The American College of Greece

Sustainability Strategic Plan

V.1.0

April 2016

1. Executive Summary

Today, the fact that human activity impacts climate in a harmful manner with direct consequences for the environment, society and the economy is an undisputed scientific reality. It is vital for today's students - *the leaders of tomorrow* - to understand how sustainable development can reverse the climate change spiral and mitigate its tremendous social and financial side effects. It is about forging their own future, both as citizens and professionals. They need the knowledge and skills to be able to tackle the issues society is already facing on a global level.

As an educational institution, American College of Greece (ACG) recognizes the need to educate, inspire and empower the college community to address sustainability in the most effective manner. ACG recognizes also the environmental, economic, and social benefits of resource efficiency and sustainability.

Sustainability

"Meeting the needs of the present without compromising the ability of future generations to meet their own needs."

This first fully documented plan dedicated to sustainability, the Sustainability Strategic Plan (SSP), is an enabling framework for supporting ACG's commitment to act towards properly preparing the academic community for the issue in question. The SSP was designed to guide and support the implementation of the sustainability objectives. It provides a holistic approach to campus sustainability encompassing sustainability management & administration, teaching & research, responsible community service and campus operations. Recognizing that ACG is already engaged in a significant number of sustainability activities, the SSP provides an institutional wide understanding of strategic priorities for sustainability and is intended to support effective and collaborative planning at staff and faculty levels.

In December 2015, ACG was awarded for his current sustainability practices with the STARS Bronze Award, provided by Association for the Advancement of Sustainability in Higher Education. The Sustainability Tracking, Assessment and Rating System (STARS) model was successfully used as a structured platform to document sustainability performance, including modifications necessary to reflect ACG's operational context in Greece. ACG is the third academic institution outside US to achieve such an accomplishment.

As a continuation of this effort, the Strategic Plan identifies goals, objectives, KPIs, targets and strategies and associated accountabilities for executive management, teaching & research, community engagement and partnerships, and operational practice.

The general objectives for each of these, based on STARS categorization, are:

1. ***Academics***: To include sustainability principles in curricula in a way which broadens students' theoretical and practical understanding of sustainability at both local and global level.

2. ***Engagement***: To contribute to a robust, equitable and environmentally sustainable society by fostering partnerships and engagement opportunities and thus supporting the local community.

3. ***Operations***: To strive for best practice in the management of greenhouse gas emissions, energy & water efficiency, recycling and waste, procurement and transport.

4. ***Planning & Administration***: To adopt and implement effective management principles, which provide solid support to ACG's sustainability goals and strategies implementation.

This plan is intended to be a practical resource towards achieving environmental, financial and social sustainability excellence. Above all, it is not a static document: It is a process designed to be inclusive and collaborative and its implementation should involve college students, faculty, and staff in its implementation.

The right mix of expertise, knowledge, commitment and enthusiasm will ensure that its implementation will positively impact all parts of the ACG campus and its community.

2.   ACG's Sustainability Principles

The Sustainability Plan is based on fundamental principles, which provide the necessary strategic guidance towards achieving sustainability excellence:

Values	Fostering the values of sustainability in students and staff through teaching, research, community engagement and best management practices.
Governance	ACG will lead by example and promote the principles of sustainability in teaching, research, community engagement and operational practices.
	Sustainability is today's investment in a better tomorrow and the ACG has a major role as a prominent example.
Commitment	Across all levels of the organisation. Each one of the stakeholders has a responsibility to embed sustainability in the areas over which they have influence.
Participation and Inclusiveness	The involvement of staff and students and the wider community is integral to advancing the sustainability agenda.

3.   SSP Fundamental Objectives

The ultimate goal of SSP's implementation will be the significant improvement of ACG's sustainability status. Towards the course of this main objective, ACG will:

- Minimize the environmental impact of its operations and improve environmental amenity and integrity.

- Promote social justice and equity.

- Contribute to human health and well-being.

- Maintain SSP's financial viability.

- Ensure that sustainability principles are incorporated into decision-making and activities at all levels, and that decisions are informed by evidence-based, integrated analysis that considers the needs of all stakeholders.

- Use sustainability targets and indicators (KPI's) to drive continuous improvement of the

sustainability performance according to best practices.

- Create and promote an environmentally sustainable, equitable, diverse, healthy and responsible culture across ACG's community.
- Raise public awareness of sustainability issues through its work with students, staff and the wider community.

4. Suggested Priorities

- Identify gaps in current policies and procedures; review and/or develop new policies and procedures as required.
- Incorporate sustainability into operational plans.
- Develop reporting capacity to monitor performance.
- Incorporate sustainability principles into program delivery and teaching practice.
- Establish a research portfolio for sustainability.
- Establish a partnership's register and seek out new opportunities to strengthen local community outcomes.
- Minimize energy consumption while providing best practice facilities for teaching and research and recreation.
- Apply water conservation measures.
- Apply effective waste minimization strategies in line with the waste management life cycle: avoid, reduce, reuse, recycle and dispose.
- General planning and development incorporates principles of sustainability.
- Raise the visibility of ACG's sustainability commitment, internally and externally.

5. Document Structure

Based on STARS 4-tier structure, KPI's are set along with their targeted value. This value is an initial goal, which has to be supported by a series of pre-conditions, explained a t Chapter 7. The KPI table has the following format:

KPI Indicator	Goal
Brief description of the indicator.	The expected value of the indicator.

A Key Performance indicator is meaningful only if it is tightly related to a certain time period of measurement. This period, unless it is otherwise mentioned, is the one indicated for each strategic action at column "Timeframe" (see next table).

In addition to the KPI table, every strategic action is accompanied by its expected target/key outputs, which are explained in writing. Main implementation considerations are also documented along with a first estimation of time, cost and complexity parameters.

All these are formed into the following table structure.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
Nr.	Brief description of the suggested action.	Brief description of the expected outcomes/deliverables/goals.	What is needed to be taken into account.	The financial impact and the complexity involved.	Target time period, divided in planning & implementation phases.

6. Financial Impact and Implementation Complexity Notation

Not all strategic actions are of the same importance, financial impact and complexity. For each recommended strategic action that has cost implications for the college, those have been incorporated within the plan using a separate symbol for four different cost scales. While it is important to gather the cost implications of sustainability initiatives at the earliest possible extent, it is also imperative to see the potential savings of investing in energy efficiency and the potential synergistic gains from assigning resources on sustainability. Some savings are direct, as in the case of net metering & LED lighting, which directly reduce greenhouse gas emissions and provide very significant annual savings. Other sustainability measures do not have a direct return on investment (ROI) but contribute to leadership in research and teaching endeavors, improved institutional reputation and the recruitment and retention of students who value sustainability.

In order to have an indicative estimation of the implementation cost for each one of the proposed actions, a sign is attached to each action indicating a (by default) rough albeit learned estimate of the implementation expenses. This signage does not indicate savings or other measurable benefits due to the fact that such estimation requires a customized to each action approach, based on a detailed business plan. Nevertheless, when possible, an estimation of savings and/or other measurable benefits were made available.

The four cost categories are the following:

	Insignificant	Low	Medium	High
Financial Impact (FI)	Almost without need for expenses.	Amount < € 10.000	€ 10.000<Amount< € 50.000	Amount> € 50.000

A similar, visual approach has been followed in order to define the complexity of each strategic action. Complexity is defined according to the different degrees of planning, organizing, controlling and reporting for each strategic action, from just being a set of simple steps to follow to a formal project or even as a set of projects which form a programme. Contrary to the volatility of financial estimations, complexity's estimation accuracy should be expected to be very close to reality.

The four complexity categories are the following:

	Elementary	Basic	Project	Programme
Implementation Complexity (IC)	Can be implemented as part of the usual day-to-day operational work.	As happens in "Elementary" but requires additional communication, control & monitoring effort.	Formal project management procedures (planning, organizing, controlling) & dedicated to the task resources for *at least* a 2-month period.	Involves many sub-projects as part of a program. Dedicated resources for *at least* a 6-month period.

7.   Important Topics Notation

This Plan follows the STARS structure. In order to enable its use with a modified view, for users who are not accustomed to STARS but they are definitely sustainability stakeholders, especially those who want to focus on Communication and/or Social Responsibility actions, a special notation will navigate them to distinguish the referred actions among the many actions in the four STARS categories.

As ACG-CARES plays already a significant role in current social responsibility affairs, we use its logo to signify this category of actions.

Communication & Social Responsibility	Communication	Social Responsibility

7.   Necessary Implementation Conditions

According to a MIT Sloan Management Review survey [1], many thought leaders and survey respondents viewed sustainability as a unique business issue, both strategically and economically. The survey pointed to three root causes that explain reasons why institutions are struggling to tackle sustainability more decisively:

1. Lack of understanding what sustainability is or means to the institution.
2. Difficulty on modeling the business case — or even finding a compelling case — for sustainability.
3. Execution is often flawed. Even if institutions surmount the first two hurdles impeding action, they often have to face the third one.

Every strategy plan is dependent on a series of necessary pre-conditions, which have to be fulfilled prior to its implementation in order to make its vision a tangible reality. For the Sustainability Strategy Plan on hand, these conditions are at least the following:

- Understanding the business benefits of sustainability beyond its traditional environmental effect.
- Create the necessary organisation model, which will deliver guaranteed results.
- Sustainability has to be self-dependent as to its financing needs. Every project should be

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[1] http://sloanreview.mit.edu/; The Boston Consulting Group - The Business of Sustainability: What It Means to Managers Now (**Requires subscription**).

a separate well-documented case. A project budget is not sufficient if it's not supported by measurable benefits, realized within a reasonable time frame.

- Commitment to implementation has to be top-down and visible to every stakeholder.

- Sustainability is not a project – *not even a program*. It is a long-term, on-going engagement.

## 8.	Monitoring, reporting and evaluation

It is highly recommended that progress reporting regarding the SSP should be formal and carried out on a quarterly and annual basis. Quarterly reporting will allow the implementation teams to highlight issues and successes as well as opportunities not foreseen in the development of this plan. The annual report will assess performance against targets and implementation capacity. An evaluation of resourcing will be provided in the annual report to ensure targets are realistic.

## 9.	Implementation Resources

In an environment of budget cuts and limited funding, the SSP's implementation will need to carefully evaluate the economics of sustainability in the decision making process. This means balancing the different costs and benefits of each project, including those that are difficult to quantify. It is crucial to understand the nature of sustainability projects, which as a rule have a relatively high initial capital expenditure (CAPEX), gradually resulting in significant annual operating cost savings[2] and of course, environmental & social benefits. For this reason, it is imperative that a formal business plan should be prepared prior to any project implementation as every single sustainability project will incur some cost, either in time, money, or most probably both.

Apart from the cost of any equipment purchased, successful execution of sustainability projects will require a certain amount of staff time to oversee the implementation and the ongoing operations and maintenance (O&M) costs. Naturally, some projects will be more time intensive and require more attention of the campus staff than others.

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[2] Indicatively, we refer as an example that in construction, minimal upfront investments of about two percent of the overall cost, typically yields life cycle savings of over ten times the initial investment (http://www.usgbc.org/Docs/News/News477.pdf.

1. Academics

Strategic Objective: Enhance curriculum so as graduates will be sufficiently equipped to tackle sustainable development challenges and effectively understand, analyze and contribute towards building a sustainable future.

ACG aims to enable its graduates to understand the sustainability challenges facing the world today, with superior skills in creating practical solutions. Sustainability represents a key area of academic investigation and integration. Coupling learning and professional development with individual commitment will enhance ACG's capacity to substantially contribute to a sustainable future. Graduates should be well prepared to meet the present and future expectations as well as the challenges of corporate and community sustainability agendas. They should also be equipped with sufficient knowledge to engage in sustainability discourse and empowered enough to integrate sustainability into their discipline.

In light of the above statements, ACG must enhance its curriculum with: 1) subject matter courses, solely oriented to sustainability and 2) enhance current courses with sustainability content that make the connections between economic, social and environmental conditions shaping the world.

While the sustainability plan cannot and will not dictate curricular choices to the faculty, it is important to note the ways in which we currently deal with sustainability within the formal curriculum and consider ways we might amplify the presence of these values, topics, and themes across the curriculum.

Areas Addressed	Key expected outcomes
Academic Programs	Synergies
Literacy	Academic excellence
Research	Improved sustainability knowledge management

KPI Indicator	Goal
Nr. Courses with embedded sustainability principles (%)	>20%
Nr. Courses with clear improvement on their sustainability content (%)	>20%
Nr. Students participating in sustainability course subjects (major/minor)	>10%
Nr. of sustainability immersive experiences	>2
Sustainability Literacy Assessment - Graduate measurement	>60% of population
No. of funded research projects targeting sustainability	>1

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.1	Create an inventory of existing courses categorized as either focused or related with sustainability.	A single, structured list (a simple data base) of courses related to sustainability. This list will be used as a guide for those students who care for Climate Change and its social, economic and environmental consequences and want to know, in the easiest and most direct way, the exact sustainability "footprint" of the ACG and/or want to have a career on one of the many sustainability related professions. An academic reference tool in order to monitor future sustainability progress.	The inventory should be agreed by all involved parties/stakeholders. This inventory should be structured by department and will be publicly available ideally on the ACG's sustainability dedicated website or an enhanced version of the standard one. For improved visibility, understanding and reference purposes, a symbol* should be considered to put next to sustainability courses. In this way, these courses can be very easily identified to current and prospective students, as well as every involved stakeholder both on the web and in printed materials. * Such as: ✔ Sustainability or a custom-made.	€ ✔ 🗣	Implemented within 3 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.2	Review the existing curriculum and identify areas where sustainability can appropriately be integrated, with the support of the ACG's academic community – *Existing Courses*.	Integration of sustainability into courses to promote sustainability literacy: 1. Enhance the sustainability content of existing curriculum. 2. Develop targeted sustainability courses (major and minor). As a first priority, implementation should aim to enhance existing curriculum by "infusing" sustainability content, views, aspects, and considerations and/or introduce new courses, considering existing academic limitations of any kind, especially those related to OU. The final result should be a clear improvement of sustainability representation in the existing courses program, including explicit to the subject matter courses.	Considering ACG's academic profile, track record and reputation, emphasis should be given on the financial & social aspects of sustainability. A low-risk & practical proposed course of action can indicatively include enhancement (either by content or case studies) of the following courses (Existing Deree curriculum – ALBA & Pierce can also create a similar list): FN 3313 Corporate Finance FN 4535 Financial Modeling IB 2006 International Business FN 3319 International Finance FN 3232 Foundations of Investment IB 3121 Global Business Management MK 4157 International Marketing	€ 📝	Planned & implemented within 9 -18 months. Re-evaluation every 2 years. On-going.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.3	Review the existing curriculum and identify areas where sustainability can appropriately be integrated, with the support of the ACG's academic community – *New Courses*.	Explicit to sustainability courses should be considered as a strategic option for future curriculum update (Should be included as a future outcome within current academics planning).	Form a "*Sustainability Learning and Teaching* " committee with the mission to identify where sustainability initiatives should be focused. At a later version of the SSP, after evaluating the results from SA 1.1 & SA 1.2 a sustainability-focused undergraduate degree program can be also considered.	€ 📝	Planned within 18 months. Implemented according to OU regulatory standards.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.4	Create a *"Campus as Curriculum"* learning approach (by means of a formal, revolving campaign) to teach about sustainability concepts under a formal academic context and provide a hands-on experience as part of the standard classroom procedure.	A structured - and by default - *documented* approach with pre-defined learning outcomes. Should yield substantive work by students and faculty (e.g. published papers) that involves active and experiential learning. Ideally, it should "merge" theory with operations (i.e. methods, tools and technologies used in carbon producing intensive areas such as facilities management) to provide students with real-world skills and, for the institution, a path to meet its sustainability goals.	This is intended to be a multidisciplinary "living lab" project: Learning outcomes should include environmental, social & financial aspects of sustainability at a carefully planned & balanced mix. Learning outcomes should be pre-defined and documented so as to effectively monitor implementation progress. IT support should also be considered during the documentation effort.	€	Planned & implemented within 6 months

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.4	"*Sustainability Across the Curriculum*" initiative: Design and implement an inter-curriculum sustainability course.	All students should have the opportunity to set their specialist learning in the context of sustainable development principles. Participants will be able to discuss sustainability concepts and the benefits of adding the sustainability dimension to their main academic subject. The key objective will be to enable the co-relation of sustainability to ethical/social responsibility concepts, i.e. demonstrate awareness of personal responsibility for stewardship in one's civic, social, and academic life. The economic dimension of sustainability should also be represented at an adequate level.	Monitor course feedback to highlight if all sustainability aspects (environmental, social, financial) are getting as much interest, support and input (for use also in **1.2**). Co-curricular activities (along with community service – see **2. Engagement**) outside of the formal curriculum provide opportunities for student leadership skills development and strengthens civic engagement.	€ 📝	Planned within 9 months & implemented within 6 months.
1.5	Develop incentives for academic staff to be recognized for contribution to sustainability learning.	Academic staff is motivated to keep up with sustainability trends and advancement, resulting to a more sustainability aware curriculum and substantial learning outcomes.	Incentives may include a *Sustainability Academic Excellence Award* (its content & value has to be defined) based on research, learning outcomes, science advancement and innovation.	€ 📝	Planned & implemented within 12 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.6	Develop opportunities for students' coursework.	Student contribution to campus sustainability efforts. Sustainability learning integrated into assessable outcomes. Work-integrated learning.	Sustainability has to be a "living" subject and opportunities to work on a more "hands-on" approach should be encouraged. Coursework has to cover all three sustainability sub-sets.	€ 📝	Planned & implemented within 6 months. On-going.
1.7	Establish a " *Sustainability Excellence Award*" to acknowledge excellence in sustainability learning.	Establish and engage a sustainability champion student from each academic school. Public acknowledgement of outstanding student input & contribution.	Presented on an annual basis. Can be part of other major events such as Graduation. It is recommended to include nominations from Deree, ALBA & Pierce students. Implementation must be consistent in terms of timing and organizing.	€ 📝	Planned & implemented within 6 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.8	Establish a formal network of academic staff involved in sustainability teaching to foster collaboration and innovation.	A joint effort team which although each member works on a specific field/knowledge space, integration creates significant synergies.	The organizational unit responsible for sustainability should get involved in managing the creation & monitoring of the proposed network. Synergies between ALBA & Deree can be significant and yield important academic results.	€	Planned & implemented within 6 months.
1.9	Establish a documented research portfolio for sustainability.	Map research "as-is" situation by conducting an analysis of ACG-wide research relevant to sustainability research projects. Analyze current processes and practices to ascertain the level to which researchers incorporate sustainable principles in their projects. Develop the "to-be" state including a set of "best practices" to follow.	Important topics: waste minimization, energy and water conservation. Appropriate procedures and processes should be developed to embed sustainability principles in research. Co-operation with ALBA will create the necessary to succeed synergies.	€	Planned & implemented within 12 months. On-going.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
1.10	Create an assessment tool to track sustainability literacy from 1st year to graduation.	Pre- and post-assessment to the entire student body (including ALBA & Pierce) or, at minimum, to Deree student body. Can be applied to the whole population or by using a statistically significant sample. A document which details learning outcomes involved in sustainability literacy.	A copy or sample of the questions included in the sustainability literacy assessment(s) has to be placed on the website where the assessment tool may be easily retrieved (text or PDF upload).		Planned & implemented within 3 months.
		A comprehensive digital database including all results. Its structure must facilitate both its readability and its usability for research reasons.	Design details should be agreed with IT.		Planned & implemented within 6 months.
1.11	Use academic knowledge to enhance sustainability knowledge across operational managers through attendance at relevant knowledge development seminars and conferences.	Equally distributed sustainability knowledge among ACG's executive staff. Increased sustainability awareness, with equally increased practical application opportunities.	It can be achieved by using internal resources or formal training by subject matter experts (in the later case, cost obviously varies). At a later stage, staff of all levels should be included.		Planned & implemented within 3 months. On-going.

2. Engagement

Strategic Objective: Infuse sustainability across the ACG experience through peer education, alumni networking, and public engagement.

Sustainability at the ACG is highly dependent on the actions of individual students, faculty, and staff. While having energy efficient equipment, managing water consumption and providing separate bins for source separation of waste can significantly contribute to a more sustainable environment, behavioral changes can have a large impact on the effectiveness of these projects. Additionally, it is important to maintain transparency and keep the campus and local community informed of the ACG's progress with sustainability planning and action by implementing an open and efficient communication strategy.

Community engagement means forming connections and interactions with, and influencing, internal and external partners. This influence will contribute to a robust, equitable and environmentally sustainable society.

Through mutually beneficial partnerships, the ACG will respond to community need, exchange knowledge and offer opportunities for staff and students to participate in community-based learning and research activities.

Areas Addressed	Key expected outcomes
Outreach Campaigns	Engaged students, faculty and staff
Public Engagement	Effective social responsibility actions
Communication	Improved communication
Social Responsibility	

KPI Indicator	Goal
Nr. of sustainable campaigns (according to 2.4 specifications)	>2
Nr. of workshops	>1
Nr. of students engaged in community service	>20% compared to base year 2015
Nr. of hours dedicated to community service	>10h/year/student
Nr. of staff who attended sustainability themed training	>20% compared to base year 2015
Social media response (recorded visits)	>100% compared to base year 2015
Web page visits – Sustainability themed	>40% compared to base year 2015

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.1	Encourage and finally increase the ACG community members engaged in sustainability initiatives and information exchange.	Increase the number of sustainability events related to generic sustainability knowledge development either by using internal resources (speakers etc.) and/or external subject matter experts. Increase events where more detailed subjects & themes are presented such as applied methods of energy efficiency (on both micro and macro level) and social responsibility with regard to climate change. Increased interest in community matters engagement.	This is expected to be an on-going procedure which consistently retains its momentum to produce results, thus avoiding the path which leads from creating over-enthusiasm to a resulting indifference.	€	On-going.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.2	Create a "Sustainability Task Force" consisting of volunteers preferably sophomores and seniors. They will be an internal sustainability resource for every sustainability event in the ACG.	The task force is expected to provide hands-on assistance from producing important written material up to providing organizing help in major events. Amongst the expected deliverables will be a formal presentation targeted to events such as student orientation where the most prominent sustainability achievements as well as commitments and expectations are presented. This presentation should at least include the following: • ACG's financial aid schemes, • Social responsibility initiatives • Various campus best behaviors and practices (recycling, energy use, etc.). Present information and provide assistance to students (and broad community) about energy reduction strategies, waste minimization tips, and other sustainability related information.	Volunteerism and the sense of compassion that community services help develop are fundamental to achieving sustainability. This has to be a joint effort by Deree, ALBA & Pierce. Tasks among the team will be allocated from the organizational unit responsible for Sustainability in co-operation with the receiving end of the expected results. The use and usefulness of the proposed task force is expected to be under continuous monitoring in order to find new ways to reach its full potential.		Planned & implemented within 3 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.3	Public Engagement: Develop a valid method for estimating the number of service hours and number of students engaged in service each year.	A reliable database which documents engagement related services in terms of: • Hours spent • Subject • Outcome	Services can be either direct (such as serving those in need) or indirect (e.g. assessing community nutrition needs or providing organizational know-about managing a food bank or giving advice on other practical issues). A web-based tool (or an app) is expected to facilitate the counting procedure to a very significant degree.	€ 📝	Planned & implemented within 4 months.
2.4	Implement at least one campaign per year that results in measurable reduction in relation to major consumption flows such as water, electricity, waste and fuel.	A set of campaigns sorted by subject including at least the following: • Metrics • Targeted group • Implementation Method • Campaign Project Team • Campaign Procedures A database where results can be accessed and processed.	Campaigns are a practical way to re-new interest and re-caliber sustainability focus. This action should be implemented in close co-operation with organizational units involved in Operations and IT services. Lessons learned can be a fertile ground for further scientific research. It has to be a formal project with dedicated resources, a plan and set objectives.	€ 📝	Planned within 3 months & implemented in a rolling manner. On-going/ Revolving.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.5	Raise the visibility of ACG's sustainability commitment and actions on the ACG's main website.	Consolidate, update and maintain a comprehensive set of sustainability resources on the ACG's web site with information relating to: 1. ACG's commitment on sustainability 2. The four areas addressed in this plan (a STARS related view) keeping the STARS structure thus helping its broader visibility and acknowledgement. 3. News related to the STARS community 4. All three widely acknowledged sustainability dimensions (social, economic, environmental). Focus on social responsibility actions. 5. Tips for improving sustainability. These should aim also to disseminate knowledge to the broader community. 6. Major scientific developments.	A useful means of communication is the monthly digital production of sustainability newsletter/bulletin for subscribers produced every month. Encourage current & relevant pages on the ACG's web site to link to these resources. A separate, dedicated site should also be considered (see also 2.6). The actions 2.5, 2.6, 2.7 & 2.8 can be part of a formal yet comprehensive Sustainability Media Strategy. STARS is expected to gain more publicity and acknowledgement, breaking the barrier of a "specialized" system understood only by those few directly involved.		Planned & implemented within 6 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.6	A central website dedicated to sustainability content that consolidates/integrates information about the institution's efforts.	As expected at 2.5 but with a separate URL. A useful, content-rich and user-friendly portal for sustainability information. A vehicle to publish and disseminate faculty & student research on sustainability. A publicity tool for sustainability events and student groups and as a coordination tool for conveying information to the local community.	The site's update, content maintenance and general management will be the responsibility of the Office for Sustainability in co-operation with every content-related stakeholder. Its content should be updated regularly, with a steady pace (such as every 3-5 days), absolutely consistent and easily traceable by its users. At a later stage, consideration should be given to developing a dedicated site about social responsibility matters and achievements.		Planned & implemented within 6 months. On-going.
2.7	Consolidated management of social media platforms (e.g. Facebook, Twitter, interactive blogs) that focus specifically on campus sustainability and broader scientific development.	A consolidated approach based on a documented, brief media strategy. Coverage should move from today's almost exclusively environmental issues to broader aspects such as energy efficiency tips and practices, guidelines for calculating savings (even by producing an elementary web-based model).	Social media platforms are at the same time a very effective yet sensitive means of communication. They have to continuously be monitored for content that is considered sensitive and may present a potential risk for ACG.		Planned & implemented within 6 months. On-going.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.8	Public Engagement: Form strategic partnerships with local government, non-profits and/educational institutions to assist community capacity-building for sustainability.	Formal (if applicable/possible), multi-year partnerships. Partnerships, formal or not, should be supported by internal documentation, including at least the following: • Target outcomes • Method & Principles • Resources • Time frame • Issues to consider • Roles & Responsibilities	Community engagement means forming connections and interactions, which are positively influencing its partners. The partnership is expected to be multi-year or ongoing, rather than a short-term project or event that simultaneously supports all three dimensions of sustainability, i.e. social equity and wellbeing, economic prosperity, and ecological health. In order to simultaneously support all three dimensions of sustainability, i.e. social equity and wellbeing, economic prosperity, and ecological health, the ventures should be treated as formal projects, documented as described at Targets/Key Outputs column. Responsibilities among ACG's stakeholders should be well defined and documented.		Planned & implemented within 6 months. On-going.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.9	Peer educators Program: Select, train, and support at least 2 officially designated Student Sustainability Peer Educators.	Peer Educators will have an advisory role to other students as well as some certain assignments, possibly coordinating and delivering the sustainability part of student orientation and outreach campaigns overseeing energy consumption trends, waste reduction etc.	Their education content should be agreed between the Office for Sustainability and appropriate members of the faculty. Their exact role & responsibilities will be defined between the Office for Sustainability and the recipients of the excepted outcome.		Planned & implemented within 4 months.

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.10	Design and carry out workshops and presentations promoting knowledge, engagement and awareness about sustainability.	Annual workshops delivering sustainability know-how & encouraging sustainable habits with emphasis in: • Energy & water consumption, • Waste generation, • Behavioral patterns towards electricity consumption. Targeted presentations to highlight achievements covering the whole spectrum of sustainability (preferably in the following order: Social responsibility, environmental stability, financial viability) aiming to engage the community in further actions and initiatives.	Workshops, among other goals, should be an opportunity to refresh/renew attendants' interest towards sustainability. They are also present a unique opportunity to act as very effective reminders, pinpointing behavioral patterns which can have a positive impact on conserving energy & water, reducing and sorting waste and minimizing car fuel consumption. Posting reminders with statistics of wasted energy, water, and gasoline and their associated costs can help encourage behavioral changes.		Planned & implemented within 6 months. On-going

#	Strategic Action	Targets/Key Outputs	Considerations	FI & IC	Timeframe
2.11	Staff members have the opportunity to participate in training and/or other professional development opportunities in sustainability.	ACG's staff participates in sustainability training and/or professional development opportunities that are either provided or supported by the institution. Enhanced sustainability knowledge across operational managers through attendance at relevant knowledge development seminars and conferences. Optimized update of the existing exemplary HR practices and well-being trends.	Can be internally organized avoiding extra costs. Results should be documented so as to provide the necessary input for further processing and improvement.		Planned & implemented within 3 months. On-going.
2.12	Organize a "Sustainable Champions Day" – Student oriented.	Selected students will receive 3 awards for: • Environmental academic achievement • Social responsiveness or research • Economic research Renewed sustainability interest and commitment.	Selection criteria should be agreed by an academic committee assigned to this task. During this event, every sustainable action initiative will be presented and explained in depth. Carried out on an annual basis.		Planned & implemented within 3 months. On-going.

3. Operations

Strategic Objectives: To minimize ACG's carbon footprint concurrently with significant reduction of energy consumption.

The operational side of sustainability is fundamental to achieving sustainability excellence. Operational section focuses upon reducing ACG's resource usage and improving understanding on ACG's consumption patterns in relation to efficiency measures. Energy & water efficiency is one of the most cost effective ways towards sustainability excellence. When implemented properly, efficiency measures can decrease energy use, without compromising comfort and impressive results regarding ACG's carbon footprint. Energy efficiency should be the higher priority amongst other strategic actions within the operational context.

Despite the mostly technical nature of this area, profound and lasting impact from the strategic actions mentioned herein will only happen in conjunction of appropriate policies & procedures (examined in Section 4: Planning & Administration). Technically outstanding solutions should be visible and recognizable and finally become a norm to the general campus population.

Areas Addressed	Key expected outcomes
Buildings Climate Energy Transportation Waste Water	Improved control over greenhouse gases emissions Lower carbon footprint Improved cash flow

KPI Indicator	Goal
Reduced Scope 3 GHG emissions per weighted campus user.	>20% two years after the 2015 baseline (revisited immediately after)
Reduced electricity consumption	>50% two years after the 2015 baseline (revisited immediately after)
Energy reduction awareness level	>70% of students, faculty and staff
Reduced travel (aggregated miles)	>10% - first year of implementation >20% - with appropriate technology installed & operating
"*Reduce, Reuse and Recycle*" community campaigns	>1
Reduced water consumption	>10%, 2015 baseline
Nr. of students using shuttle transportation	>10%

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.1	Gradual reduction of greenhouse gas emissions.	A documented Climate Action Plan aiming to reduce ACG's greenhouse gas emissions by targeted dates for at least the next 5 years. Reduced Scope 3 GHG (see next column "Considerations") emissions per weighted campus user compared to a baseline (preferably 2015).	Scope1 GHG emissions refer to mobile combustion, process emissions, fugitive emissions etc. Scope 2 GHG emissions are measured based on purchased electricity data. ACG should focus on Scope 3 GHG emissions which are related to: • Business travel • Commuting • Purchased goods and services • Capital goods • Fuel- and energy-related activities • Waste generated in operations A Climate Action Plan is a collective effort to quantify the existing emissions, implement specific measures to reduce emissions and monitor reductions over time. It is a technical document and a project management tool at the same time. Goals for GHG reduction should be ambitious but achievable. In order to secure a successful outcome, these goals should be developed collectively with input from representative stakeholders and will need to have the support of the campus's administration.	€	Planned within 4 months & implemented based on a time plan which has a 5-year horizon. Rolling & on going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.2	Conduct a greenhouse gas inventory.	A publicly available greenhouse gas (GHG) emissions inventory that includes at minimum Scope 3 GHG emissions, tied to a baseline year and based to a widely accepted methodology.	A Scope 3 GHG STARS evaluator can be found here: https://quantis-suite.com/Scope-3-Evaluator/ For GHG Protocol Initiative tools: http://www.ghgprotocol.org/calculation-tools/all-tools	€ 📝	Planned within 3 months & implemented within 6 months. On-going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.3	Plan and implement a substantial reduction in electricity consumption.	An expected reduction in consumption between 50% and 80% in relation to the 2015 baseline results. Significant reduction to the ACG's carbon footprint (in relation to LED lighting and electricity production based on net metering operating model). A critical funding source of the sustainability's strategic plan implementation.	In order to achieve a massive reduction, ACG should consider electricity production using photovoltaics under the Net Metering legal framework. Net Metering is a well-established international electricity production policy for utility customers, who recently are also allowed by Greek law, to operate their own on-site "self-generation" power systems based solely on photovoltaic systems (PV). PV systems are connected to the utility grid via the customers' main service panel and meter and, when generating more power than is needed at the site, return excess electricity to the grid through the power meter, reversing the meter from its usual direction. At the end of the billing period, customers pay only the difference (net, if any) between their consumption and PV production*. Net metering typically involves four phases: Technical design, permitting, financing & installation. To secure financial results, a Guaranteed Savings contract should be taken into account. * A sample business plan is prepared in excel under the file name " ACG BP PV".	€	Planned within 2 months & implemented within 18 months.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.4	Develop and implement an energy reduction awareness program.	A documented program with proper content to boost energy reduction awareness, commitment and contribution. Expected outcomes: • Informed users about energy consumption and its climate consequences. • Better understanding of how energy consumption contributes to climate change. • Better understanding of internal policies related to energy efficiency. • Improved consumption behavior. • Improved utility bills	Staff has to be encouraged and given certain incentives to become trained in energy efficiency. This is a necessary pre-condition in order to apply energy saving policies effectively. Expected to cover every single stakeholder. It needs to be repeated at least annually.		Planned & implemented within 3months. On-going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.5	Implement an enterprise energy management system to centrally monitor, analyze, plan for and report on existing building performance	Use monitoring to: • Control consumption trends and efficiency levels and adjust policies accordingly • Increase education and behavior change around resource use on campus.	The project involves IT technology in a great extent. It will need a demanding requirements elicitation & systems selection procedure.		Planned within 6 months & implemented within 12 months.
3.6	Expand IT technologies to reduce the need for physical movement.	Extended use of video and teleconferencing facilities. Gradually adopt Telepresence technology (e-commuting).	Telepresence refers to a set of technologies which allow a user to feel as if they were physically present due to the use of HD streaming features ("Immersive Telepresence"). The degree of immersion is defined by how much the users feel like the remote site is actually sitting at the other end of the table in their room, even though they might be continents apart. Develop a "*Travel-Free Meeting Program*". This program, apart from carbon footprint gains, it will yield significant financial gains due to avoided expenses, resulting to both compensating the installation cost of the equipment and directly feeding the Sustainability Fund (see 4.6).		Planned within 6 months & implemented within 18 months.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.7	Develop and implement community awareness strategies to promote "*Reduce, Reuse and Recycle*" behavior patterns.	Informed community. Improved community carbon footprint.	It can be implemented by using the Sustainability Task Force (see 2.2). Investigate new technologies and innovation in waste and recycling practices.		Planned within 2 months & implemented within 3 months. On-going.
3.8	Design and construct all new buildings or major renovations in accordance to a widely accepted standard (such as LEED) to the maximum possible extent.	Optimized building construction & operation carbon footprint. Optimized energy consumption & operating costs.	LEED compliance typically creates higher up front costs, however increased these costs are recouped in efficiency savings and lower operating costs over the buildings' lifespan. Continually review design guidelines. Another consideration can be the alignment of new building energy performance standards with the targets of the Architecture 2030 Challenge. (http://architecture2030.org/2030_challenges/2030-challenge/).		Planned & implemented within 9-12 months On-going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
3.9	Create a campus wide rainwater management plan that mitigates rainwater runoff and decreases utility water consumption.	Improved water consumption. Improved irrigation. Water reduction awareness program.	A set of strategically positioned water collection tanks will be a necessary condition in order to implement the rainwater management plan. It will enable the use of non-potable water (harvested rainwater) for irrigation and/or other applicable applications. The exact cost of the tanks is matter to be defined after an engineering study. The cost of water collection tanks should be evaluated against expected savings by using a simple financial plan which takes into account an at least 15-year use of the equipment. Use weather data from the existing meteorological station to automatically adjust irrigation practices.	€ 📝	Planned within 4 months & implemented within 12 months.
3.10	Optimize shuttle service in combination with municipal transportation.	A guide for commuters about how to use more sustainable methods of transportation (mentioning the carbon footprint of each means of transportation). Reduced carbon footprint.	It is critical to understand commute and travel patterns: this can be done through commuter surveys, which should be made to be quick and easy to fill out online in order to maximize the number of responses received. Small prizes (related to the *Sustainable Champion Day* – see 2.12) can also help incentivize commuters to respond in greater numbers. The proposed guide should be available through the web, preferably via an app.	€ 📝	Planned within 4 months & implemented within 12 months.

4. Planning & Administration

Strategic Objectives: **To provide all necessary policies, practices, procedures and managerial attitude which can secure the SSP's effective implementation.**

In order to secure the successful implementation of the Sustainability Strategic Plan, it is imperative to dedicate resources to sustainability coordination, develop project plans (or even broader sets of projects forming a program) and finally, implement the plan. Sustainability planning affords an institution the opportunity to clarify its vision of a sustainable future, establish priorities and foster effective budgeting and decision-making. Strategic planning and stakeholder engagement in governance are important steps in making sustainability a priority. Their presence is a critical pre-condition to the success of the whole venture.

Areas Addressed	Key expected outcomes
Governance Policies, Processes & Procedures Responsibilities Controlling & Reporting Project Management	Improved Sustainability Governance Implemented Sustainability Strategic Plan Successful Sustainability Projects

KPI Indicator	Goal
Nr. of strategic actions implemented	> 40%, based on estimated time frame.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
4.1	Establish an organizational unit dedicated to sustainability implementation, including SSP.	Well-managed planning and implementation process through specialized know-how on sustainability, financing & project management. Optimized co-ordination through the different stakeholders.	Implementation of the Sustainability Plan will require time, effort, continuity and leadership. It is important to establish the proper management and support infrastructure to meet these needs. Indicative responsibilities: • Fosters linkages among campus departments, both operational and academic. • Develops tools and undertakes initiatives that make the sustainable choice more understandable. • Recommends long-term sustainability goals and identifies the means to achieve them, charged with developing a better understanding of existing incentives and disincentives. • Examines synergies between ALBA, Deree & Pierce in a systematic way. It is expected to be a governance structure established for managing sustainability projects, calculating sustainability financial benefits & carbon footprint, decision-making and reporting. It can be an organizational evolution of the existing Center for Sustainability.	Depends on resources used.	Planned & implemented within 6 months. On-going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
4.2	Adoption of the SSP's objectives and related projects by all ACG's organizational units.	Fully understood plan. Appropriate sustainability KPIs incorporated in each organizational unit. Efficient sustainability implementation.	The Office for Sustainability should provide continuous support by formulating key documents and sub-plans, ensure priorities are identified and properly resourced and controlled.		Planned & implemented within 12 months.
4.3	Appropriate policies and procedures in place to support ACG's sustainability commitment.	Identified policies and procedures revised/developed.	Identify gaps in current policies and procedures, review as required and develop new policies and procedures, including appropriate monitoring and reporting protocols.		Planned & implemented within 12 months.
4.4	Sustainability Plan Implementation	On time and on budget implementation of projects included in the SP.	Among the many success factors, special care should be given in the following: • Top-down management commitment • A single point of organizational responsibility regarding sustainability • Meticulous business planning and funding.		On-going.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
4.5	Adopt a project management mentality based ideally on a well-proven methodology.	A uniform and understood by all way to manage projects (including planning, organizing, reporting and risk management). Improved project results. A single approach to project implementation throughout ACG. Significantly improved control over line management.	Demanding management initiatives, such as sustainability, will significantly increase their chances to success. This effort should cover the existing organizational units to the greater possible extent.		Planned within 3 months & implemented within 9 months.
4.6	Monitor and report progress in a consistent and uniformed manner.	Improved control on a "no surprises" basis. Stakeholders should be able to easily locate and access the campus's GHG inventories, reports, and Action Plans and form an opinion on how well ACG is doing on meeting its sustainability goals.	The purpose of measuring and reporting performance and progress is to maintain transparency in sustainability activities and to assess progress towards goals. The target audience of the reports should be the campus community at large. Progress reporting should be provided in a structured report format, as well as in workshops and presentations to the campus. It is recommended that an annual Sustainability Report be prepared with content, which has to be agreed by ACG's sustainability main stakeholders.		Planned & implemented within 12 months.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
4.7	Assign every effort about social responsibility to ACG CARES.	A single point of monitoring and control. Improved control and performance compared to today's results. Proper co-ordination of social responsibility actions so as to integrate them into a coherent sustainability-driven set.	Social responsibility is a one of the three pillars of sustainability and in this way it is expected close co-operation with the organizational unit responsible for the overall SSP implementation. A competent approach should include at least: • A mission statement, • An operating charter • Performance measurement Social responsibility efforts should be supported by dedicated web page as part of the sustainability site.		Planned & implemented within 6 months.

#	Strategic Action	Targets/Key outputs	Considerations	FI & IC	Timeframe
4.8	Develop an internal financial "tool" in the form of a dedicated Sustainability Fund (SF) for sustainability initiatives.	Improved, sustainable funding. Financially self-sufficient projects. Accelerated sustainability implementation.	The proposed action should be implemented with the mission to provide sufficient capital to fund mainly capital-intensive projects (mainly those related to energy reduction, such as LED lighting & net metering) in a more efficient way compared to the standard budgeting procedure. It is intended to be a financial tool/virtual organizational unit rather than an actual unit represented at the organizational chart. Proposed mode of operation: Sustainability projects which create financial savings are feeding the SF, while new project proposals are funded based on their planned savings/benefits. Projects funded by the SF must be projected to generate savings or some kind of benefit so as to justify initial cash and a payback period between 5-8 years (or roughly an IRR over 15%). The savings accrued by these projects are paid back to the fund to used to feed new projects in a rolling manner. The proposed fund must also examine the critically important ESPA (European Structural & Investment Funds) grants already active in Greece, based on proposals prepared by an eligible vehicle such as ALBA. It requires resources & administrative support from ACG's Financial Services.		Planned within 4 months & implemented within 1 month.

APPENDIX I

STARS Expected Score Improvement due to SSP Implementation

Area	Expected Gain
Academics	
Academic Courses	3
Sustainability Literacy Assessment	2
Category Total	**5**
Engagement	
Student Educators Program	2
Outreach Materials and Publications	.5
Outreach Campaign	1
Category Total	**3.5**
Operations	
Greenhouse Gas Emissions	5
Buildings	3
Buildings Operations & Maintenance	1
Energy	4
Building Energy Consumption	2
Clean and Renewable Energy	2
Transportation (total)	1.5
Water (total)	2
Category Total	**20.5**
Planning & Administration	
Sustainability Planning	3
Category Total	**3**
STARS Grand Total	**32**