has been formerly appointed as Presiding Officer to the LiFE Steering Committee Volunteer champions identified though LiFE could be recognised in their EDRS? Extensive sustainability networks internally and with other units (via ACTS) More resources are available e.g. YouTube clips and new ELMO More informal opportunities to support stakeholders e.g. bikes ICCP training more than 30% of academic staff. Individual Schools have Reconciliation Plans GLO Advisors appointed to support Sustainable Practices, Indigenous Cultural Competency & Global Citizenship Sustainability component of staff inductions are not mandated e.g. ELMO modules 					
	Suggested improvement actions	Actions to progress towards best practice				Lead	Priority A or B	Actions to progress towards best practice				Lead
25. Continue integrating ethics and sustainability via Graduate Learning Outcomes – GLOs finalised, implementation continuing				DLS through Smart Learning.	A	30. Evaluate benefits of developing a sustainability competency training and assessment scheme (as an ELMO module?) by learning from the Indigenous Cultural Competency Program-‘Sustainability at CSU’ ELMO developed and will be available by the end of 2018, currently being tested by HR				A	EDHR & CSU Green	
26. Appoint the specialist to drive the sustainability GLO's (make resources permanent) J.Howard has been appointed temporarily 2017 & 18				PVC Student Learning	A	31. Continue (review) induction, new staff development and exposure processes in partnership with HR (Common Yindymarra Winhanganha /values. It needs to be embedded in the HR strategy.				A	EDHR & Exec. Dean Fac of Science	
27. Ensure our domestic Under graduate (Study Group) Partners are aligned with our curriculum regarding sustainability.				DIEP partner manages	A							
28. Consider the reward and recognition of informal curriculum activity. Continue to improve PD about “influencing community” in promotions information process				HR & DVCA build into info sessions.	B							
29. Co-creation with students of digital recognition process for them to self-track their attainment of the change agent GLO's				PVC Student Learning	A							

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Ten Leadership Champions are the Vice-Chancellor's Leadership Team (VCLT) comprising of:

Professor Andrew Vann, Vice-Chancellor
Professor Mary Kelly, Deputy Vice-Chancellor (Research, Development and Industry)
Professor Robyn McGuiggan, Deputy Vice-Chancellor (Academic)

Jenny Roberts, Deputy Vice-Chancellor (Students)
Paul Dowler, Chief Financial Officer
Adam Browne, Executive Director Human Resources
David Bedwell, Director, Strategy Planning and Information
Linda Breen, University Secretary and Director, Governance and Corporate Affairs
Peter Fraser, Director Government and Community Relations
Catherine Gordon, Executive Officer to the Vice-Chancellor.

Additional stakeholders:

Steve Butt Executive Director Division of Facilities Management (DFM)
Wayne Millar Operations Manager DFM

