

Indiana University Purdue University Indianapolis

# Office of Sustainability Strategic Plan

Academic Years 2014-2016



# Office of Sustainability Strategic Plan

## Table of Contents

Executive Summary.....	2
Background .....	3
The Office of Sustainability .....	3
Vision.....	4
Mission.....	4
Principles.....	4
Sustainability Tracking, Assessment, and Rating System (STARS) .....	4
Planning Process .....	5
Strategic Priorities.....	6
➤ Create Opportunities for Learning, Collaboration and Research .....	6
Promote the integration of sustainability initiatives into academic opportunities.....	6
➤ Promote and Provide Educational and Outreach Programs.....	6
Increase awareness of waste reduction opportunities .....	6
Promote sustainability at IUPUI.....	7
Expand educational opportunities and programs for students, staff and faculty at IUPUI.....	7
➤ Champion and Support Campus/Community Sustainability Efforts.....	8
Expand IUPUI recycling program .....	8
Promote and advance sustainable transportation options .....	8
Deepen the campus commitment to energy and water conservation.....	9
Summary .....	10
Appendix A.....	11
Office of Sustainability Organizational Chart and Committee Structure.....	11
Appendix B.....	12
References .....	12

# Office of Sustainability Strategic Plan

## Executive Summary

The IUPUI Office of Sustainability seeks to be recognized as a national leader in urban sustainability while supporting student success and the well-being of citizens of Indianapolis, the State of Indiana, and beyond. In pursuit of this vision, the Office has undergone a strategic planning process.

The Office strategic planning process was initiated with a retreat in December 2013 that was attended by campus and community sustainability partners. Since then, IUPUI's peer institutions' sustainability strategic plans were reviewed and input was sought from members of the IUPUI sustainability committees. Vision and mission statements were developed for the office and three strategic priorities emerged:

- Create Opportunities for Learning, Collaboration, and Research
- Promote and Provide Educational and Outreach Programs
- Champion and Support Campus and Community Sustainability Efforts

In order to establish a benchmark of current campus sustainability initiatives and identify strategic priorities for the Office, IUPUI underwent its first comprehensive sustainability assessment through the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking, Assessment and Rating System (STARS). This assessment occurred from June 2012 through June 2013. The initial STARS report for IUPUI resulted in a final score of 51.09, earning the campus a silver rating.

### Strategic Priorities

The IUPUI Office of Sustainability is committed to creating a campus and community that is engaged in the RESEARCH, TEACHING and PRACTICE of urban sustainability.

- **Create Opportunities for Learning, Collaboration and Research**

*The Office of Sustainability will support inter- and multi-disciplinary collaborations in which students, staff and faculty work together with academic, corporate, and community partners.*

- Promote the integration of sustainability initiatives into academic opportunities

- **Promote and Provide Educational and Outreach Programs**

*The Office of Sustainability will promote education, outreach and action through programs of environmental stewardship, economic viability and social well-being.*

- Increase awareness of waste reduction opportunities
- Promote sustainability at IUPUI
- Expand educational opportunities and programs for students, staff and faculty at IUPUI

- **Champion and Support Campus and Community Sustainability Efforts**

*The Office of Sustainability will develop, lead, and coordinate campus sustainability efforts and develop initiatives that complement activities of the community.*

- Expand recycling collection opportunities at IUPUI
- Promote and advance sustainable transportation options
- Deepen the campus commitment to energy and water conservation

# Office of Sustainability Strategic Plan

## Background

Sustainability efforts began at IUPUI in the early 1990s with the development of a paper and beverage can recycling program. In 2005, the efforts became more formal through the development of an interdisciplinary campus coalition, the Campus Sustainability Initiative, which was developed to spearhead an environmental sustainability program at IUPUI through the integration of faculty, staff, and students university-wide. The Campus Sustainability Initiative united existing efforts into a central movement to foster greater awareness and application of sustainable practices into all areas of university life. The steering committee of the Campus Sustainability Initiative consisted of an interdisciplinary team of faculty and professional staff committed to integrating environmentally sound philosophies, policies, and practices into IUPUI's campus life. The Committee sought campus-wide adoption of sustainability as a guiding principle and created a statement of environmental principles for IUPUI campus life and operations. The Committee accomplished many activities including:

- Building a consensus for the adoption of the IUPUI Principles of Sustainability
- Establishing subcommittees to address specific areas of sustainability
- Drafting several proposed policies
- Establishing transparent review and award procedures for the Greening IUPUI grant program
- Composing the 2005-2010 IUPUI Sustainability Initiative Report

## The Office of Sustainability

In August 2011, the IUPUI Office of Sustainability formally began its operations as an administrative unit on the IUPUI campus. Under the guidance of the IUPUI Honors College founding Dean, Jane Luzar and Executive Director for Environmental Health and Safety, Rich Strong, a proposal was developed requesting the creation of the Office of Sustainability. After six consecutive years of sustainability-related efforts directed by the Campus Sustainability Initiative, Executive Vice Chancellor and Dean of the Faculties, Uday Sukhatme, and Vice Chancellor for Finance and Administration, Dawn Rhodes, authorized the structure for the Office of Sustainability as a combined function of academic and administrative efforts, funded by and with oversight from Finance and Administration.

The IUPUI Office of Sustainability is dedicated to creating a culture of campus sustainability and to making IUPUI a place where faculty, students, and staff are engaged in research, teaching, and learning about urban sustainability and its best practices. The Office strives for IUPUI to be a leader among higher education institutions in this arena as well as a national model for urban sustainability in both academic offerings and campus operations.

The Office is committed to creating a campus and community that is engaged in the practice of urban sustainability. The Office promotes education and action through programs of environmental stewardship, energy conservation, applied environmental science and policy research, environmental literacy and community outreach. The Office follows the definition of sustainability put forth by the United Nations Brundtland Commission: "Sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs."<sup>1</sup>

The Office is staffed by a Director and an Assistant Director and hires students every year. In collaboration with campus and community stakeholders, the Office staff implement sustainability initiatives and

---

<sup>1</sup> World Commission on Environment and Development, *Our Common Future*, 1987, p.43

# Office of Sustainability Strategic Plan

events, secure funding sources for sustainability initiatives, represent and advocate sustainability concerns, and organize as well as champion the endeavors of IUPUI's Sustainability Council and Committees. (See Appendix A)

## Vision

The IUPUI Office of Sustainability will be recognized as a national leader in urban sustainability, including social, economic, and environmental aspects, and known for its academic, research and community outreach efforts that support student success and the well-being of citizens of Indianapolis, the state of Indiana, and beyond.

## Mission

The IUPUI Office of Sustainability will create a culture of sustainability and advance sustainability in the administrative, academic, research and community engagement programs at IUPUI.

## Principles

As stewards of the IUPUI campus and of all its resources, the Office **recognizes the interdependence of humans with the environment** and follows these principles:

- **Apply thoughtful and creative planning** to achieve a thriving campus community built on the principles of sustainability.
- **Foster conservation, protection and enhancement of natural resources** through campus policy and personal behavior.
- **Promote a common agenda for IUPUI as a sustainable campus.**
- **Preserve and enhance the quality of life** for our campus community and future generations in ways that enhance teaching and learning, research, civic engagement and administrative practices.

## Sustainability Tracking, Assessment, and Rating System (STARS)

In order to establish a benchmark of current campus sustainability initiatives and identify strategic priorities for the Office, IUPUI underwent its first comprehensive sustainability assessment through the Association for the Advancement of Sustainability in Higher Education's (AASHE) Sustainability Tracking, Assessment and Rating System (STARS). This assessment occurred from June 2012 through June 2013.

STARS is a transparent, self-reporting tool for colleges and universities to measure their sustainability progress and was developed by AASHE with broad participation from the higher education community. The system includes environmental, economic, and social indicators, which are divided into four categories related to campus activities: Education & Research, Operations, Planning, Administration & Engagement, and Innovation. All of the requirements for evaluating and scoring institutions are transparent and made publicly available. Points are earned in each category, the average of which lead to an institution's STARS Rating.

The primary goals of the STARS program are as follows:

- Provide a framework for understanding sustainability in all sectors of higher education.
- Enable meaningful comparisons over time and across institutions using a common set of measurements developed with broad participation from the campus sustainability community.

# Office of Sustainability Strategic Plan

- Create incentives for continual improvement toward sustainability by encompassing long-term sustainability goals for already high-achieving institutions as well as entry points of recognition for institutions that are taking first steps toward sustainability.
- Facilitate information sharing about higher education sustainability practices and performance.
- Build a stronger, more diverse campus sustainability community.

The initial STARS report for IUPUI resulted in a final score of 51.09, earning the campus a silver rating. The final STARS score is the average of the university's scores in each of three categories, plus up to four additional points awarded for Innovation credits. For the full IUPUI STARS assessment including all credits and points earned, please refer to the [report on the STARS website](#).

The Office of Sustainability Strategic Plan identifies priorities for acquiring a gold rating in the next STARS report submittal due June 2016. *The strategic actions outlined within this document noted as (STARS) applicable are areas of potential improvement with regard to the STARS rating system.*

## Planning Process

The Office strategic planning process began with a retreat in December 2013 that was attended by over thirty campus and community sustainability partners. The retreat was facilitated by Jenny Hirsch a sustainability consultant from Chicago, IL. The keynote speaker was Dave Newport, Director of the Environmental Center at University of Colorado – Boulder. A significant outcome from the retreat was a revitalization of the campus sustainability committee structure. Many of them were renamed and two new committees were created in an effort to broaden the scope of sustainability at IUPUI and to engage additional stakeholders. (See Appendix A) Since the retreat occurred, IUPUI's peer institutions' sustainability strategic plans were reviewed and input was sought from members of the sustainability committees. Vision and mission statements were developed for the Office and three strategic priorities emerged:

- Create Opportunities for Learning, Collaboration, and Research
- Promote and Provide Educational and Outreach Programs
- Champion and Support Campus and Community Sustainability Efforts

# Office of Sustainability Strategic Plan

## Strategic Priorities

The IUPUI Office of Sustainability is committed to **creating a campus and community that is engaged in the RESEARCH, TEACHING and PRACTICE of urban sustainability.**

### ➤ **Create Opportunities for Learning, Collaboration and Research**

*The Office of Sustainability will support inter- and multi-disciplinary collaborations in which students, staff and faculty work together with academic, corporate, and community partners.*

### **Promote the integration of sustainability initiatives into academic opportunities**

*The Office will engage with academic departments, faculty, staff, and students, both in and out of the classroom to integrate principles of sustainability into academic programs. The Office will collaborate with student and faculty researchers in departments and centers throughout IUPUI to enhance sustainability-related research and promote coordinated multidisciplinary efforts.*

#### Strategic Actions:

- Develop a process for and conduct an inventory of sustainability research (STARS)
- Research, evaluate, and determine Return on Investment (ROI) to support implementation of sustainability initiatives; submit final report to the VC Finance and Administration
- Conduct a health impact assessment of a campus sustainability initiative to quantify its health benefits, in partnership with campus partners

### ➤ **Promote and Provide Educational and Outreach Programs**

*The Office of Sustainability will promote education, outreach and action through programs of environmental stewardship, economic viability and social well-being.*

### **Increase awareness of waste reduction opportunities**

*The Office will engage IUPUI faculty, staff, and students, and community partners to reduce campus waste generation and increase recycling.*

#### Strategic Actions:

- Survey and research peer institutions' and corporate recycling efforts and strategies to identify waste reduction best practices
- Develop and conduct routine events, projects and competitions, such as RecycleMania, to raise awareness and increase participation in the campus recycling program
- Develop and implement a recycling education program with input from stakeholders
- Promote environmentally-sensitive purchasing practices; develop and propose campus 'best practices' or policy for purchasing environmentally-sensitive products (STARS)

# Office of Sustainability Strategic Plan

## **Promote sustainability at IUPUI**

*The Office will create a culture of sustainability at IUPUI through raising awareness, building collaborations and partnerships, and educating the campus community.*

### Strategic actions:

- Increase promotion and utilization of the Greening IUPUI Grant, an internal funding mechanism available for use by students, faculty, and staff to implement pilot projects that advance campus sustainability practices
- Expand the number of Green Teams to engage faculty and staff in developing strategies for sustainability that are a good fit for their schools or departments
  - Develop and implement a plan for expanding number of Green Teams
  - Provide an online forum for idea sharing and host biannual workshops
- Implement a Green Labs and Offices program that will provide recognition to laboratories and offices that implement efforts to minimize water and electricity consumption and reduce waste
- Develop a campus sustainability award process
- Develop an on-line campus sustainability map and tour of IUPUI (STARS)

## **Expand educational opportunities and programs for students, staff and faculty at IUPUI**

*The Office will engage with campus and community partners to combine active, experiential learning with real world problem solving on campus and in the broader community. The Office will seek to develop, educate, and promote practical sustainability applications to the campus community.*

### Strategic actions:

- Create and provide sustainability learning activities for new, transfer, and graduate student orientations (STARS)
- Develop and implement educational and incentive programs in collaboration with Residence Life to encourage sustainable living practices among campus housing residents; Create a green living guide (STARS)
- Provide administrative, campus and community contacts to support the efforts and success of the IUPUI Student Sustainability Council (SSC)
- Develop at least one sustainability related outreach campaign directed at staff/students (competition/challenge) (STARS)
- Develop and formalize a student and employee sustainability educators program (STARS)
- Develop and host an annual statewide sustainability symposium for sustainability professionals and students
- Enhance current and develop new sustainability-related and service-learning courses and programs in collaboration with academic departments and other stakeholders (STARS)
- Develop and coordinate a sustainability based speaker series (STARS)
- Expand IUPUI Campus Kitchen efforts in collaboration with campus and community partners, to include:
  - Expand securing resources to include food rescue, grants, and volunteer support

# Office of Sustainability Strategic Plan

- Expand community relations and opportunities to support
- Seek to integrate with additional campus resources and units; establish as a transformative partnership (STARS)
- Develop and propose a sustainability component in the IUPUI New Employee Orientation

## ➤ **Champion and Support Campus/Community Sustainability Efforts**

*The Office of Sustainability will develop, lead, and coordinate campus sustainability efforts and develop initiatives that complement activities of the community. The Office will commit to advancing sustainability locally and nationally by participating on relevant Boards and Councils.*

### **Expand IUPUI recycling program**

*The Office will seek to collaborate on enhancing and expanding the IUPUI recycling program. Campus Facility Services is integral to the success of campus recycling and will be a critical partner to achieve the strategic actions stated below.*

#### Strategic actions:

- Establish a specific campus recycling target goal percentage and create targeted action items
- Partner with Campus Facility Services
- Work with Campus Facility Services to expand recycling collection opportunities at IUPUI including outdoor single stream collection and polystyrene foam recycling
- Collaborate with University Architects' Office, Campus Facility Services, and Surplus to coordinate and enhance construction and demolition materials reuse and recycling (STARS)
- Investigate and identify reasons the recycling % rate is low and not increasing

### **Promote and advance sustainable transportation options**

*The Office will seek to collaborate on promoting and advancing sustainable transportation options for the campus community by providing a voice and engaging in sustainable transportation planning. The University Architects' Office and Campus Facility Services are integral to successful development and promotion of sustainable transportation options and to accomplishing the strategic actions stated below.*

#### Strategic actions:

- Collaborate with University Architects' Office and Campus Facility Services to develop proposal for bicycle and pedestrian master plan highlighting key areas of focus for improving campus
- Collaborate with Campus Facility Services to develop and promote an alternative transportation guide (STARS)
- Promote and provide support for increasing the number of Pacers Bikeshare stations located on campus

# Office of Sustainability Strategic Plan

## **Deepen the campus commitment to energy and water conservation**

*The Office will seek to collaborate and assist on furthering the campus commitment to pursue energy and water conservation efforts. The Office will promote and acknowledge the efforts that have and will continue to be done in these efforts by Campus Facility Services.*

### Strategic actions:

- Partner with Campus Facility Services and other departments across campus to update the Greenhouse Gas Emissions Inventory and identify areas for reducing emissions. Pursue utilizing this inventory as an educational tool and develop a plan for emission reduction.
- Collaborate with Campus Facility Services and departments across campus to target reduction in energy and water use through facility improvements, education, and behavior modification
- Work with Campus Facility Services and academic units to enhance on campus research opportunities in the areas of energy and water conservation and storm water management
- Develop proposal for a routine indoor air quality monitoring program with input from IUPUI Office of Environmental Health and Safety; submit proposal to campus administration (STARS)

# Office of Sustainability Strategic Plan

## Summary

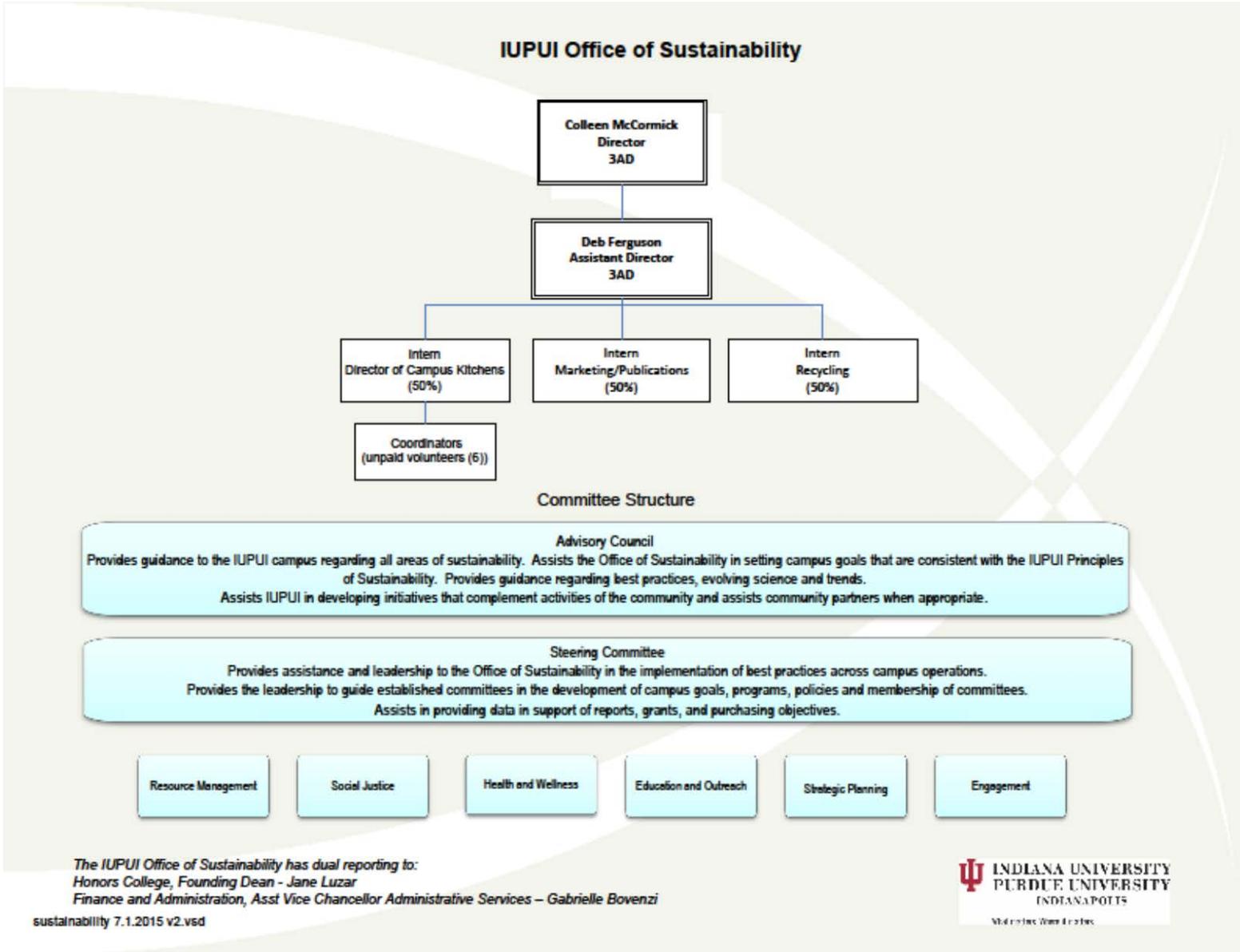
The IUPUI Office of Sustainability is dedicated to creating a culture of campus sustainability and to making IUPUI a place where faculty, students, and staff are engaged in research, teaching, and learning about urban sustainability and its best practices. Through the pursuit of the above mentioned goals and continued advancement of campus and community sustainability efforts, IUPUI will demonstrate itself as a leader in urban sustainability.

Strong relationships and collaboration are essential for implementing successful sustainability efforts and cultivating a culture of sustainability at IUPUI. The Office appreciates and values the support it receives from University Architects' Office, Campus Facility Services, Residence Life, and other major campus and community stakeholders.

# Office of Sustainability Strategic Plan

## Appendix A

### Office of Sustainability Organizational Chart and Committee Structure



# Office of Sustainability Strategic Plan

## Appendix B

### References

Association for the Advancement of Sustainability in Higher Education (AASHE) Website  
<http://www.aashe.org/>

IUPUI Office of Sustainability Website  
<http://sustainability.iupui.edu/>

Report of the World Commission on Environment and Development: Our Common Future  
<http://www.un-documents.net/our-common-future.pdf>

Sustainability Tracking, Assessment and Rating System (STARS) Website  
IUPUI STARS report: <https://stars.aashe.org/institutions/indiana-university-purdue-university-indianapolis-in/report/2013-06-21/>