

Sustainability 3.0 – Strategic Plan

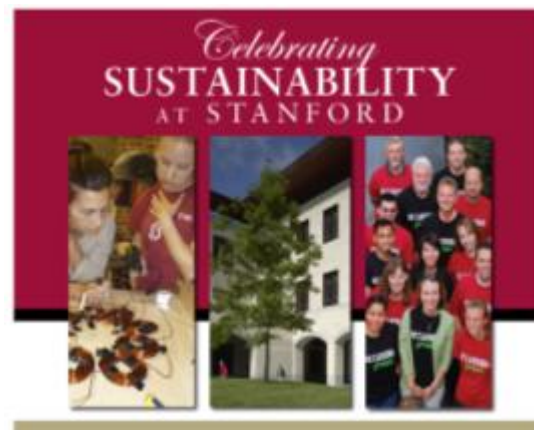


What is Sustainability 3.0

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.



Planning 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)

Executive Committee Meetings	Dates	Agenda
General Meeting- all	June 6, 2011	Kick-off discussion, key ideas, contacts
Committee Meeting #1	August 18, 2011	Planning strategy and process
Committee Meeting #2	September 16, 2011	Common Framework questions
Committee Meeting #3	Nov 28, 2011	Stakeholder feedback review
Committee Meeting #4	January 19, 2012	Theme, goal discussion
Committee Meeting #5	February 27, 2012	Strategies and Programs Discussion, Events
Committee Meeting #6	March 7, 2012	Summary of strategies
Approvals	April 2012	Pre-approvals, Provost ask (April 11)
Celebrating Sustainability	May 7, 2012	Celebrate success and outline next steps



Goal, Strategies and Actions

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
1. Elevate and enhance the governance structure so sustainability is a campus priority with executive sponsorship.	<p>New: 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 ▪ Inform/advise/converse with building 10 on new initiatives <p>The committee will be chaired on a rotational basis. The chair will be appointed by the Provost. The committee will be staffed by an administrative assistant who will be responsible for organizing meetings, taking and distributing minutes, and other functions to be decided by the committee.</p>	Sustainability 3.0 committee and Building 10
2. Bolster implementation platform to widen and deepen adoption	<p>Enhance: Sustainability Working Group (SWG) membership grows to include administrative deans. The SWG is formerly constituted by the Provost to implement university policies on sustainability. The SWG will have representation on the Coordinating Committee to ensure coordination, decision flow, and accountability, and is chaired by a member of the Office of Sustainability.</p>	Office of Sustainability (in LBRE), with the Provost's Committee support

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

Actions	Tactics, Program	Implementation lead
3. Long-range sustainability plans and approval	<p><u>Long-range plans are ongoing in Department of Sustainability and Energy Management in LBRE</u> (topics: energy, transportation, water, waste, procurement, buildings)</p> <p><u>Enhance:</u> Ensure sustainability continues to be integrated into classes beyond environmental studies</p>	SEM in LBRE Academic units
4. Campus sustainability metrics and reporting	<p><u>Enhance:</u> Add metrics of success for academic initiatives to the exiting operational metrics for sustainability. Examples are available through the Association for Advancement of Sustainability in Higher Education (AASHE)'s rating programs. Students want to participate in these evaluations over the summer and school year</p>	Office of Sustainability
5. Create visibility into and incentives for the implementation of sustainability initiative	<p><u>New:</u> School, department, and dorm level sustainability report cards and incentives for participation. The report cards will show not just energy budget allocation, but also that for water, waste, and behavioral programs, to create incentives for departments towards full participation.</p>	Office of Sustainability Student Housing to take the lead in dorms.
6. Yearly publication	<p><u>Enhance:</u> Sustainable Stanford: A Year in Review to become a joint publication to reflect academic, operations, and student milestones</p>	Office of Sustainability
7. Promotion in External Media and Publications	<p><u>New:</u> Joint messaging on vision, rankings, and results. Demonstrate how students are benefiting from interdisciplinary education and culture</p>	Woods Institute, Precourt Institute for Energy, Office of Sustainability, Communications, student groups
8. Integration of interdisciplinary approaches to student life in dorms	<p><u>New:</u> Support exercises to facilitate design.</p>	Woods Institute, Precourt Institute for Energy

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

Actions	Tactics, Program	Implementation lead
<p>9. 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>New: 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>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>Woods and Precourt Institutes research funding</p>
<p>10. 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>Provost’s Sustainability Committee, with VPUE, Haas Center, Student groups, Earth Systems, IDP, Woods Institute and Precourt Institute faculty members, and others</p>

	<u>Enhance:</u> Reinvigorate Green Fund for staff-faculty sponsored projects that students can implement. Include research units as part of the incentive	
11. Engage the broader Stanford campus through outreach campaigns	<u>Enhance:</u> Employee and Student Engagement Programs like “BeWell” (strengthen existing participation campaigns with programs, incentives and promotion)	Office of Sustainability,
12. 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	
13. Develop and implement training programs for all employees	<u>New:</u> sustainability.edu or Sustainability 101 (online or live training – half a day) options for employees	
14. 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.	Student Housing
15. Introduction to Sustainability during NSO	<u>New:</u> Hold a class during at NSO and have a follow-up event later in the quarter about sustainability in general and how it specifically relates to student lives (grad and undergrad) at Stanford	Woods and Office of Sustainability
16. Develop and implement “best practices” for events	<u>Enhance:</u> Widely publicize the Green Events guidelines, Stanford Events to make it part of Administrative Guideline	Office of Sustainability, Students groups
17. Recognition: Annual Campus Event	<u>New:</u> Establish an annual and joint event to present a “Sustainability State of the Union” and awards to celebrate milestones. <u>New:</u> Establish annual awards process to recognize outstanding contributions	Office of Sustainability

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

Actions	Tactics, Program	Implementation lead
18. 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
19. 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
20. Share best practices, metrics and approaches	<u>Enhance:</u> <ul style="list-style-type: none"> • 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 	?