Our Story

• Why Sustainability at UC?
• Before and After
  – Policy; Annual Conference
• Principles for Collaboration and Policymaking
• Next Frontiers
Why Sustainability at UC?

“We taught [sustainability] to students, and a remarkable thing happened. The students bought it, understood it, and were sufficiently energized by it that they came back to us and said, ‘Well, if you believe what you teach, why aren’t you practicing what you teach?’… Students came back and said, ‘You’ve got us committed, now we want you committed.’ And we went through a full change of heart and belief.’

UC President Emeritus, Robert Dynes, August 2007
University of California by the numbers

- 10 campuses
- 5 med centers
- 235,000 students
- 185,000 employees
- $21 billion annual budget
BEFORE
AFTER
### Before Policy vs. After Policy

<table>
<thead>
<tr>
<th>METRICS</th>
<th>METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 0% Renewable Energy</td>
<td>• 15% overnight; then 20%</td>
</tr>
<tr>
<td>• 1 LEED certification</td>
<td>• 124 LEED certifications</td>
</tr>
<tr>
<td>• Beg for $$ for energy efficiency</td>
<td>• Regents approved $240 million energy efficiency program; saved $91 million</td>
</tr>
<tr>
<td>• 150 kW of solar PV</td>
<td>• 11 MW of solar PV</td>
</tr>
<tr>
<td>Institutional Change</td>
<td>Institutional Change</td>
</tr>
<tr>
<td>• No discussion of GHGs</td>
<td>• ACUPCC Founding Signatories</td>
</tr>
<tr>
<td>• No sustainability language in purchasing contracts</td>
<td>• All suppliers report quarterly on sustainability performance</td>
</tr>
<tr>
<td>• 1 sustainability FTE</td>
<td>• 31 sustainability FTEs</td>
</tr>
</tbody>
</table>
CA Sustainability Conference: then...
CA Sustainability Conference: now...
# UC Sustainable Practices Policy

<table>
<thead>
<tr>
<th>Year</th>
<th>Policy Area</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>Green Building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Green Energy</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>Climate Protection</td>
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<tr>
<td></td>
<td>Sustainable Transportation</td>
<td></td>
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<tr>
<td>2007</td>
<td>Sustainable Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Recycling &amp; Waste Management</td>
<td></td>
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<tr>
<td></td>
<td>Environmentally Preferable Purchasing</td>
<td></td>
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<tr>
<td>2009</td>
<td>Sustainable Food Service</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Sustainable Water Systems</td>
<td></td>
</tr>
</tbody>
</table>
Cumulative LEED Certifications

- 2000-2005: Certified, Silver, Gold, Platinum
- 2006: Certified, Silver
- 2007: Certified, Silver
- 2008: Certified, Silver
- 2009: Certified, Silver, Gold
- 2010: Certified, Silver, Gold, Platinum
- 2011: Certified, Silver, Gold, Platinum
- 2012: Certified, Silver, Gold, Platinum

- Colors: Certified (Green), Silver (Gray), Gold (Yellow), Platinum (Blue)
Cost Avoidance through Energy Efficiency

Annual Avoided Costs (millions of dollars) from all projects, net of debt service

Cumulative Avoided Costs (millions of dollars), net of debt service
<table>
<thead>
<tr>
<th>Policy Section</th>
<th>Goals</th>
</tr>
</thead>
</table>
| Green Building                    | LEED Silver certification  
20% beyond energy code                                                    |
| Clean Energy                      | 10% reduction by 2014  
10 MW of onsite renewables                                                |
| Sustainable Transportation        | Each campus set GHG goals                                             |
| Climate Protection                | CAP within 2 years  
25% reduction by 2014  
50% reduction by 2020  
Climate Neutrality ASAP                                                   |
| Sustainable Operations            | Certify 1 LEED-EBOM project per campus  
Certify campus-wide credits                                                |
| Waste Reduction                   | 50% diversion by 2008  
75% diversion by 2012  
Zero Waste by 2020                                                          |
| Environmentally Preferable Purchasing | Energy Star  
EPEAT Silver  
E-Steward certified recyclers                                               |
| Sustainable Food Service          | 20% sustainable food by 2020  
Green business certification for facilities                               |
| Sustainable Water Systems         | Water Action Plan  
20% reduction by 2020                                                   |
## Working Group Membership

### Sustainable Food Service WG

- **80(!) members**

- **Multiple Business Units**
  - Dining Services
  - Associate Students Auxiliaries
  - Medical Centers
  - Athletics

### Job Titles

- Dining Services Director
- Associated Students Business Manager
- Dining Services Sustainability Manager
- Executive Chef
- CA Coordinator for Real Food Challenge
- Lease Manager, Real Estate Office
- Director, Sustainability Office
- Buyer, Dining Services
- Director, Procurement Services
- Wellness Program Coordinator
Principles for Collaboration

- Every campus is unique
- Maximum flexibility
- Common benchmarks
- Cross-campus goal-setting requires consensus
- Celebrate success
  - Celebration, not competition
- Students are our conscience
Policy Development

• Types of goals
• Strategies for picking goals
• Strategies for consensus
Types of goals

• Goals vs. goals

• Short-term (practical) vs. long-term (aspirational)
## Strategy for picking goals

- Benchmark to legislation/regulation/national initiative

<table>
<thead>
<tr>
<th>UC Policy Section</th>
<th>Policy Benchmark</th>
</tr>
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<tbody>
<tr>
<td>Green Building</td>
<td>Governor’s Executive Order</td>
</tr>
<tr>
<td>Climate</td>
<td>ACUPCC</td>
</tr>
<tr>
<td></td>
<td>CA Global Warming Solutions Act</td>
</tr>
<tr>
<td>Sustainable Operations</td>
<td>Governor’s Executive Order</td>
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<tr>
<td>Waste</td>
<td>State legislation (for state agencies)</td>
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<td>City ordinances</td>
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<td>Corporate leaders</td>
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<td>Food</td>
<td>Real Food Challenge</td>
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<td>Water</td>
<td>State legislation (for water districts)</td>
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</table>
Strategy for picking goals

- Benchmark to 3rd party certification
- Use menu-based approach

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<tr>
<th>Policy Section</th>
<th>3rd Party Certification and/or Menu-Based Benchmark</th>
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<tbody>
<tr>
<td>Green Building</td>
<td>LEED</td>
</tr>
<tr>
<td>Climate</td>
<td>The Climate Registry</td>
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Strategies for Consensus

• Allow Maximum Flexibility
• Working Groups
• Active Listening
Strategies for Consensus

• Set common high-level benchmark, then allow maximum flexibility
  – Planning
    • First step: each campus creates an action plan
    • Examples: climate; food; water
  – Menu-based approach
    • Select benchmark goals that use menu-based approach to avoid prescriptive requirements
    • Examples: LEED; Green Business Certification
Strategies for Consensus

• Working Groups
  – Allow for institutional learning
  – Peer-to-peer advocacy (instead of top-down)
  – Relationship/trust building

• Active Listening
  – Make everyone feel heard
  – Get verbal affirmation on each goal/language
What didn’t work...

• Transportation: lack metrics to tell story
• Food Part I
• LEED EBOM
• Procurement tracking
  – If baseline always changing, how can you show progress?
Next Frontiers

• Education and Research
• Athletics
• Medical Centers
• Investment Practices
Next Frontiers:
Education and Research
Next Frontiers: Medical Centers
Next Frontiers:
Investment Practices

SO YOUR COLLEGE INVESTS HEAVILY IN THE FOSSIL FUEL INDUSTRY?

TELL ME MORE ABOUT HOW IT IS A LEADER IN SUSTAINABILITY
Take-aways

1. Engage expert facilitation, possibly by an outside facilitator/consultant
2. Explicitly specify metrics
3. Explicitly designate responsibility for ongoing implementation
4. Explicitly designate responsibility for ongoing reporting
Questions?

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