

Victoria University of Wellington

**New Zealand's globally ranked
capital city university**

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Vice-Chancellor and Sustainability Manager

Capital thinking. Globally minded.



Introduction

- Some perspectives on leadership
- VUW's vision and strategic approach
- Relevance of the above to sustainability
- VUW and sustainability

University history

Agents of change

- Change in universities has resulted from broad social, political, economic and technological changes including:
- democracy and the advent of mass education
- globalisation and loss of national identity
- link between innovation, skills and economic growth
- information communication technologies
- development of for-profit education

Academic motivation

1	Stimulation	15.00
2	Collaboration	13.19
3	Personal Development	13.07
4	Feedback – ‘Client’	13.04
5	Feedback – Peer	12.63
6	Career Progression	12.17
7	Autonomy	11.89
8	Wellbeing	11.11
9	Quality	10.24
10	Security	10.09
11	Salary	9.96
12	Affiliation	9.43
13	Feedback – Management	8.48
14	Leadership – Group	8.27
15	Involvement	7.76
16	Leadership – Executive	7.43
17	Leadership – Academic	6.37
18	Confidence	5.98
19	Leadership – University	3.90

High

Medium

Low

Academic Leadership

Develop a leadership framework

- Consider the current context in which the community you lead sits (SWOTs, PEST scan)
- Establish a vision for the community
 - to what you aspire; ensure plenty of stretch
- Clarify the mission of the community
 - your purpose; what you do and don't do
- Agree the core values of the community

Academic Leadership

Develop a leadership framework

- Convince all of the importance of the community's vision, mission and values
- Establish longer-term high-level strategic goals and strategies (and shorter-term more 'bite sized' tactical goals and action plans) to guide your community from present to vision
 - while remaining aligned with the community mission and values

Academic Leadership

Develop a leadership framework

- Align the goals of individuals and the community
 - ✓ consultation; motivation; incentive
- Ensure people know what they have to do and why
 - ✓ staying on strategy
- Ensure they have necessary knowledge, skills and resources, trust them to get on with it, and audit
 - ✓ train, trust, audit
- Appropriately reward them when they succeed



Academic Leadership

What makes a good leader?

- The characteristics of a good leader start with moral courage – that is the courage to do the right thing
- Doing the right thing relies on a leader holding true to a set of core values such as respect, responsibility, fairness, integrity and compassion

Academic Leadership

What are some of the other characteristics of good leadership?

- Vision and the ability to inspire
- Excellent communication and listening skills
- The ability to enable others and to create a sense of team
- However, good leadership must end with delivery

Our vision

To be a world-leading capital city university and one of the great global-civic universities

Capital thinking. Globally minded.

Our 1st Strategy

Adopt a distinctive academic emphasis

- Advancing better government
- Enabling our Asia-Pacific trading nation
- Cultivating creative capital
- Enriching national culture
- Spearheading our digital futures
- Stimulating a design-led, high-value manufacturing region
- Improving health and wellbeing in our communities
- Enhancing resilience & sustainability of our natural heritage & capital

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Leadership and Carbon Reduction



Sustainability at Victoria

- Committed leadership
 - Assistant Vice-Chancellor (Sustainability) Professor Marjan van den Belt
 - Sustainability Manager Andrew Wilks
- Very strong multi-disciplinary research programmes
 - e.g. Antarctic Research Centre
- Authenticity
 - Alignment of research, teaching, public commentary and actions
 - e.g. one of the first universities in the world to commit to divesting from fossil fuel investments



Inspiring tomorrow's leaders

- We aim to inspire the next generation of leaders and citizens to adopt sustainability as the norm
- Part of broader mission to prepare globally confident, civic-minded graduates for a future which will increasingly rely on sustainable practices
- More than 60 undergraduate courses related to sustainability across six faculties



Inspiring tomorrow's leaders

- We are encouraging collaborative projects in the classroom, around campus and in the community, where students from different disciplines come together with each other and with others for research, learning and innovation
 - Bethany Paterson organising energy-saving competition between halls of residence
 - Growing Graduates project

Energy initiatives





Transport



Results so far...

- Total CO₂ emissions down 12% since 2007
 - Down 16% per person
 - Down 23% per square meter
- \$5m in energy savings and \$1.5m in parking revenue
- From 1 FTE, modest budget and *connections*