



Sustainability Planning Service Corporations, Non-Profit Organizations & Municipalities

Clark University has a long history of involvement with environmental issues and service to the community.. Faculty and students have pioneered research on natural hazards and risk, land use change, pollution control, and many other environmental issues. This tradition continues today with research underway at the George Perkins Marsh Institute on the Human Dimensions of Global Environmental Change, as well as teaching and research in academic departments across campus.

At the same time, faculty, staff and students have spearheaded efforts to reduce the environmental impact of the University through such actions as establishing a cogeneration plant on campus, a recycling center, green buildings, and other initiatives. These activities continue with a recent award-winning student-led initiative to establish a Clean Energy program on campus that allows students to purchase green credits to offset greenhouse gas emissions, as well as an initiative to compost bio-degradable waste. In 2010, Clark committed to carbon neutrality by 2030.

Sustainability Plans and Practices:

This service is based on a successful program implemented by Bentley University in 2008 as well as by Massachusetts Maritime Academy.

Sustainability Plans may be developed for a corporation, non-profit organization or municipality. Deliverables of the project will consist of a written plan plus a delivery in a working session with the organizations' stakeholders; i.e., board members, leadership team, staff, partners, etc.

The student team in collaboration with the client organization will identify sustainability opportunities both short term and longer term. Typical areas of focus are:

- Energy Conservation
- Green IT
- Procurement
- Recycling
- Transportation
- Waste Management
- Water Usage

The Sustainability Plan will be tailored to the organization's requirements and may include:

- Modification of the organization's mission statement to include commitment to environmental sustainability
- Identification of opportunity areas regarding sustainability; e.g., operational, cultural, cost-reduction, revenue generation
- Analysis of specific initiatives including possible barriers to and enablers for successful implementation
- Change management recommendations to fully engage employees in the execution of the plan
- Marketing strategies to promote and communicate internally and externally
- Performance measurements; i.e., qualitative and quantitative to track implementation and provide feedback to the leadership team
- Cost – benefit analysis of initiatives, as appropriate
- Reporting systems – internal and external, as appropriate
- Business justification of recommended investments; typically longer-term
- Risks of not implementing the Sustainability Plan

Appendix A provides an outline of a typical Sustainability Plan.

Additional Information

Examples of Sustainability Plans developed by student teams may be viewed at www.greenprof.org

If are interested in this program for your organization, please contact:

Will O'Brien
Visiting Assistant Professor
Graduate School of Management
Clark University
950 Main Street
Worcester, MA 01610
wobrien@clarku.edu
Cell: 978-793-1635

Appendix A – Sustainability Plan Outline

- Background & Client Requirements

- Recommended Initiatives:
 - Energy Conservation
 - Green IT
 - Procurement
 - Recycling
 - Transportation
 - Waste Management
 - Water Usage

- Fostering Sustainable Behavior (how to modify behavior of faculty, staff and the community in support of the Sustainability initiatives)
 - Vision of Sustainability – incorporate into client’s mission statement
 - Leadership’s role and recommended actions to engage the staff
 - Organizational structure in support of Sustainability
 - Identify specific barriers to change and provide appropriate strategies (using 5 step process)
 - Communication/Marketing – increase awareness, website, and newsletters
 - Educational Programs – integrate into curriculum, workshops, etc.

- Alternative Recommended Initiatives – Facilities Management specific:
 - Facility Management roles and responsibilities
 - Standards and regulations for sustainable operations
 - Sustainable site management practices
 - Sustainable design of facilities & systems
 - Commissioning and Re-commissioning
 - Operations & maintenance practices
 - Energy management
 - Waste management
 - Water management
 - Indoor air quality
 - LEED evaluation & certification

- Performance Metrics & Reporting (to measure and report results of initiatives)

- Recommendations: Future initiatives including business justification, as appropriate

- Cost – Benefit Analysis for longer-term investments