

Executive Summary:

Yale Finance and Business Operations Sustainability Action Plan

March 2014

The *Yale Sustainability Strategic Plan 2013-2016* contains 24 ambitious yet achievable goals divided into five categories: energy and greenhouse gas emissions, natural and built environment, materials management, food and well-being, and sustainability leadership and capacity building. As the division that is responsible for all of Yale's financial services, Finance and Business Operations (FBO) is well-positioned to support the success of this plan. In light of this, the Yale Office of Sustainability worked with the FBO leadership to establish an FBO Green Team that includes representatives from 10 FBO units. This is a synopsis of the resulting *Finance and Business Operations Sustainability Action Plan*.

Introduction

The FBO Action Plan offers action items that reflect both the role of FBO in the greening of Yale, and initiatives that will enhance the sustainability of each participating unit. This document is composed of three sections:

1. The context for sustainability at Yale
2. An excerpt of goals and objectives from the *Yale Sustainability Strategic Plan 2013-2016*
3. Sustainability Action Plans for 10 FBO units

The Action Plan is intended to be a reference point and living document. The Office of Sustainability requests regular updates from the FBO Green Team members, and works with the Green Team to develop annual progress reports and updates to this plan.

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.

The Yale Sustainability Strategic Plan

The *Yale Sustainability Strategic Plan 2013-2016* is a wide-ranging document that includes goals related to all facets of the University's operations. The Plan was developed over the course of one academic year by a Steering Committee that included three senior leaders from FBO as well as nine deputies who are also representatives of the FBO Green Team. The goals of the plan are organized into five meta-categories:

- **Energy & GHG Emissions:** Yale is committed to a 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.

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- **Natural & 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 & 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.

Included here is an extraction of key goals and initiatives that relate directly to the units under Finance and Business Operations. (The full text of the Plan is available at <http://sustainability.yale.edu>.) Where an FBO unit leader authored or co-sponsored a goal, that unit is indicated parenthetically here. Support of unlabeled objectives should be considered by all FBO units.

ENERGY & GREENHOUSE GAS EMISSIONS

- Goal** Reduce energy consumption and greenhouse gas emissions 5% below 2012 levels by June 2016. This will result in a 20% total reduction in greenhouse gas emission from 2005 levels.
- Objective* Implement data center strategies that reduce facility demand and energy consumption. (ITS)

NATURAL & BUILT ENVIRONMENT

Transportation

- Goal** 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 2012 levels by June 2016.
- Objectives* Encourage commuters who live within the Yale shuttle zone to ride the shuttle.
Expand ride-sharing program participation.
- Goal** Increase participation in the Federal Pre-tax Commuter Benefits Program 25% above 2012 levels by June 2016.
- Objective* Increase awareness of and improve accessibility to the Federal Pre-tax Commuter Benefits Program.

MATERIALS MANAGEMENT

Purchasing

Goal Achieve a 10% reduction in paper purchases and a 10% reduction in office supply purchases from 2012 levels by June 2016.

Objectives Institutionalize the use of PaperCut software to measure printing and help adjust systems or behaviors to reduce volume. (Business Operations, ITS, Procurement)

Assess business systems to determine opportunities to transition to paperless or to reduce paper volume if possible. (Business Operations, with others)

Establish tools and tactics to streamline ordering into larger batches and reduce the overall volume of materials being purchased. (Procurement)

Goal Establish sustainable procurement standards by June 2014.

Objectives Establish and advance sustainable purchasing guidelines for three high-volume areas – break rooms, catering, and office supplies. (Procurement)

Assess each commodity group for availability of sustainability-oriented vendors. Survey all vendors for sustainability practices. Use survey results to inform purchasing guidelines. (Procurement)

Disposal

Goal Establish and commit to purchasing and disposal practices that meet industry standard sustainability practices for Information Technology Services at Yale by June 2014.

Objectives Require all ITS equipment vendors to utilize sustainable practices in their product life cycles by June 2014. (ITS)

Require as endorsed by ITS all cloud-provider vendors to utilize sustainable practices in their product life cycles by June 2015. (ITS)

Goal Achieve a 50% waste diversion rate by June 2016 via reuse, recycling, and/or composting strategies.

Objectives Promote and measure the use of the Yale Eli Surplus Exchange Program.

Goal Implement strategies to reduce municipal solid waste with the intention to commit to an institutional total volume waste reduction target by January 2015.

Objectives Reduce packaging materials for office supplies by instituting the use of reusable/returnable “Boomerang” cardboard tote boxes for office supply orders. (Procurement)

SUSTAINABILITY LEADERSHIP & CAPACITY BUILDING

Goal Establish a portfolio of sustainability action plans for schools and departments by December 2013.

Objectives Establish second-generation action plans for the Schools of Management, Divinity, and Forestry & Environmental Studies. (Business Operations)

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Establish and implement new plans for the Schools of Architecture, Art, Engineering and Applied Sciences, Drama, Music, and Nursing, and the Institute of Sacred Music. (Business Operations)

Execute sustainability action plans for the Yale University Art Gallery, the Yale Peabody Museum of Natural History, and the Yale Center for British Art. (Business Operations)

Goal Promote sustainability as a core business value at Yale by June 2016.

Objectives Develop training modules for those members of the Yale community who regularly purchase materials for Yale by June 2016. (Procurement)

Establish a training program to certify all lead administrators and operations managers in sustainable business practices by June 2016. (Business Operations)

Goal Establish a culture of green information technology at Yale through a portfolio of training and certification programs, as well as consistent online messaging to all computer-using members of the Yale community by June 2016.

Objectives Establish a corps of 20 Certified Green IT professionals and develop training for all Tier 1 IT professionals. (ITS)

Establish a model for innovative working environments and practices for ITS employees to achieve efficient use of resources (e.g., reduced power usage and fuel consumption) by June 2014. (ITS)

Goal Expand Green Certification Programs by June 2016.

Objectives Increase the number of Green Workplaces certified by 25% each year. (Business Operations)

Sustainability Action Plans

The full Finance and Business Operations Action Plan includes details on specific commitments from each of the 10 participating units: Business Operations; Information Technology Services; Internal Auditing; Procurement; Research Administration: Grant and Contract Financial Administration; Research Administration: Human Research Protection Program; Research Administration: Institutional Animal Care and Use Committee Program; Student Financial & Administrative Services; Shared Services; University Finance. For the sake of brevity, these initiatives are not included here. The basic structure of these sections is:

- Description of the unit, including its number of personnel and role on campus Sustainability successes to-date
- Opportunities to support the *Yale Sustainability Strategic Plan 2013-2016*

Contact

For more information on this initiative, please contact the Yale Office of Sustainability at sustainability@yale.edu.