

Part III

// Embarking on your Sustainability Journey –

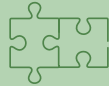


Overview of the Implementation Process (Inward-out)

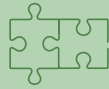


GUIDING QUESTIONS

STEP 1 Shared Vision	STEP 2 Mapping SD Activities	STEP 3 Linking Activities to SDG Targets	STEP 4 Mapping Governance & Skills	STEP 5 Mapping Regional Challenges	STEP 6 Alignment	STEP 7 Gap-Analysis
<ul style="list-style-type: none"> • What does sustainability mean to us? • To which transformation modus (-> Table 14) can our subsystems, such as administration and different faculties, be assigned? Subsystems can be assigned to different modes. • Is SD already part of our strategic orientation? • Does our institution's vision refer to SD? And if so, where and how? • Do we already implicitly refer to SDGs in our value statements? And if so, which SDGs are we referring to? • Who are our trailblazers? In which areas do we find them? • Do our internal stakeholders discuss specific SD-related topics? If so, 	<ul style="list-style-type: none"> • What SD activities are we already conducting in our core areas (education, research, outreach & partnering, entrepreneurial activities, governance and campus operations)? • Can these activities be grouped into thematic focus areas? 	<ul style="list-style-type: none"> • Which of our ongoing SD activities contribute to what SDG target(s)? • Which SDG target(s) are reoccurring and thus could function as focal areas? 	<p>Capacities</p> <ul style="list-style-type: none"> • Which capacities are most important for achieving the identified SDG target(s)? • Do we already possess this capacity, or do we have to build it/develop it further? • What capacities do we need to develop to move towards our institutional vision? <p>Governance</p> <ul style="list-style-type: none"> • What are our current governing structures (offices, networks, etc.)? • Who has the right to make decisions? Who is allowed to participate in decision-making processes? • Who controls what activities? Is this transparent? 	<ul style="list-style-type: none"> • What challenges does our region face today and in future (next 20 years)? • Are regional stakeholders aware of the regional challenges and intend to act to overcome these (problem ownership)? • Are these discussed among or supported by the regional stakeholders? • Which targets help to minimise risks and challenges in our region? • How is the societal climate towards SD? 	<ul style="list-style-type: none"> • What are our key findings from the previous steps? • Can we group these in separate 'blocks', for example, using the SDS4HEI framework model? • What do we want to visualise for what purpose? • What form of visualisation is easy for us to realise? 	<ul style="list-style-type: none"> • Do our focus areas (clustered targets in current actions) align with the main regional challenges? • Do important regional SDG targets exist that we are not addressing (gaps)? If so, what are these? • Do we have the capacity to address these? • If so, what are possible new/modified actions/measures in our core areas addressing or contributing to these targets? • Are we aware of any important target(s) that the region is not yet aware of and that we need to communicate? • How can your actions go beyond your region?



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	<p>what issues are currently discussed?</p> <ul style="list-style-type: none"> • How do we envisage to orchestrate the process of SD implementation? • What is the culture like in our region? What are the values, beliefs and attitudes towards SD? • What is it that we want to sustain in supporting best quality of live in our region? • What is our shared vision of SD? What does a concrete image of a sustainable HEI look like? 			<ul style="list-style-type: none"> • How is SD embedded in your organisation's rules and regulations? • Have SD-related incentive systems been established? • Who are the actors currently involved in SD? • To what extent do the existing governance structures and modes of governing facilitate or impede SD? 			and positively affect a global scale
NOTE(S)	A shared vision is the prerequisite for all strategic SD activities. It entails values, beliefs and narratives concerning SD and thus gives meaning to actions and motivates stakeholders to become active		<p>Instead of referring to SDGs, take a closer look at the sub-targets of the respective SDGs.</p> <p>Connecting these targets to regional challenges and potentials will make sustainability goals more feasible.</p>	<p>Capacities: The framework helps you to identify the most relevant capacities to reach a certain SDG target in a specific implementation area. By analysing the different variables that make up a capacity, you can figure out what your HEI needs to work on to strengthen this capacity.</p>	Although climate change is a global challenge, regional efforts can make the SDGs more feasible. The combination of sustainability and regional development can facilitate sustainable ecosystems.	The process of getting there is more important than the visualisation itself, as it entails thoughtful reflection on the insights gained. Nevertheless, visualisations facilitate internal and external communication.	The Gap Analysis is no means to its end but an instrument to identify areas of improvement. Forasmuch, it should cover all core functions of your HEI while accounting for the regional context.



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			<p>Governance: Governance structures and modes of governing moderate transformative actions at HEIs. They must be flexible and open enough to allow for change while offering stability.</p>			<p>In doing so, the focus is not on identifying every gap but pinpointing those your organisation can meaningfully contribute to narrowing-</p>

2.2 Capacity Frame – Mapping Governance & Skills

Further, striving for successful SD implementation calls for mapping the skills and capacities available and the governance and modes of governing in the HEI and matching them with the necessary capacities to act towards SD effectively.

All capacities are important for the strategic implementation of SD at HEIs. By highlighting the critical capacities of a measure in a core area, key stakeholders can be identified, and governance measures can be planned. After getting an overview of the activities already being done in the institutions, HEIs must analyse how these activities relate to their capacities. This linking is done by **drawing lines from the activities in the different core areas to the most important related capacities**. For example, entrepreneurial support depends on the HEI's transfer capacity ('praxis'), while 'education' and 'research' impact the capacity to 'promote equity'.

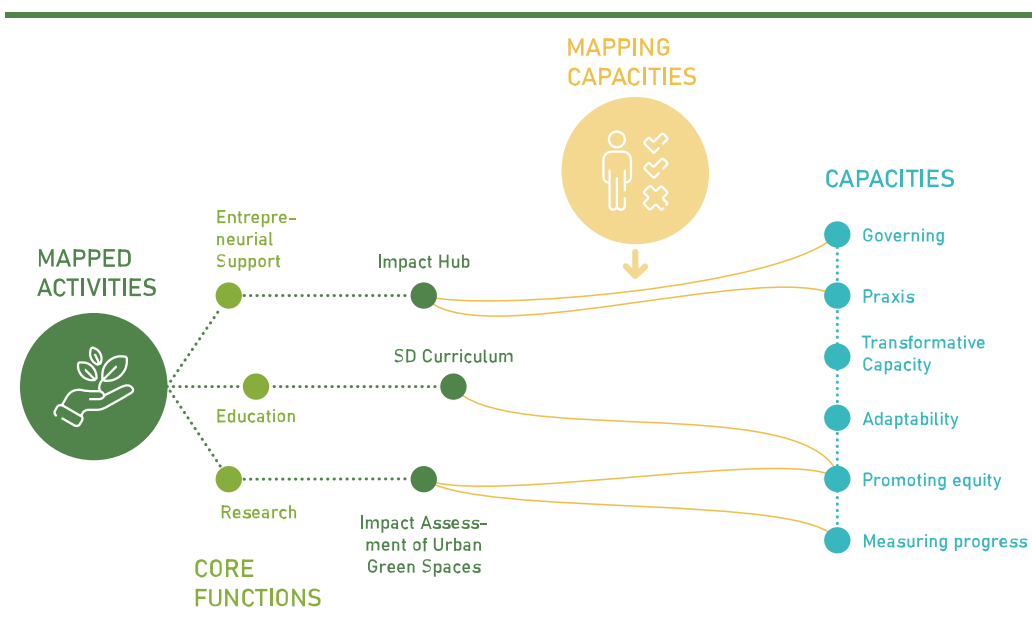


Figure 6.
Mapping Capacities

The following questions can guide the mapping of capacities:

	<p>Mapping Capacities</p> <ul style="list-style-type: none"> —» Which capacities are most important for achieving the identified SDG target(s)? —» Do we already possess this capacity, or do we have to build it/develop it further?
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Step 4a.
Mapping Capacities

—» What capacities do we need to develop to move towards our institutional vision?



Note

Not every HEI possess every capacity. The framework helps you to identify the most relevant capacities to reach a certain SDG target in a specific implementation area.

By analysing the different variables that make up a capacity, you can figure out what your HEI needs to work on to strengthen this capacity.

Since governance is an overarching capacity equally necessary for every strategy, HEIs must analyse their structures. The following questions can guide the mapping of governance structures and modes of governing:



Mapping Governance and Modes of Governing

- » What are our current governing structures (offices, networks, etc.)?
- » Who has the right to make decisions? Who is allowed to participate in decision-making processes?
- » Who controls what activities? Is this transparent?
- » Who do I need to talk to or engage to initiate SD processes?
- » How is SD embedded in our organisation's rules and regulations?
- » Have SD-related incentive systems been established?
- » Who are the actors currently involved in SD?
- » Which elements out of the four modes (—» **Table 14**) assists us in becoming mor sustainable?
- » To what extent do the existing governance structures and modes of governing facilitate or impede SD?



Note

Governance structures and modes of governing moderate transformative actions at HEIs. They must be flexible and open enough to allow for change while offering stability.



Step 4b.

Mapping Governance & Modes of Governing

By answering the previous questions, HEIs can achieve their set SDG targets through transparent rules, control and decision-making mechanisms. Relevant stakeholders and their interests can be identified and managed. Participation helps to build trust and promotes accountability.

2.3 Contextual Frame – Regional Challenges

The fifth step centres on mapping regional challenges. Following the idea of the third mission, HEIs should aim to contribute to regional and societal development. By looking at the ‘contextual frame’, encompassing the diverse context factors within a region, HEIs can align their strategic orientation with regional challenges.



Mapping Regional Challenges

- » What challenges does our region face today and in future (next 20 years)?
- » Are regional stakeholders aware of the regional challenges and intend to act to overcome these (problem ownership)?
- » Are these discussed among or supported by the regional stakeholders?
- » Which targets help to minimise risks and challenges in our region?
- » How is the societal climate towards SD?



Note

Although climate change is a global challenge, regional efforts can make the SDGs more feasible. The combination of sustainability and regional development can facilitate sustainable ecosystems.



Step 5.

Mapping Regional Challenges

2.4 Alignment – Binding Things Together

Aligning and **visualising** the previous steps’ core findings is at the heart of Step 6. Aligning the core findings with the previous five steps of the process model serves as the vital culmination of your journey toward SD in your organisation. By weaving together the insights and outputs from these foundational steps, you can create a cohesive framework that allows you to identify synergies, bridge gaps, and ensure that the overarching vision is harmoniously realised (see Step 7). Such alignment assists you in streamlining your endeavours and empowers you to make informed decisions and take purposive actions.