

# COLLABORATIONS FOR CHANGE

Global Goals for Tomorrow's Education, Today

19TH ~ 21ST JUNE 2018 KEELE UNIVERSITY



## Projects for Impact! Ensuring strategic alignment and impact evaluation

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**CarbonCredentials**



Green Gown Awards  
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Continuous Improvement: Institutional Change

WINNER



Canterbury  
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# How do our organisations work?





# Command & Control vs Adaptive O/S



Adaptive Operating System - AOS

- Good Ideas
- Engagement
- Reduced risk



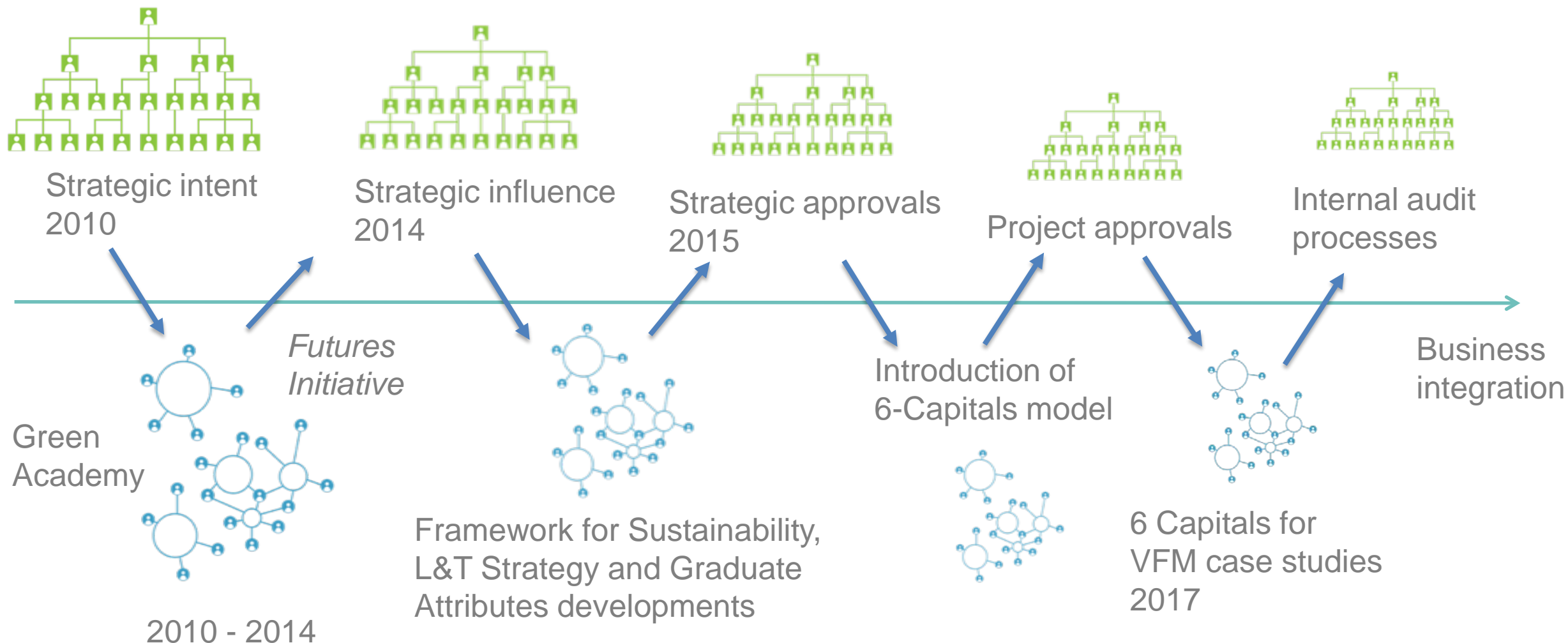
Command and Control  
Operating System - CCOS



- Permission
- Resourcing
- Decision-making agility



# Strategic Intent to Business Integration





# Project planning, Strategic links & Evaluation

## Standard Project Definition information

1. General project information and outline, including links to other initiatives, intended audiences and timescales
3. Budget & Resources; financial, staff & volunteer
5. Logical Framework: Events, Activities and expected outcomes
7. Accessibility & Risk assessments
8. Monitoring & Evaluation: Quantitative & Qualitative methods

## Demonstrating strategic alignment

2. Target Participation Level, from information giving to meaningful leadership & decision making.
4. Other Capital Resources: Human, Social, Manufactured, Intellectual & Natural
6. Logical Framework: expected short-term and anticipated longer-term Impacts aligned to sustainability objectives & Graduate Attributes
9. Strategic Alignment: Framework for Sustainability & Graduate Attributes
10. Understanding value creation: Capitals model

Overall Project Evaluation

# Project outline



## 1. PROJECT OUTLINE

Project Name:

Project Lead(s):

Additional Project Support:

Staff &  
Student  
Engagement

Education for  
Sustainable  
Development

Research &  
Knowledge  
Exchange

Our  
Environment

What larger programme or initiative is this part of (if any)?:

Area: (drag and drop the appropriate petal(s) from the image above)

What teams/department(s) will this project run under?:

### Project Outline

**Replace this text** to outline in brief:

- ◇ your project vision and expectations
- ◇ the project aims
- ◇ the scope of the project (how long will it take, how far reaching, its scale etc)
- ◇ and the elements involved (e.g. education, outdoor activity, curriculum development etc)
- ◇ Include SMART targets if you're using them.

# Participation level



Intended audience(s) - General: Specific:	
Campus(es):	
Start date: DD/MM/YY	End date: DD/MM/YY
<b>Target Participation Level:</b> <i>(set level and delete any levels above it)</i>	
Level 5: Students and/or staff share meaningfully in the leadership and decision-making for the whole project.	
Level 4: Students and/or staff lead and initiate action for parts of the project, but not the whole.	
Level 3: Core staff members initiate and lead action, but decisions are shared with student and/or staff participants.	
Level 2: Core staff members initiate and lead action. Students and/or staff are consulted and informed.	
Level 1: Core staff members initiate and lead action. Students and/or staff are informed.	



# Budget & Resources



2. BUDGET & RESOURCES			
Estimated Financial Budget:		Source:	
Financial Budget Break-Down	Cost:	Description:	Supplier:
Estimated Staff (Paid) Hours:		Estimated Staff & Student (Voluntary) Hours:	
-Down	Hours:	Activity	Paid/Voluntary:

# 5 Capitals



Hours Break-Down				

Which of the following resources will be utilised for this project?				
<b>Human Capital:</b> <i>(Individuals' expertise, capabilities and experience):</i>	<b>Manufactured Capital:</b> <i>(buildings, purchased or created resources):</i>	<b>Intellectual Capital:</b> <i>(organisational knowledge, systems and procedures):</i>	<b>Social Capital:</b> <i>(relationships, networks, stakeholders and communities):</i>	<b>Natural Capital:</b> <i>(non-renewable and renewable resources, biodiversity etc)</i>

# Logical framework



3. LOGICAL FRAMEWORK			
<b>Events &amp; Activities:</b> Outline each distinct type of event or activity in your project; multiple instances don't need to be included multiple times.			
<i>Replace this text with event/activity</i>	<i>Replace this text with event/activity</i>	<i>Replace this text with event/activity</i>	<i>Replace this text with event/activity</i>
<b>Project-Specific Outcomes:</b> Detail 2-4 direct outcomes that you will measure and evaluate by the end of the project.			
<i>Replace this text with intended outcome or drag and drop from below</i>	<i>Replace this text with intended outcome or drag and drop from below</i>	<i>Replace this text with intended outcome or drag and drop from below</i>	<i>Replace this text with intended outcome or drag and drop from below</i>
↓	<b>Expected Short-Term Impacts:</b> Choose 1-4 impacts from the list below that you will measure and evaluate by the end of the project.		↓
<i>Drag and drop from below</i>	<i>Drag and drop from below</i>	<i>Drag and drop from below</i>	<i>Drag and drop from below</i>
↓	<b>Anticipated Long-Term Impacts:</b> Choose 1-4 impacts from the list below that could be evaluated in the future, after completion.		↓
<i>Drag and drop from below</i>	<i>Drag and drop from below</i>	<i>Drag and drop from below</i>	<i>Drag and drop from below</i>

# Outcomes & Impacts



Outcomes & Impacts:			
(You can ignore the colour, number and letter coding at this stage)			
H	Encourages development of skill in communicating complex issues effectively	1 2 5	
I H S	Improves intersectionality, accessibility and inclusivity to widen participation.	1 4	
S	Blends communities and breaks down barriers	3 7	
F I S	Supports academic and/or departmental objectives	6	
H	Nurtures skills in critical thinking and sustainability	1 2 5	
H S	Enhances the sense of belonging and inclusion in the university community	3 4	
F S N	Contributes to cultural development of sustainable attitudes and behaviours	1	
F S	Enhances the reputation and distinctive profile of the University	8	
H S	Inspires leadership and empowers independent action	1 2 7	
S N	Enhances stewardship and sense of responsibility for our environment	3 4 7	
F H S N	Increases participation and engagement with sustainability initiatives	1 3	
H N	Encourages connection to and interaction with nature	3 4	
H	Provides transformational experiences that improve employability	2	
H S	Improves the physical and/or mental wellbeing of those engaged with it	4	
F H S N	Enhances awareness of sustainability issues and improves sustainability	1 3	
N	Enhances biodiversity and our natural environment	4 11 12 13	
H	Enhances digital literacy	2	
H S	Cultivates a sense of personal agency and impact on the university	4 7	
I H S	Embeds sustainability into the formal curriculum	1 5	
F S	Embraces our heritage to develop a sense of place	11 12 13	
H	Encourages resilience and adaptation in the face of an uncertain future	2 5	
S	Builds collaborative networks, partnerships or communities of practice.	3 8 9	
H S	Embeds sustainability into the informal and campus curriculum	5 11	
F N	Reduces our carbon impact and emissions	14	
H	Nurtures innovation and creation	2 8 9	
S	Enhances investment and engagement with our local community	1 3	
F I H S	Opens avenues for new research	5 8 9	
F N	Reduces waste, encouraging recycling and reuse, and best use of our resources	14	

# Accessibility & Risk



## 4. ACCESSIBILITY & RISK ASSESSMENTS

### Steps We Can Reasonably Take To Make This Accessible & Inclusive:

*(drag and drop all that apply into the box below)*

**Physical Environment:** e.g. ramps, lifts, places to sit, handedness

**Language:** e.g. multi-lingual signage, jargon-busting, acronym usage

**Timing:** e.g. time commitment, work/study routines, flexibility

**Gender & Sexuality:** e.g. non-gendered terms, chosen names

**Diet & Allergies:** e.g. dietary requirements, latex content, bee stings

**Visibility:** e.g. colour-blindness, text justification, font size and kerning

**Religious & Cultural Sensitivity:** e.g. prohibitions, alcohol, meat

**Safety:** e.g. lone-working, whistleblowing, data use, adequate training

**Economic Impacts:** e.g. off-campus travel, out-of-hours, equipment

**Ethical:** e.g. informed consent, cruelty-free products, attribution

**Notes:**



# Risk assessments



**Replace this text**

*with specific points to reflect the potential issues you have identified above how you'll address them. You may find that some of these issues arise from the project design; consider going back and tweaking those earlier design decisions to create a more inclusive and accessible project from the outset.*

**Risk Assessments:**

For each type of event and/or activity you outlined in the logical framework, note down any key areas of risk, or if none apply (e.g. for a communications campaign) just put 'not applicable'. Risk assessment templates are an appendix file which can be filled out separately; just put an 'x' in the bottom-right box when the risk assessment has been completed.

<b>Copy and paste</b> event/activity from Logical Framework	Outline areas of potential risk if appropriate	<b>Copy and paste</b> event/activity from Logical Framework	Outline areas of potential risk if appropriate
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5. MONITORING & EVALUATION															
<b>Quantitative Methods</b> <i>(choose all that apply)</i> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Dashboard assessment</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Attendance/participation #s</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Likert scale questions</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Other: <i>please specify...</i></div>	<b>Methods Chosen:</b> <i>(drag and drop boxes into this area)</i> <div style="border: 1px solid black; height: 150px; margin-top: 10px;"></div>	<b>Qualitative Methods</b> <i>(choose 1 or more)</i> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Open-ended questionnaires</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Interviews/case studies</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Quotes/feedback cards</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Stories and/or observations</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Focus groups</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Value/benefit analysis</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Progress review</div> <div style="border: 1px solid black; padding: 2px; margin: 2px;">Other: <i>please specify...</i></div>	<div style="margin-bottom: 20px;">Beginning</div> <div style="margin-bottom: 20px;">Middle</div> <div>End</div>												
<b>Data Gathering</b> <p>For each type of event and/or activity you outlined in the logical framework, note down in brief the methods you will use to monitor and evaluate its success. You can use this section to track progress on each project, if it's helpful to you to do so.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Activity</th> <th style="width: 60%;">Method(s) and Notes</th> <th style="width: 10%;">Deadlines</th> <th style="width: 5%;">X</th> </tr> </thead> <tbody> <tr> <td style="height: 100px; vertical-align: top; padding: 5px;"> <i>Copy and paste event/activity from Logical Framework</i> </td> <td style="height: 100px; vertical-align: top; padding: 5px;"> <i>Copy and paste or write in method(s) and what, specifically, you will be measuring with each of them.</i> </td> <td style="height: 100px; vertical-align: top; padding: 5px;"> <i>DD/MM/YY</i> </td> <td style="height: 100px;"></td> </tr> <tr> <td style="height: 100px; vertical-align: top; padding: 5px;"> <i>Copy and paste</i> </td> <td style="height: 100px; vertical-align: top; padding: 5px;"> <i>Copy and paste</i> </td> <td style="height: 100px; vertical-align: top; padding: 5px;"></td> <td style="height: 100px;"></td> </tr> </tbody> </table>				Activity	Method(s) and Notes	Deadlines	X	<i>Copy and paste event/activity from Logical Framework</i>	<i>Copy and paste or write in method(s) and what, specifically, you will be measuring with each of them.</i>	<i>DD/MM/YY</i>		<i>Copy and paste</i>	<i>Copy and paste</i>		
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<i>Copy and paste</i>	<i>Copy and paste</i>														

# Further development



<i>from Logical Framework</i>	<i>you will be measuring with each of them.</i>	
<b>Copy and paste</b> event/activity <i>from Logical Framework</i>	<b>Copy and paste</b> <i>or write in method(s) and what, specifically,</i> <i>you will be measuring with each of them.</i>	DD/MM/YY
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**Further Development:** If this project is a success, it could realistically... *(drag and drop boxes into the area below)*

be scaled up within CCCU

be embedded into existing practice

become community-led

be replicated at other institutions

**Replace this text**

*to outline in brief, what the success of this project could mean in terms of next steps*

Agreed by (line manager/budget holder):

Date: DD/MM/YY

# Assessing strategic impact



## 6. ADDRESSING STRATEGIC OBJECTIVES

### Framework for Sustainability: Organisational Targets

#### Student & Staff Experience

By 2020 the University will have significantly improved levels of awareness of and engagement with sustainability, and established appropriate ways of measuring and evaluating this.

#### Education for Sustainable Development

By 2020 all Schools and Faculties will have developed a response to ESD such that every student will have had the opportunity to learn about sustainability in the context of their chosen discipline and field of work.

#### Research and Knowledge Exchange

By 2020 the University will have an established sustainability Research and Knowledge Exchange profile that is recognised across the University and beyond.

#### Our Environment

By 2020 the principles and pedagogies of sustainability will be central to the development of the built and natural environment.

### Plugging Outcomes and Impacts into the Sustainability Framework

Referring back to your outcomes and impacts selections on the *Logical Framework* page, for each number that appears on the right-hand side of a box you selected, drag the corresponding number(s) from the objectives below into the centre. If one of your project-specific outcomes addresses an objective that hasn't already been drawn out by the number coding, drag that into the centre too. These 'objectives addressed' will help you to evaluate the project in its strategic context.

# Strategic objectives



Framework Objectives Addressed (drag boxes into this area)		
Enhance the level of engagement and participation in sustainability related initiatives <span>1</span>		Demonstrate leadership through sharing knowledge and experience, such that the University becomes known for excellent practice within the HE sector. <span>8</span>
Encourage the development of student initiated and led sustainability-related activity <span>2</span>		Facilitate the development of inter and trans-disciplinary research with a sustainability focus. <span>9</span>
Foster connections between individuals, communities and their environment <span>3</span>		Collaborate across sectors to develop new thinking for sustainability. <span>10</span>
Create spaces to support health and wellbeing. <span>4</span>		Develop the University estate, in a way that maximises educational, research and community benefit and enhances positive environmental impact. <span>11</span>
Embedding sustainability in the development of new modules and the enrichment of existing formal and informal curriculum. <span>5</span>		Develop our campus environments, recognising our sense of place within unique heritage locations. <span>12</span>
Ensure that academic infrastructure aligns with internal and external quality frameworks for sustainability. <span>6</span>		Integrate our built and natural environments in ways that embody our values. <span>13</span>
Maximise opportunities for student involvement in the development of formal, informal and campus curriculum. <span>7</span>		Maintain progress in reducing environmental impact, maintaining a focus on reducing our carbon emissions in support of sector and national targets. <span>14</span>





# The SDG Accord

*The University and College Sector's Collective Response to the Global Goals*



*End extreme poverty, inequality and climate change*

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**Carbon**Credentials

[www.sdgaccord.org](http://www.sdgaccord.org)

