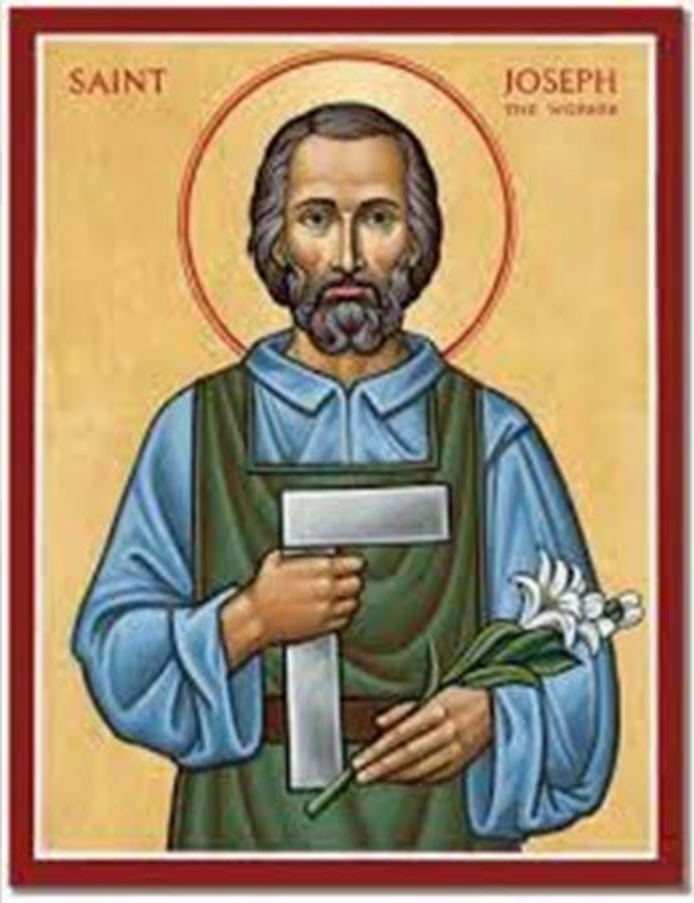


# Stewardship

The Good...



St Joseph the Worker

The Bad...



The Sherriff of Nottingham

And...

the ACU STRATEGY

Sharone Ciancio  
Director Corporate Services

Bill McKendry  
National Manager Service Improvement Team

Nicole Van de Gard  
Service Improvement Coordinator

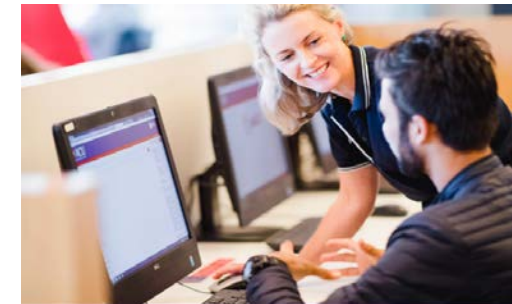
# Why are we introducing a Stewardship Strategy?

- **Good stewardship exists at ACU**, though it may be variable. A Stewardship Strategy could strengthen stewardship in a more consistent way across ACU that is aligned with our Mission and ACU Strategic Plan 2020-2023.
- Stewardship is expressed in the ACU Strategic Plan, within Goal 6: “Service, Stewardship and Sustainability”. A Stewardship Strategy could bring to life the concept of “stewardship” through a shared understanding and demonstration of this goal.
- The **ACU Service Excellence Framework** enabled a sharpened focus on a service ethos. A Stewardship Strategy can build on a service ethos and achievements by articulating how we can achieve a greater level of service to the University, our stakeholders and our communities.



## 6. Service, stewardship and sustainability

- 6.1 Sustain effective corporate governance and management practice that underpins our highest expectations of accountability.
- 6.2 Cultivate a highly capable, people-focused, safe and ethical workforce in support of our mission, focus and strategic priorities.
- 6.3 Ensure long-term fiscal sustainability and ethical stewardship of financial and non-financial resources.
- 6.4 Ensure the development and continual improvement of adaptable, accountable and transparent business and service delivery models.
- 6.5 Develop and maintain a seamless and engaging student-centred environment throughout the student lifecycle.
- 6.6 Implement and monitor an agile, secure and reliable cybersecurity environment.
- 6.7 Underpin high quality student, academic and professional staff experience through quality information resources, learning spaces and physical infrastructure.
- 6.8 Take bold and decisive action on environmental, social and economic sustainability, and the eradication of modern slavery.



## The Service Excellence Framework A strategy for service delivery at ACU.

*Block, P (1996)*

- 'Moral' aspect of stewardship distinguishes it from governance, the former being an intelligent caretaker function rather than a structural/procedural one.
- Focus on long-term care for future generations
- Choose service over self-interest

*Simpkins, L & Lemyre, L (2018)*

- Promoting the sharing of power, knowledge and resources with strong purpose toward common good result in lower stress and higher wellbeing
- Helps employees put their work in a larger context and provides sense of purpose

## ANCHORING THE STRATEGY IN LITERATURE

### Key Themes



*Peshawaria, R (2020)*

Adopt a leadership mindset that combines:

- Long-term view
- Ownership mentality
- Interdependence
- Creative resilience

- Act in service of the long run and act in service to those with little power
- Creating accountable and committed workplaces without increasing control or compliance
- Replace competition with collaboration; self-interest with service
- Care about meaning and impact

<https://www.leadershipandchangemagazine.com/stewardship-organization-development/>

- *Responsible caretakers for organisations*
- *Courageous and accountable*
- *Everyone can be a leader and a steward regardless of their position*
- *Create institutional cohesion – collective buy-in to a collective goal*

<https://nytimesineducation.com/spotlight/leadership-through-stewardship-a-foundation-for-Organisational-success-across-cultures/>

## KEY THEMES FROM THE LITERATURE



- Purpose of one's work is others and not self
- Do for something larger than themselves

[https://www.researchgate.net/publication/5149211\\_Promoting\\_Stewardship\\_Behavior\\_in\\_Organizations\\_A\\_Leadership\\_Model](https://www.researchgate.net/publication/5149211_Promoting_Stewardship_Behavior_in_Organizations_A_Leadership_Model)

- A kind of organisational culture or characteristic
- A stewardship organisation is aspirational, espousing a social purpose to benefit the collective welfare
- Pattern of shared leadership – members identify deeply with the organisation and feel in control
- Fosters intrinsic motivation based on mission

<https://www.emerald.com/insight/content/doi/10.1108/AJB-04-2020-0046/full/html>

- See own role as caretaker
- Duty to others and the whole organisation
- Cooperative environment focused on group success
- Construct an internal environment that empowers others

<https://bizfluent.com/info-10068779-Organisational-stewardship-mean.html>

- Act as surrogate of another
- Overseeing and protecting something worth caring for and preserving
- Listening to what is needed, not applying own assessment or orchestrating/pushing a solution
- Operate *in service of*, not *in control of*

<https://inspirecorps.com/Organisational-stewardship/>

Wanting to be the best for the world, not only the best in the world

Focus on themselves, others and the organisation – meet business outcomes and people's needs

Involve others in decision making

Enhance growth of employees

Work with the personal and the universal at the same time

Based in ethical and caring behaviours

Teamwork and community

Created 9 key constructs of steward leadership

## Voices of Our Stakeholders

### Voice of University Consultative Committee:

- Build a culture of trust & empowerment
- Greater transparency & accountability

### Voice of Exec Deans:

- Aligns with ACU vision – opportunity, innovation and ethics
- Authentic connection to mission

### Voice of Exec Deans:

- Engagement with partners & stakeholders
- Long-term planning & sustainability
- Think outside of yourself
- Using ACU resources wisely
- Continuous improvements; high quality service delivery
- Align with ACU Mission and Strategic Plan



### Voice of UCC:

- Less silos, more integrated
- Greater engagement with stakeholders

### Voice of Corporate Services Leaders:

- Sustainable management of resources
- Optimising organisational outcomes by drawing on strengths of individuals/teams
- Cultural change & way of working

### Voice of Students

- More opportunities for students to have a voice
- Being listened to
- Opinions being valued by staff
- Close the gap between students & academics

### Voice of Students

- Staff being open to flexibility & change
- Better communication between students and academic staff
- Greater empathy for students

### Voice of Corporate Services Leaders:

- Everyone is a custodian entrusted with responsibility for future generations
- Trust and unity across portfolios
- Accountability & responsibility
- A clear, pragmatic and transparent strategy

# Stewardship Strategy Development

## PRELIMINARY STRATEGY WORK




SEPT – OCT 2021

 **Literature Review**

 **Scoping and consultation**

- UCC
- Corporate Services leaders
- Executive Deans & HOS
- Identity & Mission
- Workshops – staff and students


 **Analysis of Feedback Data and Identification of Key Themes**

 **Communication** – introduction to Stewardship concept

## ROAD TO STRATEGY APPROVAL



NOV - DEC 2021

 **Additional Inputs**

- Internal eg VC, CPO, Provost Exec
- External eg International Catholic Universities
- Catholic Social Thought literature

 **Draft Strategy developed**

 **Draft Strategy Consultation**


- Focus Group
- University community
- VCAC


 **Communication** – draft strategy engagement

## PLAN TO OPERATIONALISE STRATEGY




JAN – FEB 2022

 **Final Strategy presented for approval** – VCEB and VC

 **Draft and Finalised Program of Initiatives to Operationalise Strategy**

- Consultation
- Integration

 **Governance**  
Program and project governance established

 **Communication** – strategy and plan communicated and socialised