

Sustainability 3.0 Plan: 2015-16 Update



What is Sustainability 3.0

The purpose of Sustainability 3.0 was to identify and map a **shared and actionable vision for sustainability at Stanford** over the next 5 to 10 years, building on the first Initiative on Environment and Sustainability that launched in October 2003 and the formalization of Sustainable Stanford that started in 2007. The effects of both initiatives are palpable. The university is now at the implementation phase of sustainability becoming a **core value on campus**, to be further evidenced through **teaching, research, and action**.

There remains, however, a great need and demand for further integration and collaboration across campus departments to demonstrate and realize the full potential of sustainability. With these considerations in mind, a group of faculty, staff and student leaders initiated the Sustainability 3.0 process in June 2011, with the goal to deliver the following:

1. **Strategic Blueprint:** A set of common framework questions (see planning section) were defined to facilitate discussion among each stakeholder group. Stakeholder teams organized and held their own series of meetings using the common framework questions as well as general feedback to refine recommendations. Each stakeholder team developed its strategic visions, top priorities and deliverables for the years ahead. A series of committee meetings were held between August 2011 and March 2012 to discuss findings and formulate strategies. This document contains and identifies the common goals, strategies and actions that serve as a blueprint for sustainability at Stanford in future years.
2. **Announcement and Celebration:** The Sustainability 3.0 Planning outcomes will be unveiled in the Celebrating Sustainability Event scheduled for May 7, 2012 afternoon at Paul Brest Hall.



2011-12 Steering Committee

- **Pamela Matson**, Dean, School of Earth Sciences (faculty lead)
- **Fahmida Ahmed**, Associate Director, Department of Sustainability and Energy Management (project manager, staff lead)
- **Jeff Koseff**, Director, Woods Institute for the Environment (faculty lead)
- **Buzz Thompson**, Director, Woods Institute for the Environment (faculty lead)
- **Roberta Katz**, Associate Vice President, Strategic Planning
- **Jack Cleary**, Associate Vice President, Land Buildings and Real Estate
- **Joseph Stagner**, Executive Director, Department of Sustainability and Energy Management
- **Amir Kavousian**, graduate student, Civil and Environmental Engineering (elected)
- **Alex Luisi**, undergraduate student, School of Earth Sciences (elected)

Provost's Committee on Sustainability

Committee Purpose

The Provost's Committee on Sustainability brings key leaders on campus together to focus on sustainability as a core value at Stanford. This committee will meet approximately 3 -4 times a year and the committee functions will include:

- Encourage and promote collaborations among sustainability programs across schools, institutes, Office of Sustainability, and students
- Exert leadership across campus (engage deans, cabinet, advice to SWG etc)
- Bring campus-wide issues on sustainability to attention of Provost and President; inform/advise/converse with building 10 on new initiatives

Committee Members 2015-16 (by invitation)

- **Andrea Stein** Student representatives from Student from Sustainable Stanford (SSS)
- **Ann Arvin**, Dean of Research
- **Buzz Thompson**, Director of Stanford Woods Institute for the Environment
- **Chris Field**, Director of Carnegie Institute, Professor for Interdisciplinary Environmental Studies and Earth System Science, Sr Fellow at Woods and PIE
- **David Demarest**, Vice President of Public Affairs
- **Donna Lawrence**, Assistant Vice President for Development, Associate Dean, External Relations
- **Fahmida Ahmed**, Director, Office of Sustainability, Sustainability Working Group
- **Jack Cleary**, Associate Vice President, Land, Buildings and Real Estate
- **Jeff Koseff**, Director of Stanford Woods Institute for the Environment
- **Pamela Matson** (Committee Chair), Dean, School of Earth Sciences
- **Peter Vitousek**, Professor of Biology, Population and Resource Studies, Senior Fellow at Woods
- **Randy Livingston**, Vice President of Business Affairs, CFO
- **Roberta Katz**, Associate Vice President, Strategic Planning
- **Sally Benson**, Director, Precourt Institute for Energy
- **Sarah Billington**, Professor of Civil and Environmental Engineering, Senior Fellow at Woods
- **Shirley Everett**, Senior Associate Vice Provost, Residential and Dining Enterprises
- **Yari Greaney**, Student representatives from Green Alliance Innovation & Action (GAIA)

Goal

Become a leader in sustainability efforts through research, education, operations, and influence the world.

Lead sustainability by example through action on- and off-campus.

Strategies

- A. Ensure that sustainability is a top and lasting priority for Stanford University in research, teaching and action.
- B. Establish clear policies for implementing sustainability in every part of campus – Implement, Monitor, Achieve.
- C. Educate and train Stanford community to work towards sustainability goals and build a fully committed and engaged community.
- D. Reach beyond Stanford - influence sustainability research, education, and action beyond the university.

Strategies and Actions

A: Ensure that sustainability is a top and lasting priority for Stanford University in research, teaching and action.

Actions	Tactics, Programs	Implementation lead	Status
<p>1. Elevate and enhance the governance structure so sustainability is a campus priority with executive sponsorship.</p>	<p><u>New:</u> Coordinating Committee on Sustainability with faculty, student and staff members. Core functions of the committee will include:</p> <ul style="list-style-type: none"> ▪ Facilitate collaboration across schools, institutes, Office of Sustainability, and students ▪ Exert leadership across campus (engage deans, cabinet, advice to SWG etc) ▪ Bring campus-wide issues on sustainability to attention of Provost and President 	<p>Provost's Committee on Sustainability.</p> <p>Chair – Pamela Matson</p>	<p>Active since 2012</p>
<p>2. Bolster implementation platform to widen and deepen adoption</p>	<p><u>Enhance:</u> Sustainability Working Group (SWG) membership grows to include administrative deans.</p>	<p>Office of Sustainability</p>	<p>Active since 2006</p> <p>The SWG was constituted in 2006 by the Provost to implement university policies on sustainability. The SWG has representation on the Provost's Committee to ensure coordination, decision flow, and accountability, and is chaired by the Director of Office of Sustainability.</p>

B: Establish clear policies for implementing sustainability in every part of campus – Implement, Monitor, Achieve.

Actions	Tactics, Program	Implementation lead	Status
3. Long-range sustainability plans	<u>Long-range plans are ongoing in Department of Sustainability and Energy Management in LBRE</u> (topics: energy, transportation, water, waste, procurement, buildings) <u>Enhance:</u> Ensure sustainability continues to be integrated into classes beyond environmental studies	LBRE Academic units	Active since 2006 Progress is covered though existing reporting forums.
4. Campus sustainability metrics and reporting	<u>Enhance:</u> Add metrics of success for academic initiatives to the exiting operational metrics for sustainability.	Office of Sustainability and academic partners	In progress: Active since 2012, need more metrics on academic initiatives
5. Create visibility into and incentives for the implementation of sustainability initiatives	<u>New:</u> School and major department level Sustainability Report Cards and Cardinal Green Incentives for participation. The report card will show not just energy budget allocation, but also that for water, waste, and behavioral programs, to create incentives for departments towards full participation.	Office of Sustainability	Active, Launched in Spring 2016 for academic buildings.
6. Yearly publication	<u>Enhance:</u> Sustainable Stanford: A Year in Review to become a joint publication to reflect academic, operations, and student milestones	Office of Sustainability and all academic and operations	Active since 2009. Office of Sustainability and its campus partners annually present a digital edition of Sustainability at Stanford: A Year in Review, which showcases the actions and

		partners	achievements of the university to advance campus sustainability during the academic year. This annual publication presents a comprehensive view of Stanford as an institution that invests in sustainability across all aspects of campus life.
7. Promotion in External Media and Publications	<u>New:</u> Joint messaging on vision, rankings, and results. Demonstrate how students are benefiting from interdisciplinary education and culture	Woods, PIE, Office of Sustainability, Communications, student groups	Not explicitly addressed
8. Integration of interdisciplinary approaches to student life in dorms	<u>New:</u> Support exercises to facilitate design.	R&DE, VPSA, Institutes, Office of Sustainability	Every year R&DE partners with academic programs on research in residences. Student Housing has partnered with the Department of Psychology, Engineering, and Earth Systems Program to study how norming messages impact laundry behavior, how students use light in their rooms, and how to improve sorting at waste corrals. The “Sustainable Roble” initiative is an additional university-as-a-living-lab project.
9. New- Sustainability in athletics	Create deliberate sustainability plan and implementation programs for Department of Athletics	Department of Athletics, R&DE, Office of Sustainability	Active since 2013
10. New – Sustainability Considerations in campus procurement	Lifecycle assessment study of universities carbon footprint related to procurement of goods and services	Procurement, Office of Sustainability	In consideration though Procurement Strategic Plan 2015. Sustainability is already a major consideration for food purchasing with a full-time staff member and interns doing research

C: Educate and train Stanford community to work towards sustainability goals; build a fully committed and engaged community.

Actions	Tactics, Program	Implementation lead	Status
<p>11. Expand Stanford's solution-oriented research activities and link them firmly with decision making in the university and beyond</p>	<ul style="list-style-type: none"> • Identify and fill gaps in faculty expertise, especially across the social sciences. • Across Stanford's research endeavors, analyze what works and what does not in an effort to link research with decision-making. • Engage graduate community by creating strong connections with operations and academic community, to identify and incentivize graduate research and contributions to campus and world sustainability solutions. <p><u>New:</u> Develop and carry-out scholarly analysis of current and past Stanford research focused on interdisciplinary problem solving for sustainability goals, identifying what works and why in an effort to LINK KNOWLEDGE to Action; publish and share locally to improve on-going efforts.</p>	<p>Woods and PIE</p>	<p>Active</p>

	<p>Enhance: Uncommon Dialogues and other approaches to create on-going dialogue among researchers and decision makers for sustainability, and funding for faculty and students to engage in problem solving research in concert with decision makers.</p>		
<p>12. Develop sustainability undergraduate curriculum, including introductory courses, instruction packages for external use</p>	<p>New: Courses:</p> <ul style="list-style-type: none"> • Sustainability 101 online class for incoming students • Interdisciplinary problem-solving courses on sustainability issues, from introductory “thinking matters” and freshman seminars to “helix” sets that are linked and coordinated across the university, and create incentives for faculty participation • “Sustainability challenges and impacts” classes that explicitly link education and problem solving within the university as well as with partners outside. <p>Enhance: Reinvigorate Green Fund for staff-faculty sponsored projects that students can implement. Include research units</p>	<p>Provost’s Sustainability Committee, with VPUE, Haas Center, Student groups, Earth Systems, IDP, Woods Institute and Precourt Institute faculty members, and others</p>	<p>Active</p>

	as part of the incentive		
13. Engage the broader Stanford campus through Cardinal Green outreach campaigns, training programs and incentives	<u>Enhance:</u> Employee and Student Engagement Programs like BeWell (strengthen existing participation campaigns with programs, incentives and promotion)	Office of Sustainability with departmental partners R&DE, Athletics and PSSI	Active with My Cardinal Green and Cardinal Green campaigns (Cardinal Green Buildings, WaterWise, RecycleMania and Give&Go by Student Housing). We offer sustainability classes (recycling, sustainable food). R&DE promotes all campaigns in student dorms.
14. Develop and implement training efforts for Stanford residential lease holders	<u>New:</u> Set up home energy audit and other audit and training programs. Engage students in analysis as part of educational opportunities. Develop a community leadership group through SCRL to inform and engage the community	Office of Sustainability	Some activity on drought measures in 2014-15, not yet explicitly addressed to date
15. Develop and implement residence-based training programs	<u>New:</u> Online or live training (half a day) for all students on sustainable living practices and green choices tips.	R&DE Student Housing	R&DE Student Housing has developed three coordinated communication pieces at the heart of its education programming for residences, a Sustainable Living Video, a Student Guide to Sustainable Living and 'I am Cardinal Green' sticker, which are provided to all new students. On-site workshops are offered at house meetings on various topics from composting to having green parties. Competitions are run between residences to reduce utilities usage. Educational signage is displayed in key areas such as laundry rooms, bathrooms and waste corrals.
16. Introduction to Sustainability during NSO	<u>New:</u> Hold training during at NSO and have a follow-up event later in the quarter about sustainability	R&DE, Office of Sustainability	Active. Members of the incoming class get the opportunity to experience the thriving culture of sustainability at Stanford from their first steps on

	in general and how it specifically relates to student lives (grad and undergrad) at Stanford		campus during NSO. R&DE and Sustainable Stanford partners welcome the freshmen with a sustainability open house and a zero-waste lunch. A healthy, locally sourced meal is served in compostable and recyclable containers, and volunteers help staff waste stations to ensure that each student understands the correct way to sort waste. Copies of the “Student Sustainable Living Guide” and other materials are made available for interested students, and all students receive emails before they arrive about Stanford’s commitment to sustainability. Sustainable Stanford maintains and strengthens the bond with incoming students every year and will seek ways to expand this partnership in 2015-16.
17. Develop and implement Green Event Practices	<u>Enhance:</u> Widely publicize the Green Events guidelines, Stanford Events to make it part of Administrative Guideline	R&DE, Office of Sustainability	Active
18. Annual Campus Event	<p><u>New:</u> Establish an annual and joint event to present a “Sustainability State of the Union/Celebrating Sustainability” and awards to celebrate milestones.</p> <p><u>New:</u> Establish annual awards process to recognize outstanding contributions</p>	Office of Sustainability, R&DE and all academic partners	<p>Active.</p> <ul style="list-style-type: none"> • Celebrating Sustainability • BeWell Harvest Festival • R&DE Earth Day Dinner <p>Sustainable Stanford awards—one each for staff, faculty, and students—have been developed.</p>

D. Reach beyond Stanford - influence sustainability research, education, and action beyond the university.

Actions	Tactics, Program	Implementation lead	Status
19. Develop cross-university collaborations for research, teaching	<u>New:</u> Lead and interact with national level academic programs to share Stanford's approach (e.g, National Academy Sustainability Science activities, NSF's Sustainability Research Network, etc). Create or contribute to international and national symposia on sustainability S&T and action.	Faculty and Students, Woods Institute, Precourt Institute, etc	Active Update to committee in 2015-16
20. Engage in sustainability research and problem solving around world	<u>New:</u> Use networks of faculty, students, and staff to identify, build and implement sustainability perspectives in on-going or new international activities at Stanford (e.g., leverage on Engineers for a Sustainable World; various centers and activities in Schools and Institutes at Stanford with international focus).	Faculty and Students, Woods Institute, Precourt Institute, etc.	Active Update to committee in 2015-16
21. Share best practices, metrics and approaches	Be the agent of influence in higher education, policy and industry consortiums. Students to build the inter-university platforms, faculty and staff to do the same.	All	Active. Office of Sustainability is engaged in leadership roles through Association for Advancement of Sustainability in Higher Education, California Higher Education Sustainability Consortium, Ivy Plus Sustainability, Green Sports Alliance, etc. R&DE co-founded the

			Menus of Change University Research Collaborative (focused on research related to healthy & sustainable food) with 35+ university members, Google and the CIA as members. R&DE co-founded the Bay Area Sustainable Sourcing Group with Google to share best practices among universities and tech companies on sustainable food purchasing.
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