

SUSTAINABILITY MASTER PLAN



The University of Texas at Austin

Sustainability Master Plan

FALL 2016

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A 300 kW solar array at Pickle Research Campus.
Photo: Marsha Miller

PREFACE

A MESSAGE FROM PRESIDENT
GREGORY L. FENVES



As the state, nation and world focus on achieving sustainability, The University of Texas at Austin must consider how to best use natural and financial resources, work together toward a common end and adapt our educational mission to the emerging needs of our students and society.

We are strongly positioned to meet these challenges. Through the leadership of the President's Sustainability Steering Committee (PSSC) and this Sustainability Master Plan, we will build on these strengths.

Our innovative educational and research programs already focus on the future in energy and water, building and infrastructure, and business and social networks. Wellness and lifestyle initiatives — and our commitment to inclusion — promote the well-being of the campus community. UT Austin facilities and operations, including a best-in-class power plant, an Athletics Department invested in composting and energy conservation, and our 2012 Campus Master Plan, demonstrate our dedication to sustainability.

Our students are also strong advocates of sustainability, and I was proud to support student requests to institutionalize a Green Fee earlier this year.

Moving forward, interdisciplinary collaborations and new degree programs will uncover and implement new solutions and new learning opportunities. And investments in conservation and efficiency projects will continue to return savings and set examples for other institutions.

As UT pursues sustainability, we are mindful that taxpayer and tuition dollars must be used wisely. The strategies in this plan will be assessed on their return on investment. We recognize that to make progress requires us to take risks, test traditions, and meet our mission in new ways — both because it makes financial sense and is the right thing to do.

This 2016 Sustainability Master Plan reflects our determination to tackle one of the most pressing and complex problems of our time, as well as our confidence in the potential of the UT Austin community to change the world.

A handwritten signature in black ink, appearing to read "Greg Fenwick". The signature is written in a cursive, flowing style with a long horizontal tail extending to the right.

FOREWORD

Dr. Pat Clubb

Vice President for University Operations

Dr. Fritz Steiner

Dean (former), School of Architecture

Over the past few years, UT Austin has made great strides towards sustainability. Our effort has been catalyzed by our own campus community, trends throughout higher education and the City of Austin's strong history and plans on this important topic.

We strive to make UT Austin as green a campus as possible, and to position the university as a leader in the field of sustainability.

In 1984, the United Nations' Bruntland Commission established the modern interpretation of sustainability as a balance of environmental impacts, social well-being and economic integrity. The modern sustainability movement is defined and practiced in a range of ways that both exemplify these origins and seem utterly divorced from them. In recent years, sustainability has become synonymous with environmental science and action. While this focus is not negative, it is limited in that sustainability in the 21st century increasingly reminds us to consider the well-being of individuals and the greater society by fully understanding the costs and benefits of our actions and inactions. Embracing sustainability means acknowledging these values as related and pursuing actions in which these values are evident.

Institutions of higher education operate under the principles of excellence and efficiency, while serving as spaces where innovation in ideas and culture can occur mostly free of restraint. As such, they have a distinct position in the sustainability movement. All 34 peer institutions monitored by the Office of Sustainability invest in sustainability programs and publicize their efforts. Those universities currently leading in sustainability have developed their programs and publicity within the unique culture of their students and faculty, while acknowledging their precise place on the planet, particular traditions and acquired strengths. In this way, each university offers a unique contribution to the global enterprise of a sustainable society.



The UT Austin sustainability plan is the necessary next step for our university in this broad movement. Increasingly, sustainability topics surface in many ways in committee meetings, major capital projects, the creation of new programs and initiatives on the academic side as well as the operational side of the institution. Some of our successes can be traced back for decades, while others are just emerging. Notably, the PSSC and the 2012 Campus Master Plan have allowed us to develop an institutional framework for sustainability. This plan details that framework and provides a structure in which unit-level efforts are reinforced as part of a larger institutional whole, and identifies the new directions to grow our sustainability efforts. This sustainability plan would not be possible without those many existing programs and we expect them to benefit even as new programs may be launched.

The plan purposefully, and with some debate, goes beyond environmental boundaries and identifies goals and strategies rooted in social equity. The PSSC supports this intentionality to return to the roots of sustainability. We add a reminder that sustainability is a process of applying our best knowledge and best effort toward finding an optimum solution across all the dimensions of a problem, regardless of whether it originates as a question of social equity, environmental integrity, or economic stability.

We extend our appreciation to the Office of Sustainability and to the many staff, students and faculty who participated in the development of this plan over the 2015-16 academic year. The plan is built around goals and strategies that touch many academic, operational and auxiliary units around the university. Progress in any of the directions laid out will require ongoing engagement of our campus community and decision makers at every level. We anticipate the biennial and five-year updates on this plan will reveal headway on strategies and goals as well as a broadening coalition of support.

The opportunity for the university to rise to a new level of excellence and leadership in sustainability is here. We look forward to continuing to support sustainability efforts across the UT Austin landscape.



INTRODUCTION



Sustainability is a relatively new, yet increasingly prominent dimension in higher education.

Historically, higher education has always responded to societal issues with research and thought leadership. This has been pursued in an effort to discover what actions today could yield benefits in the future. Over the last several decades, global environmental change and social movements, as well as fiscal constraints, have influenced how universities approach their fundamental mission.

UT Austin is no exception, and we have long demonstrated excellence and leadership. The commitment of the university to the principles of conservation and efficiency are rooted in the 1930s when decisions were made creating a stand-alone utility at the university. A long-frame decision then, as is often the case, has led to some of the university's most significant savings today.

Over the last decade, student efforts coalesced with individual faculty and staff leading to several early achievements, including the creation of the PSSC in 2007, the first campus sustainability policy adopted by President Powers in 2008, and creation of the Office of Sustainability in 2010. The UT System Board of Regents adopted a sustainability policy in 2009 laying out initiatives for all component institutions.

The 2012 UT Austin Campus Master Plan framed eight big ideas for a new era of academic and physical growth of the university over the next 15 years. Sustainability is integrated into each of these big ideas and is a key facet of the overall Campus Master Plan. Subsequent planning efforts have refined the big concepts, adding detail, defining how sustainability shapes the growth of the university. These plans include the Medical District Master Plan, East Campus Master Plan and the Landscape Master Plan. The Sustainability Master Plan is an important addition to this family of policy and planning.

Up to now, our sustainability achievements have been implemented in a variety of ways at UT Austin, they are widespread and unevenly connected. Most of our 15 colleges on campus now offer courses with



Photo: Marsha Miller

some sustainability content. A handful also host research units with clear focus on environmental and social sustainability. Principles of resource conservation now thoroughly permeate university operations. The need for economic efficiency drives innovation in energy and water conservation for all of our facilities. The university also deeply cares about employee experience and strives to keep pay and benefits better than average for the region, even as budget constraints exist.

Operationally, the PSSC adopted the Natural Resources Conservation Plan in 2011, amending it in 2012 after substantial progress on several goals in the first year. In recent years, auxiliary units – notably the Division of Housing and Food Service and Texas Athletics – have launched internal sustainability programs which quickly influenced campus wide efforts.

Academically, the university has enjoyed the efforts of a handful of faculty who brought sustainability into their courses, including signature courses and graduate portfolio programs. Several certificate programs, a Bridging Disciplines Program track and at least two dedicated degrees – a Bachelor of Science in Environmental Science, and a Bachelor of

Arts in Sustainability Studies – offer students a sustainability focused scholarship. Additional courses are developed every semester.

The Sustainability Master Plan helps us step back from all these overlapping efforts and successes to refine what sustainability means to the institution. And, it reminds us how we build on our existing efforts to go to the next plateau of excellence.

The goal of this plan is to ensure that sustainability efforts will continue to evolve on campus with a consistent vision and institutional identity.

EXECUTIVE SUMMARY

The purpose of the UT Austin Sustainability Master Plan is to provide overall direction and goals for how sustainability is pursued in service to the mission and purpose of the institution.

The scope of the plan is institutional and includes the UT Austin main campus and Pickle Research Campus, and extension to satellite campuses is encouraged. The timeframe of the plan is aligned with the 2012 Campus Master Plan through 2030.

The Office of Sustainability assembled a working group of university staff to develop the plan. This is not a strategic plan for the Office of Sustainability; many of the strategies identified for further exploration are beyond the agency of the Office of Sustainability. The working group reviewed current and best practices at UT Austin and peer universities, conducted campus outreach, analyzed feedback and developed the plan throughout the 2015-2016 academic year.

During fall 2015, the working group led an outreach effort to clarify and assess campus priorities as seen through the eyes of key stakeholders and the general campus population. The outreach included eight public in-person meetings, a stakeholder email list of 200 students, staff and faculty previously engaged in various sustainability efforts on campus, and an online survey distributed to all students, staff and faculty during the last two weeks of October, 2015. The online survey received 3,101 complete responses.

During spring 2016, a working draft of the plan based on this outreach and staff expertise was introduced to key faculty and administrators in the academic colleges and schools as well as auxiliary and operational leadership. The plan was presented to the PSSC and the Campus Master Plan Committee for approval before a final draft was presented to President Fenves for review and adoption.

The Sustainability Master Plan identifies long frame priority areas of emphasis that establish how sustainability is reflected in the identity of the university.

The focus areas within these priorities are more topical and lead to specific goals and strategies. Each strategy has been reviewed by university stakeholders who are directly impacted by the strategy or have a role in implementing the strategy.

This document lays out the direction of sustainability for UT Austin as an institution, not the specifics of implementation of every strategy which will be refined over the next several years by the appropriate responsible unit, including any specific costs and benefits of the strategy.

All strategies within the plan are aimed at solving problems by considering multiple social, economic, and environmental factors instead of solving in isolation for only one of these areas.

The Sustainability Master Plan is intended as a living document. Achieving the goals and strategies in the plan will require collaboration across operational and academic units of the university. We will lean on our existing expertise and feedback from campus stakeholders; we will invest wisely where innovation cannot be achieved through efficiency alone; we will communicate our efforts, our missteps and our shared successes with regular updates to campus leadership as well as the general public, and a regular reporting and revision schedule through 2030.



The Battle Oaks are among the university's oldest living trees on campus at 250-300 years old. Photo: Marsha Miller

VALUES AND DEFINITIONS

Core values are a highly visible part of UT Austin. The Sustainability Master Plan is shaped by the beliefs and principles of our university community. Thanks to campus stakeholder input, we have clarified and deepened our definition of sustainability with the development of five core values.

Sustainability Master Plan Core Values

- **Stewardship** – Managing efficiency and effectiveness with our natural and human resources
- **Well-being** – Acting with compassion for ourselves and those around us
- **Innovation** – Pursuing better resolutions to the next challenge
- **Social Justice** – Investing in inclusion and fairness in all endeavors
- **Resiliency** – Planning for the opportunities hidden in the uncertainties facing future generations

In addition, our plan adopts and expands on the university's core values.

University Core Values

- **Learning** – A caring community, all of us students, helping one another grow
- **Discovery** – Expanding knowledge and human understanding
- **Freedom** – To seek the truth and express it
- **Leadership** – The will to excel with integrity and the spirit that nothing is impossible
- **Individual Opportunity** – Many options, diverse people and ideas, one university
- **Responsibility** – To serve as a catalyst for positive change in Texas and beyond

Also informing the plan are the three values of efficiency, effectiveness and excellence presented by President Greg Fenves in his first State of the University address in 2015.

Students, staff, faculty and alumni connect with these values throughout their experiences with the university. All of these values are the guiding concepts underlying the multi-year sustainability vision for the campus. The values inform all aspects of the plan.

At UT Austin, the existing campus sustainability policy and the Campus Master Plan set forth the following sustainability definition. **Sustainability** refers to societal efforts that meet the needs of present users without compromising the ability of future generations to meet their own needs. Sustainability presumes that the planet's resources are finite, and should be used conservatively, wisely and equitably. Decisions and investments aimed to promote sustainability will simultaneously advance economic vitality, ecological integrity and social welfare.

A complete glossary of terms used throughout the plan can be found beginning on page 69.



STRUCTURE OF THE PLAN

The plan is organized around six core priority areas.

- Leadership
- Experience and Culture
- Opportunity and Affordability
- Teaching and Research
- Conservation
- Partnerships

These priority areas stem from past accomplishments, current campus context and future vision. Each priority area is divided into topical focus areas with specific actions and measurable results.

- **Goal:** an aspirational idea to be accomplished by 2030 that is implemented through specific strategies to achieve plan outcomes
- **Strategy:** a specific, measurable action with clear and immediate implementation methods needed to achieve a goal
- **Outcome:** a specific, measurable deliverable to be achieved on or before 2020
- **Commitment:** a commitment of support or recommendation for future research in areas with insufficient information to set actionable goals, strategies and outcomes at this time

The inclusion of a strategy in this plan only indicates it is an action with a clear means of implementation. Many strategies reinforce

existing, ongoing initiatives across campus, or support continued evaluation of an action already being discussed. Several strategies represent wholly new initiatives for UT Austin. Inclusion of a strategy in this plan does not obligate a department or administrative unit to implementation.

In 2020, a comprehensive review and update of the plan will occur to measure success and establish 2020–2025 goals, strategies, outcomes and commitments.



BUSINESS CASE FOR SUSTAINABILITY

Sustainability has a clear business value at UT Austin. Sustainability initiatives save the university money, create competitive differentiation among our peers, keep the institution ahead of accreditation requirements, encourage innovation and prepare students for the careers and leadership of the 21st century. UT Austin is a flagship institution with a global brand and investing in sustainability is an extension of our mission and brand.

Fiscal stewardship of financial resources is a primary expectation of university leadership, the UT System Board of Regents, the State Legislature and the citizens of Texas. UT Austin's conservation ethic is well established as a pillar of our sustainability efforts. The utilities operation is internationally known for a singular focus on maintaining high reliability for the campus while improving efficiency, significantly reducing both financial costs and environmental emissions. A similar commitment in water conservation and waste diversion has saved hundreds of thousands of dollars for use in workforce, scholarships, new programs and facility upgrades while lowering our environmental footprint.

More broadly, the investments in high performance buildings ensures the university provides an unequalled learning environment while maintaining the most energy and cost effective building portfolio. Additionally, investing in efficiency has reduced the institutional exposure to market spikes in energy or water and future resource pressures such as drought or emissions pricing.

In the increasingly competitive higher education landscape, especially for large public institutions, sustainability programs in operations and academics have become a competitive differentiator on several levels.

From a purely academic perspective, half of the accreditation agencies subscribed to by university academic units now require sustainability in their accreditation standards, a rising trend. Investing more strategically in sustainability focused teaching and research enable the institution to meet and keep ahead of accreditation standards, and in a position to excel on accreditation reviews.

The value proposition of higher education has perhaps never been more important as it is today. Investing in sustainability, which defines both the problems and solutions of the 21st century, is a means of demonstrating how an institution is pursuing the opportunities and preparing graduates for the careers of tomorrow. This can be done quietly, or boldly, as an extension of the educational mission, and an evolution of higher education.

A Student Commitment to **Sustainability**



The Student Activity Center is one of eight
LEED Gold buildings on campus as of 2016.
Photo: Charlie Moore

LEADERSHIP

Universities lead society toward deeper understanding and greater prosperity. The university's highest role is to address uncertainty and complex questions, even when doing so challenges tradition and opinion.

We embrace our identity as a university of the first order by practicing and sharing innovative strategies for academic excellence, operational effectiveness and inspiring the leaders of today and tomorrow.

In all endeavors, UT Austin has an internal expectation to be a leader and model institution among public research universities. The goal of excellence begins in the Office of the President and extends to the front line workforce and across our student body and faculty. This is measured in many ways: scholarship and the quality of our faculty and administrative leadership; our ability to attract top students; the beauty and scale of our campus; and



President Fences and top-ranking Japanese government officials agree on implementation of a next-generation energy efficient data center at the Texas Advanced Computing Center. Photo: Marsha Miller

by the appeal of our urban environment in Austin. Internally, students, staff, faculty and visitors admire the campus for its busy environment full of opportunities.

Students come to UT Austin not just to learn but also to be transformed into leaders. We have unrivalled faculty and staff who increasingly seek to connect students to the world in innovative and meaningful ways. Integrating sustainability into the identity of UT Austin is not so much a scenario to be considered, but an evolution to be embraced.

Our recent planning efforts demonstrate a commitment to sustainability in the broadest definition. The 2012 Campus Master Plan sets the tone when it states: “sustainable campuses express the mission of the university.” The establishment of the Dell Medical School opens a new era in the university’s relationship with the Central Texas community – and the medical district represents the largest singular investment in green building in campus history. The adoption and implementation of the East Campus Master Plan represents a new chapter in the history between the university and the Blackland neighborhood.

These goals begin a process of formalizing sustainability as a part of our mission, campus identity and public image.



EXECUTIVE COMMITMENT

Sustainability is often characterized as a change process — from habits that have negative impact to new behaviors that exemplify moral and environmental intelligence. Any change process within an institution requires senior leadership to give support not only to small actions of change, but also to the fundamental question that the direction of change is necessary and healthy for the institution.

Goal

- Sustainability is integral to the identity of UT Austin

Strategies

- Recharge the PSSC
- Update the campus sustainability policy
- Explore opportunities to connect sustainability with research and academic goals

Outcomes

- Adopt new campus sustainability policy by 2018
- Deliver PSSC faculty report to the provost on living lab program by 2018



President Fenves engages with students on campus.
Photo: Marsha Miller

CULTURE OF EXCELLENCE

The values and direction of change must voluntarily be woven through the organizational levels of the institution by upper and middle management to our front line workforce and students.

Goal

- Create and foster a culture of sustainability excellence among university stakeholder groups

Strategies

- Report every two years on sustainability progress, comprehensively review and update every five years and communicate progress to the university and external community
- Deepen integration of sustainability into facilities development process
- Establish sustainability commitments at the dean/vice president/upper administrative/prominent campus leader levels
- Support unit-level strategic plans to incorporate sustainability

Outcomes

- First implementation report on Sustainability Master Plan strategies by 2018
- Guide for integration of sustainability into unit-level strategic plans by 2020



MODEL INSTITUTION

In sustainability, UT Austin is an exemplary leader in several areas, most notably energy efficiency, diversity, wellness and built environment. The university supports innovative and visionary action on the many issues facing our campus, often without recognition. We will coordinate and consolidate efforts toward better recognition as a top institution in campus sustainability.

Goal

- UT Austin is recognized as a leader in sustainability among public research universities

Strategies

- Apply for internal and external awards
- Present at and host conferences
- Increase participation in national sustainability networks
- Maintain and improve performance on higher education ranking systems for sustainability
- Increase contributions to trade, academic and specialty publications covering sustainability achievements
- Expand and support collaborative work generated by UT Staff Council and Sustainability Staff Roundtable with targeted initiatives by faculty and students

Outcomes

- Achieve STARS Gold by 2020
- Maintain *Princeton Review* Green College Honor Roll status
- Obtain additional awards and recognitions, including internal recognition of sustainability staff
- Serve in leadership roles in higher education sustainability organizations and events

Commitment

- Many of UT Austin's peer institutions have made public commitments to greenhouse gas and carbon emission reductions. Various factors lead to these commitments, including student pressure, government regulation, as well as research opportunity, competitive distinction and a recognition that universities should lead by example in both the science and commitment to action in response to climate change. Over the next several years, UT Austin will evaluate establishing greenhouse gas reduction goals in alignment with both UT System policy and the other goals in the Sustainability Master Plan.



Photo: Marsha Miller

EXPERIENCE AND CULTURE

The university of the 21st century is a global community that celebrates every individual's experience of living, teaching and working on campus. We will cultivate leaders prepared to address complex challenges, including the deep relationship of social equity within sustainability.

Our sustainable campus
will be a point of pride
for students, staff and faculty.

Young people arrive on campus eager to join in the social, cultural and athletic opportunities found here. The departments and programs of the Division of Student Affairs have one of the greatest influences on students throughout their time on campus. Students universally encounter Housing and Food Service, Recreational Sports and Greek life as well as Student Government and a robust number of student organizations.

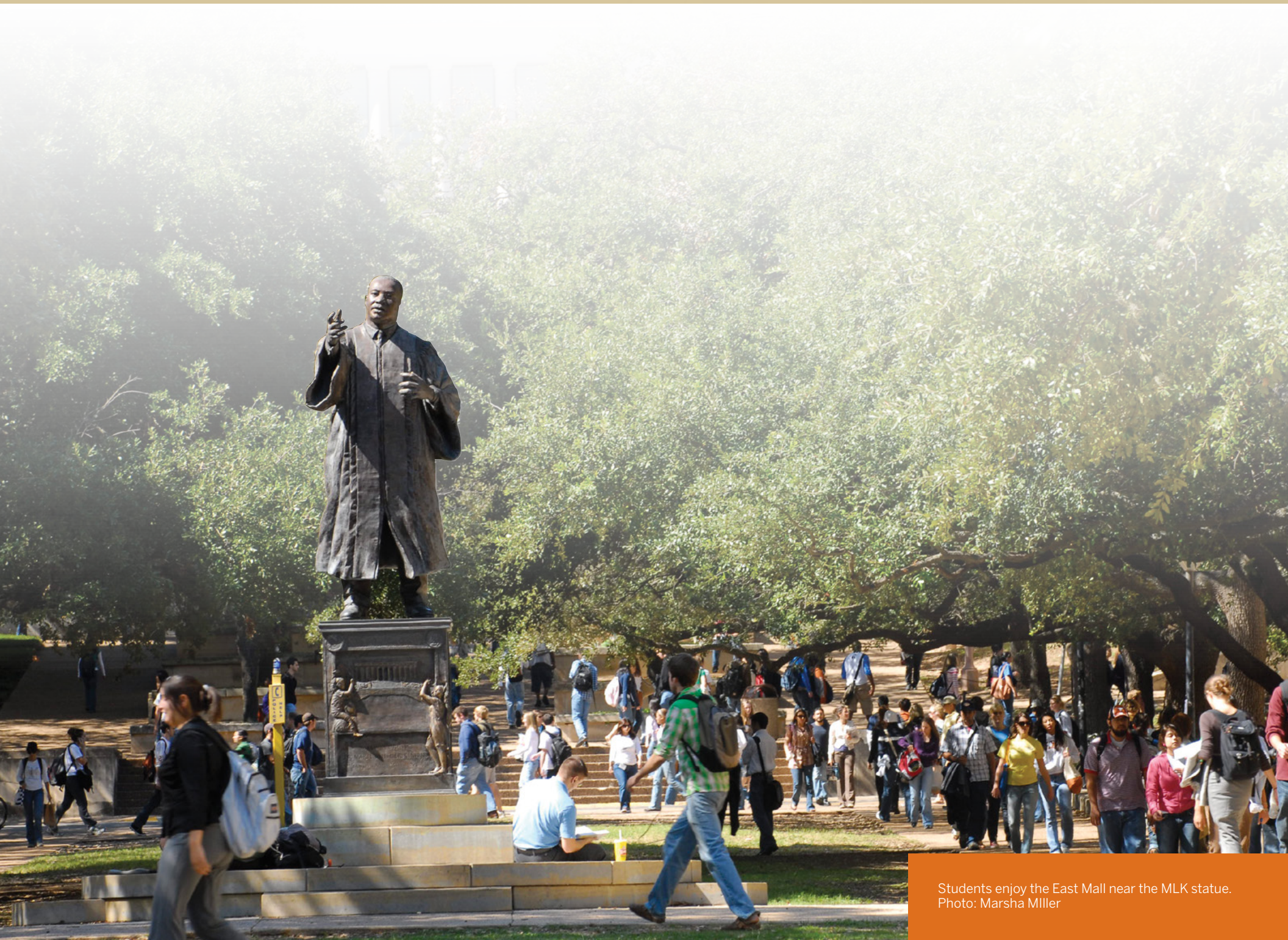
The university's goal is to graduate students who are strong scholars, engaged citizens and leaders. This can be shaped even more by co-curricular activities than the classroom. Sustainability issues are interdisciplinary, complex and based on real-world problems and experiences.

We will introduce students to sustainability as practiced at UT Austin early in their college experience and provide them consistent opportunities to practice sustainability in their own daily decisions throughout their time at UT Austin.

Our campus culture is the most comprehensive representation of our values. The university entrusts these efforts to the Division of Student Affairs, the Graduate School and the School of Undergraduate Studies, among others.

For faculty and staff, in addition to investing in being an employer of choice, UT Austin strives to provide a workplace and teaching environment that is safe and embodies the spirit of equal opportunity and inclusion. Many university divisions are actively engaged in this effort, including the Division of Diversity and Community Engagement, University Operations and the Faculty and Staff Councils, among others.

We already have achieved notable status as an institution that cares about questions of diversity and racial equity. And, we have emphasized the importance to keep our students, staff and faculty mentally healthy and able to enjoy what the university has to offer.



Students enjoy the East Mall near the MLK statue.
Photo: Marsha Miller



Undergraduate

Many groups contribute to bringing students together on environmental, equity and social interests. Students also rally around official athletic and cultural events such as home games, movie screenings and festivals.

Experiences with these organizations create lasting impressions and memories of campus.

Goal

- Integrate sustainability into the first-year experience

Strategies

- Create a sustainability focused living learning community within the Division of Housing and Food Service
- Support inclusion of sustainability topics in first-year interest groups (FIGs)
- Introduce all first year students to sustainability during student orientation

Outcomes

- New living learning community admits students by 2018
- First-year students demonstrate awareness of sustainability at the university
- Mandatory sustainability session during student orientation by 2018

Goal

- The values and culture of sustainability are evident throughout the undergraduate experience

Strategies

- Expand co-curricular opportunities for student sustainability programs to provide experiential opportunities for students to learn about sustainable lifestyle choices
- Evaluate contribution of sustainability programs to student success
- Enhance student influence on campus sustainability decisions and program
- Increase the number of green jobs on campus
- Support events to showcase students' contributions to campus and scholarship around sustainability
- Nominate more students for local and national sustainability awards and fellowships
- Continue the Green Fee program

Outcomes

- Increase the number of students served by sustainability programs by 2020
- Increase positive student response to sustainability related topics in annual institutional surveys
- Create opportunities for students to demonstrate basic sustainability literacy and knowledge
- Track contribution of on-campus green jobs and internships to career placement

Graduate

The graduate experience is distinctly different from the undergraduate experience. Graduate students come to UT Austin for top-tier programs to advance themselves in specific studies. They expect to focus intently on their studies with less exploration of co-curricular activities, but for many, that does not diminish their interest in cross-disciplinary work.

This plan addresses increasing support for graduate students pursuing interdisciplinary collaboration around sustainability.

Goal

- Encourage graduate-level engagement with sustainability to add value to the university experience

Strategies

- Enhance graduate student influence on campus sustainability decisions and programs
- Support graduate level symposium with professional networking opportunities
- Increase visibility, utility and convenience of sustainability infrastructure specific to graduate student facilities
- Expand co-curricular opportunities for graduate students to apply sustainability in their careers through professional study, internships and certifications related to sustainability
- Identify funds to support graduate research and employment in sustainability

Outcomes

- Increase positive graduate student response to sustainability related topics in annual institutional surveys
- Host symposium event by 2018
- Increase placement for graduate students engaged in sustainability research or activities





A student conducts research in the Scientific Inquiry Across the Disciplines lab, one of 33 certified Green Lab initiative partners on campus. Photo: Charlie Moore

Faculty



Dr. Kelley Crews discusses sustainability issues with graduate students. Photo: Charlie Moore

The relationship between faculty and a campus is complex because the faculty experience is shaped by the national disciplinary landscape as much as their home institution. The nexus of mutual benefit for the individual and the institution is a campus where faculty can advance and share their knowledge with students and colleagues through teaching, contributing to society through research, individual scholarship and building professional standing.

An institution distinguishes itself as a professional home by its offerings in personal and professional growth.

Faculty value an opportunity to offer a unique contribution to the campus by participating in college or institutional governance, or by contributing expert knowledge in a specific operational area.

Goal

- Faculty have professionally beneficial opportunities to apply ideas and research to university activities

Strategies

- Create programs where faculty and their departments are incentivized to innovate on and with campus
- Investigate additional funding for student green jobs created by faculty

Outcomes

- Increase number of faculty and courses utilizing some aspect of university operations, facilities, or administration to teach students and/or conduct research

Staff

Staff value sustainability in a fundamentally different manner than students or faculty. Staff consider the institution primarily as place where they practice their craft or profession and earn a living, but collegial partnerships and personal friendships flourish as well. Staff interact with each other frequently and intensely, so the institution supports diversity and inclusion training, and conflict resolution. A positive campus culture is built on efforts to create equitable access to benefits and services, opportunities for leadership and career growth, and is enhanced by sustainability programs to make the workplace healthier, more comfortable, and a contributor to a cleaner environment.

Goal

- UT Austin is a clear Employer of Choice in Central Texas

Strategies

- Foster stronger working relationships with UT Staff Council
- Assess pursuit of a Baldrige Award

Outcomes

- Apply for the Baldrige Award by 2020

Goal

- Sustainability is a point of pride for employees

Strategies

- Develop new employee sustainability orientation and training programs
- Develop staff and faculty awards program recognizing exceptional contributions to a sustainable campus
- Continue staff and faculty connection to institutional decision-making on sustainability via PSSC and faculty and staff councils
- Invest in convenient access to sustainability infrastructure

Outcomes

- Utilize periodic institutional surveys to gauge increased levels of awareness employees have about sustainability at the university
- Complete or initiate sustainability literacy training program by 2020
- Award the first employee recognition honors by 2018



The Center for Transdisciplinary Collaborative Research in Self-Management Science has gained certified green office status, due, in part to its employee wellness initiatives, such as standing desks. Photo: Elise Cardenas

Community

Our campus is a destination for alumni, parents, visitors and tourists. The 2012 Campus Master Plan focuses on enhancing the physical campus in the interests of the university's education mission. We offer hundreds of cultural and entertainment events throughout the year that appeal to many audiences.

When visitors encounter our campus, we intend for our commitment to conservation and a healthy and inclusive campus culture to be at the forefront of their experience.

Further, the Campus Master Plan made several recommendations extending beyond the campus boundary intended to foster a sense of community both for students, staff and faculty, but also for the citizens of the city.

Goal

- Parents, alumni and visitors experience a culture of sustainability when visiting campus

Strategies

- Invest in convenient access to sustainability infrastructure
- Create a sustainability brand that is appropriate and clear to external audiences
- Feature sustainability in publicity, messaging, websites, social media and collateral about events open to the public

Outcomes

- Campus visitor opinion about the university and the physical campus reflects awareness and support of university sustainability initiatives





Explore UT is an opportunity for the university community to interact directly with young visitors to campus.
Photo: Justin Kong, Daily Texan

OPPORTUNITY AND AFFORDABILITY

For any individual to pursue improving their quality of life within society, physical and social systems must be redesigned toward recognizing and improving structural equity.

We will invigorate our efforts to improve the quality of daily life for the university community and bring new, innovative choices to campus.

Each member of campus has an individual set of needs, concerns and financial parameters that affect daily decisions and actions. We recognize that systemic structures, such as ease of access, convenience and affordability, greatly influence individual choices. At UT Austin, we strive to align our university structure and programming to provide equal opportunity and a multitude of choices to all students, faculty and staff. We want each individual to have choices that best support their needs.

Many structures are in place to enhance the campus culture and provide diverse options and opportunities to students, faculty and staff. Human Resources negotiates and provides a range of programs and services to support faculty and staff as individuals and families. The Office of the Provost has additional services specific to faculty such as opportunities for advancement, promotion and tenure.

The survey we conducted during the development of this plan sheds light on faculty and staff concerns surrounding pay and promotions, most notably salary disparities between genders and the lack of cost of living salary increases. These concerns are at the heart of equity and affordability issues. While UT Austin is working to address these

issues, we can continue to enhance our existing programs and look for new, innovative solutions to continue attracting and retaining the most talented faculty and staff.

Access to affordable, healthy food is also a daily series of choices. The Division of Housing and Food Service (DHFS) is committed to providing local and sustainable food options, with 23% of their current food purchases being local and sustainable. DHFS, in partnership with the Wellness program in Human Resources, also provides a Farm to Work program to provide fresh vegetables to the campus community. We will work to expand these commitments to food locations throughout campus.

Lengthy commute times are a problem throughout greater Austin. Parking is a coveted resource on campus whose value can be extended by further investment in alternative transportation options to serve the growing campus community. The actual and opportunity costs of a lengthy commute for a staff member or a late bus arrival for a student impact individual daily experience.

The goals of this section are aimed at enhancing existing programming and developing new initiatives to provide greater opportunities to the entire UT Austin community. The goals are focused on people. As a public institution, UT Austin places a significant value on both the actual and perceived climate of equity, opportunity and affordability on campus.



WORKPLACE FLEXIBILITY



Jeff Hoskins and Charlie Moore present their ideas for incorporating workplace flexibility into a sustainability-minded campus culture. Workplace flexibility policies have been found to reduce carbon footprints and increase job satisfaction. Photo: Elise Cardenas

Wellness

UT Austin fosters a culture of wellness and invests in significant programs targeted at the specific health needs of our students, faculty and staff. These investments are intended to support our students in their academic pursuits and to set the foundations for maintaining a healthy lifestyle after graduation. When faculty and staff are healthy and thriving, it improves the college experience for students. Strategies to increase sustainability can also program the environment to improve personal health. For example having clean air and available green space can make outdoor spaces conducive for exercise and active transportation. Increasing access to wellness opportunities and health resources greatly involves social engagement from UT Austin on environmental issues to ensure that both the built environment and programming are welcoming and consistently available for use.

Goal

- UT Austin continues to be a model healthy campus

Strategies

- Support Human Resources in the implementation of its HealthPoint Wellness programs strategic plan to promote wellness among faculty and staff
- Support the Division of Student Affairs in the implementation of its strategic plan to promote wellness among students
- Increase opportunities for physical activity programs
- Promote green spaces as opportunities for mental health
- Promote and support the tobacco-free campus policy
- Support implementation strategy for ideas generated by Dell Medical School's Model Healthy Campus

Outcomes

- Report on the state of campus wellness, including personal and institutional costs, by 2018
- Adopt campus wellness strategy by 2020





The Farm to Work program provides four locations that allows university employees to buy farm-fresh produce right on campus. Photo: Elise Cardenas

Livelihood



On a practical level, social equity can be viewed through an economic lens. The institution manages both direct and indirect costs and benefits with a focus on sustaining the excellence of the institution, a complex process which can be difficult to communicate to all the students and employees of the institution. UT Austin will continue efforts to compensate staff and faculty fairly while expanding the awareness and utility of benefits available to the campus community to lower their cost of living while maintaining their quality of life.

Goal

- Staff and faculty are supported in their pursuit of quality of life

Strategies

- Expand communications on the university budget and benefits available to staff and faculty
- Evaluate innovative investments in lowering employee cost of living

Outcomes

- Report from the Office of Sustainability to the chief financial officer by 2018
- Annual Staff Survey shows increasing understanding of university budget process and increasing trust in administration by 2018

Commitment

- Commuting habits are shaped by where people live. Residential choice includes many factors, most of which are outside the scope of influence of the university. However, recognizing the direct relationship between compensation, residential choice and mobility, the university will launch a study and conversation on affordable housing for the students and staff of UT Austin.

Food

Food is an integral part of sustainability and health. Food fuels our bodies to learn, work and play. The quality of our food is determined in part by how it was grown and how far it traveled to get to us. Making nutritious food more attractive to the community by highlighting its freshness encourages its consumption. In turn, the food we eat can impact our health and performance. By promoting local and healthy foods across campus, we support environmentally friendly practices and strive to improve the health of our students, faculty and staff.

Goal

- UT Austin has a visible commitment to a food system that supports personal health and community services

Strategies

- Increase availability of local food choices at campus food service locations
- Expand access on campus to sustainably grown campus produce (e.g. Farm to Work, farm stands, etc.)
- Increase the number and variety of healthy and plant-based food offerings provided at campus food service locations
- Develop language for food vendor contracts emphasizing availability of healthy foods and food recovery
- Increase availability of healthy beverage options
- Continue student-run campus gardens as a co-curricular opportunity
- Evaluate food insecurity in the campus community

Outcomes

- Report on the state of the UT Austin food system by fall 2017
- Report on campus food insecurity by 2018
- Utilize periodic institutional surveys to gauge increased levels of awareness students and staff have about healthy food options



A workday at the student-run garden in East Campus.
Photo: UT Campus Environmental Center

Mobility

Commuting is often the largest cost for a household, after housing itself. Almost every mode of commuting imaginable is utilized by students, staff and faculty on a daily basis. The university is constantly working to improve safety and access across these modes, both on campus and in the surrounding city as was highlighted in the 2012 Campus Master Plan. In addition, UT Austin has several research units focused on transportation and mobility already collaborating with the operational units implementing mobility programs. Strategic investments will help students, staff and faculty learn and trust these options.

Goal

- Increase accessibility of alternative commuting options

Strategies

- Implement media campaign to promote the best commute options within five miles of campus
- Evaluate creative funding mechanisms for faculty and staff commuting alternatives
- Evaluate and communicate alternatives to single occupant vehicle commutes of more than five miles
- Expand UT shuttle access to reduce crowding
- Expand car sharing program
- Implement media campaign about the free access to the Capital Metro system for all members of the UT community

Outcomes

- Launch new media campaign by fall 2017
- Decrease number of single occupant vehicle commuters
- Develop and adopt transportation demand management strategy by 2020



Photo: Charlie Moore

Goal

- Increase safety and efficiency of all modes on campus

Strategies

- Expand availability of bikes and/or bike sharing program for campus community
- Improve bike/pedestrian interactions on campus
- Create media campaign about inter-modal safety
- Improve access for people with mobility disabilities
- Provide appropriate and convenient facilities on campus for people who bike or walk to work

Outcomes

- Achieve Bike Friendly Campus Silver rating by 2018
- Register 20,000 bicycles by 2020
- Develop new media campaign by fall 2017
- Develop report on distribution of facilities across campus by 2018

Sustainable Transportation on Campus

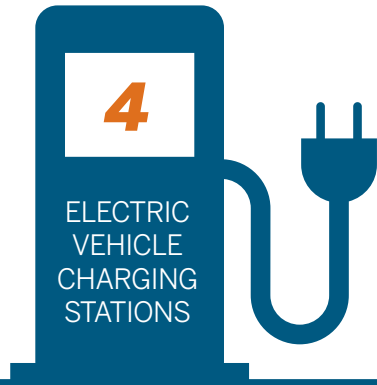
Annual bus ridership of more than

5 MILLION



4

ELECTRIC VEHICLE CHARGING STATIONS



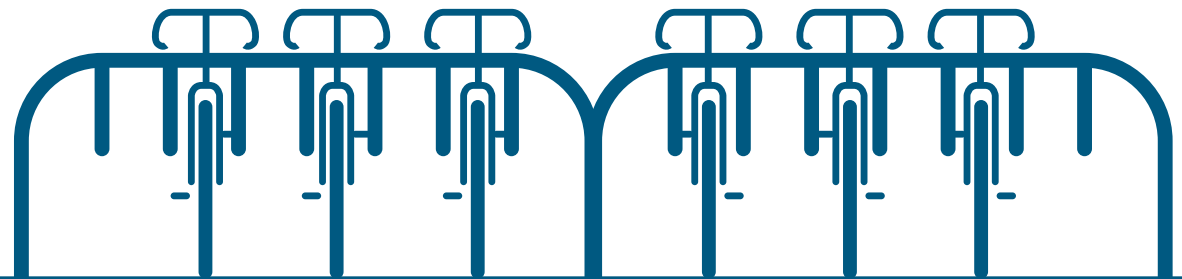
MORE THAN
1,000

CARPOOL PARTICIPANTS



MORE THAN
7,000

BICYCLE SPACES



TEACHING AND RESEARCH



L,R: Students conduct research in certified Green Lab, Scientific Inquiry Across the Disciplines.
Photos: Charlie Moore

Teaching and research are the core purpose of higher education. The current environmental, economic and equity concerns and needs of society are complex, interconnected and call for a global perspective on local solutions. We will ensure our students are prepared to think critically and creatively, lead and contribute in the 21st century.

We will embrace the biggest challenges of our time through integrated research, education and discourse.

Sustainability describes both the challenges facing society and the approach to transforming those challenges into opportunities — the core dimensions of higher education. The most enduring way for a university to engage in sustainability is through its students and faculty.

As a tier-one research university, our emphasis on research is unquestionable. Inviting and encouraging a wide range of scholars, whose research focuses on sustainability within their fields, will provide evidence for socially responsible decisions in the future, both nationally and globally. Changing the world must be about changing it responsibly. UT Austin is well situated to be part of the global conscience to investigate, record and publish on sustainable practices and encourage faculty across disciplines to work together in interdisciplinary research.

The university already has strong examples of this collaboration in the Environmental Science Institute, the Center for Sustainable Development, the TILTS program, and the emerging efforts of the Dell Medical School and the Center for Integrated Design in the College of Fine Arts, and the newly accredited bachelor of arts in sustainability studies.

Sustainability scholars act as role models for students who are interested in conducting their own research, using the campus as a living laboratory, on a city and regional scale, throughout Texas and with our border nations, and on a national scale. Giving students a chance to practice hands-on scientific and research methods where they can see the consequences of their studies encourages them to have more in-depth learning.

UT Austin already has a wealth of knowledge in scholars of sustainability, and their skills are being shared with students through courses emphasizing sustainability. Faculty have developed skills and outcomes for courses that are actively teaching students about sustainable futures. Students are participating in courses through experimental learning, while learning how to collaborate and think logically about the world around them.

Infusing aspects of sustainability into courses where students can think critically about sustainable issues will allow them to have reasoned, informed views. This will enhance and promote the vision of the university: “what starts here changes the world.”



Curriculum

Creating and delivering a quality curriculum that students want to learn is the biggest impact a public university can have. Course and degree content is often adapted over time as new science, knowledge and opportunities emerge. Our students are demonstrating their interest in sustainability with their course selections.

A course development award program launched in 2013 to encourage integration of sustainability into existing and new courses has resulted in 18 new or modified courses across 14 departments serving over 14,000 students as of the spring 2016 semester.



Students enjoy outdoor classroom space.
Photo: Marsha Miller

Goal

- Students achieve sustainability literacy regardless of major

Strategies

- Explore opportunities to link enrollment goals, academic achievement, retention rates and graduation rates to broader planning and sustainability goals
- Develop a sustainability course flag
- Continue course development awards program
- Continue development of new undergraduate degree options

Outcomes

- Increase in number of new course offerings and paths to degree completion that emphasize sustainability and utilize the campus environment in teaching strategies
- Provide colleges access to a voluntary sustainability flag by 2020
- Ensure 50,000 students have benefited from courses created by the course development awards program by 2020

Goal

- Enhance professional skill development as part of the curriculum

Strategies

- Integrate professional certification preparation into course syllabi in existing programs
- Identify additional professional certification opportunities

Outcomes

- Publish inventory of courses that prepare students for professional certification exams by 2018



Living Laboratory

The living laboratory concept connects academic learning across disciplines to real-world campus operations. This allows students to use our campus as a laboratory to connect lessons learned in the classroom to operational actions and efficiencies. With a daily population of more than 70,000 students, faculty and staff, the UT Austin campus functions similarly to a small city. Connecting student experiences to campus operations provides hands-on experience, actionable solutions and problem based learning. UT Austin as a living laboratory reinforces the need for collaboration and multidisciplinary perspectives to innovate solutions to 21st century challenges within and beyond our campus boundaries.

Goal

- Leverage UT Austin facilities as a living lab for teaching sustainable practices

Strategies

- Charge PSSC with expanding existing ad hoc undergraduate programs into formal living lab program
- Target course development awards to living lab methods and learning outcomes once determined
- Create undergraduate research opportunities within university operations, facilities or administration

Outcomes

- Deliver PSSC faculty report to the provost on a living lab program by 2018
- Measure improvement of campus facilities and processes as a result of research and classroom work



The School of Architecture's living wall attracts wildlife, helps cool the building, and serves as a natural air filter. Photo: Charlie Moore

Research Impact

A recent study by the Energy Institute found the university attracts and supports over \$70 million a year in energy related research. The university has a long tradition of research in conventional energy fields and a growing nexus of research in alternative energy and energy storage fields. A recent Office of Sustainability study of active awards in 2013 in the Office of Sponsored Projects found 12% were focused on sustainability issues, including non-engineering and geoscience fields such as environmental, natural and social sciences. We will continue leadership in our historical areas of strength and build our efforts in emerging sustainability fields.

Goal

- Promote research in sustainability fields

Strategies

- Cultivate media attention to non-traditional energy research

Outcomes

- Increase amount of research in alternative energy and sustainability fields

Goal

- Practice research with efficiency

Strategies

- Grow the Green Lab Initiative program
- Decrease chemical inventory through shifts in purchasing and culture
- Evaluate conservation and mitigation strategies for field research

Outcomes

- Achieve 100 participants in the Green Labs program by 2020
- Lower chemical volumes in labs
- Report on field research mitigation recommendations by 2019



Green roof projects at the Ladybird Johnson Wildflower Center encourage people to consider innovative ways of thinking about ecology. Photo: Ladybird Johnson Wildflower Center

Faculty Support



The Campus Conversation initiative was created to engage the faculty community across campus to discuss and identify opportunities to improve the undergraduate experience at UT Austin. Photo: Campus Conversation

The university has notable faculty who have focused on sustainability in their courses and research for many years, and they deserve recognition for their commitment. The university will find innovative means, including direct investment, to attract and reward faculty who invest themselves in sustainability. We will focus on enhancing UT Austin's commitment to sustainability in recruiting faculty.

Goal

- Faculty are supported in their teaching and research of sustainability

Strategies

- Cultivate media attention to faculty in sustainability fields
- Develop funding pool for faculty innovation in sustainability teaching and research
- Create a visiting scholar program focused on sustainability and cross-college collaboration

Outcomes

- Increase in media attention for faculty in sustainability
- Develop new funding source for faculty development by 2019
- Create new visiting scholar program by 2018

Civil Discourse



Humanities Institute, Difficult Dialogues Public Forum, "The Future of Water in Texas" Photo: Humanities Institute

An interest in sustainability can produce challenging questions about how society and institutions function and change. As a leader in higher education, UT Austin does not shy away from these conversations, but embraces them as opportunities for civil discourse, new partnerships and creative action.

Goal

- Be a model of civil dialogue on scenarios in sustainability

Strategies

- Develop seminar series on financial diversification and divestment
- Develop seminar series on environmental impact of fracking on UT lands
- Develop process for student-driven seminar series topics

Outcomes

- Launch a new scholarly series by 2018

CONSERVATION

Resource consumption is necessary to support our educational mission. It is also an increasingly visible reflection of university values of effectiveness and efficiency. We will push our already best-in-class programs to a unique level of excellence and bond these programs to our educational mission.

UT Austin enjoys a significant level of recognition for its efforts in resource conservation. Staff, faculty and students widely recognize that conservation is fundamental to institutional operations, both for efficiency and for minimization of environmental impact. We have an immense amount of control over our consumption and output. In the campus survey, the respondents displayed consensus, with over 70% placing high priority on energy efficiency and renewables, water conservation, waste minimization and green buildings. These items appeal to our campus as tangible successes in resource conservation.

The culture of efficiency long pursued by the UT Austin utility in energy production has been purposefully extended to other resource areas as addressed in the Natural Resources Conservation Plan. These efforts are driven equally by an interest in conserving funds as in conserving resources. Higher levels of distinction can be achieved in areas of existing high performance such as energy, water, resource recovery and green building. New opportunities for distinction are readily attainable in fleet operations, landscape and green purchasing.

The next level of excellence in resource conservation is to purposefully and visibly connect our operational successes and aspirations to classrooms and research labs.

A living lab program can be made richer by viewing it as a means of enhancing the experience of campus at the individual level, specific to an individual's role on campus. This adds value and recognition to the skill our staff bring to their role on campus, while benefiting students. In addition, students, staff and faculty will see more clearly the institution's commitment to managing resources wisely.

The goals establish high bars within each resource area, but all attainable through strategic investment and dedicated campus practices.



Director of Austin Water Greg Meszaros, associate vice president of Utilities & Energy Management Juan Ontiveros, vice president of UT Operations Pat Clubb and council member Mike Martinez turn the reclaimed water valve. Photo: Laurie Lentz

Energy

Today, UT Austin's power plant supplies almost 100% of the utility requirements for 20 million square feet serving 70,000 faculty, students and staff. Energy management efforts to date have enabled UT Austin to hold fuel consumption to that of 15 years ago, while the campus doubled in overall building space. Carbon emissions today are equivalent to 1977 levels.

In 2011, the Natural Resource Conservation Plan set a goal of reducing energy consumption at the building level by 20% by the year 2020 using 2009 as the base year. As of FY2014, 16.5% energy reduction has been achieved via technical efforts and campus engagement.

As the university undertakes planning efforts to meet future growth, reliable and efficient energy supply and its judicious utilization are critical components to preserve the university's utility assets and sustain plant performance.



Solar array on the Facilities Complex roof.
Photo: Griffin Gardner

Goal

- Offset campus space growth and related energy plant load growth envisioned in the Campus Master Plan

Strategies

- Implement new demand-side strategic plan for energy and water conservation projects in existing buildings
- Create a sustainable energy funding process to accelerate investment in energy and water conservation in an optimal manner
- Expand lab equipment efficiency program

Outcomes

- Adopt demand-side portfolio management and revolving fund approach adopted by 2017
- Achieve 20 percent reduction in energy use per square foot in buildings (over 2009 baseline) by 2020
- Adopt energy conservation operational and purchasing policies by 2017
- Adopt lab efficiency plan by 2020

Commitment

- Investigate feasibility of avoiding the need for another thermal energy plant (estimated at \$150M) to support campus growth envisioned in the Campus Master Plan

Goal

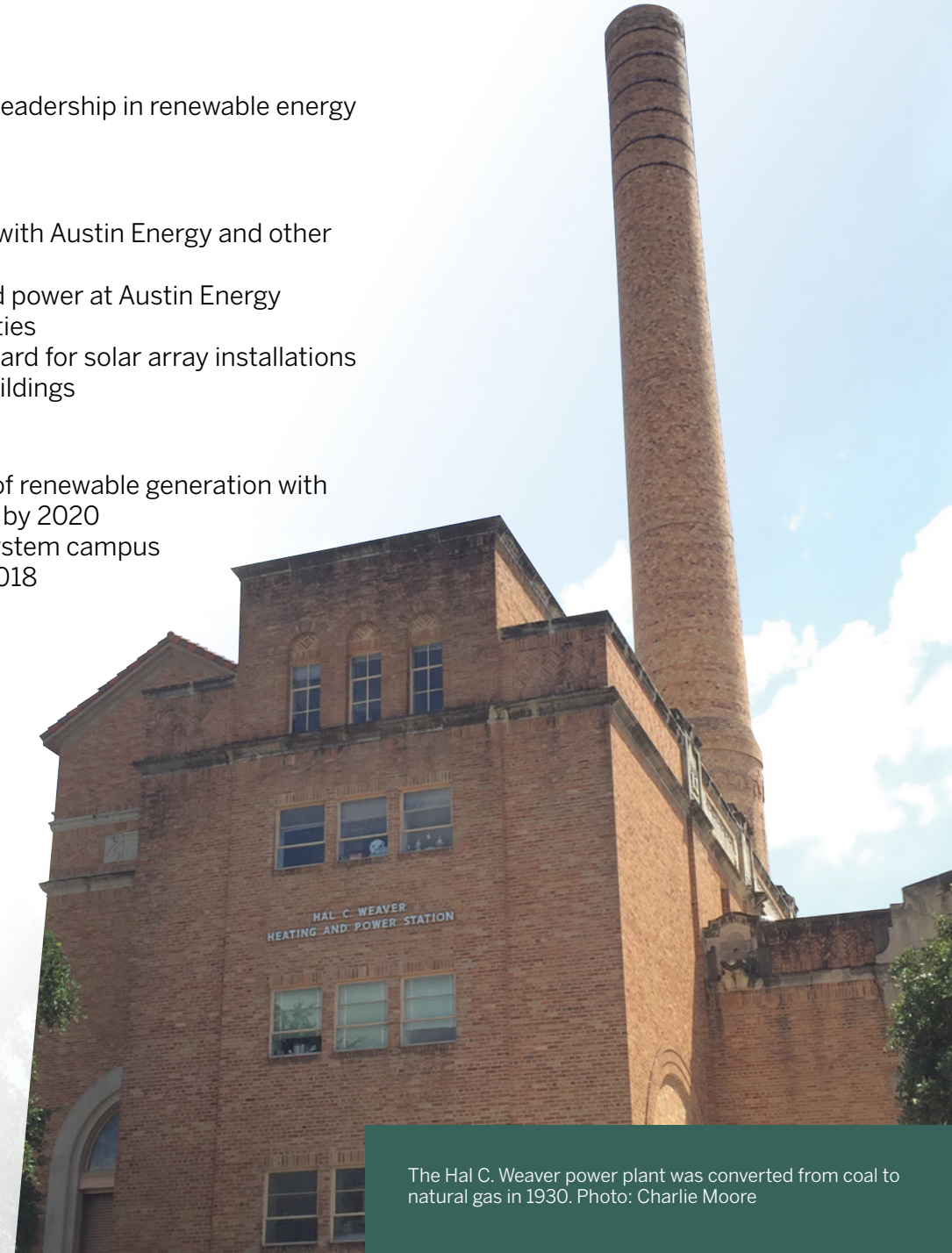
- Demonstrate leadership in renewable energy investments

Strategies

- Explore PPAs with Austin Energy and other providers
- Purchase wind power at Austin Energy supplied facilities
- Develop standard for solar array installations on campus buildings

Outcomes

- Create 2 MW of renewable generation with Austin Energy by 2020
- Adopt solar system campus standard by 2018



The Hal C. Weaver power plant was converted from coal to natural gas in 1930. Photo: Charlie Moore

Water

Water is a critical resource in our region with the dual pressures of chronic drought and rapid population growth. The Natural Resource Conservation Plan for the university set an ambitious sustainability goal of reducing campus water consumption by 20% by the year 2020, with a baseline of 2009. As of FY2014, we have reached this goal by avoiding 21% of water consumption by managing domestic water, irrigation upgrades, utilization of reclaimed water and water recovery strategies. With rising rates and scarcity of resources, we are committed to doing more on campus to reduce our use of water and being leaders through innovation and dedication.



Water falls at Chilling Station No. 6 on campus. Photo: Daily Texan

Goal

- Demonstrate leadership on water efficiency in utility, irrigation and building consumption

Strategies

- Develop standards for design, installation and maintenance of cisterns on campus
- Continue research on opportunities for switching irrigation zones to non-potable sources
- Investigate expansion of recovered water system for making up evaporative losses in cooling towers
- Update water fixture standards
- Evaluate reduction of once-through water use in labs
- Establish baselines of campus equipment's utilization of water
- Evaluate feasibility of net zero water buildings on campus

Outcomes

- Adopt cistern system campus standard by 2018
- Achieve minimum irrigation water system by 2020
- Reduce by half the potable water used in cooling towers by 2020
- Adopt new water fixture campus standard by 2018
- Conduct feasibility analysis of expanded water recovery by 2020

Commitment

- Investigate feasibility of an on-campus wastewater treatment facility. While certainly a major capital investment, the anticipated cost of potable water, reclaimed water and wastewater fees will increase in coming decades.

Resource Recovery and Waste

Everyone has heard the slogan, “reduce, reuse, recycle.” It is synonymous with sustainable resource use and is often one of the first environmental behaviors people choose. Yet, despite this message, a significant portion of the trash now sent to the landfill by the institution could have been recycled or composted. The Natural Resource Conservation Plan set the goal of achieving a Zero Waste Campus by 2020. This goal heralded a new era in which waste is no longer seen as an inevitable byproduct of supporting the university’s educational mission.

As the university continues to grow, resource recovery will continue to expand to foster the highest and best use of university resources and diverting or eliminating waste wherever possible.

Goal

- Demonstrate leadership in both reduction and diversion of waste

Strategies

- Right size solid waste and recycling infrastructure
- Develop reuse/recycle programs for special and/or not readily recyclable materials
- Develop programs to encourage highest and best use of materials
- Convert major campus events to zero waste
- Expand food waste avoidance, donation programs, and organics diversion campus wide
- Promote UT Austin as a national model for waste diversion for a research university by 2020
- Reduce hazardous waste generation in labs

Outcomes

- Adopt a resource recovery plan by 2017
- Achieve a Zero Waste Campus by 2020
- Achieve 50 percent per capita reduction in waste by 2030
- All food service locations participate in a food recovery program by 2020
- Adopt a hazardous waste reduction plan by 2017

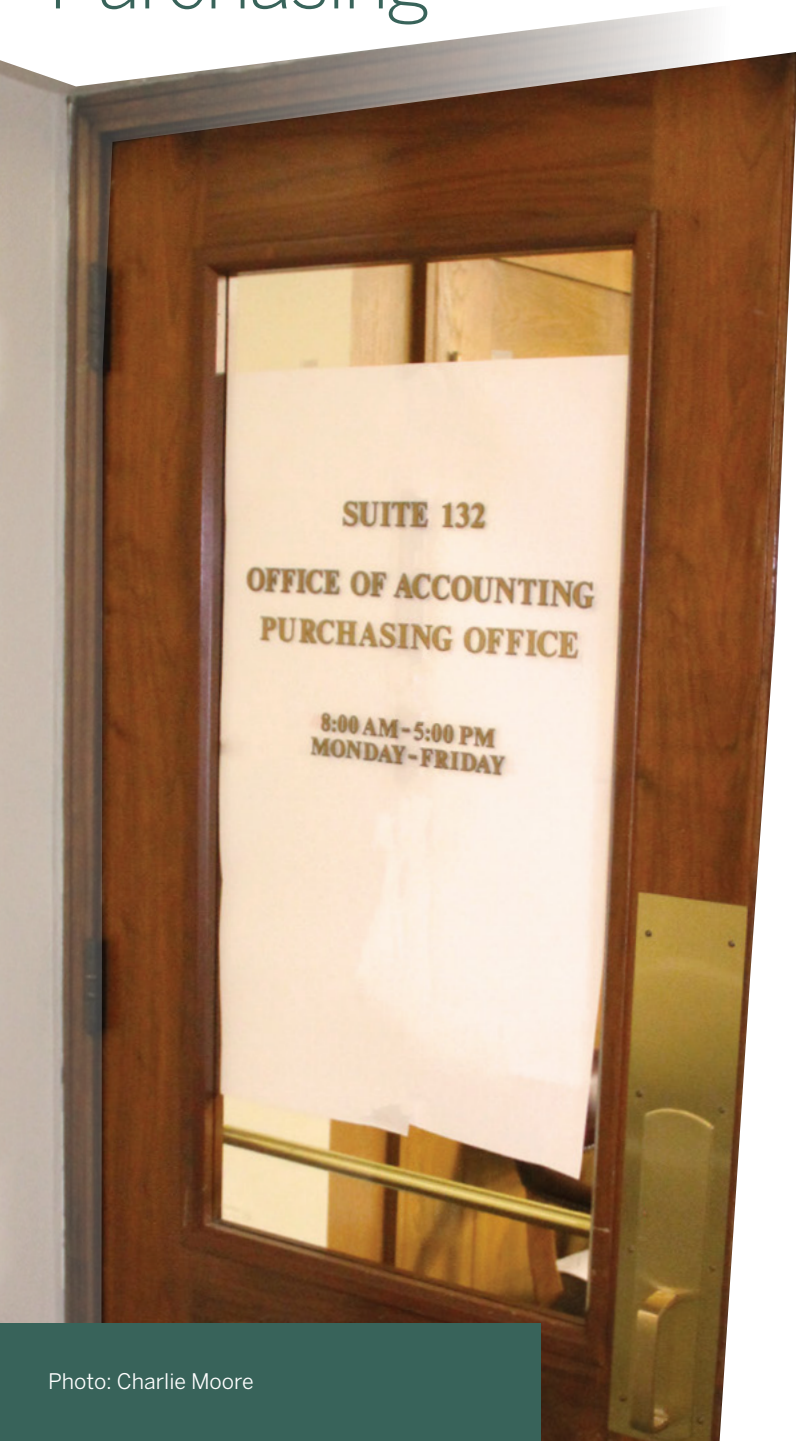
Commitment

- Investigate opportunities to maximize diversion and returns to the university. This should include but not be limited to expanding current routes, investing in technological improvements to existing infrastructure, and separating recyclable materials into commodities. All of this contributes to the goal that UT Austin becomes a nationally recognized leader in resource recovery.



New bin standards will support recycling awareness and diversion.
Photo: Charlie Moore

Purchasing



A commitment to green purchasing is one of the most impactful actions an institution can take. UT Austin has already become a member of the Sustainable Purchasing Leadership Council and has access to many advisory documents and best practices concerning sustainable purchasing. In addition, we already have mechanisms to preferentially support historically underutilized businesses (HUB), which are often available to us locally. A green purchasing goal commits us to working within our available legal means to reduce harm to people and planet in our purchasing decisions, and make it ever easier and more convenient for our internal purchasers to make sustainable decisions.

Goal

- Purchasing policies reflect and reinforce campus sustainability values and initiatives

Strategies

- Evaluate adoption of unified standards for environmentally preferred products from the Sustainable Purchasing Leadership Council and other verified global leaders in purchasing
- Evaluate adoption of major vendor standards for waste minimization, including eliminating air and water pollutants, in manufacture and delivery of products
- Evaluate adoption of standards on material recyclability or compostability, takeback and reuse
- Evaluate adoption of State Energy Conservation Office requirements and the Environmental Protection Agencies Energy Star requirements for laboratory, kitchen and office equipment
- Host conference on sustainability with major vendors
- Support opportunities for study of the university's purchasing impacts in classrooms and other academic settings

Outcomes

- Create new content for *Handbook of Operating Procedures* by 2018
- Report analysis of major vendor standards to chief financial officer by 2018
- Obtain 50 percent increase, from 2016 baseline, in contracts containing sustainability considerations regarding waste or other impacts by 2020
- Make purchasing data available for research purposes by 2019

Fleet

UT Austin owns a fleet of over 600 vehicles of various fuel types in addition to almost 200 electric utility carts. Vehicles range from very light duty to field vans to garbage trucks. Even though the total number of vehicles hasn't significantly changed, overall fuel use decreased 28 percent between 2009 and 2015. Despite this achievement, significant additional efficiencies in fleet management are possible.

- Goal**
- Reduce carbon impact of campus fleet

- Strategies**
- Continue to inventory and measure consumption and carbon impact of fleet vehicles
 - Support purchasing strategies for high efficiency vehicles
 - Adopt a no idling policy

- Outcomes**
- Show decrease in the carbon impact of overall fleet every year through 2020

- Goal**
- Centralize the campus fleet

- Strategies**
- Incentivize strategic replacement of outdated vehicles with more efficient vehicles

- Outcomes**
- Present a centralized fleet plan to chief financial officer by 2018



The UT Austin fleet includes almost 200 electric carts. Photo: Charlie Moore

Buildings



Norman Hackerman Building is a LEED certified GOLD building.
Photo: College of Natural Sciences

The 2012 Campus Master Plan focused primarily on the quality and contribution of the physical campus environment to the operational and education mission of the university. The strategies identified in the Campus Master Plan, as well as the companion plans, are reinforced here.

Goal

- Enhance campus while accommodating growth

Strategies

- Continue to pursue the 2012 Campus Master Plan goals

Outcomes

- Summary report from Campus Master Plan Committee on growth patterns by 2020

Goal

- Continue investment in high performance buildings





Strategies

- Integrate LEED v4 and SITES prerequisites into campus standards
- Adopt LEED v4 Silver as new campus standard
- Develop green custodial procedures
- Investigate LEED Lab program bridging operations and academics
- Develop standards for evaluating actual building performance

Outcomes

- Adopt new campus standards that reflect high performance objectives by 2018
- Adopt LEED v4 Silver as new campus capital project standard by fall 2016
- Adopt LEED goal for major campus renovations by 2017
- Certify at least one LEED Existing Building certified building by 2020
- Adopt energy performance modeling standard by 2018



-  LEED Certified Buildings
-  Existing or Under Construction Building
-  Potential Future Building Site
-  Non - UT Building

Landscape



Waller Creek.
Photo: Charlie Moore

The spring 2014 UT Austin Landscape Master Plan focuses primarily on the quality and function of the physical campus environment. Landscape encompasses the aesthetic and practical makeup of campus trees, vegetation, the shape of the land, a diversity of fauna and unique features such as Waller Creek. Our campus landscape is highly interactive and a frequent area of engagement for students, staff, faculty and visitors and invites a connection to the mission of the university. The continued health and ecological function of our landscape reflects our commitment to operational excellence.

Goal

- Enhance resiliency, ecosystem service functions and beauty of the campus landscape

Strategies

- Integrate 2014 Landscape Master Plan into campus standards
- Improve stormwater management practices to reduce erosion, improve water quality, and reduce the rate of runoff
- Evaluate standards for campus trees

Outcomes

- Adopt new standards based on Landscape Master Plan and SITES prerequisites for capital and major renovation projects by 2018
- Adopt new campus standards for trees by 2017

Goal

- Restore Waller Creek as a natural environment and campus amenity

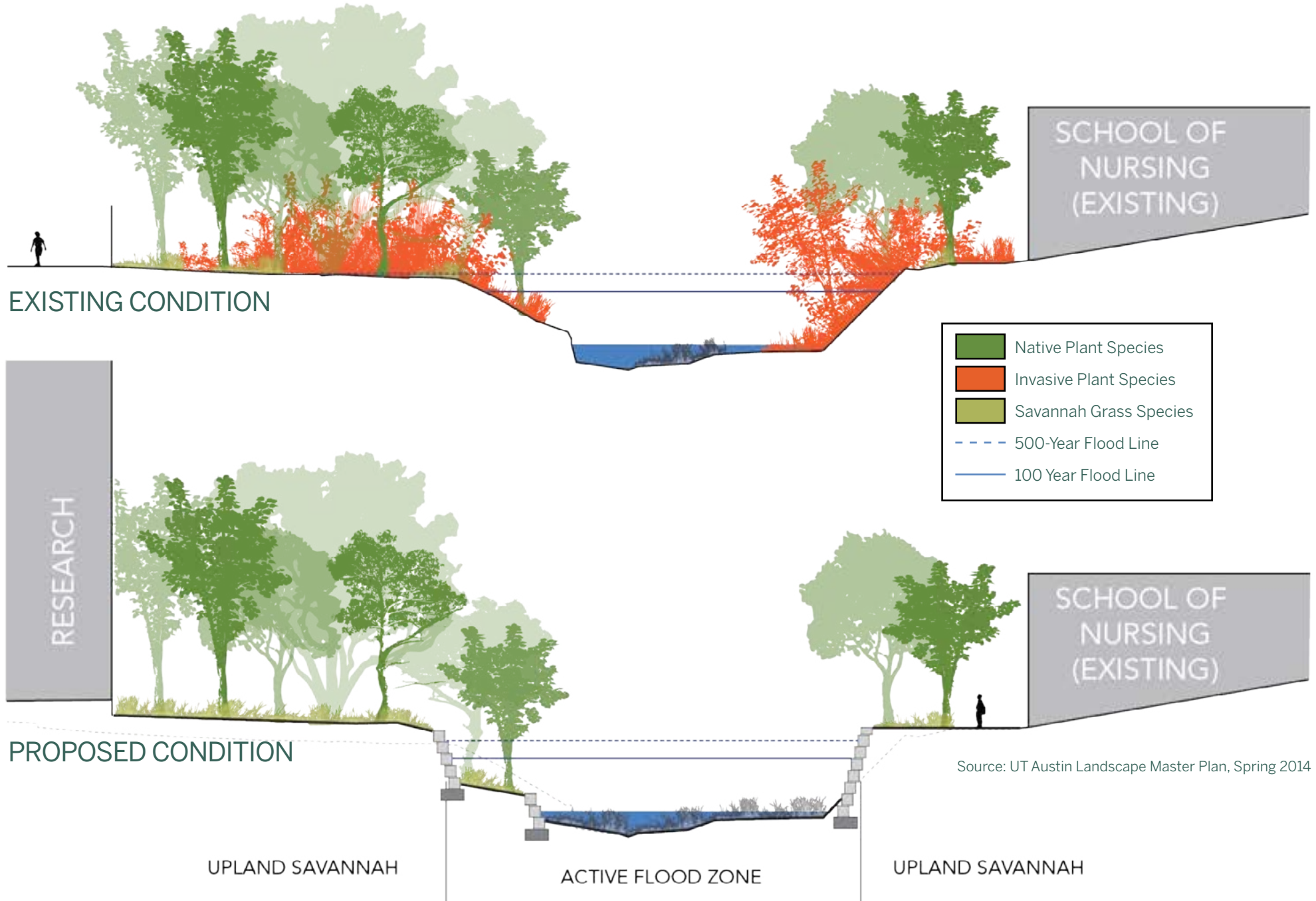
Strategy

- Collate existing initiatives into a plan for Waller Creek

Outcome

- Adopt plan for Waller Creek by 2019

WALLER CREEK IN MEDICAL DISTRICT



PARTNERSHIPS

The university depends on and is strengthened by strategic, effective partnerships, especially in times of uncertainty and aspiration. We will continue to enable collaboration within the campus and expand our external relationships in the service of the university mission, local economic prosperity, social benefit and sustainability advancement.

The previous five priority areas discussed advancing sustainability through leadership, providing meaningful experiences and opportunities for all, teaching students to address complex challenges, leading in innovative research and conserving our resources. While these are all essential components of becoming a sustainable university, we would be remiss if we limited ourselves to only considering sustainability within our campus footprint.

By their nature, sustainability issues — such as economic development, affordable housing, transportation and mobility, access to healthy food, air quality, water quality and quantity, and resource conservation — are networked issues that flow, often quite literally, across jurisdictional boundaries. The streams, roads and air that pass through the UT Austin campus continue along through the City of Austin, Travis County and beyond.

Therefore, we must work to develop networks of relationships — both within UT Austin and externally — that are mutually beneficial in advancing sustainability throughout our region.

Looking internally, we will continue to enhance our existing sustainability partnerships and look for new ways to partner within UT Austin. Developing the living lab model, as discussed in the *Teaching and Research* section, can help us further internal partnerships and use the campus as a laboratory to test innovative ideas.

Looking externally, we have many opportunities for new synergistic relationships, including advancing existing partnerships with the City of Austin, Austin Resource Recovery and Capital Metro. Additionally, the 2012 Campus Master Plan recommends several key partnerships, including Capital Metro on mobility issues and strategic partnerships with a focus on launching an Innovation District anchored by a new medical district. The 2012 Campus Master Plan also highlights opportunities in economic development and linking the education mission with community needs.

While partnerships are a key component of university success in any endeavor, we focus on sustainability related partnerships in the following goals, strategies and outcomes. Our overarching goal is to continue to break down silos (both internal and external) while ensuring that collaboration is a win for all stakeholders.



Texas Capitol as seen from South Congress Avenue.
Photo: Marsha Miller

Internal Partnerships



The Student Sustainability Showcase was designed to showcase the organizations, students and diverse projects focused on sustainability. Photo: College of Natural Sciences

As with many large institutions, internal collaboration – the breaking down of silos – has become a self-fulfilling cliché. In recent years, several internal partnerships between operational units have led to new and popular sustainability related initiatives such as Longhorn Lights Out, the Wellness Network, Staff Sustainability Roundtable, and perhaps most encouraging, the year-long collaboration in 2014-2015 with Texas CityLab that involved the School of Architecture and the university's Facilities Services division.

Partnerships between internal divisions increase job satisfaction and interest while also bringing positive attention to the university for modeling innovative solutions to problems.

Goal

- Interdepartmental collaborations around sustainability will be expanded and celebrated

Strategies

- Develop incentives for collaboration between academic and non-academic departments
- Continue and expand Green Offices program
- Collaborate on award and grant applications

Outcome

- Increase recognition and resources for interdepartmental collaborations

Goal

- Texas Athletics will be a leader in collegiate athletic sustainability

Strategies

- Increase number of Zero Waste Athletics events including hosting a Zero Waste football game
- Educate and collaborate with all stakeholders to implement Athletics sustainability initiatives
- Implement building automation software at all Athletics facilities
- Seek sponsorship, grants and corporate support of sustainability initiatives and activities
- Determine the feasibility of reducing water and electricity usage within Athletics facilities

Outcomes

- Achieve Zero Waste at all Athletics events by end of calendar year 2018
- Achieve Zero Waste in day-to-day operations of Athletics by end of calendar year 2020
- Reduce overall energy consumption by 20 percent in Athletics facilities by end of calendar year 2020
- Create Athletics unit-level sustainability plan incorporating social and environmental initiatives

Commitment

- Investigate the feasibility of including green building features into existing Athletics facilities and all major facility renovations

External Partnerships

Recognizing that sustainability issues are not confined to jurisdictional boundaries, collaboration within the Austin region is necessary to advance sustainability. Fortunately, Austin benefits from many existing organizations and governmental agencies working toward similar sustainability goals. We will continue existing partnerships and enable new collaborations within our region. We are also strengthened by state and national partnerships. We will continue to seek out new partnership opportunities with sustainability related organizations, higher education institutions, governmental agencies, corporate partners and foundations.

Goal

- UT Austin contributes to achieving the sustainability goals of the City of Austin and other governmental entities in Central Texas

Strategies

- Establish regular communications to collaborate around energy, water and recycling achievements
- Collaborate further with the City of Austin and the Rocky Mountain Institute regarding transportation demand management participation
- Explore specific collaboration opportunities with Austin Office of Sustainability, Austin Resource Recovery, Austin Water, Austin Wastewater, Austin Police Department, Austin Transportation Department, etc.
- Seek additional partnership opportunities on grant applications

Outcomes

- Report on the state of town-gown sustainability relationships by fall 2018

Commitment

- Building on the success of Texas CityLab, housed in the School of Architecture, and the many innovative internships and professional experiences championed by various faculty, we will seek to expand the living lab concept to include academic opportunities in the surrounding City of Austin and Central Texas region.



Goal

- UT Austin's corporate and foundation partners' sustainability interests are recognized through their investments in the university

Strategies

- Leverage existing campus corporate partnerships to support campus sustainability initiatives and research
- Pursue new corporate partnerships that enhance the campus sustainability experience
- Promote existing and new foundation partnerships that enhance the campus sustainability experience

Outcomes

- External funding for campus sustainability initiatives doubles by 2020

Goal

- Share expertise and opportunities within higher education to advance sustainability

Strategies

- Continue collaborations within Central Texas higher education institutions
- Continue to support the Texas Regional Alliance for Campus Sustainability with staff time
- Establish presence and regular communications with other national higher education institutions

Outcomes

- UT Austin is a recognized leader in sustainability among our peers in higher education

Goal

- Regional K-12 institutions view UT Austin as a destination for sustainability education

Strategies

- Expand UTeach programs focused on sustainability
- Seek working relationships with regional independent school districts on their sustainability efforts and planning
- Incorporate sustainability outreach and engagement into Explore UT programming

Outcomes

- Increase sustainability education opportunities for regional K-12 students by 2020

NEXT STEPS

Communications

The Sustainability Master Plan lays the foundation to establish UT Austin as a national and international leader in sustainability. An integrated communications plan has been developed to support the master plan across its six key areas.

The communications plan is designed to educate, motivate and engage a wide range of audiences including UT students, faculty, staff and alumni as well as external stakeholders. The plan includes initiatives to tell the UT sustainability story in impactful and meaningful ways across print and digital channels.

Engagement

We are committed to every member of the UT Austin community. We want everyone to feel they have opportunities to shape campus sustainability. That's why the Sustainability Master Plan is a living document that will evolve and change to reflect current conditions and future commitments. The plan strives to infuse sustainability throughout each individual's experience on campus. The campus community will be invited to review the status of the plan and help shape future renditions.

Reporting

The Office of Sustainability is tasked with tracking and reporting progress on the Sustainability Master Plan. This includes planning future engagement events and facilitating working groups for each five year comprehensive review. The plan will operate on a schedule of status reports every two years and comprehensive reviews and plan updates every five years, through 2030.

From plan adoption through fall 2017, the Office of Sustainability will develop the plan reporting structure and begin collecting data on sustainability progress. In 2018, we will publish the first status report and host a town hall style event to engage the campus community. To prepare for the comprehensive plan review and update in 2020, we will launch a survey in fall 2019 and host outreach sessions. Based on campus feedback, a new working group will be formed to update the Sustainability Master Plan for release in 2020.

Our focus is to generate awareness and share successful outcomes and real life experiences. We want to ensure that all audiences, both internal and external, are aware of and have a positive perception of sustainability at UT Austin.



The Sustainability Master Plan Working Group holds regular meetings to discuss the future of sustainability on campus. Photo: Charlie Moore

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GLOSSARY

Baldrige Award: an award for performance excellence for both private and public organizations awarded by the President of the United States of America

Building Automation Systems (BAS): the automatic centralized control of a building's heating, ventilation, and air conditioning, lighting and other systems through a management system that allows operators to manage the systems remotely versus in the field

Building Optimization: a methodology of making a building operate as fully perfect and effective as possible based on existing energy and resource loads

Commitment: a commitment of support or recommendation for future research in areas with insufficient information to set actionable goals, strategies and outcomes at this time

Continuous Commissioning®: an ongoing process to resolve operating problems, improve comfort and optimize energy use for existing commercial and institutional buildings and central plant facilities (Texas A&M Energy Systems Laboratory)

Demand-Side Management (DSM): the practice of utilizing energy efficiency, energy conservation and behavior strategies to reduce generation of energy

Demand-Side Strategic Plan: a demand-side energy and water conservation plan to offset campus space growth and related energy plant load growth envisioned in the Campus Master Plan

Employer of Choice: an employer that cultivates leadership, culture and best practices that attract and retain the best talent

Energy Conservation: is a demand-side management strategy that reduces energy by optimizing building performance through operational changes and behavior change to reduce energy generation

Energy Efficiency: is a demand-side management strategy that utilizes the replacement or addition of energy efficient equipment to reduce energy consumption

Energy Utilization Index (EUI): an energy metric used for benchmarking. It is calculated by taking the total annual energy use of a building divided by the gross square footage of that facility

Existing Building Commissioning (EBCx): a systematic process for investigating, analyzing and optimizing the performance of building systems through the identification and implementation of low/no cost and capital intensive Facility Improvement Measures and ensuring their continued performance (The Building Commissioning Association)

Flags: Flags, also called Course Flags, are identified, "flagged" courses that have a substantial focus on core topics and essential skill sets for each undergraduate student to prepare for a complex world

Farm to Work: a community supported agriculture program that allows members of the UT Austin community to purchase a box of produce online and pick it up on campus

First-Year Interest Groups (FIGS): a program to help first-year students develop a sense of community and connectivity to UT Austin. FIGS are small groups of first-year students who take two to four courses together and attend a weekly seminar lead by a peer mentor and staff facilitator.

Goal: an aspirational idea to be accomplished by 2030 that is implemented through specific strategies to achieve plan outcomes

Greenhouse Gases: any gas that contributes to the greenhouse effect by absorbing infrared radiation and radiating heat in all directions. Greenhouse gases include carbon dioxide, methane, nitrous oxide, ozone, chlorofluorocarbons, hydrofluorocarbons, perfluorocarbons and sulfur hexafluoride.

Leadership in Energy & Environmental Design (LEED): LEED is a green building certification program that recognizes best-in-class building strategies and practices. LEEDv4 is the current version of the program and includes various rating systems to apply to all project types. LEED is a program of the U.S. Green Building Council (USGBC).

Living Laboratory: The living laboratory paradigm connects academic learning across disciplines to real-world campus operations. This allows students to use the UT Austin campus as a laboratory to connect lessons learned in the classroom to operational actions and efficiencies.

Materials Recovery Facility (MRF): a specialized facility that collects, separates and prepares recyclable materials to be sold to be recycled into new products

Measurement and Verification (M&V): the process of using measurement to reliably determine actual savings created within an individual facility by an energy efficiency/conservation project. Savings cannot be directly measured, since they represent the absence of energy use. Instead, savings are determined by comparing measured use before and after implementation of a project, making appropriate adjustments for changes in conditions.

Municipal Solid Waste (MSW): everyday items that are discarded from homes, schools and businesses. These items include office waste, food waste and classroom waste but do not include regulated waste including hazardous or biomedical waste.

Net Zero Water Campus: a campus that is designed, constructed, or renovated and operated to greatly reduce total water consumption, use non-potable sources as much as possible, and recycle and reuse water in order to return the equivalent amount of water as was withdrawn from all sources, including municipal supply, without compromising groundwater and surface water quantity or quality

Natural Resource Conservation Plan (NRCP): the NRCP established resource conservation and reduction goals. The NRCP includes specific goals for demand-side energy efficiency for renewable energy, water conservation, waste management, campus fleet and mass transit for UT Austin, water conservation, waste management, campus fleet and mass transit. The plan was created by the President's Sustainability Steering Committee and adopted in 2011. Progress toward NRCP goals is tracked and reported.

Outcome: a specific, measurable deliverable to be achieved on or before 2020

Princeton Review® Green College Honor Roll: *Princeton Review* has an annual green rating list of colleges and universities. Colleges that achieve the highest possible rating are included on the Green College Honor Roll.

Priority Areas: the six core focus areas of the Sustainability Master Plan, which stem from past accomplishments, current campus context and future vision

Portfolio Management Approach: the centralized management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing and controlling projects, programs, or other related work to achieve specific strategic objectives

Potable Water: potable water or improved drinking water, is water safe enough for drinking and food preparation

PPAs: a contract between two parties, one who generates electricity for the purpose (the seller) and one who is looking to purchase electricity (the buyer)

Presidents Sustainability Steering Committee (PSSC): the PSSC was formed in 2007 by President Bill Powers. The PSSC is comprised of faculty, administrators, student representatives and other key partners as a forum for ongoing discussions about sustainability priorities at UT Austin.

Retro-commissioning: a process that seeks to improve how building equipment and systems function together for a facility that has never before been commissioned

Revolving Fund: an internal fund that provides financing to parties within an organization to implement energy efficiency, renewable energy and other sustainability projects that generate cost-saving

SITES®: The Sustainable SITES Initiative (SITES®) is a rating system that measures the performance of sustainable landscapes. The SITES® program was developed by the American Society of Landscape Architects, The Lady Bird Johnson Wildflower Center at UT Austin and the United States Botanic Garden.

GLOSSARY (cont.)

STARS® Rating: STARS® stands for the Sustainability Tracking, Assessment & Rating System™, which is a program of the Association for the Advancement in Higher Education (AASHE). STARS® is a self-reporting tool for universities to measure their sustainability performance.

Stormwater: runoff from rain or snowfall on impervious surfaces, such as roads, sidewalks and driveways, which prevent precipitation from naturally soaking into the ground. Stormwater runoff often contains debris, chemicals and other pollutants that are picked up from impervious surfaces.

Strategy: a specific, measurable action with clear and immediate implementation methods needed to achieve a goal

Sustainability: the simultaneous pursuit of environmental quality, economic vitality, social equity and inclusion to address current needs without compromising the needs of future generations

Sustainability at UT Austin: sustainability refers to societal efforts that meet the needs of present users without compromising the ability of future generations to meet their own needs. Sustainability presumes that the planet's resources are finite, and should be used conservatively, wisely and equitably. Decisions and investments aimed to promote sustainability will simultaneously advance economic vitality, ecological integrity and social welfare. (Campus Sustainability Policy HOP 3-1010 and Campus Master Plan)

Values: the guiding concepts underlying the multi-year sustainability vision for the campus

Water Conservation: a demand-side management strategy that reduces water by optimizing building performance through operational changes and behavior change to reduce water consumption

Water Efficiency: a demand-side management strategy that utilizes the replacement or addition of water efficient equipment to reduce water consumption

Water Recovery: water recovery is a concept that recovers consumed water and uses it for non-potable purposes. UT Austin's water recovery

program has been active since the 1980s. UT Austin power plant recovers water that has been used for cooling laboratory equipment, swimming pool drain water, groundwater, and air conditioning condensate, and uses it to offset evaporation in plant cooling towers. No recycled water is used for drinking, flushing or any other domestic purpose.

Water Utilization Index (WUI): a water metric used for benchmarking. It is calculated by taking the total water use of a building divided by the gross square footage of that facility.

Zero Waste: ninety percent or higher diversion of municipal solid waste (MSW) from the landfill or incineration. Zero waste incorporates both downstream diversion of waste streams from the landfill to recycling and composting as well as upstream reduction of waste at the source.

SURVEY METHODOLOGY AND RESULTS

Along with public meetings and focus groups, a campus-wide survey was designed as part of the early stages of organizing the Sustainability Master Plan. Its purpose was to encourage as many in the UT Austin campus community as possible to weigh in on sustainability issues. Trade-offs in the number of questions and question topics were made to keep the survey brief, yet also cover as wide a range of topics as possible.

The survey was open during the month of October 2015 for all 70,000 students, faculty and staff. Over 3,100 responses were received. Sixty-six percent (2,053) of the total responses were from students, 27 percent (843) from staff and seven percent (227) from faculty (the campus population is approximately 78 percent students, 18 percent staff, and five percent faculty).

Finding 1: Large majority (80 percent) across the UT Austin campus feel sustainability should be a high priority over the next 15 years.

- 79 percent undergraduates
- 82 percent graduates
- 82 percent faculty Members
- 80 percent staff

This is a larger degree of support for sustainability than we anticipated, and it is helpful to have such a unified degree of support.

Finding 2: Broad consensus exists - over 60 percent view eight solutions as highest priorities

- Energy (78 percent) and water conservation (79 percent)
- Decreasing trash and landfill (77 percent)
- Investing in renewables (74 percent)
- Investing in research and innovation (71 percent)
- Green building (69 percent)
- Making fresh / local food more available (63 percent)
- Teaching students to live sustainably (61 percent)

Finding 3: UT Austin students (59 percent) feel “we are making good progress on social equity” compared to 41 percent of faculty and 50 percent of staff.

- Affordability and diversity are major issues for many on campus.
- Verbatim comments indicate that salary disparity is a concern for faculty and staff.
- Some do not see social equity as part of sustainability.
- Further dialogue is needed to focus on solutions for social equity across these issues.

Finding 4: More than 50 percent want to make campus more “bike and pedestrian friendly” and 48 percent want to go as “car free” as possible – but more affordable and reliable options are needed first.

- Going “car free” is not perceived as a realistic strategy given existing local transit limitations.
- Since the Sustainability Master Plan is a 15 year plan, additional options may become more feasible during that timeframe.

QUICK REFERENCE GUIDE TO SUSTAINABILITY MASTER PLAN GOALS

Priority Area	Sub-Area	Goals	Strategies	Outcomes
LEADERSHIP	Executive Commitment	Sustainability is integral to the identity of UT Austin	<ul style="list-style-type: none"> • Recharge the President's Sustainability Steering Committee • Update the Campus Sustainability Policy (HOP 3-1010) • Explore opportunities to connect sustainability with research and academic goals 	<ul style="list-style-type: none"> • Adopt new Campus Sustainability Policy by 2018 • Deliver PSSC Faculty report to the Provost on Living Lab Program by 2018
	Culture of Excellence	Create and foster a culture of sustainability excellence among university stakeholder groups	<ul style="list-style-type: none"> • Report every two years on sustainability progress, comprehensively review and update every five years and communicate progress to the university and external community • Deepen integration of sustainability into facilities development process • Establish sustainability commitments at the dean/vice president/upper administrative/prominent campus leader levels • Support unit-level strategic plans to incorporate sustainability 	<ul style="list-style-type: none"> • First implementation report on Sustainability Master Plan strategies by 2018 • Guide for integration of sustainability into unit-level strategic plans by 2020

Priority Area	Sub-Area	Goals	Strategies	Outcomes
LEADERSHIP	Model Institution	UT Austin is recognized as a leader in sustainability among public research universities	<ul style="list-style-type: none"> • Apply for internal and external awards • Present at and host conferences • Increase participation in national sustainability networks • Maintain and improve performance on higher education ranking systems for sustainability • Increase contributions to trade, academic and specialty publications covering sustainability achievements • Expand and support collaborative work generated by UT Staff Council and Sustainability Staff Roundtable with targeted initiatives by faculty and students 	<ul style="list-style-type: none"> • Achieve STARS Gold by 2020 • Maintain Princeton Review Green College Honor Roll status • Serve in leadership roles in higher education sustainability organizations and events • Obtain additional awards and recognitions, including internal recognition of sustainability staff

COMMITMENT

Many of UT Austin's peer institutions have made public commitments to greenhouse gas and carbon emission reductions. Various factors lead to these commitments, including student pressure, government regulation, as well as research opportunity, competitive distinction and a recognition that universities should lead by example in both the science and commitment to action in response to climate change. Over the next several years, UT Austin will evaluate establishing greenhouse gas reduction goals in alignment with both UT System policy and the other goals in the Sustainability Master Plan.

Priority Area	Sub-Area	Goals	Strategies	Outcomes
EXPERIENCE AND CULTURE	Undergraduate	Integrate sustainability into the first-year experience	<ul style="list-style-type: none"> • Create a sustainability focused living learning community within the Division of Housing and Food Service • Support inclusion of sustainability topics into first-year interest group (FIGs) • Introduce all first year students to sustainability during student orientation 	<ul style="list-style-type: none"> • New living learning community admits students by 2018 • First year students demonstrate awareness of sustainability at the university • Mandatory sustainability session during student orientation by 2018
	Undergraduate	The values and culture of sustainability are evident throughout the undergraduate experience	<ul style="list-style-type: none"> • Expand co-curricular opportunities for student sustainability programs to provide experiential learning opportunities for students to learn about sustainable lifestyle choices • Evaluate contribution of sustainability programs to student success • Enhance student influence on campus sustainability decisions and programs • Increase the number of green jobs on campus • Support events to showcase students' contributions to campus and scholarship around sustainability • Nominate more students for local and national sustainability awards and fellowships • Continue the Green Fee program 	<ul style="list-style-type: none"> • Increase number of students served by sustainability programs by 2020 • Increase positive student response to sustainability related topics in annual institutional surveys • Create opportunities for students to demonstrate basic sustainability literacy and knowledge • Track contribution of on-campus green jobs and internships to career placement

Priority Area	Sub-Area	Goals	Strategies	Outcomes
EXPERIENCE AND CULTURE	Graduate	Encourage graduate-level engagement with sustainability to add value to the university experience	<ul style="list-style-type: none"> • Enhance graduate student influence on campus sustainability decisions and programs • Support graduate level symposium with professional networking opportunities • Increase visibility, utility and convenience of sustainability infrastructure specific to graduate student facilities • Expand co-curricular opportunities for graduate students to apply sustainability in their careers through professional study, internships and certifications related to sustainability • Identify funds to support graduate research and employment in sustainability 	<ul style="list-style-type: none"> • Increase positive graduate student response to sustainability related topics in annual institutional surveys • Host symposium event by 2018 • Increase placement for graduate students engaged in sustainability research or activities
	Faculty	Faculty have professionally beneficial opportunities to apply ideas and research to university activities	<ul style="list-style-type: none"> • Create programs where faculty and their departments are incentivized to innovate on and with campus • Investigate additional funding for student green jobs created by faculty 	<ul style="list-style-type: none"> • Increase number of faculty and courses utilizing some aspect of university operations, facilities or administration to teach students and/or conduct research
	Staff	UT Austin is a clear Employer of Choice in Central Texas	<ul style="list-style-type: none"> • Foster stronger working relationships with UT Staff Council • Assess pursuit of a Baldrige Award 	<ul style="list-style-type: none"> • Apply for the Baldrige Award by 2020

Priority Area	Sub-Area	Goals	Strategies	Outcomes
EXPERIENCE AND CULTURE	Staff	Sustainability is a point of pride for employees	<ul style="list-style-type: none"> • Develop new employee sustainability orientation and training programs • Develop staff and faculty awards program recognizing exceptional contributions to a sustainable campus • Continue staff and faculty connection to institutional decision-making on sustainability via President's Sustainability Steering Committee and Faculty and Staff Councils • Invest in convenient access to sustainability infrastructure 	<ul style="list-style-type: none"> • Utilize periodic institutional surveys to gauge increased levels of awareness employees have about sustainability at the university • Complete or initiate sustainability literacy program by 2020 • Award the first employee recognition honors by 2018
	Community	Parents, alumni and visitors experience a culture of sustainability when visiting campus	<ul style="list-style-type: none"> • Invest in convenient access to sustainability infrastructure • Create a sustainability brand that is appropriate and clear to external audiences • Feature sustainability in publicity, messaging, websites, social media and collateral about events open to the public events 	<ul style="list-style-type: none"> • Campus visitor opinion about the university and the physical campus reflects awareness and support of university sustainability initiatives

Priority Area	Sub-Area	Goals	Strategies	Outcomes
OPPORTUNITY AND AFFORDABILITY	Wellness	UT Austin continues to be a model healthy campus	<ul style="list-style-type: none"> • Support Human Resources and the implementation of its HealthPoint Wellness program strategic plan to promote wellness among faculty and staff • Support the Division of Student Affairs in the implementation of its strategic plan to promote wellness among students • Increase opportunities for physical activity programs • Promote green spaces as opportunities for mental health • Promote and support the tobacco-free campus policy • Support implementation strategy for ideas generated by Dell Medical School's Model Healthy Campus 	<ul style="list-style-type: none"> • Report on the state of campus wellness, including personal and institutional costs, by 2018 • Adopt campus wellness strategy by 2020
	Livelihood	Staff and faculty are supported in their pursuit of quality of life	<ul style="list-style-type: none"> • Expand communications on the university budget and benefits available to staff and faculty • Evaluate innovative investments in lowering employee cost of living 	<ul style="list-style-type: none"> • Report from the Office of Sustainability to the Chief Financial Officer by 2018

COMMITMENT

Commuting habits are shaped by where people live. Residential choice includes many factors, most of which are outside the scope of influence of the university. However, recognizing the direct relationship between compensation, residential choice and mobility, the university will launch a study and conversation on affordable housing for the students and staff of UT Austin.

Priority Area	Sub-Area	Goals	Strategies	Outcomes
OPPORTUNITY AND AFFORDABILITY	Food	UT Austin has a visible commitment to a food system that supports personal health and community services	<ul style="list-style-type: none"> • Increase availability of local food choices at campus food service locations • Expand access on campus to sustainably grown produce (e.g. Farm to Work, farm stands, etc.) • Increase the number and variety of healthy and plant-based food offerings provided at campus food service locations • Develop language for food vendor contracts emphasizing availability of healthy foods and food recovery • Increase availability of healthy beverage options • Continue student-run campus gardens as a co-curricular opportunity • Evaluate food insecurity in the campus community 	<ul style="list-style-type: none"> • Report on the state of the UT Austin food system by 2017 • Utilize periodic institutional surveys to gauge increased levels of awareness students and staff have about healthy food options • Report on campus food insecurity by 2018

Priority Area	Sub-Area	Goals	Strategies	Outcomes
OPPORTUNITY AND AFFORDABILITY	Mobility	Increase accessibility of alternative commuting options	<ul style="list-style-type: none"> • Implement media campaign to promote the best commute options within five miles of campus • Evaluate creative funding mechanisms for faculty and staff commuting alternatives • Evaluate and communicate alternatives to single occupant vehicle commutes of more than five miles • Expand UT shuttle access to reduce crowding • Expand car sharing programs • Implement media campaign about the free access to the Capital Metro system for all members of the UT community 	<ul style="list-style-type: none"> • Launch new media campaign by Fall 2017 • Decrease number of single occupant vehicle commuters • Develop and adopt transportation demand management strategy by 2020
	Mobility	Increase safety and efficiency of all modes on campus	<ul style="list-style-type: none"> • Expand availability of bikes and/or bike sharing program for campus community • Improve bike/pedestrian interactions on and around campus • Create media campaign about inter-modal safety • Improve access for people with mobility disabilities • Provide appropriate and convenient facilities on campus for people who bike or walk to work 	<ul style="list-style-type: none"> • Achieve Bike Friendly Campus Silver rating by 2018 • Register 20,000 bicycles by 2020 • Develop new media campaign by Fall 2017 • Develop report on distribution of facilities across campus by 2018

Priority Area	Sub-Area	Goals	Strategies	Outcomes
TEACHING AND RESEARCH	Curriculum	Students achieve sustainability literacy regardless of major	<ul style="list-style-type: none"> • Explore opportunities to link enrollment goals, academic achievement, retention rates and graduation rates to broader planning and sustainability goals • Develop a sustainability course flag • Continue course development awards program • Continue development of new undergraduate degree options 	<ul style="list-style-type: none"> • Increase in number of new course offerings and paths to degree completion that emphasize sustainability and utilize the campus environment in teaching strategies • Provide colleges access to a voluntary sustainability flag by 2020 • Ensure 50,000 students have benefited from courses created by the Course Awards program by 2020
	Curriculum	Enhance professional skill development as part of the curriculum	<ul style="list-style-type: none"> • Integrate professional certification preparation into course syllabi in existing programs • Identify additional professional certification opportunities 	<ul style="list-style-type: none"> • Published inventory of courses that prepare students for professional certification exams by 2018
	Living Lab	Leverage UT Austin facilities as a living lab for teaching sustainable practices	<ul style="list-style-type: none"> • Charge PSSC with expanding existing ad hoc undergraduate programs into formal living lab program • Target course development awards to living lab methods and learning outcomes once determined • Create undergraduate research opportunities within university operations, facilities or administration 	<ul style="list-style-type: none"> • Deliver PSSC faculty report to the Provost on a living lab program by 2018 • Measure improvement of campus facilities and processes as a result of research and classroom work

Priority Area	Sub-Area	Goals	Strategies	Outcomes
TEACHING AND RESEARCH	Research Impact	Promote research in sustainability fields	Cultivate media attention to non-traditional energy research	<ul style="list-style-type: none"> • Increase amount of research in alternative energy and sustainability fields
	Research Impact	Practice research with efficiency	<ul style="list-style-type: none"> • Grow the Green Labs program • Decrease chemical inventory through shifts in purchasing and culture • Evaluate conservation and mitigation strategies for field research 	<ul style="list-style-type: none"> • Achieve 100 participants in the Green Labs program by 2020 • Lower chemical volumes in labs • Report on field research mitigation recommendations by 2019
	Faculty Support	Faculty are supported in their teaching and research of sustainability	<ul style="list-style-type: none"> • Cultivate media attention to faculty in sustainability fields • Develop funding pool for faculty innovation in sustainability teaching and research • Create a visiting scholar program focused on sustainability and cross-college collaboration 	<ul style="list-style-type: none"> • Increase in media attention for faculty in sustainability • Develop new funding source for faculty development by 2019 • Create visiting scholar program by 2018
	Civil Discourse	Be a model of civil dialogue on scenarios in sustainability	<ul style="list-style-type: none"> • Develop seminar series on financial diversification and divestment • Develop seminar series on environmental impact of fracking on UT lands • Develop process for student-driven seminar series topics 	<ul style="list-style-type: none"> • Launch a new scholarly series by 2018

Priority Area	Sub-Area	Goals	Strategies	Outcomes
CONSERVATION	Energy	Offset campus space growth and related energy plant load growth envisioned in the Campus Master Plan	<ul style="list-style-type: none"> • Implement new demand side strategic plan for energy and water conservation projects in existing buildings • Create a sustainable energy funding process to accelerate investment in energy and water conservation in an optimal manner • Expand lab equipment efficiency program 	<ul style="list-style-type: none"> • Adopt demand side portfolio management and revolving fund approach by 2017 • Achieve 20 percent reduction in energy use per square foot in buildings (over 2009 baseline) by 2020 • Adopt energy conservation operational and purchasing policies by 2017 • Adopt lab efficiency plan by 2020
	COMMITMENT			
Investigate feasibility of avoiding the need for another thermal energy plant (estimated at \$150M) to support campus growth envisioned in the Campus Master Plan				
	Energy	Demonstrate leadership in renewable energy investments	<ul style="list-style-type: none"> • Explore PPAs with Austin Energy and other providers • Purchase wind power at Austin Energy supplied facilities • Develop standard for solar array installations on campus buildings 	<ul style="list-style-type: none"> • Create 2 MW of renewable generation with Austin Energy by 2020 • Adopt solar system campus standard by 2018

Priority Area	Sub-Area	Goals	Strategies	Outcomes
CONSERVATION	Water	Demonstrate leadership on water efficiency in utility, irrigation and building consumption	<ul style="list-style-type: none"> • Develop standards for design, installation and maintenance of cisterns on campus • Continue research on opportunities for switching irrigation zones to non-potable sources • Investigate expansion of recovered water system for making up evaporative losses in cooling towers • Update water fixture standards • Evaluate reduction of once-through water use in labs • Establish baselines of campus equipment's utilization of water • Evaluate feasibility of net zero water buildings on campus 	<ul style="list-style-type: none"> • Adopt cistern system campus standard by 2018 • Achieve minimum irrigation water system by 2020 • Reduce by half the potable water used in cooling towers by 2020 • Adopt new water fixture campus standard by 2018 • Conduct feasibility analysis of expanded water recovery by 2020

COMMITMENT

Investigate feasibility of an on-campus wastewater treatment facility. While certainly a major capital investment, the anticipated cost of potable water, reclaimed water and wastewater fees will increase in coming decades.

Priority Area	Sub-Area	Goals	Strategies	Outcomes
CONSERVATION	Resource Recovery and Waste	Demonstrate leadership in both reduction and diversion of waste	<ul style="list-style-type: none"> • Right size solid waste and recycling infrastructure • Develop reuse/recycle programs for special and/or not readily recyclable materials • Develop programs to encourage highest and best use of materials • Convert major campus events to zero waste • Expand food waste avoidance, donation programs and organics diversion campus wide • Promote UT Austin as a national model for waste diversion for a research university by 2020 • Reduce hazardous waste generation in labs 	<ul style="list-style-type: none"> • Adopt resource recovery plan by 2017 • Achieve a Zero Waste Campus by 2020 • Achieve 50 percent per capita reduction in waste by 2030 • All food service locations participate in a food recovery program by 2020 • Adopt hazardous waste reduction plan by 2017
COMMITMENT				
Investigate opportunities to maximize diversion and returns to the university. This should include but not be limited to expanding current routes, investing in technological improvements to existing infrastructure, and separating recyclable materials into commodities. All of this contributes to the goal that UT Austin becomes a nationally recognized leader in resource recovery.				

Priority Area	Sub-Area	Goals	Strategies	Outcomes
CONSERVATION	Purchasing	Purchasing policies reflect and reinforce campus sustainability values and initiatives	<ul style="list-style-type: none"> • Evaluate adoption of unified standards for environmentally preferred products from the Sustainable Purchasing Leadership Council and other verified global leaders in purchasing • Evaluate adoption of major vendor standards for waste minimization, including eliminating air and water pollutants, in manufacture and delivery of products • Evaluate adoption of standards on material recyclability or compostability, takeback and reuse • Evaluate adoption of State Energy Conservation Office requirements and the Environmental Protection Agencies Energy Star requirements for laboratory, kitchen and office equipment • Host conference on sustainability with major vendors • Support opportunities for study of the university's purchasing impacts in classrooms and other academic settings 	<ul style="list-style-type: none"> • Create new content for Handbook of Operating Procedures by 2018 • Report analysis of major vendor standards to the Chief Financial Officer by 2018 • Obtain 50 percent increase, from 2016 baseline, in contracts containing sustainability considerations regarding waste or other impacts by 2020 • Make purchasing data available for research purposes by 2019
	Fleet	Reduce carbon impact of campus fleet	<ul style="list-style-type: none"> • Continue to inventory and measure consumption and carbon impact of fleet vehicles • Support purchasing strategies for high efficiency vehicles • Adopt a no idling policy 	<ul style="list-style-type: none"> • Show decrease in the carbon impact of overall fleet every year through 2020

Priority Area	Sub-Area	Goals	Strategies	Outcomes
CONSERVATION	Fleet	Centralize the campus fleet	Incentivize strategic replacement of outdated vehicles with more efficient vehicles	<ul style="list-style-type: none"> Present a centralized fleet plan to Chief Financial Officer by 2018
	Buildings	Enhance campus while accommodating growth	Continue to pursue the 2012 Campus Master Plan goals	<ul style="list-style-type: none"> Summary report from Campus Master Plan Committee on growth patterns by 2020
	Buildings	Continue investment in high performance buildings	<ul style="list-style-type: none"> Integrate LEED v4 and SITES pre-requisites into campus standards Adopt LEED v4 Silver as new campus standard Develop green custodial procedures Investigate LEED Lab program bridging operations and academics Develop standards for evaluating actual building performance 	<ul style="list-style-type: none"> Adopt new campus standards that reflect high performance objectives by 2018 Adopt LEED v4 Silver as new campus capital project standard by Fall 2016 Adopt LEED goal for major campus renovations by 2017 Certify at least one LEED Existing Building by 2020 Adopt energy performance modeling standard by 2018
	Landscape	Enhance resiliency, ecosystem service functions and beauty of the campus landscape	<ul style="list-style-type: none"> Integrate 2014 Landscape Master Plan into campus standards Improve stormwater management practices to reduce erosion, improve water quality and reduce the rate of runoff Evaluate standards on campus trees 	<ul style="list-style-type: none"> Adopt new standards based on Landscape Master Plan and SITES pre-requisites for capital and major renovation projects by 2018 Adopt new campus standards for trees
	Landscape	Restore Waller Creek as a natural environment and campus amenity	Collate existing initiatives into a plan for Waller Creek	Adopt plan for Waller Creek by 2019

Priority Area	Sub-Area	Goals	Strategies	Outcomes
PARTNERSHIPS	Internal	Interdepartmental collaborations around sustainability will be expanded and celebrated	<ul style="list-style-type: none"> • Develop incentives for collaboration between academic and non-academic departments • Continue and expand Green Offices program • Collaborate on award and grant applications 	<ul style="list-style-type: none"> • Increased recognition and resources for interdepartmental collaborations
	Internal	Texas Athletics will be a leader in collegiate athletics sustainability	<ul style="list-style-type: none"> • Increase number of Zero Waste Athletic events including hosting a Zero Waste football game • Educate and collaborate with all stakeholders to implement Athletics sustainability initiatives • Implement building automation software at all Athletics facilities • Seek sponsorship, grants and corporate support of sustainability initiatives and activities • Determine the feasibility of reducing water and electricity usage within Athletics facilities 	<ul style="list-style-type: none"> • Achieve Zero Waste at all Athletics events by end of calendar year 2018 • Achieve Zero Waste in day-to-day Athletics operations by end of calendar year 2020 • Reduce overall energy consumption by 20 percent in Athletics facilities by end of calendar year 2020 • Create an Athletics unit-level sustainability plan incorporating social and environmental initiatives
COMMITMENT				
Investigate the feasibility of including green building features into existing Athletic facilities and all major facility renovations				

Priority Area	Sub-Area	Goals	Strategies	Outcomes
PARTNERSHIPS	External	UT Austin contributes to achieving the sustainability goals of the City of Austin and other governmental entities in Central Texas	<ul style="list-style-type: none"> Establish regular communications to collaborate around energy, water and recycling achievements Continue to collaborate with the City of Austin and the Rocky Mountain Institute regarding transportation demand management participation Explore specific collaboration opportunities with Austin Office of Sustainability, Austin Resource Recovery, Austin Water, Austin Wastewater, Austin Police Department, Austin Transportation Department, etc. Seek additional partnership opportunities on grant applications 	<ul style="list-style-type: none"> Report on the state of town-gown sustainability relationships by Fall 2018
	COMMITMENT			
Building on the success of Texas CityLab, housed in the School of Architecture, and the many innovative internships and professional experiences championed by various faculty, we will seek to expand the living lab concept to include academic opportunities in the surrounding City of Austin and Central Texas region.				
	External	UT Austin's corporate and foundation partners' sustainability interests are recognized through their investments in the university	<ul style="list-style-type: none"> Leverage existing corporate partnerships to support sustainability initiatives and research Pursue new corporate partnerships that enhance the campus sustainability experience Promote existing and new foundation partnerships that enhance the campus sustainability experience 	<ul style="list-style-type: none"> External funding for campus sustainability initiatives doubles by 2020

Priority Area	Sub-Area	Goals	Strategies	Outcomes
PARTNERSHIPS	External	Share expertise and opportunities within higher education to advance sustainability	<ul style="list-style-type: none"> • Continue collaborations within Central Texas higher education institutions • Continue to support the Texas Regional Alliance for Campus Sustainability with staff time • Establish presence and regular communications with other national higher education institutions 	<ul style="list-style-type: none"> • UT Austin is a recognized leader in sustainability among our peers in higher education
	External	Regional K-12 institutions view UT Austin as a destination for sustainability education	<ul style="list-style-type: none"> • Expand UTeach programs focused on sustainability • Seek working relationships with regional independent school districts on their sustainability efforts and planning • Incorporate sustainability outreach and engagement into Explore UT programming 	<ul style="list-style-type: none"> • Increase sustainability education opportunities for regional K-12 students by 2020

