

Adoptive Strategies

K.E.Y.
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Harvard's Model for Culture Change



“What Is At Stake Is Nothing Less Than A Change In The Culture Of How We Work And Live.”

- Harvard University President Drew Gilpin Faust

Strong Governance

President, Deans & Corporation

Set goals and commitments



Office for Sustainability

Engage community to implement and create policies,
develop new tools and resources to drive innovation



Sustainability Executive Committee, Student/Staff Committees

Review and approve university-wide policies

Senior Leadership & Clear Vision

- **Bold Goal:** Reduce greenhouse gas emissions 30% by 2016, including growth, from a 2006 baseline.
- Announced at October 2008 community-wide sustainability celebration with Al Gore attended by 15,000+.



Harvard has reduced its greenhouse gas emissions... And saved money & increased organizational efficiency.



21%

**Reduction including growth
and renovations (FY06-FY13)**

31%

**Baseline reduction when
excluding growth in square
footage (FY06-FY13)**

Transitioning to a Cleaner Energy Supply

- **28% of GHG Reduction Goal Achieved with Fuel-switching at Blackstone Steam Plant**
- **17% Harvard's Electricity comes from Renewable Energy Sources**



University-wide Action Plan



1. Comprehensive GHG Emissions Inventory.
2. Green Building Standards.
3. Temperature Policy.
4. Energy Auditing Goals.
5. Financial Framework for Energy Conservation Measures.
6. Target Energy Intensive Sectors (district energy, labs, IT).
7. Organizational Alignment.
8. Clear and Transparent Communication and Accountability.



2012-2013 GHG Reduction Goal Review Task Force

1. Maintain Both Existing Short-Term 2016 Goal & Long-Term Strategy.
2. Meet 2016 Goal by Prioritizing on Campus, Cost-Effective GHG Reduction & Energy Efficiency Opportunities.
3. As Anticipated by the 2008 Task Force, Bridge the Gap in Meeting the Goal Through the Use of Real Complementary Mechanisms, such as offsets.
4. Establish Two New Governance Groups: Faculty led with student and staff participation.
5. Begin Tracking Scope 3 Emissions by 2016.

MA Green High Performance Computing Center



90,000 square foot, 10 MW state-of-the-art research computing center.



Green Labs Initiative

Labs account for 22% of square footage and 48% of energy use.



Policies and Tools to Drive Change

- 1. Green Building Standards: 116 LEED Certified Projects.**
- 2. Life Cycle Costing Policy.**
- 3. \$12 million Green Revolving Fund.**



Economically Viable Model

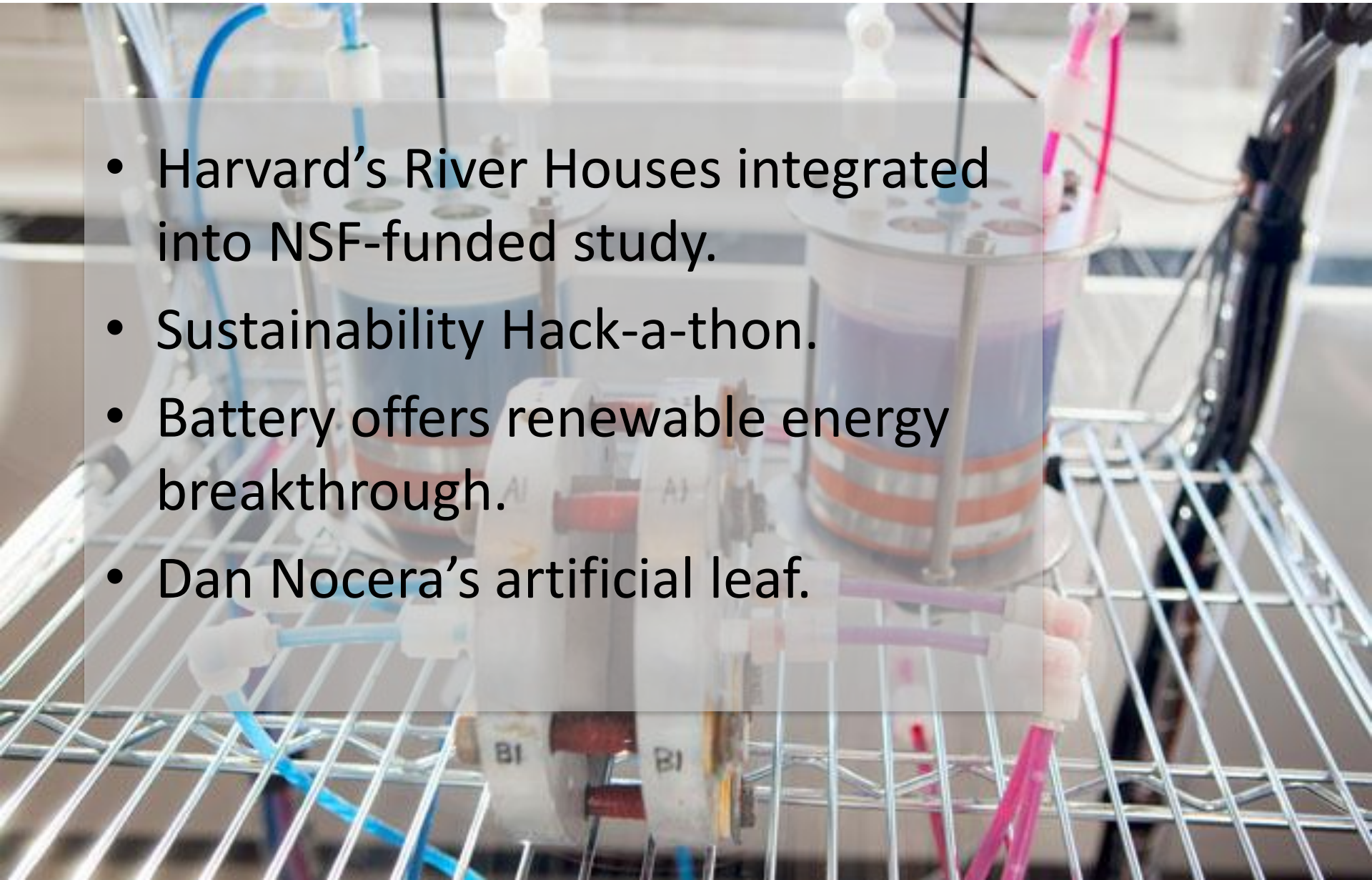
“Our objective all along has been to create an economically viable and replicable example for how large institutions can reduce energy and greenhouse gas emissions and save money.”

-Executive Vice President Katie Lapp



Sustainability Driving Innovative Solutions

- Harvard's River Houses integrated into NSF-funded study.
- Sustainability Hack-a-thon.
- Battery offers renewable energy breakthrough.
- Dan Nocera's artificial leaf.



Translating Research and Teaching Into Action

1. Student Sustainability Grants.
2. Classroom Connections.
3. Engineering, computer science, biology, and public health projects.



Leading Partnerships for Global Impact

1. Cambridge Compact for a Sustainable Future.
2. Boston Green Ribbon Commission.
3. International Sustainable Campus Network.





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