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Sustainability Report   
for INSTITUTIONNAME

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Sustainability Report for [enter entity name]

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| **VISAS: Five Facei shots of a Compelling and Practical CSR****Vision.** ***Compelling CSRs*** hold a central vision and mission closely. The influence of the mission and vision on the organization's sustainability efforts and CSR is unmistakable. The vision and mission is what bounds the sustainability efforts, keeps it focused in the right direction (according to the organization), determines what are long-term goals and what are secondary. This vision tends to be articulated early in the CSR, and referred to often.  ***Less compelling CSRs*** tend to perhaps make passing reference to the organization's vision for sustainability, but that vision is not infused and embodied in the sustainability program. It is simply used as a garnish. Less compelling CSRs also have a tendency, ironically, to set visions which are so lofty as to be completely unrealistic and entirely unsupported. Chances are an organization which does not capture or allude to a single sustainability metric will not single-handedly make 'sustainable commercial development' a reality. **Innovation.** ***Compelling CSRs*** tend to be infused with a feeling of innovation which one could consider simultaneously practical and playful. In many cases, this innovation tends to be because the CSR reflects a sustainability mission which is well-developed and embraced by the entire organization, and therefore becomes a hotbed for thought and interest. As the entire organization becomes more engaged in the vision and the program matures, the CSR tends to become a reflection of that enthusiasm. Innovative initiatives are developed and flourish as different people and functions within the organization bring their talents to the sustainability program. By nature, sustainability is a widely multi-disciplinary field, and innovation in sustainability requires understanding, enthusiasm, and a sense of partnership.  ***Less compelling CSRs*** tend to go through the motions of innovation, perhaps highlighting one initiative or another as interesting. These programs struggle to create what could be considered a "veneer of innovation." An example of this is when an organization may have had an interesting initiative four or five years prior, yet is still touting its exploits. Interesting CSRs tend to be out of date before they are published, as there is constant movement, imagination, and innovation happening. **Storytelling.** ***Compelling CSRs*** tend to be rich with stories. These may be stories of triumph or ingenuity, passion or failure, but they are real stories with faces and voices. Rich storytelling is, in many ways, the byproduct of a sustainability program performing well on the other VISAS facets, as these stories tend to be a reflection of an organization's engagement in the sustainability vision and the empowerment of everyone to better the organization. With this kind of entrepreneurial spirit happening, one could expect that some great stories would arise.  ***Less compelling CSRs*** tend to either be entirely without stories, or have a sprinkling of highly sanitized stories. These stories are completely devoid of any emotion or persona, and tend to be bland because they are either wholly fabricated or intended as some sort of corporate parable: "A Generic Co. associate was walking into work at one of our 600 proud facilities nationwide and thought it would be nice to recycle office paper..." **Accomplishment.** ***Compelling CSRs*** are clear about metrics, goals, and accomplishments. They do not hide metrics or otherwise obscure progress toward goals, instead tending to distil what could be complex measures into simple, visual, easily understood metrics. These metrics may be backed by tremendous amounts of data and supporting assets, but the compelling CSR does not seek to impress with reams of fine print. Furthermore, in the interest of transparency and brevity, they are also equally likely to recount disappointments or missed goals, electing to embrace them as opportunities for learning.  ***Less compelling CSRs*** tend to bask in complexity to further appearances they have meaningful goals and accomplishments. They may have 40 or 50 poorly structured, redundant metrics, and may also tend to obscure how the metrics are derived. A common practice in these types of CSRs can be to index the next decade of performance to a "year zero" baseline. While they may provide impressive year over year performance (i.e., "in 2015, we reduced electricity usage 20% over our 2005 baseline."), they, in many cases, simply highlight how poorly performing the organization was in the baseline year. Furthermore, less compelling CSRs have a tendency to not "raise the bar" on metrics after they are reached, instead choosing to rest on their accomplishments as long as possible. **Structure.** ***Compelling CSRs*** have a logical flow and structure, and clearly depict sections. While this may sound to be a rather tactical and low-level concern, a well-articulated structure in a CSR makes the other facets that much more compelling. The reason for this is that CSRs with strong structure tend to take on an almost narrative quality, and read as a single, unified story as opposed to an assemblage of unrelated components. Think of anything from a compelling TED Talk to timeless literature, and they all follow one variation or another of the classic narrative structure: Orientation - Complication - Resolution. No CSR ends in total, perfect resolution of all problems, but ends on a hopeful note by showing progress made toward important goals.  ***Less compelling CSRs*** tend to lack the narrative feel, and therefore result in the reader skimming or choosing selected passages to review. In essence, it is very difficult to create an interesting story without a compelling viewpoint, meaningful accomplishment, notable struggle, or interesting characters. Interesting stories write themselves by comparison because the source content has richness. |

# Introduction

The purpose of this tool is to allow for a triple-bottom line cost-benefit analysis to be done on a MOOC and/or digital learning programme.

# Scope

*What do you want to apply the cost-benefit tool to? Is it to an entire institution, is it to your department, your MOOC-portfolio, to a specific course?*

*Give some details about the entity chosen. Describe:*

* *Brief history*
* *Key statistics (student numbers, learning hours, etc)*
* *Mission and Vision of the entity*
* *Key projects underway for the next few years*

# Purpose

*Why are you doing this review (aside from the fact that is required by the MOONLITE project)? Are you doing it to:*

* *Get a snapshot of cost-benefit, implying that this is a one-off exercise which will only require reporting your current status?*
* *For internal management and monitoring purposes, i.e. to measure performance over time, implying that you will conduct this exercise regularly to measure progress?*
* *To compare the impact of your entity against other entities - benchmarking, implying that you will run this exercise on more than one entity and compare the results?*

## **Target Groups**

*Does your entity consider any specific target groups, e.g. refugees, international students, students from the region, as specific to its mission? If so, mention each of these target groups and describe them.*

# Overall Goals

*Please describe the overall (high-level) goals for your entity. Note that these should not be ‘marketing’ goals, as they will need to be reported on later, in terms of:*

## **Business Goals**

*These are your abstract KPIs, such as:*

* *Offer x amount of courses*
* *Achieve x growth rate*
* *Teach x amount of students*

*Different types of Financial Social and Environmental Goals can be seen from these two overview sheets of* [*ISO 26000*](https://drive.google.com/open?id=1_-qIX2YvYMDHm7vVJRcQ7fC1KUIatURV) *and the* [*GRI Standards*](https://drive.google.com/open?id=19s3IGZGejCCrdO6Q3eBorjg-TgmcbPjN)*. The most relevant goals and potential indicators have been highlighted in the chart to help you in identifying your goals.*

*These overall goals should then be characterised in terms of:*

### **Financial Goals**

*Overall financial goals might includes things like:*

* *Gain more state-funding*
* *Break-even on activities*
* *Lower cost-per student than traditional learning*

### **Social Goals**

*Overall social goals might includes things like:*

* *Provide access to education for refugees*
* *Provide access to employment to all students*
* *Provide high-quality jobs for staff*
* *Improve community-relations*

### **Environmental Goals**

*Overall environmental goals might includes things like:*

* *Lower environmental impact of operations*
* *Raise environmental awareness amongst student cohort*
* *Reduce waste*
* *Reduce travel*

# Management Approach and Activities

*For each goal or for each cluster of goals, create a chapter. We are aiming for 2-5 chapters. This chapter should be structured like this:*

*Examples of chapters:*

* *Managing public funding responsibly*
* *Improving futures for refugees*
* *Minimising our environmental cost*
* *Providing opportunities for students in third-world countries*

## **Chapter 1**

### ***Approach***

*How does your organization manage its work towards this goal on a day to day basis? WHo is responsible? What procedures are in place? What policies are in place?*

*If you can provide illustrative examples that would add to the report.*

### ***Activities***

*Provide a description of specific projects your institution is running that contributes to this goal.*

*Indicators*

Choose indicators

# Impact of our MOOCs for Employability & Social Inclusion

*This needs to contain a discussion, based on the chapters above of:*

-          *What impact can the MOOCs be seen to be having on employability & social inclusion*

-          *Is the institution able to measure this impact, or only claim it through participation numbers, etc?*

-          *If we can’t measure impact directly, what leads us to think MOOCs are valuable?*

-          *What can be done to improve impact measurement?*

-          *If we do have direct impact indicators – time to show off 😊*



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Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged.

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