

Mission: Julie Ann Wrigley Global Institute of Sustainability

Articulate and exemplify ASU's university-wide commitment to sustainability

Actively support and encourage ASU units and their partners in the teaching, learning, and discovery of sustainability

Implement, extend, share and promote sustainable practices locally, nationally, globally

Connect scientists, scholars, humanists, engineers, technologists, policymakers, business leaders, students and communities to enhance the capacity to address challenges of sustainability

AREA: School of Sustainability

Leads: Chris Boone, *Dean* and Candice Carr Kelman, *Assistant Director*

Key Areas: Recruitment and Curriculum development

FY16 Tasks

- Strengthen student recruitment
- Program additions & concurrent degrees
- Update SOS guidelines & reporting
- Increase SOS faculty support through hiring and collaborating with other units
- Develop a sustainability Extension Service with effective faculty rewards & recognition structure

FY16 Performance Metric

- Enrollment:
 - Full-time freshmen enrollment to 100
 - Undergraduate enrollment to 400 (including online)
 - 50 students in MSUS
 - 25 in EMSL
 - 75 in MSL
 - 3 new Master's International students
 - SOS minors to 1000
- Develop PhD concentrations in: Environmental/sustainability economics; and in urbanism
- Adopt new By Laws by Fall 2015. Produce annual report on faculty research, teaching and service
- Identify 3 split appointments by Spring 2016: two in environmental econ, one in Geog/Planning
- Identify Professors of Practice to hire
- Committee creation in conjunction with Provost to implement – multi year program

AREA: School of Sustainability Student Services Center

Leads: Lisa Murphy, *Director, Academic Services*

Key Areas: Recruitment, Admissions, Academic Advising and Student Services, Retention, Internships and Career Services, and Alumni Relations

FY16 Tasks

- Provide quality services to students
- Maintain and increase undergraduate retention
- Establish good MSL retention rates
- Increase BA/BS graduation rates
- Engage our alumni network in recruiting new students and preparing current students for employment opportunities
- Challenge high achieving undergraduate students to keep them engaged which will help continue to build a stronger sense of community

FY16 Performance Metric

- Expand post-appointment satisfaction survey to also measure service to prospective students and non-majors and maintain overall score of at least a 4.5 (just above agreeing that expectations are met and that students are satisfied)
- Respond in a timely matter to student inquiries/cases with an average Salesforce resolution time 2 business days or less
- Undergraduate retention rates should be at or above 90% at all levels (including online students this year)
- MSL retention rates should be at or above 80%
- Four-Year Goal = 65%, Five-Year Goal = 75%, Six-Year Goal = 85%
- Engage our alumni network at least 4 times in different ways to recruit new students (2 in fall and 2 in spring)
- Establish a mentorship program between students and alumni, connecting at least 10 students with 10 alumni as mentors by the end of fall
- Grow the undergraduate academy to 40 students by the end of spring

AREA: Executive and Professional Education Initiative

Leads: Ryan Johnson, *Executive Director* and Lindsey Donhauser, *Program Manager*

Key Areas: Executive & Custom Education, Strategic Partnerships, Non-Credit/Non-Degree

FY16 Tasks

Custom Education

- Create a robust prospect and customer pipeline of custom education clients that might bring more graduate students to SOS and deeper relationships
- Refine business development strategies, methods, and collateral to facilitate needs assessment and identification by custom clients
- Create web presence and social media strategy

Open Executive and Professional Education

- Build content in open courses that can generate new individual students, create content for custom education, and generate revenue
- Complete strategy to launch first courses in the short course series of professional certificates
- Complete evaluation instruments and methodologies

Strategic Partnerships

- Create new visibility for GIOS/SOS through the establishment of new external partnerships that can help deliver related non-degree/non-credit education and training
- Through new partner relationships, build marketing list for other parts of the initiative

FY16 Performance Metrics

- Four custom education client relationships delivered or in process and establishment of sales pipeline
- Participation in five grant proposals that would deliver custom sustainability education
- Completion of business development strategies, methodologies, and collateral
- High quality ratings from completed custom clients
- Completion of web and social media strategy

- Launch of six open “short” professional certificates
- Development and launch of professional certificates in co-development/co-marketing/co-launch arrangements with other ASU schools and colleges
- High quality ratings from open course attendees

- Establishment of 12 new relationships with the potential of producing new marketing channels and/or joint training for non-degree/non-credit
- Completion of Salesforce marketing cloud implementation with 1,000 leads in our database
- Successful delivery of two external partner training opportunities to our audience

AREA: K-12 Education and Outreach

Lead: Monica Elser, *Education Manager*

Key Areas: Community Engagement, Educational Outreach, K-12

FY16 Tasks

- Continue designing and implementing K-12 outreach components of sponsored projects that link ASU sustainability activities to K-12 through sponsored projects (CAP LTER, DCDC, Sustainability Science for Sustainable Schools, The Complexities of Ecological and Social Diversity: A Long Term Perspective)
- Continue to engage SOS students in K-12 outreach
- Collaborate on K-12 education outreach efforts with Walton Sustainability Solutions Initiatives, especially the National Teacher's Academy.
- Establish long-term relationships with community partners/school districts
- Collaborate with other ASU units that provide community outreach and education

FY16 Performance Metric

- Develop one new community partnership for K-12 outreach, continue to support classroom teacher with outreach programs
- Maintain Facebook page
- Collaborate on one grant proposal
- Collaborate with SOS internship advising office to provide K-12 opportunities for SOS undergraduates
- Collaborate with Walton Sustainable Solutions Initiatives on projects related to implementing sustainability education in the K-12 community
- Share teaching module for the new WaterSim with teaching community
- Conduct one new teacher workshop in collaboration with community partners and sustainability scientists

AREA: Strategically Strengthen Sustainability Research

Leads: Ann Kinzig, *Chief Research Strategist* and Scott Bugental, *Research Advancement Manager*

Key Areas: Interdisciplinary Project Integration, Opportunity Advancement and Pursuit, Proposal Development and Maturation

FY16 Tasks

- To submit two large 20M\$+ proposals
- Support Sustainability Scientists and Scholars in submitting two or more 5M\$+ proposals
- Continue to work with ASU Global & Walton Sustainability group to win task orders from US AID, WADI IQC to Engility, \$1B award for international development in water
- Enhance our ability to anticipate and shape future funding opportunities
- Serve as an exemplar unit for research advancement and support. Expand GIOS-led large multi-scale, multidisciplinary proposals on behalf of Sustainability Scientists and Scholars

FY16 Performance Metric

- PM pursuit of selection of these proposals
- Develop tiered system of proposal support that will facilitate large grants
- Rapid response team in place - Submit at least 3 task orders for WADI related work
- Work with Rachel Levinson and Senior Sustainability Scientists to increase capacity to network, share information
- Sustain dollar value of submissions of FY15, increase awards by 10%, increase expenditures by 7%

AREA: Impact and Regional Urban Sustainability

Lead: Anne Reichman, *Program Manager, Sustainability Cities Network*

Key Areas: Cities, community engagement, local sustainability

FY16Tasks

- Engage SCN member communities in local and statewide events, meetings, workshops, presentations and forums
- Increase member participation in network activities, particularly policy/decision makers
- Increase community engagement opportunities with GIOS, SOS, and other ASU departments
- Identify and document best practices specific to Arizona's communities and desert environment
- Obtain additional grant/foundation funding
- Expand engagement with other organizations in Arizona and networks across the country
- Expand marketing efforts to promote network progress
- Increase engagement with local policy makers
- Interface with internal GIOS Cities Initiatives to maximize integration of local coordination, resources, and outreach/engagement

FY16 Performance Metrics

- Engage a tribal community to participate SCN's Steering Committee
- Host a statewide and/or regional meetings to continue expanding community engagement and discussions
- Encourage community participation in at least five SOS/GIOS-related projects, classes or opportunities
- Expand engagement with specific stakeholder groups
- Implement best practices and/or collaborative project
- Expand access to community information via the SCN website
- Identify grant funding opportunities, maximizing partnerships with community members and local organizations

AREA: Events and community engagement

Leads: Lauren Kuby, *Manager, Events and Community Engagement* and Ashley Wilkins, *Events Coordinator, Senior*

Key Areas: Student, faculty, staff & community engagement, public events, outreach

FY16 Tasks

- Continue to marketing / brand the Wrigley Lecture Series as our premier events
- Work across campus and the community to plan a creative Sustainability Series, spotlight on local
- Engage SOS students in GIOS events
- Focus on quality not quantity of events
- Plan creative events with reduced catering budget
- Continue to target marketing of events through email, social media, and web
- Evaluate success of events and outreach to diverse communities
- Hold public forums and special events (including alumni events)
- Model “green” events (composting; menus focused on local, fresh food)
- Collaborate with ASU students, local governments, businesses, NGOs

FY16 Performance Metrics

- Produce
 - 5 Wrigley Series events
 - 1 Stardust speaker event;
 - 8 Sustainability Series at community locales;
 - Collaborate in at least 1 public event on each of ASU’s 4 campuses
 - 2 Case Critical Series (1x semester)
 - Focus on food events,
 - Work w City of Tempe on 2 local events/projects
- Incorporate outreach/events into the 8 strategic focus areas; in collaboration with key GIOS events teams
- Establish new collaborations with 2 local businesses
- Collaborate in 4 new opportunities for community engagement

AREA: Walton Sustainability Solutions Initiatives

Lead: Patricia Reiter, *Executive Director*,

Key Areas: Sustainability Solutions, Education and Engagement

FY16Tasks

SOLVE GLOBAL SUSTAINABILITY PROBLEMS

- Identify, secure and complete consulting projects for governments, businesses and communities through the Global Sustainability Solutions Services.

ENGAGE AND INFORM THE PUBLIC

- Increase attendance and results of the Sustainability Solutions Festival.
- Launch a Sustainability program for Science and Technology Museums
- Establish a National Teachers Academy to integrate sustainability concepts in classroom

EDUCATE FUTURE LEADERS

- Expand the work of the Executive Master's for Sustainability Leadership team to develop additional degrees and executive training.
- Provide international classes focused on sustainability solutions through Global Sustainability Studies Classes.
- Appoint and engage distinguished practitioners and scholars to advance the field of sustainability solutions through the Walton Sustainability Solutions Fellowship program.

FY16 Performance Metrics

Global Sustainability Solutions Services

- Complete existing and launch new projects in 5 countries
- Sign 20 new contracts with at least \$720k total revenue
- Assign 50 students to work on projects
- Publish 2 case studies and write 5 case briefs

Sustainability Solutions Festival and Awards Program

- Produce 3rd Festival in Feb., with 6 partners, 10,000 attendees and \$400K in sponsorships/in kind contributions

Sustainability in Science Museums Program

- Launch engagement with primary museum partners
- Train museum professionals on integrating sustainability concepts by 2017

National Sustainability Teacher's Academy

- Develop program to train 100 teachers from 20 states

Executive Master's for Sustainability Leadership

- Enroll 35 students for EMSL by Jan 2016.
- New On-line degree program goal of 25 for 2016
- Provide executive program to at least 40 students.

Global Sustainability Studies

- Develop and conduct 6 international classes in 7 countries
- Award 80 scholarships to the most accomplished students

Walton Sustainability Fellowship program

- Assign current fellows to particular projects and programs

Decision Center for a Desert City

Lead: Dave White, *PI and co-director*

Key Areas: water sustainability, urban climate adaptation

FY16 Tasks

- Launch “DCDC III” with \$4.5M NSF-DMUU renewal award, effective September 1, 2015.
- Leverage core NSF investment through additional grant funding.
- Disseminate research through peer-reviewed journal articles, book chapters, technical reports, and presentations to national/international conferences.
- Conduct scientific research, anticipatory modeling, and planning using WaterSim, the DCDC provider-level water supply and demand model.
- Deepen and expand international collaborations to demonstrate transferability and generalizability of DCDC research findings.
- Engage stakeholders through national events, workshops, and DCDC Water/Climate Briefings.
- Support and mentor postdoctoral associates, graduate students and undergraduate research students, and interns through established DCDC research and internship programs.

FY16 Performance Metrics

- Positive review of DCDC III, year 1, by NSF program officers and External Advisory Board.
- Submit 3-5 large (>\$1M) proposals to NSF, NOAA, USAID, and related agencies.
- Publish 20+ peer-reviewed publications, 20+ presentations to national and international conferences, and 3+ technical reports.
- Develop a conceptual and methodological framework to extend WaterSim to other urban water systems in the Western U.S.
- Extend research collaborations with Japanese Research Institute for Humanity and Nature (RIHN) and launch research in Brazil funded by Inter-American Development Bank.
- Connect with stakeholders through Water/Climate Briefings (450+ people); collaborative science/policy workshops (80+ people), and social media (400+ Twitter followers and 20% increase website traffic)
- Support and mentor 1 postdoctoral associate; 6 graduate research assistants; and 10-12 undergraduate research assistants.

AREA: Business Services

Lead: Nikol Grant, *Senior Manager, Financial Accounting*

Key Areas: Financial oversight, sponsored projects management and purchasing

FY16 Tasks

- Provide consistent compliance with established ASU sponsored project, purchasing, and financial policies and procedures.
- Support faculty, staff, and Sustainability Scientists/Scholars in purchasing and post-award needs.
- Maintain service levels based on the new office location at the Brickyard Orchid House
- Improve user experience through the MyASU Trip system

FY16 Performance Metric

- Zero audit findings and returned financial services/travel documents
- 100% of the grant managers and business office personnel to be trained in uniform guidance policies
- Service level survey to be provided Q3 of FY16 to gauge success of policies/procedures implemented Q1 FY16.
- Provide consistent hands on training to users (group and individual). Report outcomes to ASU Travel Team.

AREA: Employee Services

Lead: Barbara Harrison, *Human Resources Manager*

Key Areas: recruitment & hiring, performance management, employee relations, compliance

FY16 Tasks

- Foster collaboration, share best practices, and influence colleagues to advocate for improved university-wide HR processes
- Develop supervisor training and address employee engagement survey results
- Implement online HR files project including personnel files, visas, and leaves. Determine file naming conventions for electronic documents, create process, and hire student worker for summer
- Continue to refine Time and Attendance System (TAS) processes to reduce HR hours spent on missed deadlines for entry/approval of time
- Based on feedback gathered from hiring managers, continue to make improvements to daily internal HR processes for more efficient results
- Explore avenues so that new hires can more quickly assimilate to GIOS®

FY16 Performance Metrics

- Initiated quarterly HR friends meetings at GIOS®
- Moved to FY17 goals due to ASU trainer/workshop availability
- Completed electronic record conversion of HR files including timely ongoing scanning of current HR documents flowing in daily
- Achieved near error free use of TAS by all users resulting in a clean audit every pay period
- Worked with IT to add HR materials to GLPI, providing easier access to forms/checklists for hiring managers
- Continued regular new employee lunches with Directorate. Updated unit checklist based on feedback from new hires

Informatics and Technology

Lead: Philip Tarrant, *Director of Informatics and Technology*

Key Areas: research information management, web services, technology and event support

FY16 Tasks

- Migrate GIOS website into WordPress and incorporate ASU web standards
- Develop new Expert Search that can be shared across multiple websites
- Develop functionality to support staff business skills in Expert Search
- Relocate Informatics Technology team to BYOH
- Extend GIOS web functions to other GIOS affiliated websites
- Incorporate major research websites (DCDC, LightWorks, CAP LTER) into the GIOS web framework
- Design and develop Research Map functionality
- Develop new CAP LTER website in support of renewal proposal
- Support development of GIOS global brand
- Complete endpoint encryption project

FY16 Performance Metrics

- Quantified and categorized informatics support activities
- Increase overall web traffic to primary websites (SOS, GIOS) by 10% over December 2014 levels
- Up-to-date hardware inventory with replacement schedule and contract management information
- Accurate software product inventory with correct license-user assignments
- Defined customer satisfaction measurements for desktop support activities
- GIOS IT capital plan available by March 15 in preparation for FY17 planning cycle

Communications & Marketing

Lead: Meredith Simpson, *Chief of Staff*

Key Areas: communications, marketing, branding, media relations

FY16 Tasks

- Author faculty and student spotlight features highlighting sustainability related accomplishments by students, faculty and Sustainability Scientists
- Design and execute concurrent online/social media/print marketing campaigns, School collateral
- Highlight SOS faculty and sustainability Scientists accomplishments
- Implement marketing in support of SOS enrollment goals and Champions scholarship
- In collaboration with USP, improve GIOS/SOS rankings
- Promote ASU Sustainability Experts with leading national, global and local outlets
- Collaborate resources among Communicators

FY16 Performance Metrics

- Write 20 features; publish monthly
- Ten new promotional pieces to be produced, including accomplishments brochure for GIOS and SOS, and Thought Leader booklet
- Produce and publish accomplishments document and 5 new Thought Leader pieces
- Quarterly reporting reflecting increasing SOS visibility through social media & Google analytics
- In addition to AASHE Gold, regain top 10 status on Sierra Club Cool Schools and Princeton Review
- Promote 10 experts in national databases, targeted journal pieces, and news outlets
- Coordinate quarterly discussion group

AREA: Facilities Management

Leads: Courtney Russell, *Facilities Manager*

Key Areas: Operations, Facilities, Building Management

FY16 Tasks

- Expand sustainability efforts within Wrigley Hall through projects with FACMAN, outside vendors and student groups
- Increase sustainability outreach with students and the community through building tours, student engagement and events
- Improve FACMAN, GLPI & and Helpdesk ticket response time and resolution
- Provide support to SOS Faculty, Staff and Student projects
- Move Business office, Informatics and Communications to new space in the OrchidHouse
- Complete the Cease Lab environmental chamber installation

FY16 Performance Metric

- Identify key building projects that will improve occupant comfort and reduce building energy use
- Track engagement with students and community members
- Measure facilities support activities through the different ticketing systems
- Complete 3 current facilities projects: Matthews Center, Orchidhouse and Cease Lab
- Encourage sustainable practices of building occupants and visitors
- Conduct Wrigley building tours for special visitors and new employees and participate in Campus Sustainability Tours