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**Mutah University**



**Plan for Sustainability**

**JOB-JO**



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**Aim:** *This document is designed to structure the development process of the sustainability and financial plan (WP6) at each MU. It's strongly connected to WP1 and WP2 as a base for planning of the future development of the MU.*

**After completion or after any update send to:**

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Responsible: each Ukrainian Partner University (PCU)

**Deadline:** 1<sup>th</sup> Nov 2015

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## 1. Introduction

### ***Purpose of this Plan***

This document is a blueprint for how MU will work to ensure the long-term sustainability of the positive effects for the university citizens and university industrial partners.

MUs are supposed to provide almost the same service portfolio as a platform for the exchange of tangible and intangible intellectual property, expertise, learning and skills between university, industry and the community. But sustainability for each MU will depend from specific internal and external environment. That's why it's really important to have a plan for sustainable life of the MU.

There is no single formula or answer to the sustainability challenge. However, creating a written sustainability plan will provide a road map to guide you and your partners as you work on sustainability efforts. The process of creating a written sustainability plan can also strengthen MUs partners' buy-in and understanding of the efforts needed to keep MU operating and improving. MU can use the plan to market MU services/projects to potential funders and other possible partners, and as a guide to support the ongoing management of the project.

A sustainability plan can help identify what resources are necessary to sustain your project, encourage the development of partnerships and support collaboration, and help define progress and the necessary action steps needed to ensure long-term success after the TEMPUS MU Project ends.

### ***Defining "Sustainability"***

Sustainability is a measure of an MU's ability to fulfill its mission and serve its stakeholders over time. This document is designed for MUs, for which improved sustainability means broader sources of funding and an enhanced ability to deliver vital services to target groups. There is a wealth of knowledge about the process of improving organizations' sustainability, built by the experiences of many people who have worked over many years to improve the sustainability of many different organizations. The main insight from this collective experience is that an organization's level of commitment to sustainability is the most important factor in its success. There must be full commitment to the process throughout the organization, from the board of directors through senior management and the entire staff. This is because sustainability is a process, not an end. An organization does not "become" sustainable and then rest on its success. Sustainability involves all the elements and functions of an organization, and every major decision made within the organization — from human resources to finances to service delivery — must be considered through the filter of sustainability.

The seven elements of sustainability are:

1. **VISION:** Clarity exists about fundamental issues such as what is being sustained, for how long, and at what level of activity; all partners in the initiative embrace the vision.
2. **RESULTS ORIENTATION:** The entire focus is on the success of the university and industry collaboration, as well as on the business activities of university citizens.
3. **STRATEGIC FINANCING ORIENTATION:** A long-term perspective is taken to financing activities, cultivating multiple diverse sources of revenue to maintain financing of the MU at sufficient levels.

4. **BROAD BASED COMMUNITY SUPPORT:** Community members show solid support of the MU and its activities through volunteerism, donations, cooperation and other forms of involvement.
5. **ABILITY TO ADAPT TO CHANGING CONDITIONS:** Flexibility is maintained to change strategies, services, systems etc. over time without losing sight of the end results sought.
6. **STRONG INTERNAL SYSTEMS:** Internal organizational functions – governance, finance, human resources, evaluation, and others – are reliable and effective.
7. **SUSTAINABILITY PLAN:** A written plan has been developed and agreed by the MUs and university administration, and is used to guide actions to promote long-term sustainability.

## 2. Benefits map

In general, sustainability is based on benefits. That's why the good practice is to start from something like a benefits map, where you can provide benefits for different groups of the involved. Those benefits should be provided here in accordance to MU specialization, region specifics, etc.



As an example you can use "AQUAdemia impact map" (find it in Background materials folder at AppBox)



### Benefits map

No	Group	Benefits
<b>Individual Level</b>		
1.	Student	- Work experience through internship - Support for startups and business activities -...
2.	Educator (Lecturers, Researchers)	-
3.	Business employee	-
<b>Global Level</b>		
4.	University	-
5.	Business	-
6.	Region	-
7.	Society	-

### 3. Vision and Desired Results

The two most fundamental elements of sustainability are Vision and a Results Orientation. Clarity is needed on key questions such as, exactly what are we trying to sustain? For what purpose – what do we seek to accomplish for university community and industry partners in the long run? This section of the plan addresses these fundamental questions.

#### **Vision**

Please provide here the vision statement and any other important descriptors of the vision for the MU sustainability



Vision –

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- It's really important to understand that vision of MU Sustainability and vision of MU, as a university unit, are different. So the Vision provided here should not be the same as at MU Strategy.

- Your vision should be what unifies all of your project's sustainability efforts. That's why the better way is to start from Desired Results and then back to Vision



Examples of the Sustainability Vision

- "To be the one of the most important and indispensable university unit in order to supporting a broad scope of university citizens activities, during the whole life cycle. We actively seek to meet the changing technological, social, economic and environmental conditions, as part of the global effort to reduce their impact on the university"
- "To be the preferred (strategic business)partner for public and private sector entities within the technologically and innovatively sector, considered for its powerful and engaging sales performance development concepts that create opportunities for growth, both for the partners and for the organisation we are serving."

#### **Desired Results & Strategies for Achieving Results**

*(Determine What You Want to Sustain)*

The results or outcomes to be achieved for MU should be described here. Write out the results your MU is trying to achieve after the life of the grant. Identify which activities will lead to desired results after the life of the grant. Other key questions to be addressed here are, for how long are we planning to sustain the strategies? At what level of activity or service? And what are the most important challenges which you expect during realization of those activities?



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When thinking about which, if any, of your present MU activities you want to sustain, consider which ones should be sustained. It is important to first assess the success of current activities supported by grant. Is there a clear benefit to continuing the effort over a longer time period? What if the grant activities have not been effective? A training program with lower than anticipated placement rates, for example, may not be worth sustaining. A lesson learned from the project may be that it should not be sustained or replicated. What outcomes do you want to achieve in the future, and what activities are key to achieving them?

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Desired results could be divided on groups. Fill free to add or remove any group. Also, describe here the most important challenges which you expect during realization of activities you have provided

No	Desired Result	Activities	Challenges	Time
1.	<b>Financing/Funds</b>			
	To be a financial independent university unit	<ul style="list-style-type: none"> <li>- Activity 1</li> <li>- Activity 2</li> <li>- ...</li> </ul>		
	To have additional funds for supporting early stages of new projects			
	...			
2.	<b>Human resources</b>			
	To have regular core team (for example - 5 persons)			
	...			
3.	<b>Sustainable development</b>			
	To increase a number of student startups			
	To ensure the growth of the grant proposals			



## 4. Community Relationships

This portion of the plan addresses two essential elements of sustainability, the need to build and sustain broad-based community support and the importance of cultivating key champions both as leaders within the organization and as visible outside advocates.

### ***Building Community Support***

Strategies for building and sustaining broad-based community support should be described here. This can include inserting, or referencing, a public communications plan. All activities from dissemination plan (WP7) connected to community building should be provided here.



Identify here up to five most important activities according to building community support

1)

...

5)

### ***Strategic Partnerships***

With few exceptions, creating positive results for the community depends on the coordinated efforts of multiple organizations. Strategic partnerships, including ongoing collaborations, are therefore important to consider in a sustainability plan for MU.

This section should list the strategic partnerships that are important to achieving and sustaining the desired results, and then describe strategies to build and sustain strong strategic partnerships.



Identify strategic partners of MU. Identify to which area (strategic/operational/occasional or partners/financiers/customers/administrative guidance actors) they belong and place the notes in the respective rows of the table.



The best way to fill in the table is making a stakeholder map first (find example at Background materials folder). Print a template and fill it. Then move stakeholders to the table.

	Strategic	Operational	Occasional
Partners & Associates			
Financiers			
Subcontractors, customers, others			
Internal Administrative, Guidance actors			

## 5. Internal Capacity Building

In order to be fully effective, the MU must have strong internal (university level) systems to ensure that the necessary fiscal, personnel, evaluation and other internal capabilities are in place and functioning well. Closely related to strong internal systems is the importance of continually adapting to changing conditions so that emerging opportunities are seized and problems are proactively avoided where possible. This section of the plan defines priorities and strategies for how these two essential elements of sustainability will be addressed.

### **Internal Strengths and Capacity Building Priorities**

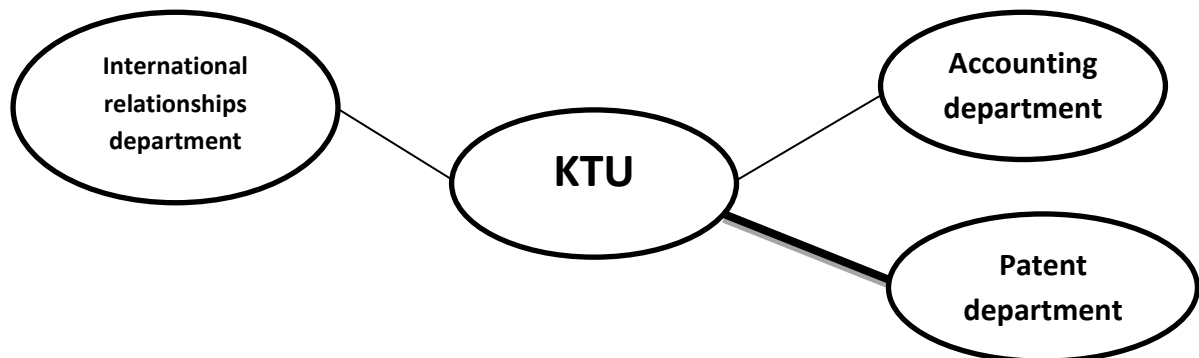
A summary of internal strengths and capacity building priorities for the MU inside the university should be placed here, drawn from the university structure (posted in MU strategy) should be placed here. In this section the list of the key partner of the MU inside the university should be described.



Provide here a scheme of interaction between university units and MU. To show importance of relationships and priority of interactions use an ISS Map technics (find a description and examples at Background material folder).



For example:



### **Strategies for Capacity Building**

Strategies for addressing the current internal capacity building priorities and ongoing future capacity building needs should be explained here.



For each university unit which has weak relationship with MU but is important for future activities, provide activities which could increase significance of MU for them.

No	University units	Activities for increasing significance of <u>MU</u>	Goals
1	International relationships department	<ul style="list-style-type: none"> <li>- Move forward the web service for supporting of grant proposal preparation</li> <li>- Involve experienced university staff to analysis and improvement of grant proposals</li> <li>- ...</li> </ul>	To increase a quality of international grant proposals

## 6. Strategic Financing

This portion of the plan defines how the MU will ensure that it has sufficient financial resources in the years to come to achieve its goals. Financial strategies are defined for how costs will be managed as well as how revenue sources will be expanded and diversified over time.

This section should provide the strategy for the self-financing of the MUs during one year after MU Project will be finished.

### **Resource Requirements**

This section should summarize the resources (services capacity, support resources, communication systems, etc.) that are needed to carry out the strategies described throughout all of the preceding sections of the plan.



This part is one of the most important in sustainability plan, here you should describe and evaluate all costs according to sustainable operation of MU. It should include cost of human resources, equipment, servicing of equipment and office, etc. Pay attention, if MU has “free” resources (for example, provided by university) they also should be shown here. A lot of information for filling this table you can find at your BAP.



Resource Requirements

No	Resources	Annual costs	Description (if needed)
<b>MU Staff</b>			
1.	Director (head of unit)		
2.	IPR manager		
3.	Business manager		
	...		
<b>Total staff costs</b>			
<b>Equipment</b>			
1.	Consumables	100 EUR	
<b>Total equipment costs</b>		<b>100</b>	
<b>Servicing</b>			
1.	Refueling of printers cartridges	30 EUR	
2.	Current maintenance of <u>MU</u> equipment	200 EUR	
	...		
<b>Total servicing costs</b>			
<b>Rent office</b>			
1.	Rent	0	Provided by university
	...		
<b>Total office costs</b>			
<b>Total costs of <u>MU</u> operation</b>			

## Revenue Enhancement

This section should contain a profile of future funding sources along with strategies for diversifying and sustaining future funding streams.



Identify potential funding sources for sustaining your project. Update this list regularly as unexpected events can happen at any time. Ask partners to suggest potential funding sources, especially those with whom they have first-hand experience.

Consider university, state, and local sources, including government and foundations, international funding.



Funds

No	Level	Fund/Program name	Forecast of funds mobilization/resources	Deadline for application
1.	University	-	Rent office	-
		...	...	
2.	Local sources	...		
3.	State	Fund to support small business innovation (Фонд підтримки малого інноваційного бізнесу)	2000 EUR	Dec 2016
		...		
4.	International	...		

## Long-Range Financial Forecast

A long-range financial forecast of revenues and expenditures should be prepared that incorporates all of the resource requirements, cost management strategies and revenue enhancement strategies from the preceding sections.



Provide here a one year (2017) forecast for MU, based on annual Resource Requirements. You can decrease some expense items according to funds rising forecast.

No	Resources	Annual costs	Source
<b>MU Staff</b>			
1.	Director (head of unit)	800 EUR (University staff with 15% of dedication)	University funds
2.	IPR manager	-	
3.	Business manager		
	...		
<b>Total staff costs</b>			
<b>Equipment</b>			
1.	Consumables	100 EUR	Undefined
<b>Total equipment costs</b>		<b>100</b>	
<b>Servicing</b>			
1.	Refueling of printers cartridges	30 EUR	Corporate sponsor (partner name)

2.	Current maintenance of <u>MU</u> equipment	200 EUR	
	...		
<b>Total servicing costs</b>			
<b>Rent office</b>			
1.	Rent	0	Provided by university
	...		
<b>Total office costs</b>			
<b>Total costs of <u>MU</u> operation</b>			
<b>Forecast (amount of covered costs)</b>			
<b>Imbalance</b>			

## 7. Turning Plans into Action

The preceding sections provide a comprehensive blueprint for sustaining positive community results. However, having a good plan is only the starting point; getting results requires that the plan be carried out diligently. This final section describes how MU will implement the sustainability plan and make ongoing revisions to the sustainability plan as needed so that it remains a meaningful blueprint for years to come.

### **Implementation Plan**

This section should provide a brief description of the implementation plan. You should make short term plan for implementation of the sustainability plan which could provide a first year sustainable operation of MU.



Activities for providing first year (after grant) sustainable operation. You can use activities stated above in this plan.

No	Activity	Responsible person	Deadline
1.			
2.			
3.			
4.			
5.			

### **Revising the Sustainability Plan**



It is important to be explicit about who has the responsibility to ensure that the plan is updated as needed; otherwise, there is a greater risk that the plan slowly becomes obsolete and stops being used.

Agreements by the MU (or university) regarding how and how often the sustainability plan will be reviewed and (as needed) updated should be placed here.



Provide here a person (role) responsible for sustainability plan update: \_\_\_\_\_



How often the sustainability plan will be reviewed and updated:

## 8. Conclusion



A short concluding statement can be placed here to wrap up the plan.