

# Yale School of Management

## Sustainability Action Plan 2014-2016



This document lays out a strategic framework for action on sustainability at the Yale School of Management. It starts with the broader context of sustainability at Yale University, then lays out actions taken by Yale SOM to date, and concludes with a series of practical action steps the school can undertake going forward.

### Sustainability at Yale

Yale University is dedicated to an integrated, comprehensive approach to policy and operations that balances ecosystem health with human health and economic viability in order to demonstrate that sustainability is both feasible and affordable. To accomplish this goal the University integrates sustainable practices into the fabric of institutional decision-making at all levels.

Each unit on campus has a unique cultural context. Successful implementation of sustainability tactics will rely on efforts to refine tools and tactics to suit this diversity of disciplines and perspectives.

#### Yale 2013-2016 Sustainability Strategic Plan

The Yale 2013-2016 Sustainability Strategic Plan contains 25 ambitious-yet achievable goals divided into five categories:

*Energy & Greenhouse Gas Emissions:* Yale is committed to comprehensive reduction of energy consumption. This includes both designing and updating buildings to be efficient and educating members of the community to use less energy. It also incorporates a robust renewable energy portfolio and efforts to increase fuel efficiency.

*Natural and Built Environment:* Yale values its natural and built environment, and is managing the campus in ways that improve the quality of natural resources and help ensure a healthy and vibrant community.

*Materials Management:* Purchasing of supplies and their eventual disposal are directly connected. Considering the two in parallel provides a systemic approach that focuses on better-quality products while minimizing waste.

*Food and Well-Being:* Whether it is through the food choices offered, the cleaning products used, or the community support offered, the health and well-being of the people who study and work at Yale are directly connected to the campus and benefit from sustainability efforts.

*Sustainability Leadership & Capacity Building:* Yale has established itself as a global sustainability leader. This is enhanced by efforts to incorporate principles of sustainability into everyday behavior, operational practices, and research and teaching.

The Plan is available online in full at [sustainability.yale.edu](http://sustainability.yale.edu).

## Select Yale Sustainability Strategic Plan Goals

Of the goals included in the *2013-2016 Yale Sustainability Strategic Plan*, the success of the goals below will require significant support from the Yale School of Management:

### *Energy and Greenhouse Gas Emissions*

- Reduce energy consumption and greenhouse gas emissions 5% below 2012 levels by June 2016.

### *Natural and Built Environment*

- Develop and implement sustainable land development and maintenance practices on the Yale campus by June 2016.
- Lessen Yale's impact on New Haven traffic congestion and vehicle emissions by reducing single-occupancy vehicle use by faculty and staff to campus 2% below 2013 levels by June 2016.

### *Materials Management*

- Achieve a 10% reduction in paper purchases and a 10% reduction in office supply purchases from 2013 levels by June 2016.
- Achieve a 50% waste diversion rate by June 2016 via reuse, recycling, and/or composting strategies.

### *Food and Well-Being*

- Ensure that 37% of the food purchased and served by Yale meets one or more of the following sustainability criteria: local, eco-sensitive, humane, or fair.
- Increase the purchase and preparation of plant-based foods in Yale Dining by 15% over 2013 levels by June 2016.
- Reduce cleaning chemical usage on campus 30% from 2013 levels by June 2016.

### *Sustainability Leadership and Capacity Building*

- Establish a portfolio of sustainability action plans for schools and departments by December 2013.
- Promote sustainability as a core business value at Yale by June 2016

## This Document

As a component of leadership and capacity building, the Yale Sustainability Strategic Plan commits to establish and implement sustainability action plans for each of the professional schools. These plans are intended to support university-wide goals while reflecting the physical constructs and constraints of each school as well as the intersection of each discipline with sustainability. Over the past five years SOM has been a sustainability leader on campus and among its peers. The Yale School of Management Sustainability Action Plan highlights successes to date and offers opportunities for the School to showcase sustainability in the context of its operations and as part of its mission of educating leaders for business and society.

The Yale Office of Sustainability will liaise regularly with SOM staff, students and faculty in the implementation of this plan, and will foster dialogue about best practices and lessons learned between SOM and other professional schools.

## Yale SOM Sustainability Successes To Date

Prioritizing projects that make the most economic sense, the Yale School of Management has implemented multiple projects and practices that not only reduced its impact on the environment but also reduced its operating costs. The School has also exhibited leadership on campus and globally in terms of academic integration. Examples of recent success include:

### *Energy and Greenhouse Gas Emissions*

- Collaboration with the Yale Facilities Department of Energy Management to develop strategies to ensure efficient energy management in Evans Hall
- Commitment to offset carbon emissions associated with reunions
- Implemented a program option to have first year MBA students fulfill the Global Studies Requirement (GSR) with local SNOC (small network online course) offerings

### *Natural and Built Environment*

- Installed native landscaping around Evans Hall
- Increased bike parking
- Installed electric vehicle charging stations in the Evans Hall garage

### *Materials Management*

- Implemented PaperCut to track individual printing habits
- In collaboration with Dell Computing, reduced computer-related cardboard packaging waste by over 50%
- Installed OZZI recycle-to-go reusable container initiative in the dining area

### *Food and Well-Being*

- Installed water bottle filling stations in water fountains
- Coffee mugs from the SOM café can be purchased and returning users may receive a 15% reduction for drink refills
- SOM hospitality ensures the food served in the dining area supports Yale's sustainable food goals
- Composting program operating at Charley's Place dining commons
- Installed Orbio Technologies cleaning solution system which is used for over 90% of cleaning solution applications.

### *Sustainability Leadership and Capacity Building*

- Established an EMBA program in Sustainability
- Princeton Review named SOM as home to the "Best Green MBA" in the 2014 publication of 295 Best Business Schools
- Entrepreneurial Program: Students pursue business ventures that have sustainability as a core focus

### *Technology and Infrastructure*

- Shut Down Schedules: Working to programmatically shut down classroom equipment when not in use, and currently shut down the video walls at night to save energy
- Printing: Installed shared printing stations around the building and are encouraging this use instead of personal office printers
- Encouraging electronic exam submission
- Virtualization: Have virtualized approximately 60% of our servers and support machines
- Equipment Recycling: Work with Yale recycling to take our old/outdated equipment

## **Action Items for the Yale School of Management**

The action items highlighted in this section will require support and cooperation from SOM students, faculty and staff as well as Yale Sustainability, Facilities, and Environmental Health & Safety offices. Unless otherwise noted, all actions are set in the context of FY15-FY16.

### *Energy and Greenhouse Gas Emissions*

- With Yale Facilities establish baseline energy use for Evans Hall, identify optimal target, and establish priority initiatives to ensure energy conservation.
- Monitor building performance on an ongoing basis to identify anomalies and address any issues that demonstrate significant or persistent deviation from expected performance.
- Purchase carbon offsets for the on-campus activities at major events such as reunions and commencement using the Yale Community Carbon Fund (which was originally conceptualized by SOM students)
- Install Johnson Controls PAN software program pilot for continuous performance trending to identify energy conservation opportunities

### *Materials Management*

- Identify key sources of high-volume printing and where possible develop reduction strategies
- Update signage for waste receptacles to ensure appropriate use
- Raise awareness about proper disposal practices through communications and events such as a waste audit conducted by the Sustainability Service Corps

### *Food and Well-Being*

- With SOM Hospitality, continue to ensure that Yale Dining sustainability criteria are supported
- Continue to use green cleaning practices

### *Leadership & Capacity Building*

- Integrate sustainability into orientation for new students and staff
- Apply for Green Workplace Certification of all administrative spaces
- In coordination with Yale Facilities, develop and launch Building Occupancy Training that includes:
  - Highlights of preferred behaviors
  - Description of lighting controls, thermal controls, etc..
  - Explanation of proper disposal practices

- Create outreach materials aimed at four audiences:
  - Students
  - Faculty and staff
  - Non-SOM building occupants (associated with events)
  - Alumni and VIPs
- Establish protocols for events
  - Integrate information on sustainable practices for food and disposal into EMS
  - Offer green event certification as a possibility for all events
- Explore opportunities for SOM to maintain a leadership position for sustainability at Yale
  - Student programs
  - Applied research
  - Energy conservation
- Communicate and collaborate with other professional schools on best practices and shared opportunities

## Implementation of the Action Plan

At the outset, the priorities identified in this Action Plan will require support and input from the Dean and top administration and staff of the Yale School of Management as well as the Office of Sustainability, Facilities, and Environmental Health & Safety. As the plan is rolled out, it would be advantageous to engage students to assist with programming, marketing, and community engagement.

## Visibility

Possible actions to include here are:

- Announcement from the dean
- Sponsorship of Closing Bell or other events
- Coordinated communications campaign around specific goals, utilizing monitors in hallways and dining areas, as well as eNews and Portal Announcements
- All ideas are welcome!

## Key Personnel

### Yale School of Management

Diane Palmeri  
 Bill Peabody  
 Bob Saidi  
 Dave Kuzma  
 Jason Kroon  
 Alan Usas

Chief Admin Officer/Assoc Dean for F&A  
 Director of Facilities and Operations  
 Director of Facilities  
 Senior Executive Chef & GM  
 Director of Business Operations  
 Director of IT & CIO

### Yale Office of Sustainability

Ginger Chapman  
 Melissa Goodall  
 Amber Garrard  
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Director, Yale Office of Sustainability  
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 Education and Outreach Manager  
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**Yale Environmental Health & Safety**

Rob Klein

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Environmental Affairs Manager

**Yale Facilities Operations**

Julie Paquette

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Director of Energy Management

Waste Management and Recycling Manager