Sustainability Office Strategic Plan 2015

A. Current unit plans (this section is OPTIONAL): Please provide the URL for any current unit plans already in existence. See Appendix B.

B. Unit mission/vision statement: Please provide your current unit mission/vision statement. If your unit has multiple departments with differing mission/vision statements, list them as well.

Sustainability Office mission statement:
- The Sustainability Office fosters a culture of sustainability at UCSC by actively engaging students, staff, faculty and community members through education, leadership development, institutional change and behavioral transformation. As a campus resource, the Sustainability Office provides information, tools, policy advice and facilitation for key sustainability plans and policies.

C. Adaptive organizations: Identify actions your unit will take in 2015-16 to advance the five characteristics of adaptive organizations (Heifetz and Linsky): 1. Elephants in the room are named 2. Responsibility for the organization’s future is shared 3. Independent judgment is expected 4. Leadership capacity is developed 5. Reflection and continuous learning are institutionalized.

1. Elephants in the rooms are named:
   Success in naming elephants often requires a safe space to do so and for the characteristic to be modeled at all levels of the organization, including from the staff within our office.
   - Educate students on what it means to “name an elephant” – encourage them to do so through training.
   - Show appreciation when we notice someone “name an elephant”.
   - When we hear something that might be an elephant, try to dig deeper.
   - As individuals, we can identify the questions that arise within our own heads, and think about how to address them.
   - When we can identify that the topic of sustainability or the Sustainability Office seems to be the elephant: name it and own it!
   - Understand that the approach to naming an elephant is more delicate when the elephant is an individual rather than a topic or unit.

2. Responsibility for the organization’s future is shared:
   Develop a deeper understanding of the issues facing other units within BAS and also from other divisions on campus.
   - External:
     - Participate in networking opportunities hosted by other units and divisions.
• Be willing to “listen and learn” in settings where it might be appropriate to temporarily set aside our sustainability hats.

• Brainstorm & collaborate with partners in identifying challenges & solutions to incorporating sustainability within their units:
  - Recognize the challenges, including communication.
  - Identify priorities.
  - Ensure follow-through.

Internal – How to engage stakeholders in our office and in other sustainability organizations:
• Support student-to-student learning and mentorship.
• Host meetings, trainings and retreats for student leaders.
• Host networking opportunities for students working in sustainability:
  - All sustainability-related CUIPs.
  - Team leads within office.

3. Independent judgment is expected:
To nurture independent judgment requires mutual respect, trust, and training when appropriate.
• Create a space and time for people to form independent opinions.
• Include students in decision making conversations and external committees.
• Build strong teams and relationships among colleagues.
• Avoid micromanaging one another.
• Ask for people’s thoughts. Show the value when independent judgment is shared by coming to the person again when a decision is needed.
• Praise and thank colleagues for expressing independent judgment (ex: “That sounds good to me, you’re on it!” “I trust your judgment, but let me know if you want to talk through anything after you have thought about it.”)

4. Leadership capacity is developed:
We examined this through two lenses, what we can do internally and how we can support the campus through sustainability.

• Support campus leadership in sustainability by:
  - Developing staff sustainability training.
  - Promoting the Green Office and Green Lab programs.
  - Encouraging and supporting submission for awards and trainings for non-SO staff.

• Support internal staff leadership development by:
  - Collaborating with other UC’s, our local community, fellow higher education institutions, etc.
  - Participating in community, regional groups, UCOP & Campus-sponsored trainings.
- Taking advantage of free trainings, such as PG&E Energy Center classes and webinars from industry & trade organizations.
- Contributing to publications.
- Taking advantage of AASHE opportunities.

- Support student leadership development by:
  - Hosting trainings and retreats focused on leadership, organization, professional skills, and diversity/inclusion throughout the year

5. Reflection and continuous learning are institutionalized:
We identified a need for learning and reflection with student staff, as well as at the conclusion of programs/activities. We also identified a broader need for input from stakeholders on campus, especially those not currently engaged with sustainability. The method for completing this could include focus groups and/or surveys. The outcomes could help share a communications plan and identify how our office is used as a student resource:

  - Complete a stakeholder debrief after major programs/events.
  - Provide opportunities for general feedback from stakeholders (ex: focus groups, surveys).
  - Complete student staff evaluations quarterly.
  - Present a Pre and Post Sustainability Quiz to students to identify topic area knowledge and connect to learning outcomes.
  - Organized session with SWOT analysis (or something similar).

D. Unit strategies and year one actions: For each of the four BAS goal areas, identify strategies (that will span the entirety of the strategic plan timeframe) and year one actions that your unit will undertake. Ensure you review the BAS strategies and year one actions to avoid duplication or the creation of conflicting efforts.

1. Finances (advances campus goals 1,5) - Deploy and manage BAS resources to align with institutional goals

Sustainability Strategies – Finance:
  - Identify alternative funding mechanisms for large scale sustainability projects.
  - Engage in ongoing discussion with stakeholders regarding the most effective use of student fee measure funds (Measures 44 and 45).
  - Effectively communicate how fee measure funds are spent.
  - Strategize proactively around fee measures that have a sunset date (Measure 45).

Sustainability One Year Actions – Finance:
  - Streamline Carbon Fund (Measure 44) and other Sustainability Office grant award processes to support interdepartmental collaboration, project ownership, and cost sharing.
2. Learning and development (advances campus goals 4,6,5) - Ensure that BAS team members have the opportunity for engagement, advancement and fulfillment

**Sustainability Strategies – Learning and development:**
- **Internal:** Provide opportunities for SO staff and students to present and attend sustainability in Higher Education Conferences; provide flexible schedules to allow staff to maintain a work-life balance; encourage all staff to complete the Leadership Certificate and/or the Diversity Certificate on campus.
- **External:** Develop and support staff sustainability training; continue to offer professional trainings on sustainability topics; (ex: LEED); promote and grow engagement in Green Labs and Green Office Certification programs.

**Sustainability One Year Actions – Learning and development:**
- Begin developing sustainability staff training.
- Engage with campus stakeholders to better address the social aspect of sustainability regarding diversity, equity and inclusion.

3. Constituents (advances campus goals 3,2,5,6) - Collaborate with stakeholders to ensure alignment of BAS activities with efforts to support teaching, research and public service.

**Sustainability Office Strategies – Constituents:**
- Continue to advance connection between operations and academics through the Global Climate Leadership Council (GCLC) and grant opportunities.
- Ensure students are receiving a quality experience working in our office and continue to foster an open, inclusive environment.
- Identify topic areas for future collaboration between staff, faculty, students, and community partners.

**Sustainability Office Year One Actions – Constituents:**
- Implement the Office of the President’s Global Climate Leadership Council initiatives for faculty, staff and student engagement.
- Support one faculty champion and one student fellow to provide education, engagement and advocacy for climate action.

4. Processes (advance campus goals 4,5,6) - Ensure BAS processes are transparent, efficient and effective.

**Sustainability Office Strategies – Processes:**
- Maintain clear process documents for major event planning and purchasing/funds transfers to ensure efficiency and identify ways to improve effectiveness over time
Sustainability Office Year One Actions – Processes:
  • Coordinate the Campus Sustainability Plan update in an innovative and intentional manner to set our campus up for success.
  • Develop a better understanding of sustainability in the context of outside vendors, campus leases and acquisitions, etc.

E. Success measures: Please identify success measures that your unit will utilize to track progress on unit plans.
  • Seek qualitative feedback from campus stakeholders on our office’s performance.
  • Conduct an internal office student staff feedback survey.
  • Successfully incorporate social justice/diversity/equity and inclusion in subsequent campus sustainability plans.
Appendix B

Sustainability Office Current Unit Plans:
http://sustainability.ucsc.edu/about/index.html

The Sustainability Office fosters a culture of sustainability at UCSC by actively engaging students, staff, faculty and community members through education, leadership development, institutional change and behavioral transformation. As a campus resource, the Sustainability Office provides information, tools, policy advice and facilitation for key sustainability plans and policies.

Goals of the UC Santa Cruz Sustainability Office

1. **Institutionalize sustainability.** Work proactively to integrate sustainability into the core responsibilities and daily activities of faculty, students, and staff.

2. **Improve Environmental Performance / Manage the Campus Sustainability Plan.**
   The Sustainability Office facilitates and manages UCSC's Campus Sustainability Plan and continues to support the campus to refine, track, and implement goals and benchmarks for campus sustainability.

3. **Create centralized communication, coordination, outreach, and education.** Create a central space for coordination of campus sustainability activities and educational initiatives.

4. **Reduce Greenhouse Gases and Plan for Climate Action.** Work with faculty leadership, facilities staff, and administrators to finalize our Climate Action Plan and implement project that will result in Greenhouse Gas emissions reductions.

5. **Integrate sustainability into the classroom.** Build bridges between operations and teaching and research to establish UCSC as a living, learning laboratory in which students can learn and apply sustainability principles and techniques.