At F&ES, our vision is to provide knowledge and leadership for a sustainable future. Our mission is to lead the world toward a sustainable future with cutting-edge research, teaching, and public engagement on society’s evolving and urgent environmental challenges. To achieve this, we are grounded by a set of seven core values,

- **Excellence**: We promote and engage in path-breaking science, policy, and business models that build on a fundamental commitment to analytic rigor, data, intellectual integrity, and excellence
- **Leadership**: We attract outstanding students nationally and internationally and offer a pioneering curriculum that defines the knowledge and skills needed to be a 21st century environmental leader in a range of professions
- **Sustainability**: We generate knowledge that will advance thinking and understanding across the various dimensions of sustainability
- **Community**: We offer a community that finds strength in its collegiality, diversity, independence, commitment to excellence and to lifelong learning
- **Diversity**: We celebrate our differences and identify pathways to a sustainable future that respects diverse values including equity, liberty, and civil discourse
- **Collaboration**: We foster collaborative learning, professional skill development, and problem-solving—and we strengthen our scholarship, teaching, policy work, and outreach through partnerships across the university and beyond
- **Responsibility**: We encourage environmental stewardship and responsible behavior on campus and beyond

In pursuit of our Vision and Mission, we:

- **Build on more than a century of work** bringing science-based strategies, ethical considerations, and conservation practices to natural resource management
- **Approach problems on a systems basis** and from interdisciplinary perspectives
- **Integrate theory and practice**—and provide innovative solutions to society’s most pressing environmental problems
- **Address environmental challenges at multiple scales** from local to global and multiple settings from urban to rural and from managed to wild—including working lands and landscapes
- **Draw on the depth of resources at Yale** and the network of alumni that extends across the world
- **Create opportunities** for research and policy application as well as professional development through a structure of faculty-led Centers and Programs
- **Provide a neutral forum** to convene conversations on difficult issues that are critical to progress on sustainability
Bring special focus on the most significant threats to a sustainable future including climate change, the corresponding need for clean energy, and the increasing stresses on our natural resources

Connecting F&ES to Yale Sustainability

Purpose of this Plan
The Yale Sustainability Plan 2025 provides a robust platform for a coordinated and unified approach to enhancing’s Yale’s sustainability leadership as a cohesive university. Our campus is composed of a diverse set of communities and disciplines. This document, The School of Forestry & Environmental Studies’ (F&ES) Sustainability Action Plan, is one of a larger set of Action Plans at the University that enables us to express our support for Yale’s Sustainability Vision and Ambitions, while engaging in creative, innovative, and mindful exploration of our efforts to support these commitments to sustainability within our School.

Yale University Sustainability Plan 2025
In 2016, Yale University announced the launch of the Yale Sustainability Plan 2025, which charts a nine-year course toward Yale’s sustainability vision of “a Yale where sustainability is seamlessly integrated into the scholarship and operations of the university, contributing to its social, environmental, and financial excellence and positioning Yale as a local and global leader.” The Plan is organized into nine Ambitions, which are undergirded by 20 Objectives and 38 Goals. The Ambitions and Objectives are intentionally worded to invite academic inquiry as well as operational commitments. The Goals, which are measurable and time-bound, are a combination of scholarly and administrative commitments.

Strategic Planning at F&ES
As the University launched the Yale Sustainability Plan 2025, F&ES concurrently went through an intensive strategic planning effort under the leadership of Dean Ingrid Burke. Through this effort, F&ES defined its vision, mission, core values, guiding principles, goals, strategies, and a plethora of accompanying actions. One of the core values at F&ES is sustainability: “We generate knowledge that will advance thinking and understanding across the various dimensions of sustainability.” As the F&ES community works to support this core value, it will continue to expand and improve upon the goals stated below. This expanded work will include the creation of a more comprehensive F&ES Sustainability Action Plan that integrates with the F&ES Strategic Plan implementation.
F&ES Goals to Support Yale Sustainability Plan 2025

This section is organized by the Ambitions of the Yale Sustainability Plan 2025. Each section starts with a definition of the ambition and then offers F&ES-specific goals, many of which are collaborative.\(^1\)

**Leadership: Demonstrate local and global leadership in sustainability teaching, research, service, and operations.**

*Yale F&ES Goals:*

**Leading Role**

- Sustainability in the Classroom: By 2020, work to enable students to engage in sustainability-driven project based learning opportunities, empowering students with the skills to tackle complex change management efforts after graduation.
  - F&ES Core Values: Excellence, Sustainability
- Data Portal: Beginning in 2017, develop the Eli Scholar-based Sustainability Enabled Exploration (SEE@Yale) portal to facilitate data sharing and collaboration around campus sustainability across the university and beyond.
  - F&ES Core Values: Leadership, Sustainability, Collaboration

**Supporting Role**

- Alumni Engagement: Beginning in 2017, support university-wide efforts on cultivating sustainability-focused dialogue among alumni by engaging F&ES alumni in continuing education opportunities.
  - F&ES Core Values: Sustainability, Community

**Empowerment: Foster a diverse and inclusive sustainability movement.**

*Yale F&ES Goals:*

**Leading Role**

- Student Innovation: By 2019, incentivize the development of F&ES student projects that can advance interdisciplinary sustainability innovations, specifically around concepts that are replicable outside of Yale. Identify metric through which to measure progress.
  - F&ES Core Values: Leadership, Sustainability, Responsibility
- Orientation: By 2018, expand the introduction to sustainability for incoming students.
  - F&ES Core Values: Leadership, Sustainability, Community, Responsibility

**Supporting Role**

- New Haven Engagement: By 2019, identify and enable opportunities that help engage students with sustainability-focused projects in the New Haven community.
  - F&ES Core Values: Sustainability, Community, Diversity, Collaboration

**Health and well-being: Enhance health, well-being, and ecosystem vitality.**

*Yale F&ES Goals:*

**Leading Role**

---

\(^1\) The institutional plan has 9 ambitions, 20 objectives, and 38 goals. This document will only reiterate select goals under the ambitions.
• Forest Garden: Beginning in 2017, continue the development and stewardship of the Forest Garden in the North Courtyard of Kroon, including programming, education, and skill development. Identify opportunities for collaboration with other greenspaces on campus, and identify a metric through which to measure progress.
  o F&ES Core Values: Sustainability, Community, Collaboration, Responsibility

Supporting Role
• Wellness: By 2020, collaborate with Being Well at Yale on the creation of wellness programming for the F&ES community, including the development of a wellness app that can then be adopted by others in the Yale community and better access to fitness opportunities on Science Hill.
  o F&ES Core Values: Sustainability, Community, Collaboration, Responsibility
• Green Event Certification: By 2018, commit to green certifying all large (50 or more attendees) F&ES events through the Office of Sustainability’s Green Certification Program.
  o F&ES Core Values: Sustainability, Community, Responsibility

Climate Action: Take urgent action to mitigate climate change and proactively adapt to its impacts.
Yale F&ES Goals:
Leading Role
• Carbon Offsets: By 2019, develop a policy for F&ES that promotes carbon offsets for travel, grouping school objectives into a single traveler’s plans rather than having multiple travelers, prioritizing use of technological connection where feasible, and strategically reducing overall travel miles.
  o F&ES Core Values: Excellence, Sustainability, Responsibility
• Case Competition: By 2019, collaborate with Yale SOM on the launch of an annual green investment case competition that investigates investment opportunities that combat climate change.
  o F&ES Core Values: Excellence, Sustainability, Collaboration, Responsibility

Stewardship: Plan and preserve resilient and sustainable infrastructure and landscapes
Yale F&ES Goals:
Leading Role
• Wayfinding: By 2019, expand on existing Nature Walk program by identifying and promoting self-guided walking paths that educates the community about the variety of landscape management efforts underway around F&ES (e.g. drought garden, rain garden, forest garden, green roof, gray water system, urban meadows, etc.).
  o F&ES Core Values: Sustainability, Community, Collaboration
• Active Learning: Beginning in 2017, build on the active learning example of the bioswale installation (green infrastructure aimed at reducing pollution and flooding associated with stormwater runoff), by exploring pathways for continued use of the campus as a site for research.
  o F&ES Core Values: Excellence, Leadership, Sustainability, Collaboration, Responsibility
Built Environment: *Design, build, and maintain resilient and sustainable buildings.*

**Yale F&ES Goals:**

**Leading Role**

- **Building Standards**: By 2020, develop shared programming with other graduate and professional schools for fostering sustainable building standards and practices.
  - F&ES Core Values: Sustainability, Collaboration, Responsibility
- **Sustainable Occupancy**: By 2019, create a “How to Use Kroon” video to be shown at MODs so that all incoming students are educated about the building’s operation and required stewardship.
  - F&ES Core Values: Sustainability, Community, Responsibility
- **Energy Display**: By 2020, work with F&ES Office of Communications to design and develop an educational building energy display platform to showcase on screens on the first floor of Kroon Hall.
  - F&ES Core Values: Excellence, Sustainability, Responsibility

**Mobility**: *Promote and support human and ecosystem health through sustainable transportation.*

**Yale F&ES Goals:**

**Leading Role**

- **Shower Access**: By 2019, increase awareness of existing shower spaces to promote the viability of bicycle commuting and work/school day health promotional activities.
  - F&ES Core Values: Sustainability, Community
- **Transportation Incentives**: By 2018, create a plan for incentivizing alternative and active transportation among the F&ES community.
  - F&ES Core Values: Sustainability, Community, Responsibility
- **Walk/Bike Strategy**: By 2020, conduct a study of options for improved sustainable transportation including the identification of perceived barriers (distance to childcare, inclement weather, safety, knowledge, etc.). Capitalize on the robust biking culture at F&ES by developing a suite of resources and initiatives related to bike safety, bike repair, and laws.
  - F&ES Core Values: Sustainability, Community, Diversity, Responsibility

**Materials**: *Ensure sustainable consumption and disposal patterns.*

**Yale F&ES Goals:**

**Leading Role**

- **Industrial Ecology**: By 2020, collaborate with experts including those in our Center for Industrial Ecology, to identify opportunities for, create, and implement closed loop systems for elements within the F&ES waste stream.
  - F&ES Core Values: Excellence, Leadership, Sustainability
- **Styrofoam Food Container Initiative**: By 2019, develop and implement a collaborative strategy for reducing the use of Styrofoam-based food and beverage containers on campus and in New Haven.
  - F&ES Core Values: Sustainability, Community, Diversity, Collaboration, Responsibility

**Supporting Role**
• Pay-As-You-Throw: Starting in 2017, participate in a Task Force that will research, design, test, and assess the viability of a disposal management system where users are charged directly for the volume of materials they contribute to each “waste” stream.
  o F&ES Core Values: Excellence, Sustainability, Collaboration, Responsibility
• Composting: Beginning in 2017, commit to expanding composting F&ES-generated organics through collaboration with Yale Waste Management and our bio-digester contractor. Increase awareness around composting through various communications channels.
  o F&ES Core Values: Sustainability, Collaboration, Responsibility

Technology: *Explore innovative technological platforms to address sustainability challenges.*

Yale F&ES Goals:

**Supporting Role**

• Sustainable Technology: By 2019, support university-wide efforts for sustainable communications by promoting teleconferencing and use of innovative technological platforms.
  o F&ES Core Values: Sustainability, Collaboration
• Data Visualization: Beginning in 2017, research various data visualization platforms for reporting on all F&ES sustainability initiatives, and after a period of exploration and analysis, commit to implementation by 2019.
  o F&ES Core Values: Excellence, Sustainability, Collaboration

Graphic Depiction of Goals

The F&ES Strategic Plan includes seven core values: excellence, leadership, sustainability, community, diversity, collaboration, and responsibility. The below visualization is a different way of showing the themes and relationships between goals. It frames the goals through the lens of the seven core values from the F&ES Strategic Plan, as opposed to the Nine Ambitions of the Sustainability Plan 2025.
Implementation of this Plan

VISIBILITY & COMMUNITY ENGAGEMENT
In October 2017 F&ES will announce this plan during Celebrate Sustainability. Following this, the Environmental Stewardship Committee will develop communications and programming to connect all members of the F&ES community to themes of sustainability. Leadership for this will originate within the School with guidance from the Office of Sustainability.

ACCOUNTABILITY AND REPORTING
Every year the Office of Sustainability will solicit updates from F&ES and host a series of opportunities for the School’s sustainability team to connect with similar groups in other units. The ongoing implementation of this plan should also be considered an opportunity to conceptualize fresh goals and new ideas for academic integration.