Sustainability Metrics 2.0:
Aligning with Leadership Priorities

Big Ten and Friends Sustainability
Webinar – March 10, 2015

Agenda

1. Evolution of the project
2. Why align with leadership priorities?
3. How would we measure success?
4. Funding the project

An unusual wintery storm blankets the Great Lakes in April 2014 (Source: CIMSS Satellite Blog)

The Project Evolves

Fall 2013: Pre-AASHE
- Traditional Sustainability Report Comparing Institutions

Summer/Fall 2014
- Sustainability Report Framed by Leadership Priorities

Fall 2014: Pre-AASHE
- Format Shift: Collective Report

Spring 2015
- Purpose Shift: Initiate Conversation with Executive Leadership

Pre-AASHE Meeting Exercise

Role Playing Exercise: What would executive leadership want out of this report?

President	Provost	CFO	Board	Deans

Developing Common Metrics: Qualitative and Quantitative Measures of Success

Support Financial Stewardship and Affordability	Deliver Educational Value	Catalyze Innovative Research	Foster Strategic Partnerships	Cultivate Leadership and Innovation

Important Shifts

Comparison Based Report w/ Individual School Data → Collective Impact Model

Report Format: Fully Developed Metrics/ Conclusions → Prospectus: Initial Metrics, Conversation Starter

Purpose: Make Sustainability Case to Leadership → Purpose: Engage Leadership in New Conversation

Prospectus Components

Making the Case:

- What unique role do public research institutions play in advancing sustainability?
- Why should we align sustainability with institutional priorities, and what are we assuming these priorities to be?

Measuring Success:

- Which metrics capture these assumed priorities?
- Based on the prospective metrics, what is our collective impact?

Framing the Conversation:

- Do these assumption and metrics capture the true priorities of executive leadership?
- What are we capable of collectively?
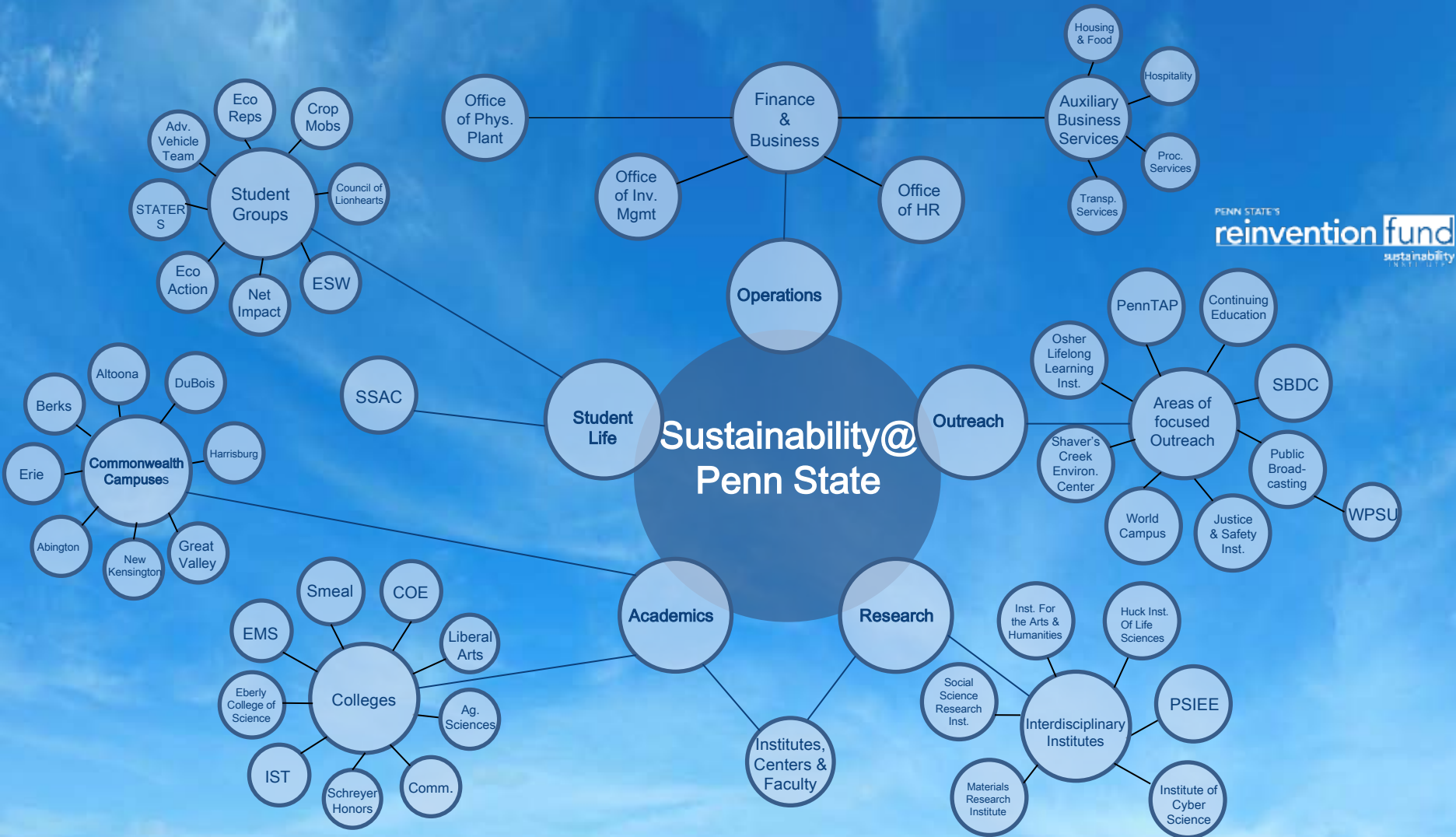- Why should we continue the conversation?
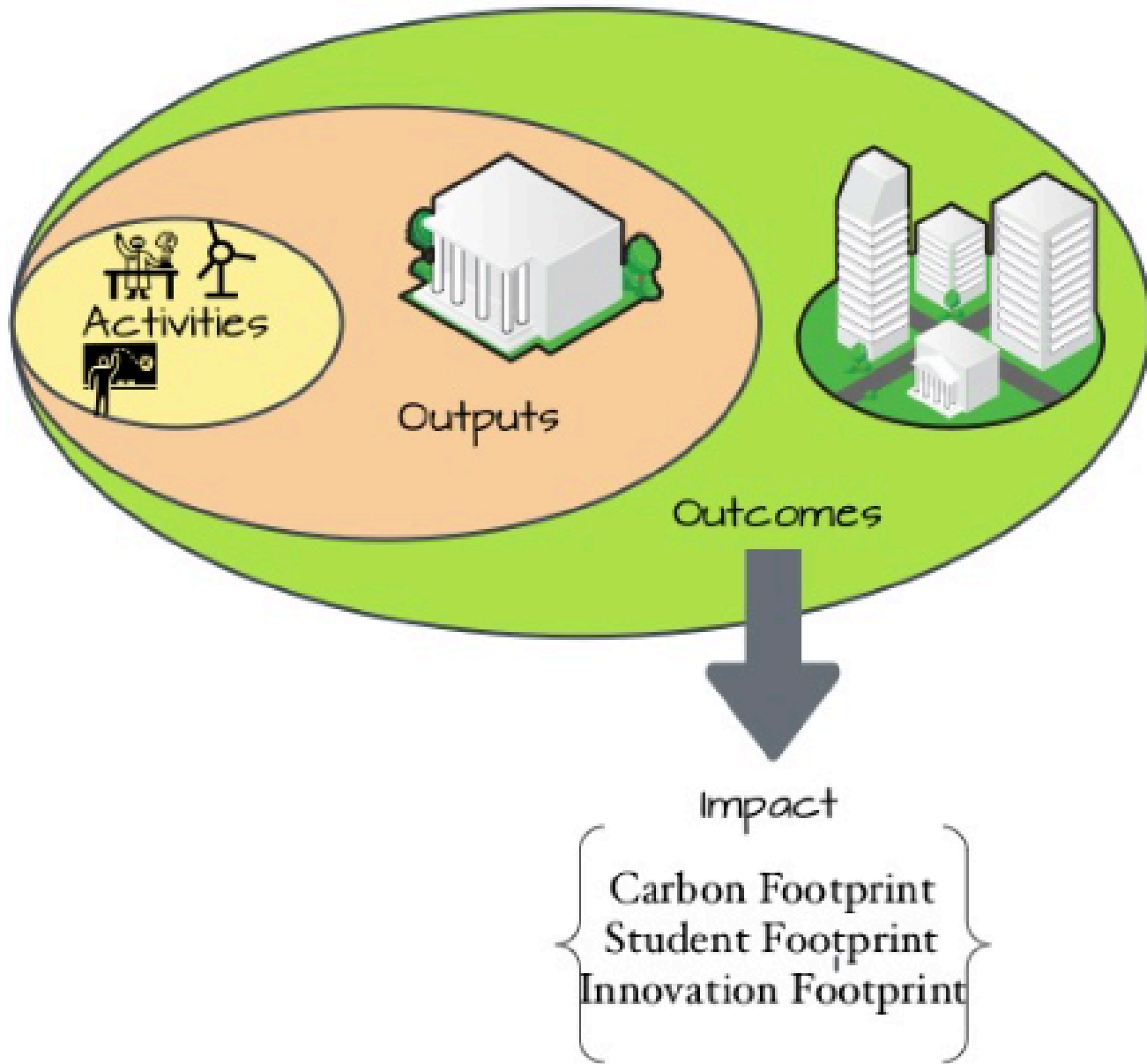
Making the Case

- *Turnaround Leadership for Sustainability in Higher Education (Sharp et al.), 2 (of 10) recommendations:*
  - *an acknowledgement of the distinctive challenges of sustainability leadership*
  - *a recognition of the importance of organizational context and aligning sustainability with core organizational priorities, processes and systems*

My President's Priorities

- Excellence
- Student engagement
- Diversity and demographics
- Student career success and economic development
- Access and affordability
- Technology and curriculum delivery

PENN STATE | NEWS

Home   Research   Academics   Impact   Campus Life   Athletics   Administration   Arts and Entertainment

Penn State President Eric Barron, pictured here during a discussion at Penn State Mont Alto on April 18. During his visits to Penn State's campuses ahead of his first day on May 12, Barron gathered ideas from students, faculty, staff and community leaders in six broad areas, including excellence, student engagement, diversity and demographics, student career success and economic development, accessibility, and technology.

Image: Debra Collins

Licensing and Use

Activities

Outputs

Outcomes

Impact

Carbon Footprint
Student Footprint
Innovation Footprint

Line of Sight: Activity to Impact

Activity	Purpose	Outputs	Outcomes	Impact
Sustainability Leadership Minor	Provide a curricular program delivering high level of expertise	42 students enrolled in 2013, 60 in 2014	More students with high level of expertise	Create sustainability leaders and citizens of tomorrow
Addition of sustainability faculty identification to expertise database	Facilitate identification of research partners	Unique page views of ~50K and 45K in 2013 and 2014, respectively	More interdisciplinary research on sustainability topics	Deliver more innovation directed to sustainability challenges
Portal	Communicate and promote sustainability at Penn State	410 "tagged" stories in Penn State News; 414 stories in external	Increased visibility and enhanced understanding	Increase impact multiplier

From David Newport, The Department of Changed – From Margin to Mission

What set of glasses do we need?

Deliver Educational Value

Catalyze Innovative Research

Cultivate Leadership & Innovation

Foster Strategic Partnerships

Support Financial Stewardship & Affordability

Enhance Diversity & Inclusion

Sustainability Activity Aligned with Leadership Priorities

Metric Development Process

Big Ten+ Input — Analyze pre-AASHE discussion outcomes

Task Force Input — Revise metrics based on common goals

Exec Leadership Input — Request initial feedback from sample exec leader group

Deliver Educational Value

Catalyze Innovative Research

Cultivate Leadership & Innovation

Foster Strategic Partnerships

Support Financial Stewardship & Affordability

Enhance Diversity & Inclusion

Sustainability Activity Aligned with Leadership Priorities

STARS v2.0 Analog: Deliver Educational Value

AC 1: Academic Courses	AC 7: Incentives for Developing Courses
AC 2: Learning Outcomes	AC 8: Campus as a Living Laboratory
AC 3: Undergraduate Program	EN 1: Student Educators Program
AC 4: Graduate Program	EN 2: Student Orientation
AC 5: Immersive Experience	EN 3: Student Life
AC 6: Sustainability Literacy Assessment	EN 4: Outreach Materials & Publications
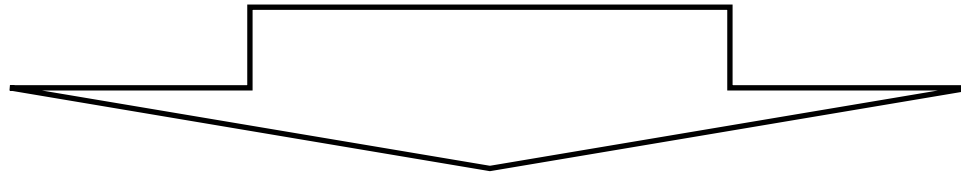
- Sustainability courses list per STARS criteria
- Student perception of sustainability courses (course evaluations, etc.)
- Integration into National Society of Experiential Education (NSSE)
- Alumni surveys: importance of sustainability to work / personal life
- Strategic employer surveys
- Value to institution: student and faculty recruitment, reputation, and retention
- Physical campus connection to curriculum: operations and academic partnerships, experiential learning, and staff engagement (living lab initiative)

STARS v2.0 Analog:
Catalyze Innovative Research

AC 9: Academic Research	AC 11: Access to Research
AC 10: Support for Research	
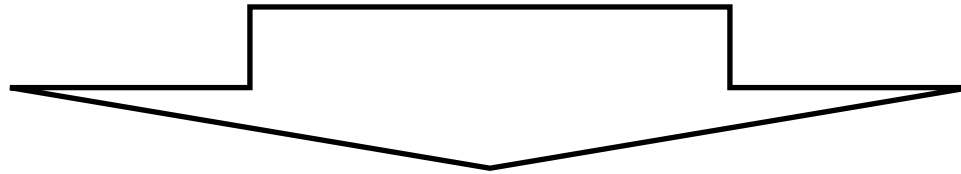
Quantitative

- Sustainability research grants (# and $)
- Interdisciplinary grants submitted w/ PIs from multiple departments (# and $)
- Campus as a living lab grants (operational grants) (# and $)
- Faculty involved in sustainability research + centers/informal research teams (#)
- Internal/SEED funding programs and related research outcomes (# and $)
- Sustainability related publications in Interdisciplinary journals and other (#)

Qualitative

- Success stories: compelling narratives + possible models/case-studies
- Stories of the results of seed grants with outcomes
- Stories that demonstrate connecting between faculty across various schools in innovative ways that tackle the broader sustainability issues we face today
- Show creation of relationships and research that would not otherwise exist— relationships that sustainability office created or helped facilitate

STARS v2.0 Analog: Support Financial Stewardship & Affordability

|	
EN 5: Outreach Campaign	OP 18: Campus Fleet
EN 6: Employee Educators Program	OP 19: Student Commute Modal Split
EN 7: Employee Orientation	OP 20: Employee Commute Modal Split
EN 8: Staff Professional Development	OP 22: Waste Minimization
OP 3: Building Operations & Maint.	OP 23: Waste Diversion
OP 4: Building Design and Construction	OP 24: C&D Waste Diversion
OP 6: Food and Beverage Purchasing	OP 25: Hazardous Waste Management
OP 7: Low Impact Dining	OP 26: Water Use
OP 8: Building Energy Consumption	OP 27: Rainwater Management
OP 9: Clean and Renewable Energy	OP 28: Wastewater Management
OP 10: Landscape Management	PA 8: Affordability and Access
OP 12: Electronics Purchasing	PA 9: Employee Compensation
OP 13: Cleaning Product Purchasing	PA 10: Assessing Employee Satisfaction
OP 14: Office Paper Purchasing	PA 11: Wellness Program
OP 15: Inclusive and Local Purchasing	PA 12: Workplace Health and Safety
OP 16: Life Cycle Cost Analysis	

STARS v2.0 Analog:
Support Financial Stewardship & Affordability
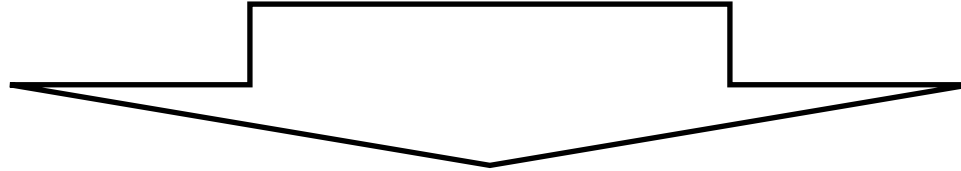
- Savings through energy and water conservation in Big Ten ($)
- Grants and corporate partnerships garnered thru sustainability initiatives ($)
- Enrollment in academic programs focused on sustainability (#)
- Projection of cost savings over time (in face of increasing/unpredictable utility costs - risk management) ($)
- Cost of utility spend for the Big Ten over the next five years ($)
- Impact of our students becoming sustainability leaders (qualitative)
- Cost of tuition and student loan debt ($)
- Environmental benefit of online/blended/3-year education--role of sustainability in both brick and mortar and online
- Economic development in the state
- Financial assessment of sustainability-based operational benefits
- Size of endowment and return on investment vs. the return on investment of sustainable projects (green loan funds outperforming endowment)
- Financial risk assessment: economic benefit of being in a 20 year fixed price market vs. price volatility

STARS v2.0 Analog: Foster Strategic Partnerships

EN 9: Community Partnerships	EN 13: Comm. Stakeholder Engagement
EN 10: Inter-Campus Collaboration	EN 14: Participation in Public Policy
EN 11: Continuing Education	EN 15: Trademark Licensing
EN 12: Community Service	EN 16: Hospital Network
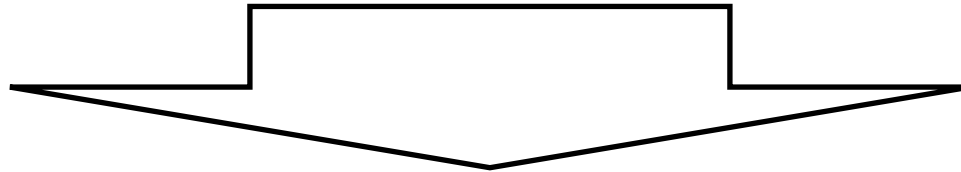
Quantitative

- External corporate partnerships: benefits to students/career, advance innovation, funding for faculty/student research; new patents, etc.
- Engaged scholarship: number of student hours, transcript recorded?
- Community assessment of value: save energy/money, walkability, community good will, etc.
- Number of sustainability-related start-ups
- Partnerships w/ government agencies/departments—federal/state/local
- Partnerships with not-for-profits/NGOs

Qualitative

- Helping non-profits: what is value of service (narrative)
- Criteria: compelling story - unique to setting, but concept is replicable
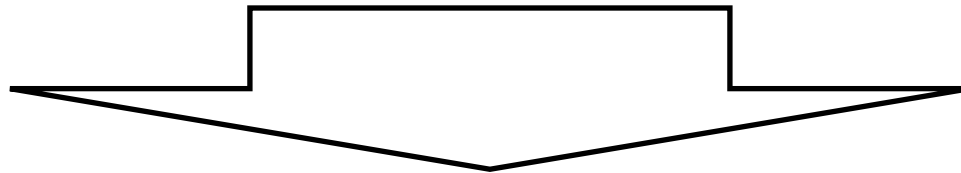
STARS v2.0 Analog:
Enhance Diversity and Inclusion

OP 11: Biodiversity	PA 6: Support for Underrepresented Groups
PA 4: Diversity and Equity Coordination	
PA 5: Assessing Diversity and Equity	PA 7: Support for Future Faculty Diversity

- Not discussed as a theme at the pre-AASHE workshop
- Metric direction TBD - ???

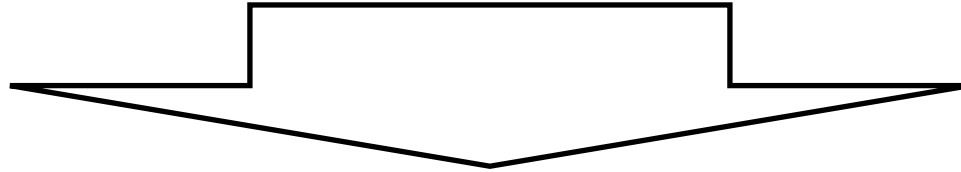# STARS v2.0 Analog: Cultivate Leadership & Innovation

IN 1: Innovation Credit 1	IN 3: Innovation Credit 3
IN 2: Innovation Credit 2	IN 4: Innovation Credit 4

- Identify benchmarks/areas where we can share data
- Create shared flagship project: compile and compare success stories from Big Ten+ to see what works and what we can learn
- Link sustainable goals/needs as essential institutional criteria –mission statement
- Changing/reframing sustainability topics
- Organize into six thematic frameworks: tell story in terms of collective themes
- Make it collective: talking at Big Ten+ scale vs. comparing institutions

Deliver Educational Value 12:50

Catalyze Innovative Research 3:18

Enhance Diversity & Inclusion 5:8

Sustainability Activity Aligned with Leadership Priorities

Cultivate Leadership & Innovation 4:8

Support Financial Stewardship & Affordability 31:74

Foster Strategic Partnerships 8:21

FULL INTEGRATION

VISIONARY LEADERSHIP

BUSINESS CASE

GRASSROOTS ADVOCACY

Deliver Educational Value

12:50

Catalyze Innovative Research

3:18

Enhance Diversity & Inclusion

5:8

Support Financial Stewardship & Affordability

Business Case

31:74

Sustainability Activity Aligned with Leadership Priorities

Cultivate Leadership & Innovation
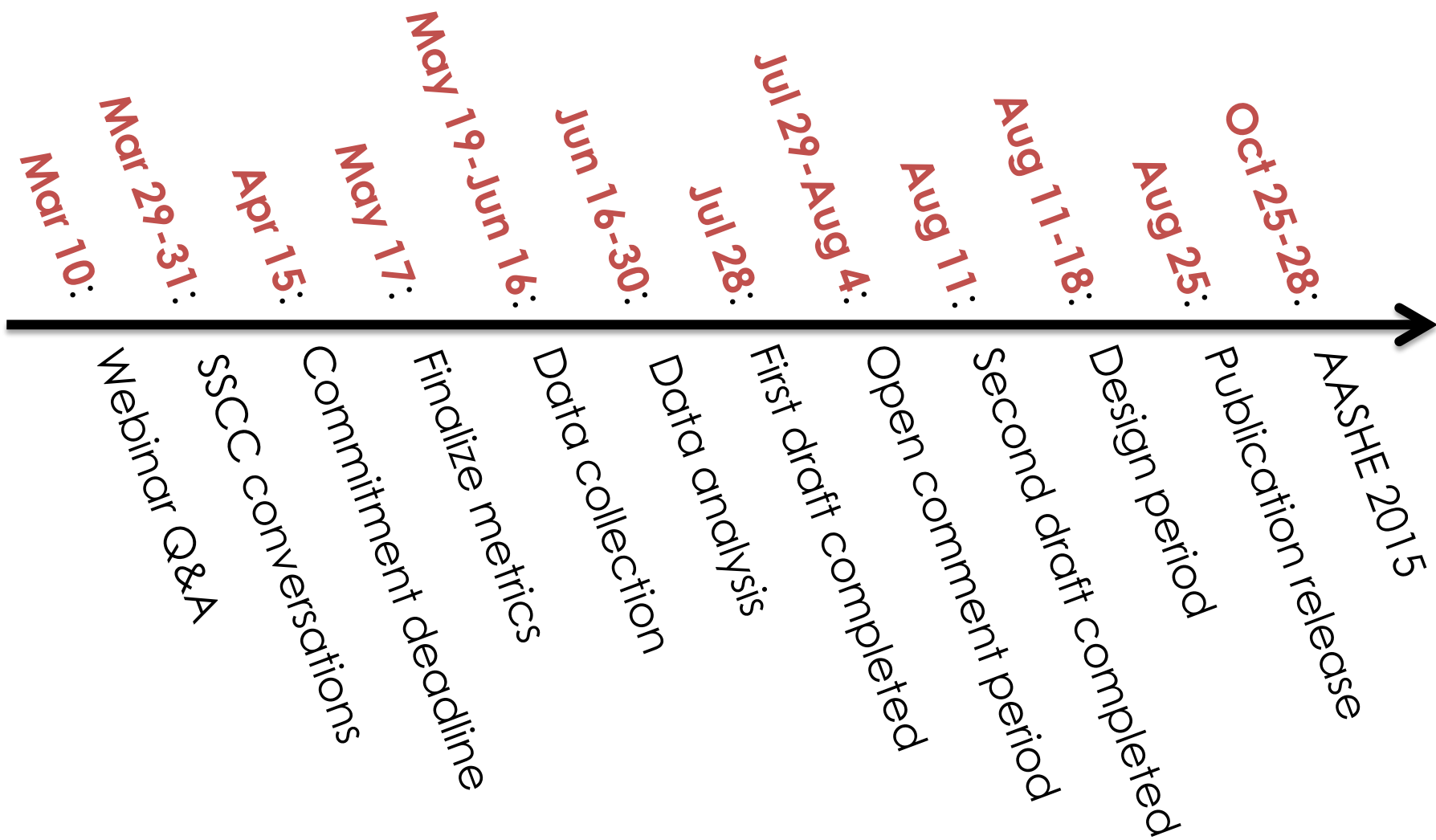
4:8

Foster Strategic Partnerships

8:21

How do we articulate and measure the value of our sustainability activities in terms of mission-level institutional priorities?

Funding the Project

- Consultant will facilitate:
  - Data collection and analysis
  - Writing, editing, and designing the prospectus
  - Web/print development to promote the prospectus
- Partner contributions: $2K each

Proposed Timeline

Mar 10: Webinar Q&A

Mar 29-31: SSCC conversations

Apr 15: Commitment deadline

May 17: Finalize metrics

May 19-Jun 16: Data collection

Jun 16-30: Data analysis

Jul 28: First draft completed

Jul 29-Aug 4: Open comment period

Aug 11: Second draft completed

Aug 11-18: Design period

Aug 25: Publication release

Oct 25-28: AASHE 2015

Big Ten+ Feedback and Commitment Process

The planning team will be sending a draft MOU for review by Friday, March 20, 2015

Group Conversations :

- Webinar Q&A
- SSCC Dinner
- SSCC Roundtable

Individual Conversations:

- Set up a time to chat via phone (or email) w/ Michael or Denice

Submit MOU:

- Deadline: April 15, 2015

Questions / Discussion

Sustainability Activity Aligned with Leadership Priorities

- Deliver Educational Value
- Catalyze Innovative Research
- Cultivate Leadership & Innovation
- Foster Strategic Partnerships
- Support Financial Stewardship & Affordability
- Enhance Diversity & Inclusion