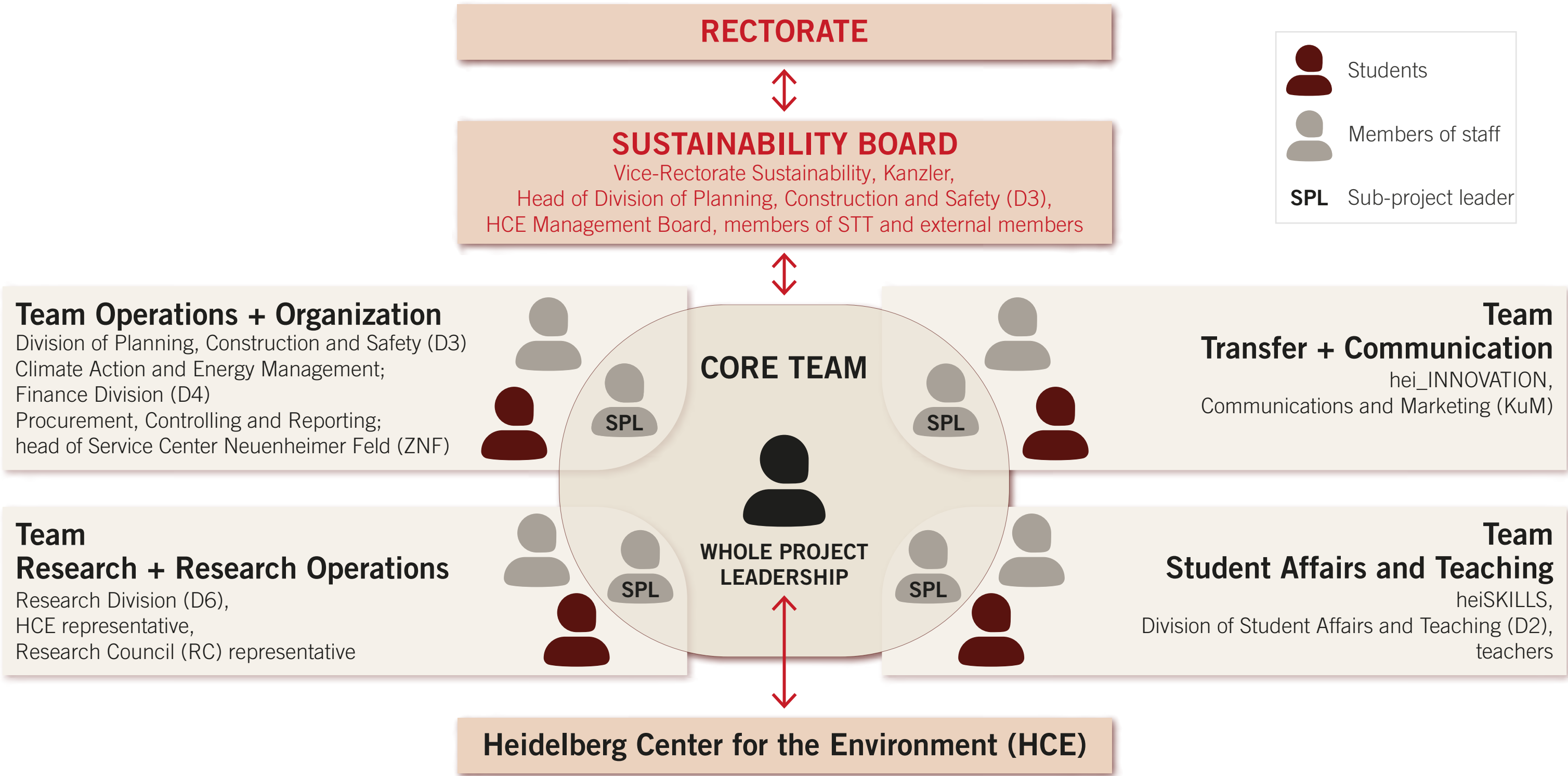


GOVERNANCE



GOVERNANCE

SUSTAINABILITY BOARD

The Sustainability Board plays a strategic advisory role and sets priorities for sustainability activities at Heidelberg University.

COMPOSITION

The Sustainability Board consists of:

- the member of the Rectorate responsible for sustainability (chairperson)
- the Kanzler
- the Management Board of the Heidelberg Center for the Environment (HCE)
- the Head of the Division of Planning, Construction and Safety (D3) or their deputy
- selected internal and external experts

The composition ensures that all relevant perspectives feed into the process of navigating the Sustainability Strategy.

TASKS

The Sustainability Board has, in particular, the following tasks:

- Advising on further development of the university's Sustainability Strategy
- Discussing and assessing proposed measures and projects
- Prioritizing measures in the context of available resources
- Advising the manager of the Sustainability Office on project management
- Discussing possible conflicts of goals between different measures

GOVERNANCE

- Assessing progress with implementing the Sustainability Strategy
- Drafting recommendations to the Rectorate on the prioritizing and funding of measures

The Board makes recommendations on prioritizing measures and the use of funds.
The final decision on funding individual measures is taken by the Rectorate.

FREQUENCY OF MEETINGS

The Sustainability Board will generally meet with the internal Board members once a quarter and with the external Board members once a year. Additional meetings may be called if necessary.

CONVENING AND MODERATION

- The chairperson shall convene the meetings.
- The chairperson, in the role of moderator, shall chair the meetings.

PREPARATIONS FOR MEETINGS

The Sustainability Office is responsible for organizing and making substantive preparations for meetings.
That includes, in particular:

- Drawing up the agenda in consultation with the chairperson
- Preparing relevant background information on decisions
- Producing progress reports on the implementation of the Sustainability Strategy
- Preparing documents for decision on questions of priority-setting and budgetary relevance
- Documenting and minuting the meetings
- Following up the measures adopted

GOVERNANCE

THE DECISION-MAKING AND IMPLEMENTATION PROCESS FOR SUSTAINABILITY MEASURES

The development, prioritization and implementation of sustainability measures shall take place according to a clearly defined governance process.

1. **Submitting proposals for measures**

Proposals for new measures in the context of the Sustainability Strategy are submitted through sub-project leaders and/or action area teams, as well as through the manager of the Sustainability Office.

2. **Expert editing**

The Sustainability Office checks and structures the proposals, assesses their strategic relevance in the context of the Sustainability Strategy and prepares them for consideration by the Sustainability Board.

3. **Consideration by the Sustainability Board**

The proposed measures are discussed in the Sustainability Board meeting. The Board assesses their strategic compatibility, possible conflicts of goals and resource requirements.

4. **Prioritization recommendation**

Based on the discussion, the Sustainability Board expresses an opinion on the priority accorded the measures and the possible use of funds.

5. **Decision in the Rectorate**

The Rectorate takes the final decision on the supporting and financing of measures.

6. **Implementation and monitoring**

The Sustainability Office coordinates the implementation of the measures decided together with the responsible action area teams and makes regular progress reports to the Sustainability Board and the Rectorate.

GOVERNANCE

MANAGEMENT OF THE SUSTAINABILITY OFFICE

The manager of the Sustainability Office shall coordinate the implementation of the Sustainability Strategy and report directly to the executive manager of the Heidelberg Center for the Environment (HCE).

The core tasks include project coordination, monitoring of measures, preparing background information for decision-taking by the Board and the Rectorate, as well as networking both inside and outside the university.

SUB-PROJECT LEADERS

Sub-project leaders are responsible for the substantive and operational implementing of measures in their respective action areas:

- Identifying challenges and developing proposed solutions
- Submitting proposals for measures in the framework of the Sustainability Strategy
- Operationally managing and coordinating the project team
- Reporting on progress, risks and resource need
- Regularly coordinating with the manager of the Sustainability Office

The sub-project leaders report regularly to the Sustainability Office manager. The latter then combines the information, writes progress reports and reports to the Sustainability Board.

GOVERNANCE

STRATEGIC MANAGEMENT

The following governance elements are provided for the continuing development of the Sustainability Strategy:

ANNUAL STRATEGY RETREAT

The Sustainability Board conducts an annual strategy retreat. The aim is to

- review the progress of the Sustainability Strategy
- identify new strategic areas of action
- discuss long-term objectives
- coordinate central priorities for the coming year

The results of the retreat shall serve as the basis for further strategic guidance by the Rectorate.

ANNUAL PROGRESS REPORT

The Sustainability Office shall produce an annual progress report on the implementation of the Sustainability Strategy which is submitted to the Sustainability Board and the Rectorate.

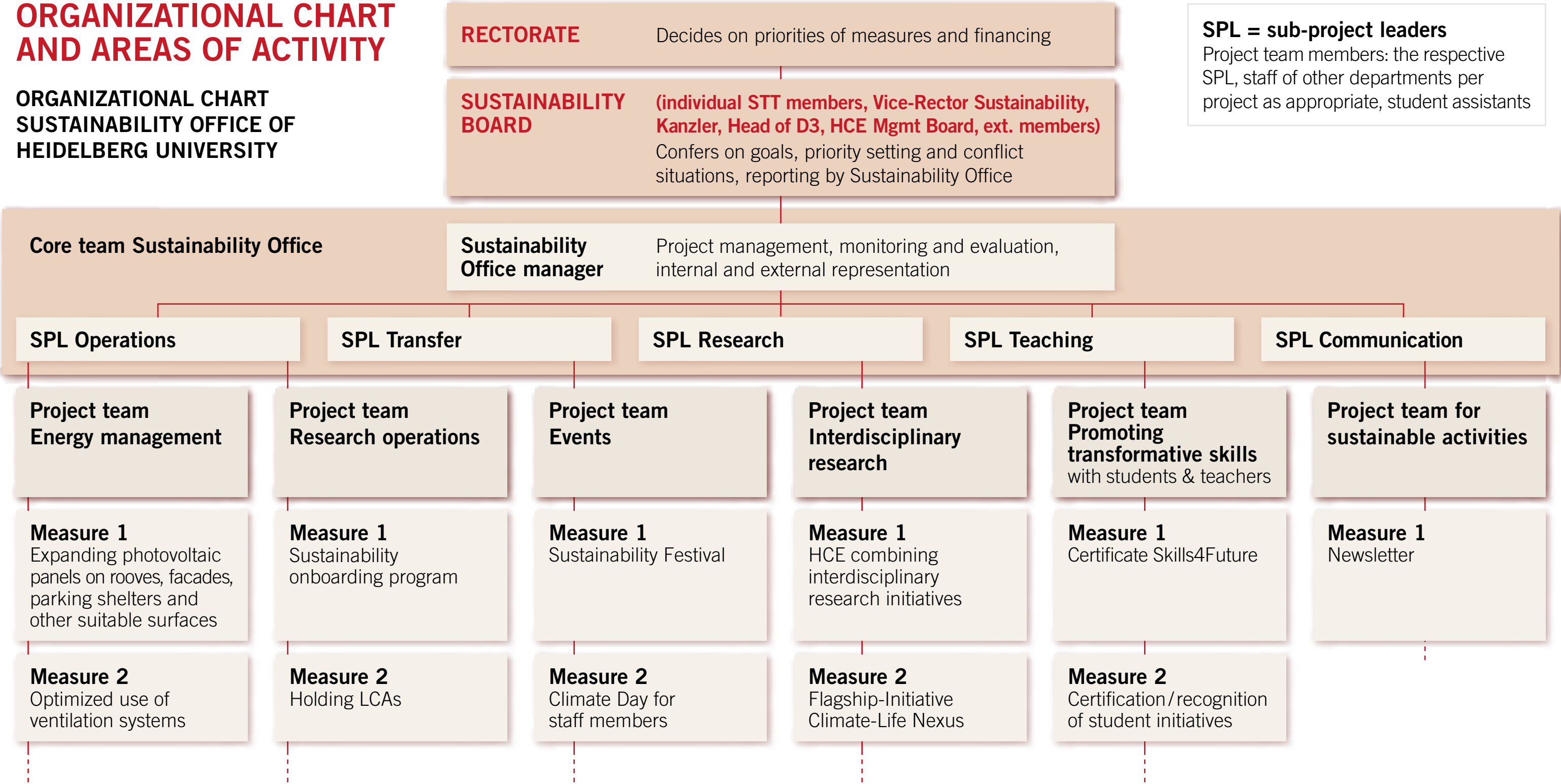
The report includes, in particular:

- the implementation status of key measures
- progress achieved in the action areas
- challenges and conflicts of purpose identified
- recommendations for future priorities and measures

GOVERNANCE

ORGANIZATIONAL CHART AND AREAS OF ACTIVITY

ORGANIZATIONAL CHART SUSTAINABILITY OFFICE OF HEIDELBERG UNIVERSITY



GOVERNANCE

AREAS OF ACTIVITY

Sustainability Office manager	Internal	External
Project management/ coordination of Sustainability Strategy	Generally coordinates implementation of Sustainability Strategy, prioritizing projects/measures based on feedback from the Board and Rectorate – in consultation with team leads, supporting them in overcoming obstacles	Coordinates and builds up network with university-internal and external stakeholders; coordinates with Sustainability Board and adapts internal project management, as required
Monitoring and evaluation	Monitors and evaluates progress in respective thematic fields/streams, supplies data for reporting, as required	Discusses progress and challenges with Board, as required, and adapts it internally, coordinating data for sustainability ratings (strategically, not operationally)
Representation and central contact partner for communication	Collects sustainability ideas from university members, informs central decision-making bodies about state of sustainability measures	Deals with press inquiries, university networks (e.g. LERU, DGHochN), university partnerships in the field of sustainability
Acquisition and advice on fundraising	Forwards incoming calls for interest, advises on topic of sustainability, coordinates grant applications	Communicates with project sponsors, submits grant applications for projects

Board – tasks
Decides on prioritizing of measures
Advises the Office manager on project management

Team Leads – tasks
Serve as domain experts for action areas
Strategic: identify challenges and discuss them with the Sustainability Office manager
Strategic: develop possible solutions with Office manager
Operational: manage implementation of prioritized individual measures for respective time period/sprint
Coordinate team meetings
Participate actively and constructively in Office meetings (e.g. weekly)

Teams – tasks
Implement the respective measures in defined period/sprint
Support team leads and report to them on state of implementation
Active and constructive attendance at team meetings