

How Higher Education Can Keep Pace with Growing Sustainability Aspirations

Lessons on Building a Better Plan, Setting Goals, and Bolstering the Sustainability Organizational Structures

Facilities Forum

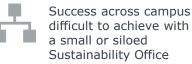
Blurred Boundaries Complicate Execution

Expanding Sustainability Scope Has Led to Campus Implementation Challenges

Challenge		Example
Institutions must pursue expanding array of sustainability initiatives to keep pace with scope creep	>	UN SDGs ¹ include sweeping goals like Zero Hunger, Gender Equality, and Clean Water & Sanitation



Institutions set lofty, ambitious sustainability goals that are increasingly difficult to achieve Stretton University² committed to diverting "at least 90 percent of waste from landfill"



At one public research university, six sustainability staff are responsible for the 72K students, 17K staff, and 5K faculty members

Our Focus Today

How Higher Education Can Keep Pace with Growing Sustainability Aspirations

Prioritize Best-Fit Sustainability Initiatives on Campus

Lesson 1: Map Sustainability Initiatives to Institutional Priorities

Compendium of Sustainability Tactics in Higher Education

- Filter 1: Reduce Emissions and Environmental Footprint
- Filter 2: Advance Sustainability Research and Education
- Filter 3: Enhance
 Community Visibility
- Filter 4: Ensure Return On Investment

Organize Sustainability Plan Around End Goals

Lesson 2: Bolster Plans with Assessment and Reporting Systems

Lesson 3: Tailor Sustainability Goals to Unit-Level Leaders

Create a Coordinated Sustainability Organization

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Lesson 4: Build Accountability Into Sustainability Governance Structures

Lesson 5: Form Structured Partnerships to Embed Initiatives Throughout the Institution

Lesson 6: Incentivize Campus Community to Pursue Sustainability Initiatives

Introducing EAB's Sustainability Compendium

Resource Outlines 100+ Sustainability Tactics

Guide to Choosing Institutional Best-Fit Sustainability Initiatives



Download the resource here

Delivering a Menu of Sustainability Initiatives

- 100+ sustainability tactics categorized by relevant area and subcategory
- Organizational structure mirroring STARS¹ sustainability areas
- Includes rationale for and case studies of each tactic
- Each tactic is tagged by four filters key to sustainability offices to indicate how the tactic advances broader institutional goals:
- 1 Reduce Emissions and Environmental Footprint
 - Advance Sustainability Research and Education
 - Enhance Community Visibility
 - Ensure Return On Investment

1) Sustainability Tracking, Assessment & Rating System.

Frameworks Ensure Plan Comprehensiveness

University of Miami Captures Wider Sustainability Definition Through STARS



2009 Climate Action Plan

Table of Contents Excerpt

Plan Category	Subsection(s)
Greenhouse Gas Inventory	Greenhouse Gas Baseline
Climate Action Plan	 Greenhouse Gas Reduction Proposal Short Term Reduction Goal Funding Possibilities for Reduction Climate Education & Outreach Climate Neutrality

2019 Sustainability Action Plan

Table of Contents Excerpt

Plan Category	Subsection(s)	
Academics	CurriculumResearch	
Engagement	Campus EngagementPublic Engagement	
Operations (Non-exhaustive list of subsections)	 Air & Climate Energy Food & Dining Transportation Water 	
Planning and Administration	 Coordination and Planning Diversity & Affordability Wellbeing & Work 	

- Plan mainly comprised of generic emissions- and energy-focused sections
- Either neglects or minimally addresses areas outside of Facilities
- Ex: Approximately <5% of academic courses include sustainability components

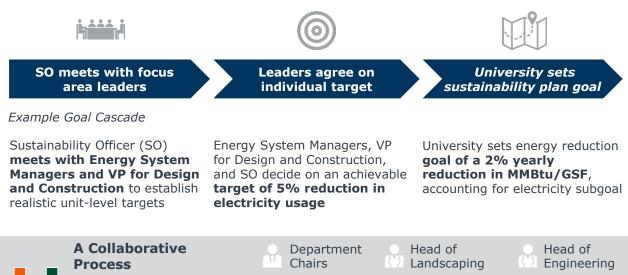
- Plan organized according to four pillars of the STARS framework
- Tracks number of STARS credits achieved for each focus area and how that compares with peers' credits
- UM is Gold STARS rated and 18% of its courses address sustainability issues

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A Roadmap to Building Sustainability Goals

Miami Works with Area Owners Across Campus to Form Institutional Targets

University of Miami's Goal Creation Process



UM established unit-level goals in collaboration with 30 individuals, including:

Select Faculty and Advisors

Head of Maintenance

Head of Waste

Management

The Devil is in the Details

Colorado State Creates Accountability with Owner, Timeline, and KPIs¹

Excerpt from CSU Sustainability Plan

Strategy	Owner	Deadline	Measure of Success
Establish a sustainability research award.	Research Subcommittee, VPR Office	Spring 2020	Award given out.
Increase purchases qualifying for the Environmentally & Socially Responsible Procurement Policy (ESRP) to 25%.	Employee Names	Ongoing	Increased utilization of ESRP as measured by qualifying purchases
Formulate a strategy for infusing sustainability core knowledge into curriculum.	Teaching Subcommittee, Academic Assoc. Deans	2020	Number of department-level sustainability learning outcomes increased
Develop opportunities for CSU employees to learn about or be actively engaged with sustainability efforts.	Facilities Mgmt., Procurement Services, President's Sustainability Commission	Fall 2019- Ongoing	Documented participation in trainings, committees, etc.
Colorado Responsible identified by name or by group/comm	deadlines communicated for		KPIs identified for each target to measure and track success

1) Key Performance Indicators.

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Systemize Oversight and Execution of Initiatives

Working Groups Focus Implementation of Wide-Ranging Plans

Northwestern University's sustainNU Working Groups

Strategic Sustainability Plan 2017-2021			
Plan Category Working Group Chair(s)		Sample Responsibility	
Built Environment	Dir. of Facilities OperationsChair, Dept. of Earth Planetary Sciences	Acquire utility incentives and track projects for payment	
Transportation	Transportation Services ManagerOperations Specialist	Administer a campus-wide transportation survey	
Resource Conservation	Assoc. Dir. Of SustainabilityDir. of University Food Services	Audit Procurement to identify waste reduction opportunities	
Communications & Engagement	 Sustainability Communications Manager 	Hold student sustainability roundtables	
Experiential Learning	 Dir. of Innovation & Engagement, Facilities Management 	Identify experiential learning opportunities in existing courses	

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Northwestern

Measure and Report Progress

Northwestern's Multitiered Approach Tracks Progress, Creates Accountability



Northwestern University's Sustainability Governance Structure

sustainNU Working Groups

- Meet monthly to assess progress on respective initiatives
- Report initiative progress quarterly to Sustainability Council

Sustainability Council

- Leads and monitors implementation of Plan
- Prepares annual working group progress reports for the Sustainability Steering Committee
- Meets biannually at minimum

Sustainability Steering Committee

- Provides high-level oversight of sustainability strategy
- Releases <u>annual year-</u> <u>in-review reports</u> which outline progress

made in each working group area

Not Always About the Money (But it Doesn't Hurt)

Students, Staff, and Faculty Motivated to Support Initiatives With Incentives

Effective Incentives Aligned by Institutional Stakeholder

	Motivators	Effective Incentives
Students	Professional developmentAcademic success	 Internships and mentorship programs Academic and service credit
Staff	Department fundingRecognition	Shared energy savingsGreen office programs
Faculty	Research supportDepartment fundingAdditional classroom resources	Research and program fundingCurricular training and support

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