Presentation Snapshot

1. Campus Background
2. Process
3. Outputs
4. Strategic Plan
5. Programmatic Prioritization
6. Gap Analysis
Background

- Campus opened in 2005 sits on 104 acres.

- Three schools include:
  1. School of Engineering
  2. School of Natural Sciences
  3. School of Humanities and Art

- Population:
  Students: 6,836
  Faculty & Staff: 1,454
Background

- Campus expansion known as the "2020 Project".
- UC Merced is expanding its existing campus by 1.2 million gross square feet to accommodate an enrollment size of 10,000 students.
- The "2020 Project" will deliver 13 buildings to include teaching and research facilities, housing, athletics, and student life space.
Background

- Chancellors Advisory Committee on Sustainability rechartered late fall of 2014.

- Sustainability Strategic Plan was obsolete and out of date, originally developed in 2010.

- Several projects but no clear framework guiding prioritization of these opportunities as the strategic plan was obsolete and out of date.
Background

- Around 2015 the campus used AASHE STARS instrument to assess campus sustainability progress and performance as it related to the following categories:
  1. Academics
  2. Research
  3. Operations
  4. Engagement

- In 2016 the campus received a Gold rating as it related to its sustainability achievements. In 2013 the campus sustainability rating was Silver.
Background

- STARS assessment provided perspective on the campus Strengths, Weaknesses, Opportunities and Threats as it related to Sustainability initiatives on campus.

- Strength: All Buildings LEED Certified NC
  Weakness: Renewable Energy Generation
  Opportunities: Integrating Sustainability into Academics
  Threats: Resources i.e. $$$

- STARS utilized to provide a framework
Process

- Summer of 2016 the CACS and the Department of Sustainability engaged Business and Financial Strategic Initiatives to facilitate a series of workshops designed to inform the Sustainability Strategic Plan.

- The sessions were designed to engage the committee on the following questions.

  1. What does "Sustainability" mean to UC Merced? How does the committee define Sustainability?

  2. What is the role of the sustainability committee?

- All of which informed the development of the Vision, Mission, Working Definition, and Role of the CACS.
Process
Chancellors Advisory Committee

Vision
The Chancellor’s Advisory Committee on Sustainability promotes a holistic, environmentally-friendly practice and provides a forum to review, advise, and highlight sustainability research, practice and policy, coordinate sustainability opportunities, and enable students to lead a culture of sustainability at UC Merced.

Mission
The Chancellor’s Advisory Committee on Sustainability keeps the campus informed on issues of sustainability and promotes collaborative partnerships with stakeholders and students. The group identifies important, specific sustainability related activities to achieve, and reports campus accomplishments.

Working Definition
Sustainability is a holistic ethic in social, environmental, and economic action.

Committee Charge
Sustainability refers to meeting the needs of the current generation without compromising the ability of future generations to meet their needs. The Chancellor’s Advisory Committee on Sustainability is charged with advising the chancellor on matters pertaining to sustainability goals, policies, and practices at UC Merced. The committee also advocates for programs and initiatives that continuously improve campus sustainability performance.
Department of Sustainability

Highlevel Goal

"Create and institutionalized and ever evolving collection of sustained, supported, and meaningful projects/actions that develop resiliency and create practical lasting solutions"

Role

The Department of Sustainability role is to facilitate, organize, and coordinate campus sustainability efforts through bridging gaps and identifying stakeholder and project connections. The Department also prioritizes efforts to assist the campus in achieving its sustainability goals.
- "Sustainable By Design": Through the incubation and support of new and emerging sustainability initiatives.

- "Enriching the Valley": By encouraging and supporting collaborative projects and initiative efforts that will impact the Central Valley.

- "Partnering with an Emerging California": Supporting collaborative efforts to partner with broad groups of stakeholders throughout California to support UC Merced’s sustainability efforts.

- "Leading Creativity & Innovation": Demonstrating ingenuity and originality through initiatives that advance campus wide sustainability.

- "Culture of Inquiry, Discovery & Learning": By acquiring new knowledge that advance campus sustainability efforts.
Output

- Long Range Development Plan (LRDP)
- Sustainable Practices Policy (SSP)
- Strategic Academic Vision (SAV)
The Strategic Plan identifies goals that were developed with the support of various campus stakeholders. The Department met with each individual stakeholder on goals and strategic action item development.

<table>
<thead>
<tr>
<th>Goal</th>
<th></th>
<th>Annual Progress Indicator</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tbody>
<tr>
<td></td>
<td>Sustainability Engagement: Raise visibility, understanding, and knowledge of sustainability within and beyond the UC Merced community.</td>
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<td>Action Items</td>
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<tr>
<td>Student Outreach and Engagement</td>
<td>Expand educational outreach opportunities for students through co-curricular sustainability programming and student led educational events that increases awareness of sustainability. Provide incoming students with the knowledge of sustainability concepts and practices.</td>
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<tr>
<td>Co-curricular Program</td>
<td>Peer to peer educational outreach and training on sustainability practices through the EcoRep Program, Energize Colleges, Global Food Initiative and Carbon Neutrality Fellows, Bobcats Eats, Campus Community Garden, and student organizations to include the ASUCM Sustainability Council.</td>
<td></td>
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</tbody>
</table>
Strategic Plan

Implementation Strategy

- Building Buy-In: Create a culture of sustainability by empowering the campus to take ownership of sustainable values and principles. This will be achieved through engagement, relationship building, advocacy, and operational support for projects and initiatives. The Department of Sustainability will provide backbone support, facilitation, and strategic planning for campus stakeholders. This phase will create a campus community that is educated, informed, and motivated to provide ideas and recommendations, inspiring collaboration around sustainability efforts.

- Develop Meaningful Action: With the support of the Department of Sustainability, an ever-evolving collection of sustained, supported, and meaningful projects/actions that develop resiliency and create practical lasting solutions will be created and maintained. The Department of Sustainability will provide planning and implementation support for these projects, and will align and prioritize them according to the campus vision and change alignment map.

- Implement Action: Prioritize sustainability projects and initiatives that will be implemented by campus stakeholders and supported by the Department of Sustainability.

- Assessment & Sustaining Momentum: Campus stakeholders and the Department of Sustainability will provide ongoing evaluation and assessment of projects. The Department of Sustainability will also provide guidance and support in determining ongoing staffing, financial, and resource needs.

- Continuous Improvement: The Department of Sustainability will work with campus stakeholders to refine and enhance initiatives and projects.
A systemic and integrated framework was developed that defines the roles of campus stakeholders while providing a high-level overview of campus sustainability goals. The framework identifies action items, metrics, and the implementation strategies that advance sustainability goal achievement. The development of this framework was essential to create a streamlined process that aligns with the UC Merced Vision Map, and planning documents and policy to include the Long Range Development Plan, Strategic Academic Vision, and UC Sustainable Practices Policy.
Programmatic Prioritization

A programmatic prioritization approach was developed to rank campus sustainability opportunities. This encompassed leveraging STARS credits to optimize the campus sustainability agenda. The programmatic prioritization strategy utilized five assessment criteria to evaluate credit priorities.

1. OVERARCHING CREDITS
- Prioritization Criteria (1): Reflect STARS credits that directly influence rating and rankings to include. ACUWONE, STARS, Princeton Review, and Sierra Club Cool Schools.

2. CREDITS FOR IMPROVEMENT
- Prioritization Criteria (2): Reflect STARS credit scores that received little or no points relative to the points available for the credit, and thus can be improved upon to increase overall rating.

3. LOW HANGING FRUIT
- Prioritization Criteria (3): Reflect credit opportunities where limited resources are required for score improvement. Credits that require limited resources to achieve including collaboration and buy-in.

4. TRIPLE NET ZERO
- Prioritization Criteria (4): Reflect credits that support the campus achieving its Triple Net Zero goals.

5. MAINTENANCE
- Prioritization Criteria (5): Reflect credits that require maintenance or upkeep to retain/improve score.
Programmatic Prioritization

- VERY HIGH (Critical)
- HIGH (Important)
- MEDIUM (Necessary)
- LOW (Desirable)
## Programmatic Prioritization

### Table 1: The Matrix

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SUB-CATEGORY</th>
<th>CREDIT</th>
<th>PRIORITIES</th>
<th>TOTAL ACTUAL</th>
<th>SCORE</th>
<th>CREDIT</th>
<th>PRIORITIES</th>
<th>TOTAL ACTUAL</th>
<th>SCORE</th>
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<tr>
<td>Analytics</td>
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<th>SCORE</th>
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### Table 3: Medium Priority

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</tbody>
</table>
Programmatic Prioritization

1. Minimum resource (people, $$) input to produce greatest outcome.
2. Identify cost effective opportunities.
3. Greatest return on investment.

Budget request alignment with prioritized opportunities for our Department of Sustainability
The Department also conducted a Gap Analysis on STARS credits, comparing actual performance with the desired performance to close point gaps and achieve AASHE STARS Platinum. (Maximum points for each credits or the most points technically feasible.)

<table>
<thead>
<tr>
<th>OP</th>
<th>Description</th>
<th>Current</th>
<th>Max</th>
<th>Second-Most</th>
<th>Gap</th>
<th>Score</th>
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<tbody>
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<td>OP 1</td>
<td>Academic Affairs</td>
<td>$113,853.39</td>
<td>$133,853.39</td>
<td>$133,853.39</td>
<td>$75,000.00</td>
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<td></td>
<td>Levelling Issues</td>
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<td>$133,853.39</td>
<td>$53,373.86</td>
<td>$51,000.00</td>
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<td>OP 2</td>
<td>Environmental Issues</td>
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<td>$53,373.86</td>
<td>$53,373.86</td>
<td>$51,000.00</td>
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For Calculation:
- Total expenditure on cleaning products: $133,853.39
- Expenditure on Green Seal cleaning products: $31,786.64
- Total expenditure on janitorial paper products: $53,373.86
- Expenditure on Green Seal janitorial paper products: $50,699.25
"Give me six hours to chop down a tree and I will spend the first four sharpening the axe."
Abraham Lincoln

Thank You.