THE YALE SUSTAINABILITY PLAN 2025 was launched in October 2016. It is organized into nine ambitions, which are supported by twenty objectives and thirty-eight goals. The Plan creates entry points across disciplines and departments for broad engagement, and highlights the increasing number of opportunities to connect research and teaching with today’s real-world challenges.

GOVERNANCE The help of various groups across campus is crucial in achieving the goals of the Yale Sustainability Plan 2025. The Sustainability Advisory Council is a group of institutional leaders and alumni tasked with offering guidance on and inspiration for the Plan. The Implementation Steering Committee is a rotating group of faculty and staff that supports the execution of the Plan, particularly its integration into the scholarship at Yale. Members of each group are listed on the Yale Sustainability website.

IMPLEMENTATION In addition to the Sustainability Advisory Council and Implementation Steering Committee, numerous Yale faculty, staff, students, and alumni are involved in the support and execution of this Plan. If you are interested in becoming more involved in these efforts, please visit the Yale Sustainability website.
Teaching, Research, Learning, and Service

Leading Dialogues

External Collaboration

Sustainable Solutions Association

Town-Gown Collaboration

Applied Research and Active Learning

Sustainability Network

Sustainability Working Groups

Sustainability Working Groups

Town-Gown Collaboration

Sustainable Solutions Association

Leading Dialogues

Teaching, Research, Learning, and Service

External Collaboration
OBJECTIVE 1.1

ENRICH AND ENHANCE TEACHING, RESEARCH, LEARNING, AND SERVICE THAT EXPLORE AND CONTRIBUTE TO SUSTAINABILITY SOLUTIONS.
GOAL: SUSTAINABILITY WORKING GROUPS

BY 2017, ESTABLISH A SET OF INTERDISCIPLINARY WORKING GROUPS TO BE IDENTIFIED BY FACULTY CONVENERS TO FOCUS ON TEACHING, RESEARCH, AND SERVICE AROUND KEY THEMES SUCH AS URBANIZATION, HEALTH, FOOD SYSTEMS, LAND USE, AND CLIMATE CHANGE.

2017 STEPS AND TARGETS

- Identify faculty leaders from throughout the university. (2017)
- Create multidisciplinary topical working groups. (2017)

2017 PROGRESS

Starting in Spring 2017, faculty members from schools and departments throughout the university are collaborating on a program to advance urban scholarship, teaching, and engagement across the university to tackle new research questions across disciplinary divides and develop scalable solutions with impact.
GOAL: APPLIED RESEARCH AND ACTIVE LEARNING

BY 2018, IDENTIFY AND SUPPORT INSTITUTIONAL PATHWAYS FOR APPLIED RESEARCH, ACTIVE LEARNING, AND THE USE OF THE CAMPUS AS A LIVING LABORATORY.

2017 STEPS AND TARGETS

- Catalogue existing programs, courses, and activities. (2017)
- Identify new opportunities for innovation and experimentation on and off campus. (2017)
- Create a repository of data to be used for teaching and research as well as monitoring on-campus progress. (2017–2018)

2017 PROGRESS

Student fellows have thus far completed three research projects to support the cataloguing of existing programs: a literature review on the concept of applied research and the “living lab”; a set of semi-structured interviews with Yale faculty and employees; and a survey of Yale and nine of its peers from the International Alliance of Research Universities.
GOAL: SUSTAINABILITY NETWORK
BY 2019, ESTABLISH A NETWORK TO FOSTER COMMUNICATION ACROSS THE UNIVERSITY ON SUSTAINABILITY RESEARCH AND TEACHING, AND TO FOSTER CONNECTIONS BETWEEN THE UNIVERSITY’S SCHOLARSHIP AND OPERATIONS.

2017 STEPS AND TARGETS
- Inventory sustainability research and teaching in natural and social sciences, humanities, and the fine arts. (2017)
- Identify administrative leadership. (2017)
- Use results from the working groups and the Applied Research and Active Learning Program to inform the development of a strategic vision for Yale Sustainability Network. (2017–2018)

2017 PROGRESS
In Fall 2017 the Office of Sustainability is launching the Yale Project on Shared Sustainability Scholarship (working title), which will support activities to foster sustainability collaboration among academic groups, between the university’s scholarship and operations, and between Yale and external partners.
OBJECTIVE 1.2

ACT AS A CONVENING VOICE AND LEADER FOR DIALOGUES ABOUT LOCAL, NATIONAL, AND GLOBAL SUSTAINABILITY CHALLENGES

A Highlight from 2017

The Yale Hixon Center for Urban Ecology and the Urban Resources Initiative collaborated with the City of New Haven on constructing and monitoring bioswales at West Park Avenue and Newhallville. The academic research helped to inform design standards for the approximately 200 bioswales that will be installed in downtown New Haven to address flooding and water quality issues.
GOAL: TOWN-GOWN COLLABORATION

BY 2018, ESTABLISH A PROGRAM TO SUPPORT PROJECTS IN COLLABORATION WITH THE CITY OF NEW HAVEN AND LOCAL AREA GROUPS THAT ENHANCE SUSTAINABILITY GOALS.

2017 STEPS AND TARGETS

- Catalogue existing town-gown partnerships related to sustainability and identify lead organizations and priorities. (2017)
- Convene existing entities and activities to advance projects that will benefit the city and the region. (2017–2018)

2017 PROGRESS

Cataloguing of existing partnerships is ongoing. Yale and the City of New Haven will co-host the Hixon Center for Urban Ecology conference on *Forging University-Municipality Partnerships Toward Urban Sustainability* in October 2017.
GOAL: EXTERNAL COLLABORATION

BY 2019, DEVELOP A STRATEGIC PLAN TO CHART THE COURSE FOR AMBITIOUS NATIONAL AND INTERNATIONAL COLLABORATIONS ON SUSTAINABILITY RESEARCH, TEACHING, AND PRACTICE.

2017 STEPS AND TARGETS

* Initiate a program to identify and communicate with partners and assess collaborative priorities. (2017)

* Create a strategic plan to set collaborative priorities. (2017–2018)

2017 PROGRESS

The Office of Sustainability has developed a matrix to track overlaps in Yale’s external alliances and partnerships. Efforts in the coming year will be focused on connecting groups on shared priority projects.
GOAL: SUSTAINABLE SOLUTIONS ASSOCIATION

BY 2020, FORMALIZE AN ALLIANCE OF YALE ALUMNI, DONORS, AND FRIENDS TO CULTIVATE ENDURING AND MEANINGFUL DIALOGUES ABOUT SUSTAINABILITY CHALLENGES AND SUCCESSES.

2017 STEPS AND TARGETS
- Initiate a program to identify and communicate with alumni and others to support innovative and experiential sustainability solutions. (2017-2018)

2017 PROGRESS
Foundational work for this goal includes the development of a Sustainability Action Plan for the Office of Development and the Association of Yale Alumni, as well as a workshop during the 2017 Yale Environmental Sustainability Summit that will highlight pathways for alumni involvement.
Engage and Empower

Support Diversity and Inclusion

Sustainability Action Plans

Sustainability Literacy

Sustainability Inclusion and Justice Initiative
A Highlight from 2017  The Sustainability Action Plan program offers staff members, faculty, and students the opportunity to learn, connect, collaborate, and develop documents that are tailored to suit the diverse communities that compose our campus. A year of workshops, events, and brainstorming has led to a set of ten sustainability action plans in the first year, and more are in development now.
GOAL: SUSTAINABILITY ACTION PLANS

BY 2020, CREATE AND IMPLEMENT SUSTAINABILITY ACTION PLANS FOR KEY ACADEMIC, CULTURAL, AND ADMINISTRATIVE YALE COMMUNITIES TO SUPPORT THE AMBITIONS OF THIS SUSTAINABILITY PLAN.

2017 STEPS AND TARGETS

- Launch a program to support members of the participating departments in developing their plans. (2017)
- Create and launch an Action Plan for each Yale professional school that reflects its academic discipline and physical context. (2017)
- Develop and launch an Action Plan for each officer unit of the university. (2017–2019)

2017 PROGRESS

As of October 2017, seven of Yale’s professional schools and three operational units have committed to Sustainability Action Plans.
GOAL: SUSTAINABILITY LITERACY
BY 2020, DEVELOP AND LAUNCH A SUSTAINABILITY LITERACY INITIATIVE FOR YALE STUDENTS, FACULTY, AND STAFF THAT ASSESSES AND IMPROVES SUSTAINABILITY AWARENESS AND EMPOWERS ACTION.

2017 STEPS AND TARGETS
- Using academic resources, establish benchmarks to measure sustainability understanding and values at Yale. (2017–2019)

2017 PROGRESS
Extensive research on sustainability literacy survey best practices has been conducted, and priorities for Yale’s survey have been established. Survey development will begin in the 2017–2018 academic year.
OBJECTIVE 2.2

SUPPORT DIVERSITY AND INCLUSION IN LOCAL EFFORTS THROUGH EDUCATION AND COLLABORATION
GOAL: SUSTAINABILITY INCLUSION AND JUSTICE INITIATIVE

BY 2018, LAUNCH AN INITIATIVE TO PROMOTE DIALOGUE ABOUT SUSTAINABILITY, INCLUSION, AND JUSTICE ON CAMPUS AND IN NEW HAVEN.

2017 STEPS AND TARGETS

* Create a working group with members of the Yale and New Haven communities. (2017)

* Develop strategy for inclusive programming. (2017)

2017 PROGRESS

Interviews with more than twenty campus and community organizations to assess priorities have built the establishment of a working group and strategy for inclusive sustainability programming into the coming year. The Office of Diversity & Inclusion has identified a set of goals to promote sustainability.
A Healthy, Vibrant Campus

Sustainability, Health, and Well-Being

Food Literacy and Resilience

Sustainable Catering

Resilient Food Systems
OBJECTIVE 3.1

ENCOURAGE DECISION-MAKING AND BEHAVIORS THAT LEAD TO A HEALTHY, VIBRANT CAMPUS AND SURROUNDING COMMUNITY
GOAL: SUSTAINABILITY, HEALTH, AND WELL-BEING

BY 2020, ALIGN UNIVERSITY EFFORTS TO INCREASE AWARENESS OF HEALTH BENEFITS OF SUSTAINABILITY INITIATIVES AND IMPROVE HEALTH OUTCOMES.

2017 STEPS AND TARGETS

* Create a working group to set campus sustainability priorities related to health and well-being. (2017)

* Establish a process for conducting health impact assessments for operational decision-making. (2017-2018)

2017 PROGRESS

The creation of a working group has been postponed to the end of the calendar year, in order to ascertain university priorities around sustainability, health, and well-being. Several university policies have been identified as candidates for health impact assessment review, including Green Cleaning Standards and Sustainable Transportation Framework recommendations.
OBJECTIVE 3.2

PROMOTE RESILIENT FOOD SYSTEMS THROUGH ON-CAMPUS FOOD SERVICE AND COMMUNITY-WIDE EFFORTS

A Highlight from 2017  School of Public Health students spent a semester analyzing the nutritional value of pizza, a staple on campus and in New Haven, and developed a set of recommendations for pizza that is better for people and the planet. Their findings indicate that there are benefits to selecting meatless options, doubling vegetable toppings, and requesting half the cheese.
GOAL: FOOD LITERACY AND RESILIENCE

BY 2020, ESTABLISH A FRESH SUSTAINABLE FOOD ACTION PLAN THAT SETS NEW STANDARDS FOR MEASURING THE ECOLOGICAL AND SOCIAL IMPACTS OF ON-CAMPUS FOOD PREPARATION AND CONSUMPTION.

2017 STEPS AND TARGETS

- Launch Yale food sustainability literacy initiatives to inform healthy food choices and access on campus. (2017)
- Create initiatives to set targets for food waste reduction throughout the food system. (2017–2020)
- Define and implement programs to align research and development with sustainable food production. (2017–2020)

2017 PROGRESS

Yale Hospitality has convened an advisory committee of faculty members and professionals to inform the process of creating a next-generation Sustainability Action Plan for Yale Hospitality.
GOAL: SUSTAINABLE CATERING

BY 2020, ESTABLISH CAMPUS-WIDE SUSTAINABLE CATERING STANDARDS.

2017 STEPS AND TARGETS

- Create an online repository for sustainable catering recommendations. (2017)
- Establish healthy meeting and workplace event guide. (2017)
- Develop policies for outside vendors. (2017–2019)

2017 PROGRESS

Efforts to date have included the development of a healthy meeting fact sheet and background research for sustainability recommendations for area caterers.
Mitigation and Adaptation

Carbon Neutrality

Investment Opportunities

Campus Resilience Plan

GRI Emissions Reduction Commitment

Scope 3 Emissions Reduction Program

Yale Investments and Climate Change

Carbon Neutrality Strategy

Yale Sustainability Progress Report / Climate Action
OBJECTIVE 4.1

ACHIEVE CARBON NEUTRALITY FOR YALE UNIVERSITY BY OR BEFORE 2050

A Highlight from 2017  Nearly five years after a major renovation, Yale University Art Gallery collaborated with Facilities Energy Management to reevaluate space conditions and mechanical systems serving the museum. Expansion of temperature set points in alignment with new gallery standards, enhancements to the building automation system and logic, and modest mechanical modifications resulted in a 35% reduction in total energy use annually.
GOAL: GHG EMISSIONS REDUCTION COMMITMENT

BY 2020, MEET OR EXCEED THE 2005 COMMITMENT TO REDUCE GREENHOUSE GAS EMISSIONS BY 43% BELOW 2005 LEVELS.

2017 STEPS AND TARGETS

- Expand energy conservation and emissions reductions through applied research. (2017–2020)
- Identify, fund, and implement energy conservation and generation projects with positive returns and significant GHG emissions reductions. (2017–2019)

2017 PROGRESS

Facilities continues to pursue energy savings through capital projects and operational improvements. Energy Management formulated and implemented more than thirty individual energy conservation measures across multiple campus buildings. These measures will reduce our emissions by approximately 2,500 metric tons of carbon dioxide equivalent annually, and will also provide positive financial returns. Since 2005, Yale has decreased its GHG emissions by 24%. Student research projects explored energy systems and energy conservation strategies across campus.
GOAL: CARBON NEUTRALITY
STRATEGY

BY 2019, DEVELOP A STRATEGY TO ACHIEVE CARBON NEUTRALITY BY OR BEFORE 2050.

2017 STEPS AND TARGETS

• Set five-year incremental targets for GHG emissions reductions. (2017-2019)
• Commit to a significant and actionable university policy to guide use of carbon offsets. (2017-2019)
• Define and commit to an iterative on-campus investment approach to achieve 2050 carbon neutrality. (2017-2019)

2017 PROGRESS

Yale Facilities convened a committee to set five-year targets for greenhouse gas emissions reductions based on a variety of feasible approaches to campus demand management and infrastructure development. Further research, scenario planning, and a master planning exercise will provide a framework for future iterations.
GOAL: SCOPE 3 EMISSIONS REDUCTION PROGRAM

BY 2020, DEVELOP A PROGRAM AND RELATED TECHNOLOGY TO ACCOUNT FOR, REDUCE, AND OFFSET EMISSIONS FROM UNIVERSITY EVENTS AND TRAVEL TO POSITION YALE TO SET A SCOPE 3 EMISSIONS REDUCTION COMMITMENT.

2017 STEPS AND TARGETS

- Establish guidelines for staff, faculty, and students to follow when traveling for Yale-related purposes. (2017)

2017 PROGRESS

Yale Sustainability has identified a methodology for a comprehensive accounting of Scope 3 emissions. The Human Resources & Administration Sustainability Action Plan will support guidelines for sustainable travel, which will be developed and promoted by Yale Travel Management.
DEVELOP, TEST, AND SHARE CLIMATE CHANGE MITIGATION AND ADAPTATION STRATEGIES IN SUPPORT OF OVERALL REGIONAL RESILIENCE
GOAL: CAMPUS RESILIENCE PLAN

BY 2019, CREATE A CAMPUS RESILIENCE PLAN THAT ALIGNS WITH LOCAL AND REGIONAL ADAPTATION APPROACHES FOR RESILIENCY.

2017 STEPS AND TARGETS

• Launch a working group of campus stakeholders and external partners to inform climate change adaptation standards and recommendations. (2017–2018)

2017 PROGRESS

The Global Network of Advanced Management is holding a course this fall that will lay the groundwork for the development of a working group and plan. The City of New Haven is partnering in this initiative.
OBJECTIVE 4.3

INCORPORATE THE RISKS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE AND POSSIBLE GOVERNMENTAL RESPONSES TO CLIMATE CHANGE IN THE EVALUATION OF INVESTMENT OPPORTUNITIES.
GOAL: YALE INVESTMENTS AND CLIMATE CHANGE

ENCourage Yale’s external investment managers to consider the risks and opportunities associated with climate change in their investment processes with respect to Yale’s portfolio.

2017 STEPS AND TARGETS

- Communicate Yale’s principles to prospective external investment managers and take action as appropriate. (2017)

2017 PROGRESS

Yale continues to work with endowment investment managers to consider the economic impact and risks of climate change on investments. This influences managers’ investment decisions and discussions with portfolio company executives. Yale is exploring non-endowment investment options related to carbon reduction.
DEVELOP TRANSFORMATIVE APPROACHES TO URBAN GROWTH AND CAMPUS PLANNING THAT ADDRESS FINANCIAL, ENVIRONMENTAL, AND SOCIAL IMPERATIVES
GOAL: CAMPUS LAND USE PLANNING GUIDELINES

BY 2019, UPDATE CAMPUS LAND USE PLANNING GUIDELINES TO ENSURE ENHANCED HUMAN HEALTH, IMPROVED BIODIVERSITY, AND ENHANCED ENVIRONMENTAL QUALITY.

2017 STEPS AND TARGETS


2017 PROGRESS

Campus Land Use Planning Guidelines will be updated this fiscal year to reflect the multiple planning efforts that are in process, including High Performance Design Standards, Landscape Management Standards, Sustainable Transportation Framework, and Sustainable Stormwater and Water Management Plans.
GOAL: EFFICIENT CAMPUS GROWTH

BY 2020, DEVELOP AND IMPLEMENT PLANNING STRATEGIES TO EFFICIENTLY ACCOMMODATE INCREASED CAMPUS POPULATION AND PROGRAMMATIC EXPANSION.

2017 STEPS AND TARGETS
- Develop a campus planning approach to build less and use space more intensively. (2017–2018)

2017 PROGRESS
A committee is exploring options for densification of campus spaces. A pilot study of campus administrative spaces revealed many opportunities for more efficient and intensive space utilization considering work patterns, scheduling, and space layouts. Research into additional space types and opportunities and drafting a policy for future campus development will follow.
OBJECTIVE 5.2

DEVELOP INNOVATIVE APPROACHES TO LAND AND WATER MANAGEMENT THAT ENHANCE HUMAN HEALTH, BIODIVERSITY, AND ENVIRONMENTAL VITALITY

A Highlight from 2017  Yale is participating in a pilot testing program of the Regional Water Authority’s Advanced Metering Infrastructure system, which allows hourly water use data to be viewed through a web-based interface. The new system will help identify leaks, eliminate estimated bills, and provide highly accurate data collection, offering an unprecedented opportunity to learn about campus water dynamics, and inform operations.
GOAL: LANDSCAPE MANAGEMENT AND USE

BY 2021, DEFINE STANDARDS FOR INNOVATIVE LANDSCAPE MANAGEMENT TO ENHANCE CARE AND USE OF YALE LAND INSIDE AND OUTSIDE OF NEW HAVEN.

2017 STEPS AND TARGETS

- Create a tree management plan for campus tree care and canopy growth. (2017–2019)

2017 PROGRESS

Facilities will undertake a study to develop landscape standards based on faculty input, background research, and best practices. Initial tree management recommendations for Science Hill were used in the fall to locate trees planted to honor long-term service awardees, and planning has also been initiated on the Medical campus.
GOAL: STORMWATER AND WATER MANAGEMENT

BY 2020, IMPLEMENT RECOMMENDATIONS AS PROPOSED IN 2016 SUPPLEMENTS TO CAMPUS STORMWATER AND WATER MANAGEMENT PLANS IN EXPLICIT ALIGNMENT WITH MUNICIPAL, REGIONAL, AND STATE PRIORITIES.

2017 STEPS AND TARGETS

- Update campus Stormwater and Water Management Plans in alignment with local priorities. (2017)
- Implement reclaimed water project to supply water to Sterling Power Plant. (2017–2019)

2017 PROGRESS

Yale is in the process of publishing updates to the Stormwater and Water Management Plans, which outline comprehensive strategies to increase green infrastructure and reduce potable water use on campus, respectively. During fiscal year 2017, potable water use increased 0.5% compared to Yale’s 2013 baseline, driven largely by indirect cooling and irrigation demands during summer months.
Determine benchmarks and best practices for enhanced campus biodiversity. (2017–2023)

A graduate research assistant gathered information on best practices for promoting biodiversity from peer institutions and interviewed key campus experts and stakeholders to begin the process of forming a biodiversity strategy. Resources, data, and perceived gaps in information were also identified.
OBJECTIVE 6.1

DEVELOP TRANSFORMATIVE APPROACHES TO PROJECT DESIGN, CONSTRUCTION, AND MAINTENANCE THAT ADDRESS FINANCIAL, ENVIRONMENTAL, AND SOCIAL IMPERATIVES

A Highlight from 2017  Yale set an aggressive Energy Use Intensity target for the forthcoming Yale Science Building, resulting in innovative design approaches and what promises to be the most energy-efficient laboratory building on Yale's campus. The energy-reduction strategies employed will result in positive financial returns and significant campus GHG emissions avoided.
GOAL: HIGH-PERFORMANCE DESIGN STANDARDS

BY 2019, EVALUATE EXISTING FRAMEWORKS FOR HIGH-PERFORMANCE BUILDING DESIGN AND UPDATE YALE DESIGN REQUIREMENTS TO ACHIEVE EMISSIONS REDUCTIONS, OPTIMAL PERFORMANCE AND USE, AND POSITIVE HEALTH AND ECOSYSTEM OUTCOMES.

2017 STEPS AND TARGETS

- Evaluate alternate rating systems and approaches against current standards. (2017–2019)
- Establish systems to transition new buildings and renovations from design to occupancy to ensure high performance. (2017–2019)

2017 PROGRESS

In keeping with the current requirement that all comprehensive-scope construction projects achieve a minimum of LEED Gold certification, Yale has achieved the following LEED certifications:

- Gold: 19
- Platinum: 3

Facilities Planning has embarked on a comprehensive update of the Yale Sustainable Design Requirements to consider the next generation of LEED and other rating systems. Internal processes and procedures are also being addressed. In addition, the university has initiated the update of the full Yale University Design Standards in alignment with Yale’s climate and sustainability ambitions.
GOAL: CAMPUS DEVELOPMENT STRATEGY FOR CARBON NEUTRALITY

BY 2020, COMMIT TO A CAMPUS DEVELOPMENT STRATEGY THAT INCREASES ENERGY CONSERVATION AND RENEWABLE ENERGY GENERATION IN SUPPORT OF THE CARBON NEUTRALITY COMMITMENT.

2017 STEPS AND TARGETS

- Develop projects for energy conservation, generation, and distribution that support a resilient, healthy campus. (2017–2018)
- Create and implement a plan to integrate strategies in support of carbon neutrality into all campus construction projects. (2017–2019)

2017 PROGRESS

Together with Facilities Planning, Facilities Energy Management pursued a process to reduce energy consumption in new construction projects by setting aggressive Energy Use Intensity (EUI) targets. They developed multiple strategies early in the design process to ensure that targets are achievable yet ambitious.
OBJECTIVE 6.2

DEVELOP EFFECTIVE APPROACHES TO MAINTENANCE, OPERATION, AND OCCUPANCY OF BUILDINGS THAT BOTH ENSURE OPTIMAL PERFORMANCE AND ARE RESPONSIVE TO ENVIRONMENTAL, SOCIAL, AND FINANCIAL IMPERATIVES
GOAL: MAINTENANCE, OPERATIONS, AND OCCUPANCY STANDARDS

BY 2019, DEFINE AND COMMIT TO UPDATED HIGH-PERFORMANCE STANDARDS AND PROTOCOLS FOR PLANNED MAINTENANCE, OPERATIONS, AND BUILDING OCCUPANCY THAT COMPREHENSIVELY INTEGRATE SUSTAINABILITY.

2017 STEPS AND TARGETS

- Enhance standards and protocols for maintaining and operating all Yale-owned and/or Yale-operated buildings. (2017–2019)
- Implement new protocols and staffing models to support construction commissioning and project turnover for peak systems performance. (2017–2018)
- Conduct health impact assessment to ensure optimal health and well-being outcomes through operations, maintenance, and occupancy. (2017–2019)

2017 PROGRESS

Facilities Operations has begun to update the Yale Maintenance and Operations standards and protocols. Guidance for occupants has been updated for residential, administrative, and laboratory spaces, and research for clinical guidelines is ongoing. Together with student representatives, building occupancy training was created for the two new residential colleges to encourage sustainable behaviors.
GOAL: ENHANCED SPACE USE POLICY

BY 2019, DEVELOP AND ADOPT A UNIVERSITY POLICY FOR EFFICIENT USE OF CAMPUS SPACE THAT IMPROVES UTILIZATION OF UNIVERSITY BUILDINGS AND FACILITIES BY IDENTIFYING AND REDUCING REDUNDANCIES AND EXCESS CAPACITY.

2017 STEPS AND TARGETS

- Establish a multidepartment task force to analyze and recommend more efficient use of space on campus. (2017–2019)

2017 PROGRESS

The Provost and Registrar commissioned a study of 300 classrooms (200,000 square feet) for the Faculty of Arts and Sciences, considering pedagogical needs, schedule patterns, space configuration, furnishings, seat utilization, and room usage. Outcomes include recommendations for more efficient scheduling; improved access to course offerings; and future analysis of administrative, laboratory, library, and residential spaces.
OBJECTIVE 7.1

ENHANCE AND SUPPORT SYSTEMS FOR ALTERNATIVE AND ACTIVE TRANSPORTATION

A Highlight from 2017 Many Yale departments and external partners provided input and support for the Sustainable Transportation Framework study—from University Planning and the Office of Sustainability, to the Traffic Safety Committee and New Haven Department of Transportation. The study takes a holistic approach to transportation planning that considers the local and regional transportation network to identify strategies, design standards, and infrastructure needs.
GOAL: SUSTAINABLE TRANSPORTATION FRAMEWORK

BY 2019, COMPLETE A SUSTAINABLE TRANSPORTATION FRAMEWORK AND RELATED ANALYSES FOR ENHANCING SUSTAINABLE TRANSPORTATION INFRASTRUCTURE ON AND ACROSS YALE CAMPUSES.

2017 STEPS AND TARGETS

- Complete Sustainable Transportation Framework. (2017)

2017 PROGRESS

The Sustainable Transportation Framework, to be completed at the beginning of fiscal year 2018, presents implementable near- and long-term strategies that encourage bicycling, walking, and transit use to connect Yale’s commuting population to its campuses and to better connect the campuses to each other.
GOAL: LOCAL AND REGIONAL TRANSPORTATION PARTNERSHIP

BY 2019, ENHANCE TRANSPORTATION OPTIONS THROUGH LOCAL AND REGIONAL PARTNERSHIPS.

2017 STEPS AND TARGETS

- Assemble public and private partnerships in the New Haven area to share best practices and develop collaborative solutions. (2017–2019)


2017 PROGRESS

Based on work initiated by the City of New Haven to engage employers in transportation demand management strategies, Yale will help organize the Employers Transportation Solutions Working Group to support information-sharing, development of a shared vision, and collaboration on efforts to enhance sustainable transportation options in the Greater New Haven area.
OBJECTIVE 7.2

ADVANCE TRANSPORTATION CHOICES THAT IMPROVE HUMAN HEALTH AND ENVIRONMENTAL VITALITY
GOAL: SUSTAINABLE COMMUTING

BY 2025, INCREASE THE PROPORTION OF YALE COMMUNITY MEMBERS COMMUTING TO CAMPUS USING SUSTAINABLE TRANSPORTATION MODES BY 10% ABOVE 2015 LEVELS.

2017 STEPS AND TARGETS

- Develop and implement a suite of programs that facilitate the use of active and alternative transportation methods. (2017-2025)

- Develop a Yale Bike/Walk Strategy to align incentives, infrastructure, and education on health and environmental benefits. (2017-2020)

2017 PROGRESS

A Mobility Communications and Outreach Action Plan was launched to increase awareness and usage of existing transportation programs based on analysis of employee awareness. In 2015, 61% of Yale commuters utilized sustainable transportation modes; the October 2017 Transportation Survey will measure progress from this baseline.
Purchasing Standards

Material Flow Systems

Purchasing and Disposal Decision-Making

Vendor Management

Sustainable Packaging

"Pay As You Throw"

Targeted Waste Reduction

Materials Outreach and Engagement

Reuse

"Pay As You Throw"
OBJECTIVE 8.1

ADVANCE PURCHASING STANDARDS THAT PROMOTE SUSTAINABILITY AND RESILIENCE

A Highlight from 2017 In support of the Sustainable Packaging goal and in partnership with Procurement, a School of Forestry & Environmental Studies student utilized skills from the “Life Cycle Analysis” course to assess and prioritize over thirty kinds of packaging materials across seven categories. This rigorous analysis represents an example of integrating academics and operations at the university.
GOAL: VENDOR MANAGEMENT

BY 2019, DEFINE, REFINE, AND SYSTEMATIZE PROGRESSIVE LANGUAGE FOR REQUESTS FOR PROPOSALS AND VENDOR CONTRACTS.

2017 STEPS AND TARGETS

- Establish measurable sustainability criteria for the major commodity groups purchased with university funds. (2017)

2017 PROGRESS

The university drafted a comprehensive sustainability questionnaire to guide conversations between Procurement officers and vendors. The questionnaire can be tailored according to the product, so that all relevant criteria are considered. Examples of sustainability criteria include reuse options, recycled content, health and well-being, toxicity, emissions, and packaging types.
GOAL: SUSTAINABLE PACKAGING

BY 2020, ESTABLISH AND PROMOTE SUSTAINABLE PACKAGING STANDARDS.

2017 STEPS AND TARGETS

* Set baseline and target for packaging reduction and sustainable packaging. (2017)

* Apply sustainability packaging criteria for vendors. (2017–2018)

2017 PROGRESS

Sustainable packaging types have been identified based on life cycle analyses of common packaging types and potential alternatives. Carbon emissions, recyclability, and reuse were all taken into consideration, and packaging types were ranked accordingly. Procurement will work to communicate packaging preferences to vendors, based on the outcomes of these analyses.
OBJECTIVE 8.2

PROMOTE MATERIAL FLOW SYSTEMS THAT EMPLOY USE AND DISPOSAL PATTERNS TO INFORM PURCHASING DECISIONS
GOAL: “PAY AS YOU THROW”

BY JANUARY 2022, CREATE, PILOT, AND ASSESS A "PAY AS YOU THROW" SYSTEM.

2017 STEPS AND TARGETS
- No targets for 2017.

2017 PROGRESS
A “Pay As You Throw” Task Force was launched ahead of schedule, in Fall 2017.


GOAL: TARGETED WASTE REDUCTION

BY 2020, IDENTIFY THE MOST IMPACTFUL COMMODITY GROUPS THAT CONTRIBUTE TO YALE’S WASTE STREAM, THROUGH MATERIAL FLOW ANALYSES.

2017 STEPS AND TARGETS

- Set comprehensive parameters for what it means to make an impact, including identification of appropriate metrics. (2017)

2017 PROGRESS

The first in a series of material flow analyses has been completed, on animal bedding. Opportunities for increased efficiencies have been identified, and implementation of these efficiencies is now being explored.
A Highlight from 2017 Yale partners with Easter Seals Goodwill on multiple waste diversion programs throughout the academic year including Declutter, Destress, Donate and Spring Salvage. The first encourages decluttering and donating before spring break to reduce stress. The second provides an opportunity for the collection and donation of unwanted items during undergraduate moveout. Through these programs, Yale diverted and donated over 50,000 pounds of items this year.

CULTIVATE SUSTAINABLE PURCHASING AND DISPOSAL DECISIONS

OBJECTIVE 8.3
GOAL: MATERIALS OUTREACH AND ENGAGEMENT

By 2020, create and launch an engagement strategy to empower Yale students, staff, and faculty to make responsible materials management choices, including communications about purchasing volume for key commodities; reuse; and diversion of materials from the waste stream.

2017 STEPS AND TARGETS


2017 PROGRESS

Yale achieved a 63.3% diversion rate in 2017. This includes data for construction and demolition materials, and it is important to note that construction schedules will vary from year to year. The construction and demolition diversion rate was 88% for 2017.

Paper purchases have decreased by 45.3% since 2013.

34.2% of green cleaning chemicals used at Yale, by volume, were green preferred or green certified in 2017.

The 2017 data for each of these categories will act as baseline figures for setting future reduction targets. Accompanying strategies for outreach and engagement will then be developed.
GOAL: REUSE

BY 2021, CREATE A SUITE OF COORDINATED SOLUTIONS FOR EXPLORING INFLOW AND OUTFLOW OF HIGH-VOLUME MATERIALS, BY IDENTIFYING OPPORTUNITIES FOR REUSE WITHIN THE NEW HAVEN COMMUNITY AND THE REGION.

2017 STEPS AND TARGETS

- Identify priority areas and commodities for reuse. (2017)
- Set baselines and strategies for priority commodities and areas. (2017–2019)
- Identify channels and create processes for reuse within the Yale community, New Haven community, and the region. (2017)

2017 PROGRESS

In Spring 2017, in partnership with the Center for Business and the Environment at Yale, a stakeholder engagement session called Project GreenLight was held on the topic of reuse. The workshop highlighted the need for increased communications around existing reuse programs at Yale. Subsequently, a pilot program for reuse of arts-related materials was started by the Schools of Architecture, Art, and Drama; the Art Gallery; and the Peabody Museum.
OBJECTIVE 9.1

DEVELOP AND IMPLEMENT MULTIDISCIPLINARY TECHNOLOGICAL SOLUTIONS THAT FOSTER SUSTAINABILITY AND CONNECTIVITY THROUGH LOCAL, REGIONAL, AND GLOBAL NETWORKS
GOAL: SUSTAINABLE TECHNOLOGY NETWORK
BY 2018, ESTABLISH AN INITIATIVE TO PROMOTE TECHNOLOGY-BASED SHARING ECONOMY CONCEPTS.

2017 STEPS AND TARGETS
- Identify opportunities for technology partnerships with specific local, regional, and/or global institutions. (2017–2018)

2017 PROGRESS
In partnership with the International Alliance of Research Universities, Yale will participate in an international virtual conference that will explore current trends in air travel, and ways in which technology can increase efficiencies in virtual communication.
A Highlight from 2017  Yale and the Connecticut Department of Transportation launched Telework Week in February 2017 with a press conference hosted by the Center for Teaching and Learning, with virtual participants from across the state. Connecticut commuters average enough miles every year to drive around the Earth, and Yale promotes teleworking as one strategy to reduce environmental impacts and promote work-life balance.
GOAL: SUSTAINABLE IT STANDARDS

BY 2019, DEFINE NEW SUSTAINABILITY STANDARDS FOR INSTITUTIONAL INFORMATION TECHNOLOGY.

2017 STEPS AND TARGETS

- Create a working group of Yale faculty, staff, students, and alumni to explore best practices and create new guidelines. (2017)

- Create a Yale ITS Sustainability Action Plan based on these standards. (2017–2019)

2017 PROGRESS

Active work on this goal will begin in Fall 2017.
GOAL: TELEWORK

BY 2020, INCREASE TELEWORKING AT YALE BY 25% TO REDUCE TRAVEL AND TRANSPORTATION EMISSIONS.

2017 STEPS AND TARGETS

- Establish baselines for telecommuting and teleconferencing. (2017)
- Complete pilot programs for telecommuting. (2017)
- Catalogue, enhance, and assemble resources and benefits for telecommuting and teleconferencing. (2017–2020)

2017 PROGRESS

Yale and the Connecticut Department of Transportation launched Connecticut Telework Week and the Office of Sustainability completed a telecommuting pilot program. Baselines for telecommuting and teleconferencing will be established with the university-wide 2017 Transportation Survey in October.