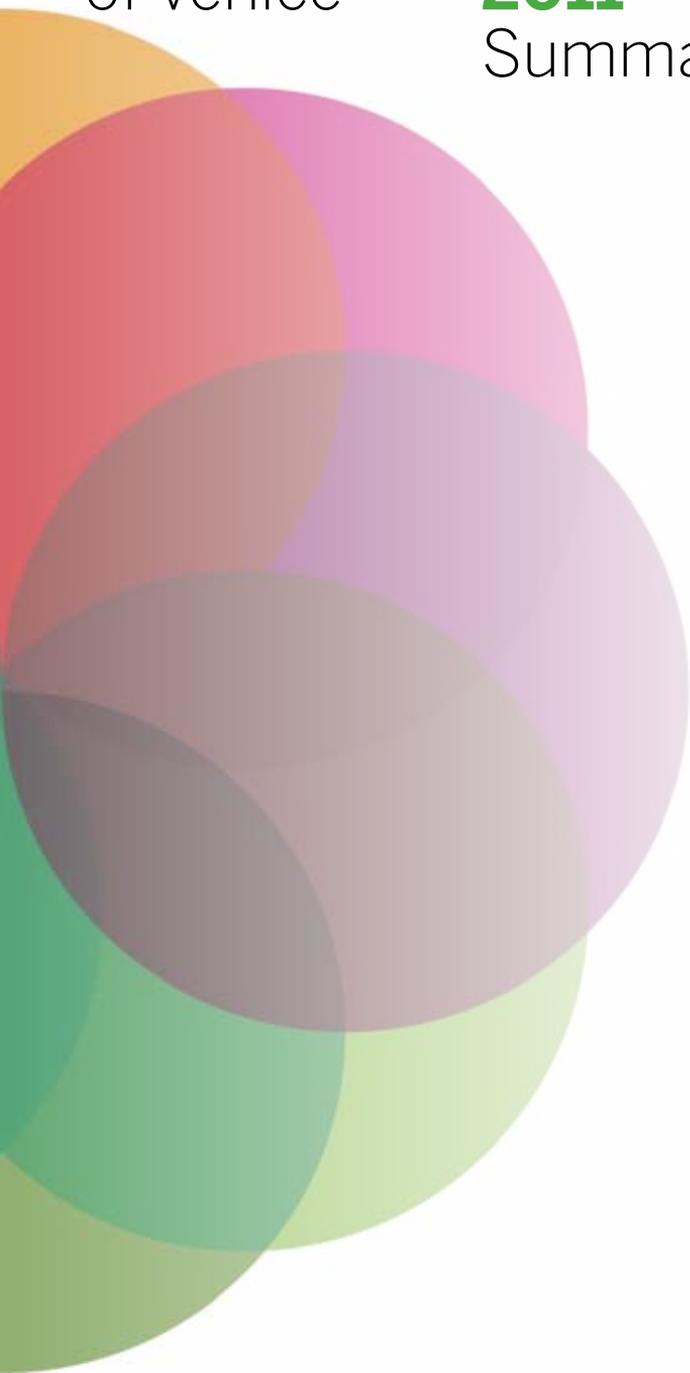




Ca' Foscari
University
of Venice

Ca' Foscari
Sustainability Report
2011
Summary



About the report

For the second time, the results obtained by Ca' Foscari relating to the objectives of the Sustainability Commitments Charter (Carta degli Impegni di Sostenibilità) have been published in an annual report, available online at www.unive.it/sostenibilita. This is a summary of that report. The report has been upheld by the university as the principal tool for dialogue with its stakeholders on topics related to sustainability, in accordance with its commitment to transparency and its desire to reinforce a system that monitors, evaluates and verifies the commitments. In order to increase access to the document, this year Ca' Foscari has also decided to publish the report in English, and at the same time to launch www.unive.it/sustainability, an English version of the website dedicated to sustainability. The university is aware of the importance of networking at an international level, especially for issues that require a global outlook.

www.unive.it/sustainability



Contents

Ca' Foscari University of Venice	1
Our sustainability.....	2
Sustainability Commitments Charter (CIS)	3
Data overview	4
Social performance.....	4
Environmental performance	4
Economic performance	5
Monitoring of focus points in the CIS	7
Promotion of sustainability	13
FOCUS ON	
Internationalisation	16
Teaching & Research.....	20
Dematerialisation	24
Sustainable building.....	25
Carbon Management	26

Letter from the Rector

Sustainability is a value that is now of strategic importance to our society. It is a concept which acts as a guideline, with social, environmental and economic dimensions. We can no longer imagine embarking on any sort of activity without including sustainability amongst the key factors to support our choices. Acting and thinking on the basis of this criterion creates positive processes, with multiple effects on all areas involved. It is a large-scale and long-sighted choice to make.

For this reason we have made sustainability the main inspiration behind the new Ca' Foscari, and this second Sustainability Report summarises all the results achieved up to now. Whilst the first report was a novelty for everyone, not just for those in Venice and the Veneto region, this second work confirms the structured path which has already become a fundamental part of our university. Prof. Chiara Mio, my delegate on Sustainability, and the staff that have worked with her on these issues, have created a real behaviour model and a system to monitor, evaluate and verify the commitments that can make Ca' Foscari a pioneer in this field.

It is therefore an honour for me to be taking this publication to the United Nations Conference on Sustainable Development in Rio de Janeiro in June. It shows how each of us can make a significant and decisive contribution in the field of sustainability. Acting, in other words, from the bottom up, with everyone doing what they can, adding a small piece to a much larger jigsaw. The University can and should have a role in this process. Ca' Foscari has not only created a platform for sustainability, it has taken on a leading role, thanks to its close collaboration with the Italian Ministry of the Environment. The Ministry has found our university to be a reliable partner, scientifically prepared, structurally dynamic and ready for action. Of the many initiatives we are pursuing, some have a larger symbolic impact than others: submitting theses only in a digital format, online student records, and feedback forms, once printed, are now delivered by computer, for example. But it is the sum of the many changes, both big and small, which really counts. And that is what this Report shows. It aims to bring together all the initiatives and investment put in place to make our university more sustainable.

Rector
Carlo Carraro



Ca' Foscari University of Venice

Ca' Foscari University, founded on 6th August 1868, was the first Business School in Italy, and the second in Europe. Today it is a modern university with around **20,000 students**, and more than **5,000 new students** every year.

On the initiative of the Rector Carlo Carraro, this year Ca' Foscari completed a restructuring of the university: students can now choose between **45** degree courses managed by **8** Departments, which carry out both research and teaching, and **6** Interdepartmental Schools, which provide multidisciplinary programmes.

In addition, the **Summer School**, the **Ca' Foscari Challenge School** and the **Doctorate School** manage summer courses and international exchanges, advanced training courses and doctorates respectively.

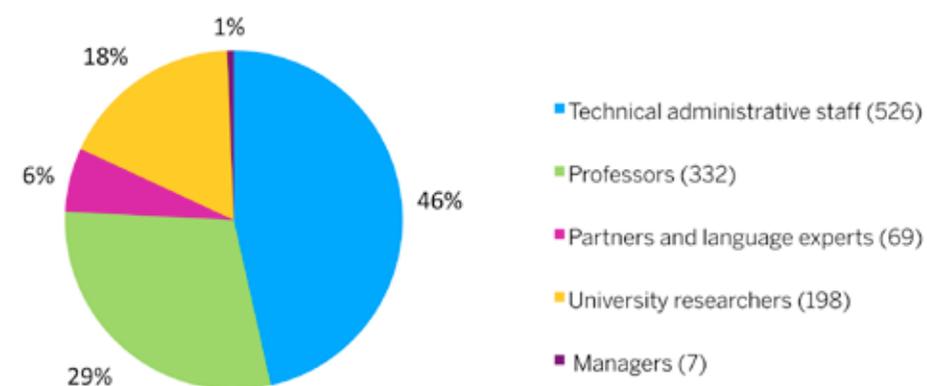
The university delivers research, consulting and training activities for third parties, has strong relationships with many cultural institutions, both nationally and internationally, and organises approximately **800** events every year. The university's Libraries stock over one million volumes. The **Fondazione Università Ca' Foscari Venezia** (Ca' Foscari University Foundation), managed by the Italian Ministry of Education, University and Research (MIUR), is an integral part of the university, supporting relationships with businesses both for work placements and for full time training.

Teaching

2010-11 academic year

Bachelor's degree courses on offer	15
Master's degree courses on offer	33
Specialist Master's (1st level) on offer	12
Specialist Master's (2nd level) on offer	6

Staff



Our sustainability

Since 2010, Ca' Foscari University of Venice has undertaken to include sustainability in all the university's activities, integrating it into the existing processes and procedures with the active involvement of all staff.

This involved launching a **systematic report into the university's responsibilities and duties** towards its internal and external stakeholders, following the principles of Corporate Social Responsibility (CSR) and adopting practices that considered issues related to the environment, ethics and corporate governance.

The job of coordinating and monitoring these projects was entrusted to Prof. **Chiara Mio**, Rector's Delegate on Environmental Sustainability Social Responsibility, together with the **Process and Project Management Office**, a pre-existing internal structure.

This led to the publishing of the **sustainability policy**, a document in which Ca' Foscari highlighted strategic focus areas and action plans to support sustainability. This means both honouring its commitments and promoting values of social responsibility throughout the entire university community. In 2011 the policy was integrated into the three-year Strategic Plan, with the aim of "**Adopting multi-area sustainability measures**", divided into:

1. Strengthening teaching about sustainability
2. Strengthening research into sustainability
3. Favours the adoption of sustainable processes and practices

Key dates

- 8th July 2010** First **Sustainability Commitments Charter** (CIS 2010-12) approved
- 23rd July 2010** Agreement with the Ministry of the Environment for the pilot **Carbon Management** project
- 24th November 2010** Launch of the **Ra.Di.Ca. - Recycling at Ca' Foscari** project
- 27th May 2011** **Strategic plan created by the Board of Governors**, with sustainability highlighted as one of the ten strategic objectives
- 8th July 2011** Publication of the **First Sustainability Report** (Re.So. 2010) and approval of **CIS 2011-13**
- 14th July 2011** New "**Addendum**" agreement with the Ministry of the Environment for the Carbon Management project
- 23rd September 2011** Publication of the **Guidelines on Carbon Management for Italian Universities**
- 2nd October 2011** The new **University Statute** enters into force, introducing the principles of sustainability (art. 3.3) and the Sustainability Commitments Charter (art. 53)

Sustainability Commitments Charter (CIS)

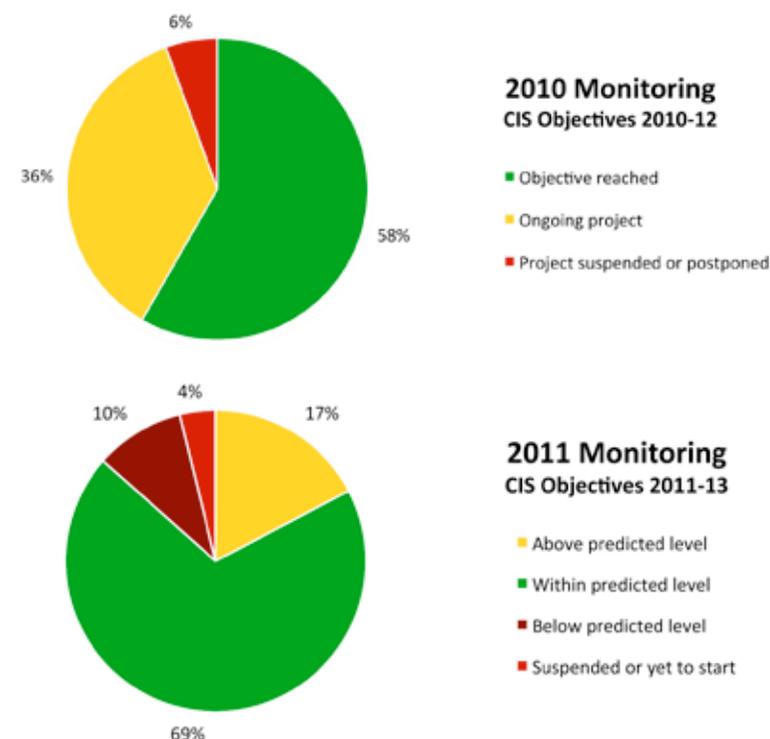
"The sustainability commitments charter defines the objectives aiming to minimise the university's impact on the environment and on natural resources, to increase social cohesion and reduce inequality within society, and to favour cultural development and sustainable economic growth in the region" (art. 53 – University Statute).

The CIS acts as the **operative document** for the sustainability policy, and it is integrated with the other performance control tools used by Ca' Foscari to keep its stakeholders informed about its operations.

In this far-sighted document, the university describes the practices it is committed to adopting, divided into the **10 areas** it considers of most relevance. For each area, **strategic and operative objectives** are identified, split into **actions, completion targets** and the relevant **responsible management committees**.

The commitments established in the CIS are **redefined every year**, involving the managers and teams responsible for the various commitments. This remodelling is carried out on the basis of **periodic monitoring** of the actions taken and the success rate in reaching the objectives, evaluating each time the urgency required in making the necessary adjustments.

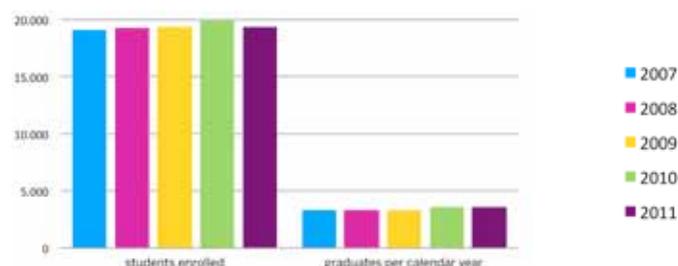
Each objective is pursued through **multi-area projects** and through specific short- and medium-term action plans. This means that the actions are supported throughout their lifespan, in a **collaborative environment** that overcomes the rigid departmental structure.



Data overview

Social performance

	2011 compared to 2010	
students enrolled	19,346	-2.68%
graduates per calendar year	3,563	+0.23%
telework contracts	26	+23.81%
staff classified as legally protected	72.0%	+10.77%

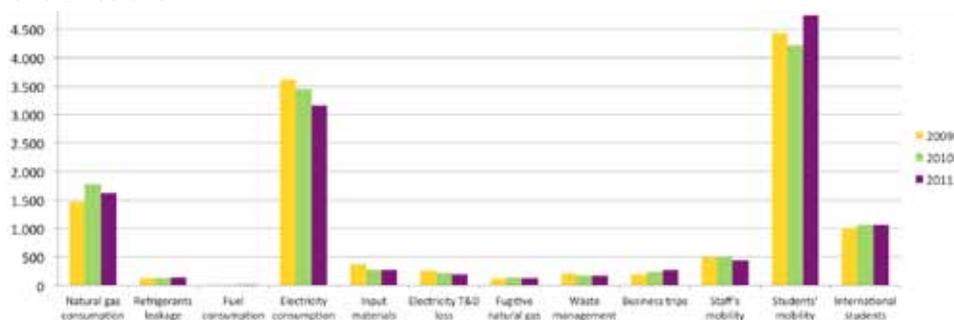


Environmental performance

Annual energy consumption is directly influenced by many factors, which can only partially be controlled and predicted. These factors include, but are not limited to: an increase in the services provided and the hours they are provided for; activities linked to scientific research; and overall weather conditions. For a complete examination of the topic please refer to the full version of Re.So. 2011.

	2011 compared to 2010	
Electricity consumption (kW/h)	7,997,686	+7.2%
Gas consumption (m ³)	831,971	-16.4%
Water consumption (m ³)	115,613	-11.6%
Emissions per student (Kg CO ₂ eq)	603	+3.1%
Emissions per employee (Kg CO ₂ eq)	10,882	-1.1%
Emissions per m ² (Kg CO ₂ eq)	156	-0.3%

GHG EMISSIONS



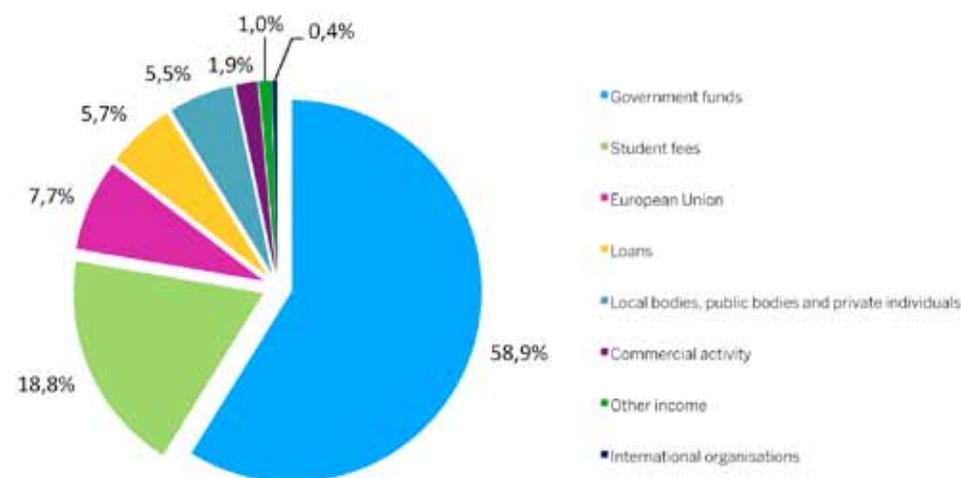
Economic performance

From 2011 the funds from the European Union also include the sums from the European Social Fund (ESF) which were previously classified as income from Local/Regional bodies.

2011 Income

Source (in thousands of €)	2011*	change from 2010
Government funds	84,534	+2%
European Union	11,102	+295%
Local bodies, public bodies and private individuals	7,936	-37%
International organisations	622	-44%
Student fees	26,991	+5%
Loans	8,222	-18%
Commercial activity	2,667	-12%
Other income	1,488	+1%
TOTAL INCOME (excluding clearing transactions)	143,564	+3%

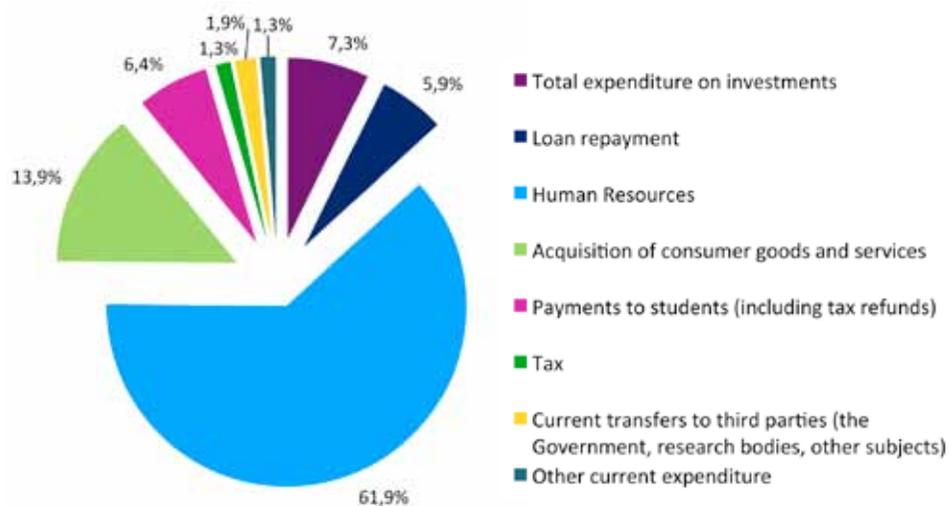
* Preliminary results, subject to minor variations. The final results will be published as soon as they become available on the online version of Re.So, at www.unive.it/sustainability



Breakdown of expenditure in 2011

Entry	Sum (in thousands of €)*
Building works	5,449
Acquisition of durable goods	3,397
Transfers for investment in other universities	433
Shares	39
Total expenditure on investments	9,320
Loan repayment	7,537
Human Resources	78,868
Acquisition of consumer goods and services	17,748
Payments to students (including tax refunds)	8,102
Tax	1,697
Current transfers to third parties (the Government, research bodies, other subjects)	2,412
Other current expenditure	1,706
Total current expenditure	110,535

* Preliminary results, subject to minor variations. The final results will be published as soon as they become available on the online version of Re.So, at www.unive.it/sustainability



Monitoring of the CIS focus areas

Each of the CIS focus areas has one or more strategic objectives, which will be pursued through **specific activities**. The following is a summary of the **ongoing actions**, the **results achieved in 2011** and the **objectives planned** for each area in 2012.

GOVERNANCE

Promote the sustainability policy and apply it to all practices at the university

Ongoing actions

- to carry out periodical monitoring of the actions outlined in the CIS and publish the results in an annual report
- to revise the CIS commitments annually on the basis of reports by the various Operational Teams regarding urgency and needs
- to integrate the sustainability commitments into each manager's list of objectives
- to publicise the activities and the results of the sustainability policy through all the university's communication channels.
- to develop relations at an international level with other sustainable universities

2011 Results

- a new central coordination office was created, which has prioritised consultation with social partners, aiming to draw up a new teaching model based on the actual needs of the labour market
- sustainability was integrated into the work plan of every manager and director: 58% of the objectives of the university's various offices are linked to sustainability
- 11 conferences on the topics of identity, gender, immigration and human rights were organised by the Equal Opportunities Committee

Objectives for 2012

- to develop a management system for health and safety in the workplace
- to enhance the sustainable teaching already on offer and develop guidelines to identify the teaching which can be directly or indirectly linked to the aims of environmental and social training and education
- to create a calendar of events dedicated to sustainability

STUDENTS

To promote student satisfaction, supporting the right to study, making services more efficient and encouraging students to get involved in topics connected to sustainability

Ongoing actions

- to increase the services which provide high added value to students: more procedures available online and more efficient services for students, including part time students and new alumni
- to encourage student representatives to add sustainability to activities organized by student bodies
- to plan specific activities for students to favour the awareness and spread of sustainable practices

2011 Results

- a competition related to recycling methods called "Differenziatest" was organised for students, with 369 students taking part
- the university web portal was restyled and redesigned to make it more user-oriented
- the digital library was developed, providing access to over 25,000 e-journals and almost 27,000 e-books
- best practices for handling complaints were defined by the university's Public Relations Service (URP)

Objectives for 2012

- to launch the "cash-less" project, which will allow a single card to be used for all photocopying services throughout the university
- to implement measures to support the use of the multi-service card as the only tool for financial operations between the university and students
- to develop additional web applications to replace procedures previously managed using paper-based methods

WASTE

To protect the environment and the region through proper waste management

Ongoing actions

- to record and monitor the amount of waste produced, divided by waste type

2011 Results

- recycling started in ten university campuses, making up 62% of the total area

Objectives for 2012

- to implement the collection and consumption monitoring procedures from the pilot Ra.Di.Ca. (Recycling at Ca' Foscari) project
- to set up the implementation procedure for the new regulations for the management of special waste from the Faculty of Sciences (in compliance with the SISTRI waste tracking system)

SUPPLY CHAIN

To set up a system of Sustainable Public Procurement (SPP), in other words launching purchasing practices which not only involve the traditional criteria of functionality and value, but also consider the principles of sustainability

Ongoing actions

- to consider social and environmental criteria when choosing goods and services to purchase, and to draft university guidelines in this regard

2011 Results

- ten supply contracts were drawn up using social and environmental criteria, equivalent to 71% of the total economic value of the contracts in operation
- an experimental platform was set up to allow university departments to order materials online directly from the suppliers chosen by the university

Objectives for 2012

- to implement the internal e-procurement platform dedicated to the university's internal departments

STAFF

To promote the well-being of workers at the university and to support a responsible approach from staff members

Ongoing actions

- to provide training sessions to spread knowledge about sustainability issues
- to continually increase the number of telework posts

2011 Results

- three agreements were signed in support of parenting
- two new resources dedicated to sustainability projects were adopted, the post of the person responsible for the Carbon Management project was renewed, and there is now an Energy Manager
- two seminars were held on sensible eating as part of training activities on wellbeing at work
- the first risk assessment for the use of carcinogenic substances on university campuses was published
- staff from six university departments took part in a programme to analyse the risk of work-related stress

Objectives for 2012

- to hold managerial style training sessions to support a results-based culture
- to assess the chemical, physical, biological and radioactive risks at the university

ENERGY

To improve the energy efficiency performance of the university's facilities. Since 2011 the ongoing objectives of the pilot "Carbon Management" project have been integrated into this area

Ongoing actions

- to record the energy consumption systematically in a dynamic and comparative database
- to monitor energy consumption of facilities through accounting, building records, analysis and remote controlled devices

2011 Results

- the university's Energy Management Plan was launched, with the aim of increasing the efficiency of energy use and utilising renewable sources
- an energy survey was carried out for all the university's buildings
- ACE certification (Attestato di Certificazione Energetica - Energy Certification) was obtained for the new buildings
- the potential use of renewable energy sources in some parts of the university was evaluated
- the initial phase of the Carbon Management project was completed, producing related Guidelines

Objectives for 2012

- to evaluate the technological opportunities to manage CO₂ emissions systematically
- to launch projects that make use of renewable sources
- to begin the procedure to obtain LEED certification for the Ca' Foscari main building

WATER

To improve energy efficiency in water management

Ongoing actions

- to record water consumption systematically, setting up a dynamic database for analysis

2011 Results

- standard maintenance work was carried out, making the system more efficient, with a saving of 11.6% compared to 2010
- a new refrigerator was installed at the Learning Centre Library, which led to a reduction in water consumption

Objectives for 2012

- continue with measures to limit water consumption

MATERIALS

To protect the environment and the region by increasing digitalisation and dematerialisation in the university's administrative procedures

Ongoing actions

- to improve accounting procedures using electronic payment orders

2011 Results

- 110 desktop computers were replaced with thin clients on centralised servers
- the IT protocol was extended to 61% of the university's facilities, leading to a 5% reduction in paper consumption
- an experiment to eliminate the paper copy of student records was launched
- the Digital Administration Code (Codice delle Amministrazioni Digitale - CAD) was extended to cover 70% of the university

Objectives for 2012

- to launch the university-based "Ca' Foscari digital publishing"
- to complete the digitalisation of all degree theses
- to eliminate printed student records and transcripts for all courses

TRANSPORT

To reduce CO₂ emissions by setting up a plan in place for company transportation

Ongoing actions

- to give an annual questionnaire to staff and students to discover their commuting habits

2011 Results

- agreements with local public transport operators were renewed to obtain subsidised season tickets for staff, with 471 yearly subscriptions bought in 2011

Objectives for 2012

- to develop an interactive CO₂ calculator to allow individuals to monitor their own carbon footprint and to encourage more sustainable practices

INNOVATION

To invest in research into the topics of economic and social sustainability, increasing contact with stakeholders, developing investments and improving the skills of university employees and students

Ongoing actions

- to seek national and international sources of funding dedicated to sustainability
- to organise special events to publicise the university's innovative research
- to facilitate access to and usability of data from research projects related to sustainability

2011 Results

- a structured database was created to map research skills
- an event open to local residents was organised, attracting 3000 participants
- 25 dedicated tenders were announced, and a conference was held to provide information

Objectives for 2012

- to create a tool to highlight research skills within the university on sustainability-related topics
- to improve the structured research database by integrating the skills platform with the institution's website

Promoting sustainability

Communication tools

Ca' Foscari has chosen to support its innovation policies by investing in new tools and communication resources. As well as its website, it uses its **webzine Infoscari**, its profile on major social networks (**Facebook** and **Twitter**), topical **newsletters** and the Ca' Foscari magazine.

Sustainability and news related to events and initiatives are disseminated through all available channels. Particularly noteworthy in 2011 were:

- ▶ **Portal dedicated to a Sustainable Ca' Foscari:** In April 2011 Ca' Foscari launched a website dedicated to sustainability, aiming to collate all information and communications relating to its sustainability activities. The portal contains information on the **university's policies** and **in depth analysis** related to sustainability. The news section publishes not only Ca' Foscari's initiatives, but also events and meetings organised within the town and region
- ▶ **Infoscari:** in 2011 the university's webzine published **22 news** items related to the university's sustainability-related activities
- ▶ **Rector's Blog:** in 2011 the Rector made **16 posts** relating to sustainability in his blog, his principal means of external communication
- ▶ **Youcafoscar:** the YouTube channel hosts a collection of **numerous videos** produced for university projects and initiatives linked to sustainability
- ▶ **Radio Ca' Foscari:** for the last three years the university radio station has taken part in the national campaign "**m'illumino di meno**" (I'm Using Less Light), with special programmes focusing on the university's sustainability efforts

Events and initiatives

In 2011 various events and initiatives were organised to encourage students to play an active role in topics relating to sustainability. Particularly noteworthy were:

- ▶ **Freshers: Sustainable Ca' Foscari** initiatives were presented at all the welcome events for first year students
- ▶ **Sustainable snacks:** in collaboration with the suppliers, organic, Fairtrade, nutritional and functional **foods** were placed in all vending machines
- ▶ **Student societies:** the student society **AIESec**, thanks to a **3,000 Euro** grant from the university, ran a series of four workshops, gave interactive lessons in English to fourth and fifth-year students at high schools signed up to the initiative, and organised Green Spritz, with fun activities and interaction on the topic of the Green Economy
- ▶ **European Week for Waste Reduction 2011:** the university took part, organising a competition for students on recycling methods called "**differenziatest**", and holding the conference "**A tavola con la sostenibilità**" (Sustainable Eating) on the topic of healthy and responsible eating
- ▶ **Sustainable Ca' Foscari for Art:** during Venetoneight, the night dedicated to researchers, Ca' Foscari, in collaboration with the **Accademia di Belle Arti of Venice**, organised a series of installations connected with the topic of environmental sustainability. The objective was to foster a "**sustainable debate**" on energy saving, reducing the amount of materials used, and minimising our environmental impact



focus on

**internationalisation
teaching and research
dematerialisation
sustainable building
carbon management**



Internationalisation

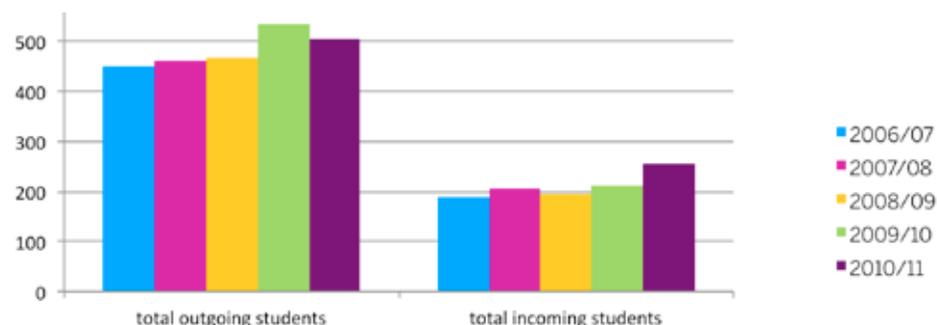
[WWW.UNIVE.IT /ENGLISH> INTERNATIONAL]

Ca' Foscari promotes the **internationalisation** of the whole university in both scientific and cultural field through networks, projects and training and research agreements, promoting **mobility**, both **incoming and outgoing**, for students, lecturers and technical administrative staff.

The teaching on offer is enriched with **multidisciplinary** and **joint programmes** in collaboration with foreign universities, with teaching in languages other than Italian. The university also promotes outgoing and incoming mobility for study, work experience, research, teaching or professional training.

Students

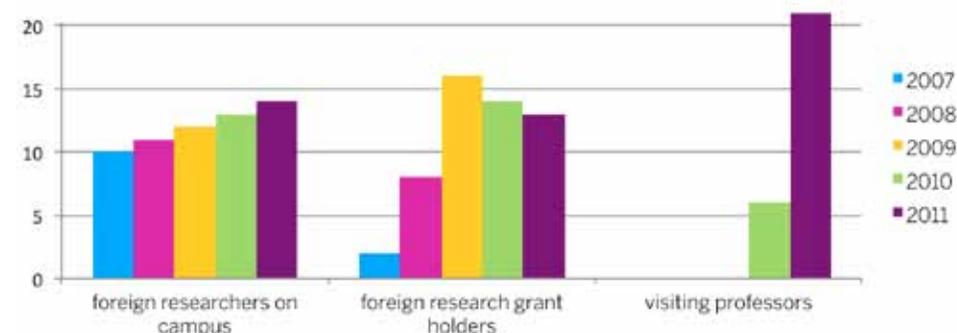
	2006/07	2007/08	2008/09	2009/10	2010/11
Total outgoing students	449	459	468	535	503
Total incoming students	187	206	196	211	257
Foreign students enrolled on courses at the university	3,0%	3,3%	3,6%	4,4%	4,7%



- Ca' Foscari has set up a series of services and initiatives for incoming international students. These include **International Welcome Days** and the **Meet a Mate** and **Buddy programmes**, and special guidance, counselling and orientation services. Furthermore, every year additional activities are organised to help international students to **integrate and enhance their experience** in Venice and at the university.
- In 2011 an **online pre-evaluation procedure for foreign candidates enrolling** on Bachelor's Degrees and Master's Degrees was launched, which allows students become familiar with administrative procedures well in advance, and to ensure continuity from their past studies into the course they aspire to follow. This **limits the use of paper materials** and **improves the quality of the services** offered to incoming students.

Staff

Researchers and foreign lecturers	2007	2008	2009	2010	2011
Foreign researchers on campus	10	11	12	13	14
Foreign research grant holders	2	8	16	14	13
Visiting professors	0	0	0	6	21
Foreign lecturers and researchers (% of total)	4.5%	4.7%	4.4%	4.9%	5.2%



- Ca' Foscari encourages **administrative staff and lecturers** to improve their training by following international mobility programmes, such as the **Lifelong Learning Programme - Erasmus**.
- The University welcomes professors, researchers and highly qualified scientists from foreign universities, research institutions or advanced training institutions to Ca' Foscari, strengthening the **internationalisation** and the **cultural and scientific development** of the university. It also promotes the role of **Visiting Professor** (or Visiting Researcher, if no teaching is involved).
- Every two years the university organises the **Erasmus Staff Training Week**, when Ca' Foscari welcomes technical administrative staff from other universities. All of the university's facilities are involved, and so our staff can **experience an international exchange** without leaving their usual workplace.

Sustainable networks

[WWW.UNIVE.IT/SUSTAINABILITY > ABOUT > CERTIFICATIONS & NETWORKS]

During 2011 Ca' Foscari took part in some important initiatives and international networks which aim to unite institutions and universities that are working to promote the spread of a culture of sustainability.

Global Compact Network and PRME

The Global Compact Network is a multi-stakeholder network promoted by the



UN that unites governments, businesses, United Nations agencies, trade unions and civil society organisations. It aims to **promote 10 universal principles on a global scale** in the fields of human rights, labour, environmental protection and anti-corruption. The **PRME** (Principles for Responsible Management Education) initiative divides this commitment into another 6 principles which relate specifically to advanced training institutions.

- ▶ Ca' Foscari has **integrated the principles of Global Compact and PRME** into the objectives set out in the Sustainability Commitments Charter.
- ▶ The Delegate on Environmental Sustainability and the University's Social Responsibility participated in the **Steering Committee** of Network Italy.
- ▶ Ca' Foscari took part in the survey '**The Issue of Poverty in Management Education. Challenges. Opportunities. Solutions**', used by the PRME to investigate the methods and solutions that should be adopted to tackle the issue of poverty. The results will be presented in June 2012 at the 3rd Global Forum for Responsible Management Education in Rio de Janeiro.

UI GreenMetric World University Ranking 2011

UI GreenMetric World University Ranking 2011 is an international ranking system



created by **Universitas Indonesia** to map the commitment of various universities worldwide to becoming more environmentally sustainable. In 2011, 178 universities from 42 Countries took part. A league table is compiled every year from the results of the research, aiming to paint a **picture of the sustainability measures and policies** put in place by universities all over the world.

- ▶ Ca' Foscari took part in the 2011 ranking, and came 120th, ranking as the **third highest Italian university**.

ISCN – International Sustainable Campus Network



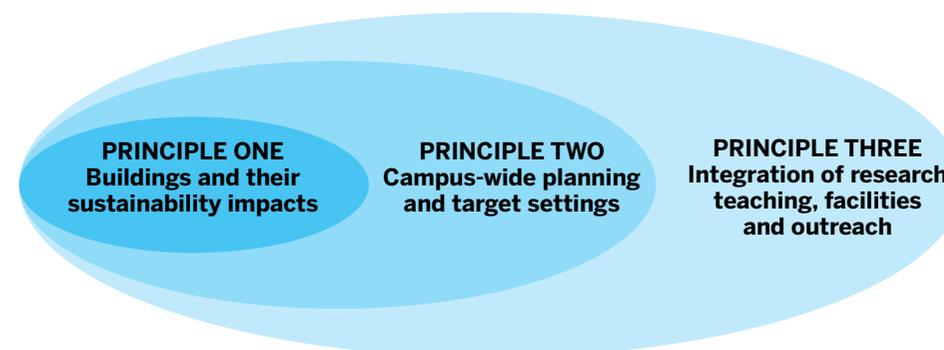
The International Sustainable Campus Network is a global forum which helps academic institutions exchange ideas, information and best practices, with the aim of **integrating sustainability into university procedures**. 25 universities from all over the world have already signed up, committing themselves to setting objectives on the basis of three shared principles and to reporting openly and regularly on their progress.

The three principles referred to are:

Principle 1. "Buildings and their sustainability impacts"

Principle 2. "Campus-wide planning and target settings"

Principle 3. "Integration of research, teaching, facilities and outreach"



- ▶ In 2012 Ca' Foscari became the **second Italian university** to join the ISCN Forum.

Other initiatives

In 2011 Ca' Foscari participated in two international conferences on sustainability issues:

- ▶ **Integrating Sustainability into Business Schools** at the University of Nottingham
- ▶ **EUA Annual Conference 2012: The Sustainability of European Universities** at the University of Warwick

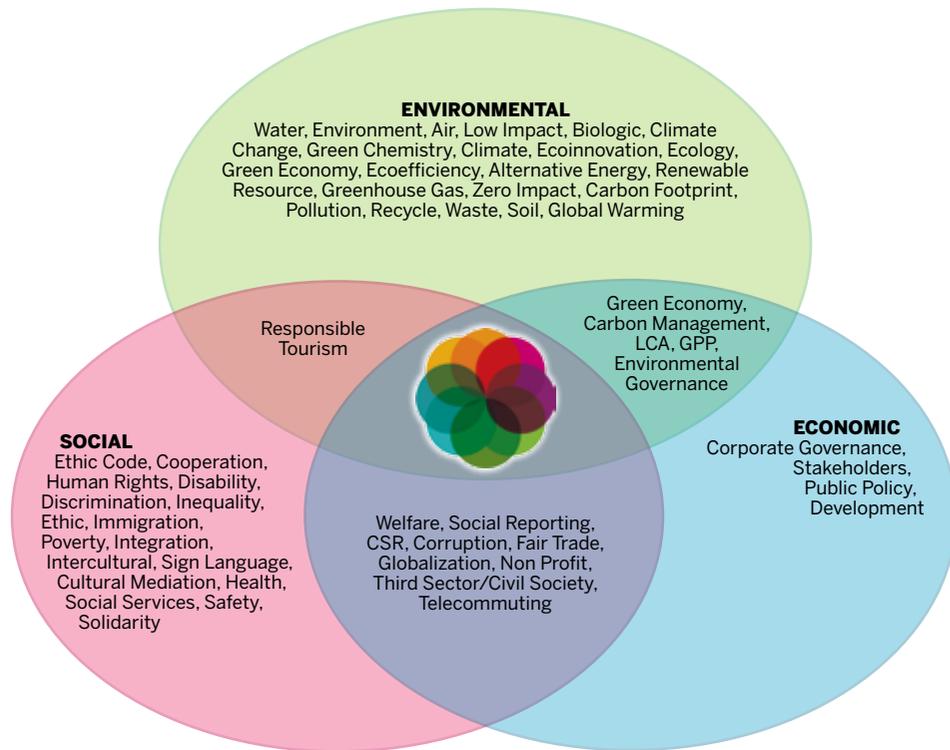
Teaching & Research

[WWW.UNIVE.IT/SUSTAINABILITY > TEACHING & RESEARCH]

Ca' Foscari has decided to make optimising research and teaching related to sustainability one of its strategic objectives. In 2011 the university began the first stage of this commitment, **improving the existing measures** in place and choosing more effective tools to continually increase the quantity and quality of sustainable content in the teaching and research carried out at the university. To map the teaching and research several useful **key words** were chosen to facilitate a selection process within both the university database and the national Uniservice database.

This work was coordinated by the Central Administration's **Process and Project Management Office**, with the collaboration of the **Departments and Interdepartmental Schools**.

Key words divided into the three dimensions of sustainability



Teaching

The new organisational model launched in 2011 at Ca' Foscari led to the creation of a **single centralised committee that plans the teaching offered by the whole university**, with the aim of optimising resources and balancing timetables and plans.

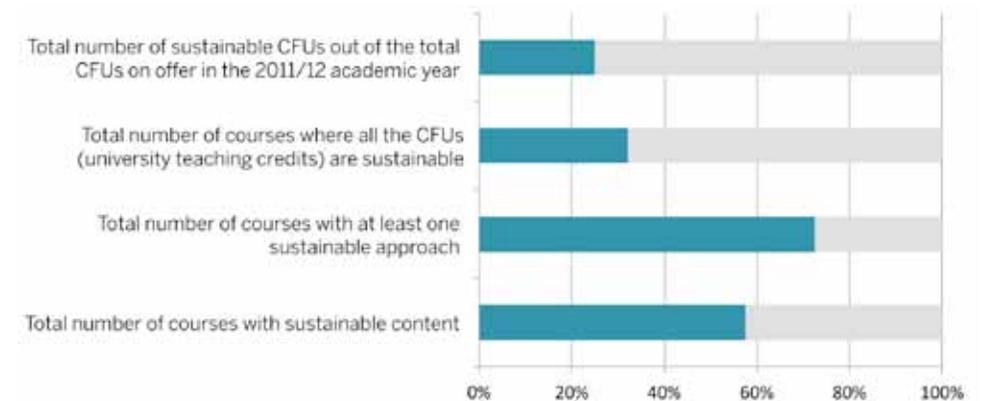
In order to strengthen the teaching of sustainability, the teaching on offer in 2011/12 was analysed in detail to find **content** at least partially **related to sustainability** within the **university's individual courses**. In addition, the courses that implement **sustainable practices** such as reducing paper-based resources in favour of online interactive tools and open source software were noted.

This initial selection was made by the Departments and Interdepartmental Schools, whilst from the next academic year **every lecturer** compiling his or her teaching schedule will be able to note if the course contains aspects of sustainability, both in its content and in the teaching methods.

Summary of results

2011/12 Academic Year

Total number of courses with sustainable content	702
Total number of courses with at least one sustainable approach (digital lecture notes, open source tools, online forums etc.)	886
Total number of courses where all the CFUs (university teaching credits) are sustainable	393
Total number of sustainable CFUs out of the total CFUs on offer in the 2011/12 academic year	2683/10732



Research

At a particularly difficult time for universities, Ca' Foscari believed it was crucial to forge **stronger relations with the regional manufacturing sector**, in order to provide the social and economic system with people who are highly qualified in interpreting, directing and responding to the need for scientific knowledge and advanced technology. Research was reorganised during the 2010/11 academic year along with the reduction in the number of Departments from 19 to 8. The University's research centres were also merged as part of this process, but they continue nevertheless to pursue projects of high scientific importance, supervised by the lecturers within each department. In order to extend the vision of sustainability into the sphere of research, **Mapping of research into sustainability** was carried out in 2011, divided into three areas: lecturers involved in sustainability issues, related research projects concerning national or international issues, and related publications.

Summary of results

Outline of lecturers involved in sustainability issues

Lecturers with skills in sustainability	89 (17.38% of the total)
Lecturers currently undertaking research in the field of sustainability	91 (17.77% of the total)
Lecturers who have received financial support for sustainability-related topics	53 (10.35% of the total)

Related research projects on national and local issues

- ▶ **"Quality of research and scientific documentation in Educational Science"**: a project to reconstruct the ontology of Educational Science, creating conceptual representations and maps and experimenting with Open Access and Open Culture tools.
- ▶ **"Integrated approaches to the evaluation of the ecological state and the halieutic management of transitional aquatic ecosystems"**: this project aims to develop an approach to evaluating the ecosystems of transitional waters, with particular reference to Italian lagoon ecosystems
- ▶ **"Horizons"**: a project attempting to revitalise historic town centres and make them commercially viable, aiming to incentivise the re-launch of local services, redevelop and revitalise town centres and create a safer urban environment.
- ▶ **"Health protection and prevention of risks from anthropogenic pollution"**: this project aims to support the sustainable development of the Galapagos Islands, trying to balance the primary needs of the population with economic and social growth, and focusing on protecting sanitary levels, on public health and on preserving the natural environment.
- ▶ **"Actions to aid the strengthening and recovery of vegetal biodiversity for damaged or replanted lowland forestry formations"**: this studies the ex-situ conservation and nursery reproduction of herbaceous woodland species, with the aim of evaluating how to conserve and then propagate the species, to make them available for environmental recovery programmes.

Related research projects on international issues

- ▶ **"MEDINA - Marine Ecosystem monitoring Dynamics and Indicators for North Africa"**: financed by the Seventh Framework Programme (FP7) in the Environment category. The project aims to increase the capacity of the countries of North Africa to monitor the ecosystems of their coastal areas and therefore to implement policies, agreements and environmental protocols.
- ▶ **"NANOFORART - NANO-materials FOR the conservation and preservation of movable and immovable ARTworks"**, financed by FP7 in the Environment category. The project aims to develop and experiment with new nanomaterials that can be used to conserve artworks and monuments.
- ▶ **"FORCE - Fisheries and Aquaculture-Oriented Research Capacity in Egypt"**, financed by FP7. The aim of this project is to increase the capacity of the Egyptian National Institute of Oceanography and Fisheries (NIOF) to carry out research for the implementation of sustainable development policies for fishing and aquaculture in Egypt, and, more generally, on the North African Mediterranean coastline.
- ▶ **"MD – Emergence by Design"**, financed by FP7 in the ICT category, aims to devise a series of processes, partly supported by ICT, which will help to urge civil society to create a socially sustainable future.
- ▶ **"PRECSTUDE - Precarious work amongst students in Europe"**, financed by the DG for Employment, Social Affairs and Inclusion. The project sets out a comparative study of the problem of precarious work for young people in seven different European Countries.

Related publications

In 2010 a database was launched that compiles all the research results (publications) on topics related to sustainability, using the Uniservice research portal.

In 2011 there were **73 related publications** (10.4% of the total), with most contributions from lecturers in scientific disciplines, followed by those from economics-related subjects, which were often linked to the social sector.

Dematerialisation

Dematerialisation is one of Ca' Foscari's strategic objectives, in parallel with the **increased digitalisation** of administrative procedures. This aims on the one hand to achieve organisational and social changes, and on the other hand to have a positive impact on environmental sustainability, for example decreasing the consumption of energy and materials, reducing waste and minimising the need for staff to travel. The results in this sector were achieved through various innovative programmes in many areas of the university.

Digital Administration Code (Codice delle Amministrazioni Digitali - CAD)

The CAD sets out a wide variety of operations, to which all sectors of Public Administration are to conform in order to radically reform administrative management.

Ca' Foscari launched this ongoing process, and in 2011 many initiatives were implemented, including:

- ▶ **Online protocol** now active throughout the university
- ▶ **Certified email** available for all cost centres and for the main offices of the Central Administration
- ▶ **Payment orders** now exclusively dealt with **online**
- ▶ Online applications to manage the **whole staff authorisation process**
- ▶ Since 2011 **feedback forms on the quality of services and teaching** have been delivered **online**, and the results are published in a special section of the university's website

Library services

- ▶ In 2011 almost **27,000 e-books** and reference works were available to students both in the libraries and through remote access
- ▶ A **laptop hire scheme** was launched
- ▶ Over **1,600 pages of documents** were digitalised, in addition to doctoral theses, in the process of creating digital archives
- ▶ All paper subscriptions were converted into digital subscriptions, making approximately **26,000 e-journals** available

Cash-less

The cash-less project aims to provide university users with access to a variety of services through a **single multi-purpose card** for electronic money management. The sub-project **Printing Management** was launched in 2011, aiming to make printing, photocopying and scanning facilities available throughout the university both to students and to staff.

Mav on demand

With effect from the second instalment of fees and contributions in the 2010/11 academic year, a new means of paying fees, "**MAV on demand**", was launched. This allows students to receive a code, including via mobile phone, which can then be used to make the payment in any bank in Italy. This system, as well as increasing **students' rating of the quality of the service, allows the procedures, materials, printing costs and sending of receipts to be optimised**, as well as minimising potential delivery errors.

Sustainable building

In line with its sustainability policy, the university has launched a series of operations to **improve the energy consumption and environmental performance** of its buildings. This means a series of efficiency measures and, where possible, the use of renewable energy sources, whilst bearing in mind the limitations of Ca' Foscari due to its significant number of historic buildings.

Energy Management

The Energy Management office was developed within the Estates and Acquisitions Services Area in 2011, with the objective of making the mechanical and electrical equipment at the University more efficient. The staff within the office work to:

- ▶ **Carry out audits and inspections** on the campuses to identify the various energy-related issues, so they can be evaluated and compared
- ▶ Create and update **detailed databases for gas, electricity and water consumption** in each building
- ▶ **Compare the various solutions** adopted on the different campuses and the effectiveness of the measures already in place
- ▶ Propose **improvements for existing equipment** and draw up projects for the implementation of new technologies

Environmental improvements to the San Giobbe campus

In 2011 the Italian Ministry of the Environment published the "**Ministerial Decree no. 468, dated 19th May 2011 - Access to co-financing for projects for the implementation of technologies for energy efficiency and renewable energy sources within public buildings**", which allows co-financing from the Ministry of the Environment for projects proposed by public bodies to improve the efficiency of energy resource use.

Ca' Foscari University decided to run a feasibility study, including the use of skilled professionals from outside the university, for participation in this project.

The measures proposed aim to:

- ▶ **Reduce the energy required** to meet the needs of the campus
- ▶ **Improve the efficiency** of existing equipment
- ▶ Increase the percentage of energy produced by **renewable sources**

It has been estimated that electricity consumption has decreased by around **63%**; gas consumption has fallen by about **6%** and CO₂ emissions have been reduced by **45%**.

LEED Project

During 2011 the university began to check whether it fulfilled the necessary minimum requirements to obtain **LEED EB: O&M certification** for Ca' Foscari's historical main building.

This certification would be one of the first to be awarded for a prestigious historical building, and to obtain it more stringent sustainability criteria than those currently in place will have to be adopted. From an organisational point of view the work will create healthier studying and working spaces, contributing to improved productivity, health, comfort and safety for its users.

Carbon Management

[WWW.UNIVE.IT/SUSTAINABILITY > CARBON MANAGEMENT]

As part of its environmental sustainability policy, in 2010 Ca' Foscari launched, in collaboration with the **Italian Ministry of the Environment and Protection of Land and Sea (MATTM)**, the pilot "Carbon Management" project, followed in 2011 by the "Addendum" project.

The aim of the project is to develop effective **ways of calculating** CO₂ emissions for complex structures like Universities, and then to **define targets for reducing GHG emissions**, to be achieved by implementing suitable plans promoting energy saving, efficiency and effectiveness.

For 2012 it is planned, as part of the "Addendum" project, to design and develop a **CO₂ calculator**, a tool available online allowing individuals to calculate their carbon footprint and receive suggestions on how to reduce their environmental impact.

Results of the project in 2011

- ▶ The **collection and analysis of data** on direct and indirect energy consumption was completed for all university campuses
- ▶ **Ca' Foscari's carbon footprint** was calculated for 2009 and 2010
- ▶ The **Guidelines on Carbon Management for Italian Universities** were published, describing both the model used and the results of its application at Ca' Foscari University
- ▶ **Targeted communication**, through the appropriate section of the website dedicated to sustainability, and the organisation of promotional events
- ▶ **Attainment of the Validation Certificate** for 2009 and 2010 issued by **Bureau Veritas Italia**, certifying that the GHG inventory was conducted in accordance with the requirements of **ISO 14064-3:2006**

Verifica dell'Inventario di GHG dell'Università Ca' Foscari Venezia
condotta conformemente ai requisiti previsti dalla Norma
ISO 14064-3:2006
Bureau Veritas Italia SpA



Move Forward with Confidence

A

Ca' Foscari Alumni and Sustainability Alumni

Sustainability in my view is development which makes someone happy and content to grow through working with other people, to create a product or provide a service which makes at least a small difference to the environment and our society.

Dr. Gianluca De Nardi HR partner for the shops CuoreBio and NaturaSì, Ecornaturasi S.p.A.

If, working on the basis of merit, the University produces scientific research, optimises its processes and services and directs its citizens towards a less energy-hungry culture, it can make an enormous difference to Sustainability without having to promote "living like paupers".

Dr. Mario Morino Administration and Finance Manager, S.I.F.A. S.c.p.A.

It is being able to say one day that you have helped to make the world better than it was when you found it, without having made the same thing impossible for future generations.

Dr. Elvis Colla Marketing & Sales Director at TEXA S.p.A.

Only man can preserve the environment for the benefit of current and especially future generations: the choice and the diffusion of a positive lifestyle, which minimises the direct and indirect impacts on the environment, are the responsibility of each of us.

Dr Anna Taddei Brand Management and Foreign Relations Manager, AGSM Verona S.p.A.

sostenibilita@unive.it

**www.unive.it/sostenibilita
www.unive.it/sustainability**

The report was finalised on 13th June 2012

Contents > Process and Project Management Office
Layout > Giovanni Possamai
English editing > Geraldine Ludbrook

