

## Office of Sustainability and the Environment Strategic Plan (FY2019-2020)

### The Mission of OSE:

Challenge and inspire the greater University of Iowa community in striving for excellence in systems-based solutions for the grand environmental challenges of the 21<sup>st</sup> century through impactful transdisciplinary education, research, and service.

### Background Information

The UI Office of Sustainability and the Environment (OSE), housed within the College of Liberal Arts and Sciences (CLAS), provides a base for coordinating programs across the campus community and brings greater emphasis to the mission of sustainability education and research. The OSE supports connections among existing academic programs, faculty research, and outreach efforts, as well as coordinates initiatives for a more sustainable community.

### Roles

The OSE supports three full-time staff employees along with a number of project lead interns. These roles include a full-time Program Director, full-time Recycling Coordinator, and a full-time Program Manager.

Program Director: The OSE Program Director supports initiatives, programs and services related to sustainability and the environment; counsels and provides liaison with appropriate individuals and agencies regarding sustainability programs and services; administers the operational and financial activities of the Office of Sustainability and the Environment; evaluates Office's sustainability programs and services; and analyzes data for sustainability quality improvement initiatives.

Program Manager: The OSE Program Manager contributes to sustainability-focused education, research and engagement programs that are campus-wide and relevant at local, regional, national, and global scales. This role supports the development of faculty and student related education, research, outreach, and internships around sustainability and environmental themes (e.g. energy-water-food, public health, business, engineering, arts and humanities, urbanization and climate change; environmental, economic, and cultural resiliency). Other duties include leading involvement and engagement in UI sustainability initiatives; coordinate capacity-building activities for faculty and research partners; supporting assessment of the impact and effectiveness of sustainability education, research, and engagement at The University of Iowa; as well as supervising student interns in order to support goals of the OSE.

Recycling Coordinator: The Recycling Coordinator is funded through FM but is housed in the OSE. The Recycling Coordinator serves as the liaison between FM and OSE to foster collaboration between students, staff, and faculty on events, activities and projects that impact campus operations or facilities; leads planning process to create an effective and successful recycling and waste reduction program that meets the 2020 Vision 60% waste diversion target; collaborates with building coordinators, custodial staff, and student employees in planning and implementing Recycling Optimization Projects in buildings as part of a continual improvement process; works with colleges and administrative organizations on campus (UI Housing and Dining, UI Athletics, etc.) to develop successful waste reduction, recycling and composting strategies and educational counseling; coordinates with FM Operations to align service responses; consults with Facilities Management, Building and Landscape Services and OSE on waste reduction, recycling and composting improvements, diversion, operations and safe handling and transportation strategies; educates the campus community on the campus single-stream recycling system, compost collection and Tiny Trash; develops educational materials, events and campaigns to support ambitious waste reduction practices; consults with campus organizations and departments on waste-free event planning; and consults with UI Purchasing and others to investigate and implement waste diversion-at-the-source practices.

Project Lead Interns: The Project Lead interns have varying responsibilities within the Office depending upon current projects and programs set by the Director, Program Manager and Recycling Coordinator. Their

duties include acting as an ambassador for the OSE at the University of Iowa; identifying, planning and leading campus sustainability projects; meeting with students concerning OSE operations, or interest in programs; corresponds/maintains relationships with student organizations; corresponding/maintaining relationships with relevant campus and community stakeholders; assisting the Program Manager, Recycling Coordinator and Director with relevant tasks; collaborating with OSE Staff to create appropriate metrics to measure sustainability efforts on campus; and collecting and compiling relevant data for the University's sustainability goals.

## **Supporting Departments**

### **Facilities Management**

The University's Facilities Management (FM) Department created the Office of Sustainability in 2010 and led the University in developing a campus-wide vision for sustainability. After seven years of heavy focus and significant progress towards operational sustainability goals, FM collaborated with the Provost's Office to shift the focus of the Office of Sustainability and put greater emphasis on integrating sustainability into academics and research. FM continues to provide support to the OSE, primarily through the continued funding of the Recycling Coordinator position.

### **Supporting Committees**

The following committees and boards advance the mission of the OSE:

UI Presidential Sustainability Charter Committee: The UI Presidential Sustainability Charter Committee (SCC) was created in order to independently advise on the integration of sustainability with existing campus programs in education, research, operations, and community outreach. The Committee assists in engaging the campus in an ongoing dialogue about sustainability and instilling a culture of sustainable long-range planning and forward-thinking design through their respective constituencies. The SCC also advises on the development and implementation of campus sustainability action plans. Members include staff, faculty, students, and administrative liaisons from Facilities Management and the OSE. The SCC meets once per month. The SCC website and information about the SCC can be found on the Office of the President's website and on the OSE website.

OSE Advisory Board: The OSE Advisory Board (AB) hosts representatives from across campus, including faculty, staff, research center leaders, and academic advisors. This AB reviews OSE progress, discusses issues, identifies long-term strategic plans, short-term goals, and key educational and outreach opportunities. The OSE AB meets once per semester.

The OSE FAB is comprised of 25 individuals from XX departments, lending to the wide reach of the OSE. Those members are:

1. Lori Adams - Program Director, Latham Science Engagement Initiative; Associate Professor, Biology
2. Marc Armstrong – Professor and Associate Dean for Research and Infrastructure, Geographical and Sustainability Sciences
3. David Bennett – Department Chair and Professor, Geographical and Sustainability Sciences
4. Nicholas Benson – Executive Director, Office of Outreach and Engagement
5. Charles Connerly – Director and Professor, Urban and Regional Planning
6. David Cwiertny – Director, CHEEC; Professor, Civil and Environmental Engineering
7. Kajsa Dalrymple – Associate Professor and Graduate Director, Journalism and Mass Communication
8. Ben Fish – Associate Director, Utility Operations
9. Andrew Forbes – Associate Professor, Biology
10. Claire Fox – Professor and Department Chair, English
11. Stratis Giannakouros – Director, Office of Sustainability and the Environment
12. Eric Gidal – Professor, English

13. Don Guckert – Associate VP and Director, Facilities Management
14. Brandi Janssen – Clinical Associate Professor, Occupational and Environmental Health
15. Robert Kirby – Director, Iowa Center for Research by Undergraduates
16. Cornelia Lang – Associate Professor and Director of Undergraduate Studies, Physics and Astronomy
17. Elizabeth Mackenzie – Recycling Program Manager, Facilities Management
18. Sara Maples – Manager of Research Support and Sustainability, Business
19. Jessica Meyer – Assistant Professor, Earth and Environmental Sciences
20. R. Tyler Priest – Associate Professor and Director of Undergraduate Studies, History
21. Blake Rupe – Program Manager, Office of Sustainability and the Environment
22. Michelle Scherer – Professor, Civil and Environmental Engineering
23. Siliva Secchi – Associate Professor, Geographical and Sustainability Sciences
24. Jennifer Stacy-Adams – Academic Coordinator, Academic Advising Center
25. Ion B. Vasi – Associate Professor, Management and Organizations and Sociology

### **Strategic Plan 2019-2020 Objectives and Goals Overview**

#### **Implementation Responsibilities and Expectations**

The OSE FY 2019-2020 Strategic Plan is assigned to the OSE team members, noted above, who are responsible for advancing plan values and elements. In the team’s various roles, their functions with regard to this Plan are to:

- Provide oversight for implementation of the Strategic Plan;
- Work to make certain that efforts across the plan are aligned, communicate planning information to campus stakeholders;
- Set outcomes;
- Communicate and approve strategic planning initiatives and associated budgets;
- Conduct and review evaluation of initiatives to determine next steps;
- Utilize campus partners to develop and meet specific outcomes; as well as
- Utilize proven policies and practices to ensure progress is being made against the strategic objectives and goals.

The OSE will provide project suggestions, updates, and solicit advice of campus partners, including the Sustainability Charter Committee and Advisory Board, as the OSE seeks to ensure University-wide coordination of initiatives. The OSE charges the SCC, AB, and campus partners with ensuring and promoting wide-reaching collaboration across Colleges within the University in pursuit of initiatives to ensure broad communication and alignment of sustainability initiatives.

#### **Strategic Plan Core Values**

The 2019-2020 Strategic Plan includes core values that are thoughtfully incorporated and embedded, including:

- Student Success: Aid in providing a transformative educational experience that educates all UI students to be engaged citizens.
- Student Experience: Provide experiences in sustainability education and research that support the ongoing needs of our diverse student community through purposeful interactions to meet student goals.
- Diversity, Equity and Inclusion: Foster an environment that values and respects each member of the University’s diverse community and actively encourages cross-cultural engagement by ensuring that the OSE welcomes, values, and respects all members of the College’s diverse community—across the spectrums of ability, academic preparedness, age, ethnicity, faith, gender expression, identities, race, and more—without fear of discrimination or marginalization.
- Engagement with Sustainability: Foster and support a culture of engagement with/in/for “sustainUI” by promoting active participation in and out of the classroom and collective ownership of the learning process by students, faculty, staff, community partners, and residents.

- **Achievement:** Enhance and support the academic and research environments in ways that lead to increased student achievement and facilitates greater equity of student success across demographic groups.

## Strategic Goals

The Strategic Goals of the Office of Sustainability and the Environment are noted in the following Strategic Plan. They are listed on the following Strategic Plan, categorized as follows:

### Curriculum and Teaching

- Advance and improve grand challenge solutions research, scholarship, and creative activity on campus and in the wider Iowa community;
- Increase student, faculty, and staff exposure to OSE efforts by improving targeted student educational engagement: community college, incoming, current, and alumni;
- Cultivate and strengthen a “sustainUI” culture across programs;
- Transform the University’s teaching and learning culture so that sustainability competency and literacy becomes a universal learning outcome.

### Student Life and Co-Curricular Learning

- Assist campus partners with developing intentionally-designed programs and activities with measurable learning outcomes that are connected to explicit educational objectives of the University;
- Harness the power of diversity and the strength of integrated knowledge to promote and support equity;
- Assist in creating and promoting student opportunities to develop skills and competencies as sustainability leaders.

### Research and Discovery

- Create, advance, and excel in innovative and collaborative interdisciplinary research;
- Advance transformative knowledge capital of grand challenge theories, practices, and solutions with positive societal impacts;
- Build and improve partnerships that work towards a sustainable Iowa and responds to the needs of the green economy;
- Create opportunities for advancing interdisciplinary research in health sciences to address the human health consequences of climate change and environmental degradation.

### Community Outreach and Engagement

- Promote OSE and OSE partner advancements in use-inspired research for grand challenges locally, state-wide, and nationally;
- Expand and leverage corporate and non-profit funding and partnerships;
- Develop programs that accelerate and expand the commitment to sustainable practices in the public and private sectors;

### Built, Natural and Managed Campus Environments

- Advocate for changes that enhance our operations to adapt and combat the effects of human-induced climate change;
- Support and promote University 2020 Sustainability goals;
- Engage with campus stakeholders to assist in developing the next set of Campus Sustainability Goals that will deliver the greatest impact through focused acceleration;
- Serve as a catalyst, coach, consultant, and convening place for designing and piloting sustainability solutions;
- Assist in administration of public-private utility partnership related activities.

### Administration and Communications

- Utilize advisory and shared governance structures to guide sustainability work in a representational and stakeholder engaged manner;

- b. Elevate the profile of sustainability across the University community;
- c. Promote all aspects of sustainability on campus;
- d. Cultivate and strengthen a “sustainUI” culture across programs.

**Critical Objectives, Outcomes and Successes**

The Critical Objectives noted for each annual strategic goal, along with measurable outcomes and successes, of the Office of Sustainability and the Environment are listed as follows:

<b>Curriculum and Teaching</b>	
<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Advance and improve grand challenge solutions research, scholarship, and creative activity on campus and in the wider Iowa community</p> <p>Increase student, faculty, and staff exposure to OSE efforts by improving targeted student educational engagement: community college, incoming, current, and alumni</p> <p>Cultivate and strengthen a “sustainUI” culture across programs</p> <p>Transform the University’s teaching and learning culture so that sustainability competency and literacy becomes a universal learning outcome</p>	<p>Create, increase, and improve campus living laboratory opportunities;</p> <p>Promote pilot programs and scalable, innovative solutions that translate grand challenge research and teaching into practice</p> <p>Ensure success of a new generation of grand challenge problem solvers by supporting mentorship opportunities, leadership opportunities, and promoting networking</p> <p>Identify and support faculty champions to lead the integration of sustainability into the curriculum with each college</p>
<b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b>	
<ul style="list-style-type: none"> <li>• Facilitate or support the creation, improvement, or development of 2-3 campus living laboratory opportunities</li> <li>• Challenge courses with project outcomes to propose engaging projects, complete actionable items to advance grand challenge solutions on greater UI Campus</li> <li>• Support the creation and dissemination of formal grand challenge/systems thinking coursework, workshops, seminars</li> <li>• Maintain and promote high-quality, diverse student enrollment figures for Bachelor of Science and Certificate students</li> <li>• Host lectures and/or speaker series on campus for critical events</li> <li>• Leverage campus partners to support research interns in grand challenges research areas</li> <li>• Develop ongoing network of sustainability scholars and scientists for campus and community engagement</li> <li>• Develop and disseminate culture and learning best practices for peer institutions at local, regional, and national conferences</li> <li>• Assist with administering campus Sustainability Literacy Test annually to a representative sample of the undergraduate, graduate student body to demonstrate growth in student sustainability awareness, attitudes and knowledge</li> </ul>	

**Student Life and Co-Curricular Learning**

<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Assist campus partners with developing intentionally-designed programs and activities with measurable learning outcomes that are connected to explicit educational objectives of the University</p> <p>Harness the power of diversity and the strength of integrated knowledge to promote and support equity</p> <p>Assist in creating and promoting student opportunities to develop skills and competencies as sustainability leaders</p>	<p>Engage with student organizations and student groups to increase student exposure to, and involvement in, sustainability efforts</p> <p>Engage students with colleges and auxiliary units to increase staff and faculty exposure to, and involvement in, sustainability efforts</p> <p>Collaborate with Office of Diversity, Equity and Inclusion (DEI) and non-traditional sustainability student orgs to expand networks and representation in sustainability</p> <p>Connect and engage with campus, community, and industry partners to create networks and natural pathways for student professional development opportunities</p>
<p><b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b></p>	
<ul style="list-style-type: none"> <li>• Host trainings, workshops or other events for all student org leaders</li> <li>• Advance the integration of sustainability themes into student orgs</li> <li>• Collaborate with and support sustainability-focused student orgs to advance common goals</li> <li>• Engage UISG and GPSG leaders to advance student-focused sustainability initiatives</li> <li>• Collaborate with UI Division of Student Life to develop and expand co-curricular experiences that achieve sustainability learning objectives</li> <li>• Support new student engagement efforts with Success@Iowa, OnIowa!, Move In, and other opportunities</li> <li>• Engage student interns to advance campus momentum in grand challenges projects key to OSE core mission</li> <li>• Maintain, support, and promote student placement post-degree by hosting sustainability career forums, assisting in sustainability career fairs on campus</li> </ul>	

<b>Research and Discovery</b>	
<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Create, advance, and excel in innovative and collaborative interdisciplinary research</p> <p>Advance transformative knowledge capital of grand challenge theories, practices, and solutions with positive societal impacts</p> <p>Build and improve partnerships that work towards a sustainable Iowa and responds to the needs of the green economy</p> <p>Create opportunities for advancing interdisciplinary research in health sciences to address the human health consequences of climate change and environmental degradation</p>	<p>Coordinate and promote interdisciplinarity in use-inspired research and innovation on campus and in broader campus community</p> <p>Expand multi-disciplinary living laboratory research program by engaging faculty and student partners for piloting and sharing innovative solutions to real-world challenges</p> <p>Compile and disseminate funding opportunities for faculty, staff and students conducting use-inspired research innovation</p> <p>Increase opportunities for more inclusive community-engaged teaching and research</p> <p>Increase support for grant development and career advancement</p> <p>Compile and disseminate research opportunities related to air quality, temperature-related death and illness, disastrous weather events contributing to infection, food and water insecurity, and overall destabilization of the global ecosystem.</p> <p>Elevate climate change as the greatest health threat facing humanity and a major concern for the practice of medicine.</p>
<b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b>	
<ul style="list-style-type: none"> <li>• Develop ongoing network of sustainability scholars and scientists for campus and community engagement</li> <li>• Conduct unique funding proposal search annually for the Interdisciplinary, Scalable Solutions for a Sustainable Future (ISSSF) fund</li> <li>• Ensure equitable distribution of OSE initiative funds</li> <li>• Support and promote ISSSF Fund project allocations, ICRU Fund project allocations, other opportunities</li> <li>• Optimize and improve ICRU allocations, other student research opportunities</li> <li>• Leverage campus partners, research centers, other research partnerships to increase and improve student internship, research, discovery opportunities</li> <li>• Create centralized resource for sustainability research, discovery, education funding, disseminate opportunities to larger UI Community</li> <li>• Conduct meaningful research into larger funding opportunities as opportunities arise</li> <li>• Expand and utilize collaborative tools, such as the scientists and scholar’s database, to build and promote research networks</li> <li>• Connect and leverage campus research in broader Iowa communities through Iowa Initiative for Sustainable Communities, Latham Science Engagement Fellowship Program, ICRU, other opportunities</li> <li>• Expand connections to UI d, other DEI groups on campus to broaden scope of engagement in research and discovery opportunities</li> <li>• Communicate the health challenges posed by climate change and other environmental concerns</li> <li>• Advocate for, and assist with, incorporating the human health consequences of climate change into medical school curriculum</li> <li>• Increase healthcare administration knowledge and understanding of how climate change will affect the practice of medicine</li> </ul>	



<b>Community Outreach and Engagement</b>	
<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Promote OSE and OSE partner advancements in use-inspired research for grand challenges locally, state-wide, and nationally</p> <p>Expand and leverage corporate and non-profit funding and partnerships</p> <p>Develop programs that accelerate and expand the commitment to sustainable practices in the public and private sectors</p>	<p>Expand use-inspired research initiatives with campus partners such as: CHEEC, PPC, CGRER, IISC, IIHR, IFC, LACMERS and others</p> <p>Maintain robust, focused and sustained local, regional and global partnerships</p> <p>Conduct strong alumni engagement and maintain communication networks for improved job placement opportunities</p> <p>Engage sustainability professionals to ensure on-campus training and initiatives are appropriately anticipating post-degree professional advancement landscape</p>
<b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b>	
<ul style="list-style-type: none"> <li>• Increase student engagement with use-inspired work via organized field trips to farms, rivers, prairies, other corridor locations to expand promote importance of use-inspired work</li> <li>• Create, optimize, and promote student-alumnus mentorship programs</li> <li>• Create and expand engagement opportunities of University research and educational efforts locally, within the state, and the region</li> <li>• Incentivize and recognize faculty and staff participation in sustainability initiatives, mentorship programs, partnership building opportunities</li> <li>• Strategically promote courses with integrated community sustainability engagement (project-based, living laboratory ideas, etc.)</li> <li>• Renew focus on improving Kirkwood/UI 2+2, 1+3 opportunities to ensure student success</li> <li>• Engage College, Unit and Center opportunities to explore the expansion of 2+2 to community colleges in the Corridor, Eastern Iowa communities</li> <li>• Engage campus programs excelling in student-driven K-12 outreach programs to include sustainability, use-inspired research, living laboratories, other opportunities</li> <li>• Increase healthcare administration knowledge and understanding of how climate change will affect the practice of medicine</li> <li>• Promote accessible ways to be sustainable on and off campus to engage larger campus group sustainability involvement</li> </ul>	

<b>Built, Natural and Managed Campus Environments</b>	
<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Advocate for changes that enhance our operations to adapt and combat the effects of human-induced climate change</p> <p>Support and promote University 2020 Sustainability goals</p> <p>Engage with campus stakeholders to assist in developing the next set of Campus Sustainability Goals that will deliver the greatest impact through focused acceleration</p> <p>Serve as a catalyst, coach, consultant, and convening place for designing and piloting sustainability solutions</p> <p>Assist in administration of public-private utility partnership related activities</p>	<p>Assist the University in maintaining a long-term commitment to reduce greenhouse gas emissions by the maximum practicable rate, aligned with the United Nations IPCC recommendations to reduce emissions</p> <p>Promote “green” university energy portfolio, reaching aggressive percent renewable energy consumption statistics on campus</p> <p>Support colleges and other campus units in creating and owning their sustainability programs and activities</p> <p>Engage the Sustainability Charter Committee and leadership to advance institutional sustainability programs and initiatives</p>
<b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b>	
<ul style="list-style-type: none"> <li>• Engage, assist, and collaborate with colleges and auxiliary unit leadership in making appropriate, meaningful, cost-efficient changes</li> <li>• Assist in reaching University 2020 goals and aid in promoting successes across campus community</li> <li>• Track and report 2020 Sustainability Goals, report on areas of success and areas of needed attention</li> <li>• Create mechanism to draft, publish, support new University Sustainability goals, create system to track and report new goals</li> <li>• Aid Sustainability Charter Committee in areas as requested (ie. conducting a University-wide on-site renewable energy study to inform goal setting by the Energy Management Committee of the SCC)</li> <li>• Compile and share best practices resources for managing and operating in a sustainable manner in order to assist facilities teams in meeting sustainability-related goals, standards, and commitments.</li> </ul>	

**Administration and Communications**

<b>Strategic Annual Goals</b>	<b>Critical Objectives</b>
<p>Utilize advisory and shared governance structures to guide sustainability work in a representational and stakeholder engaged manner</p> <p>Elevate the profile of sustainability across the University community</p> <p>Promote all aspects of sustainability on campus</p> <p>Cultivate and strengthen a “sustainUI” culture across programs</p>	<p>Develop and implement strategies for incorporating sustainability into employee onboarding, staff professional development and employee outreach</p> <p>Increase support for grant development and career advancement</p> <p>Finalize “rebrand” of the Office of Sustainability and the Environment in new reporting, admin structure</p> <p>Engage with university and college staff councils to develop and distribute staff resources and to advance college/departmental programs and activities</p>
<p><b>In FY 2019-2020 the OSE Team plans to achieve the following outcomes and successes</b></p>	
<ul style="list-style-type: none"> <li>• Engage internal and external advisors to identify, expand, and promote sustainability course offerings across interdisciplinary departments</li> <li>• Maintain increased, consistent, thoughtful and impactful digital presence on all platforms</li> <li>• Develop a brand manual and best practices for “sustain UI” brand and culture</li> <li>• Provide and promote opportunities for staff, faculty, and student recognition of excellent and impactful research, pedagogy, and engagement</li> <li>• Create and disseminate annual sustainability report to leadership and greater University community</li> <li>• Engage OSE Advisory Board to review progress, discuss issues, identifying long-term strategic plans, short-term goals, and key educational and outreach opportunities</li> <li>• Develop a communications plan and master list of communication networks and contacts</li> </ul>	