

Five-Year Strategic Plan

2020-2025





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VISION The HEWG envisions a sustainable and resilient Boston where higher education institutions model sustainability, exemplify equitable climate mitigation and resilience, and support others in the transition to a more sustainable future.

MISSION The mission of the GRC HEWG is to leverage the higher education sector's capabilities for climate action by sharing knowledge and fostering collaboration within and across sectors for the City of Boston to meet its climate goals.

Introduction

The City of Boston has established bold climate change mitigation and resilience goals through its Climate Ready Boston plan and 2019 Climate Action Plan. With a focus on deep carbon reduction, resilience, and equitable implementation, the City needs all its sectors to collaborate for effective implementation. The Green Ribbon Commission (GRC) plays an important role in this process by convening the City's major private sectors for collaboration, and to continue to lead the way on climate mitigation and resilience.

GRC's higher education working group (HEWG) has had a pivotal role in the City's climate action success to date by sharing and transferring their knowledge and learned lessons to other sectors for the effective and equitable implementation of the City's climate goals. Because of HEWG members' physical and cultural influences, the City continues to need HEWG's leadership, contributing both research and best practices. The whole higher education sector also needs to collectively help Boston advance the City's climate goals. Each institution has unique resources and expertise that may help to identify and remove barriers to equitable climate action in the City.

HEWG members are transitioning from sharing "what to know" to "how to implement" climate action. This shift requires clear direction and a multi-pronged approach of adaptable strategies for the HEWG. This five-year strategic plan captures how the HEWG seeks to capitalize on its significant progress since its founding and outlines how it will continue to lead the way in meeting the City's climate goals. The plan is based on the HEWG members' common mission of education, research, and

public services, and its goals and strategies are guided by the group's shared mission and a vision statement. The plan leverages the knowledge and expertise within the higher education sector and directs the collaboration between higher education institutions, across sectors, and with the City at large. It sets forth a shared guidance for how to transfer knowledge and increase collaboration and impact within and between sectors.

Background

The Boston Green Ribbon Commission's Higher Education Working Group (HEWG) is one of six working groups under the GRC structure. Four of these working groups are focused on specific sectors (Higher Education, Health Care, Commercial Real Estate, and Cultural Institutions) and two are focused on the City's two main climate initiatives (Climate Preparedness and Carbon Free Boston).

The intellectual capital and demonstrated progress of the higher education sector provides a source of expertise, motivation, and collaboration for other Green Ribbon Commission members, the City of Boston and its Climate Action Plan, and the region. Boston's colleges and universities have a significant footprint in the city and surrounding cities, as well as a particular set of sustainability challenges they are working to overcome, including large-scale energy procurement and management and resilience planning for diverse communities of tens of thousands of students, faculty, and staff.

The GRC at large has one representative each from the five largest higher education institutions in Boston and neighboring cities. Additionally, the HEWG consists of members from other higher education institutions in Boston. The current HEWG chair is Katie Lapp, Executive Vice President of Harvard University. From 2010 to 2018, the Harvard Office for Sustainability coordinated the working group, with members from:

Boston College*
Boston University**
Emerson College
Harvard University**
Massachusetts Institute of Technology**
Northeastern University**
Tufts University
UMass Boston**

**No longer an active member of the GRC HEWG*

***GRC member institutions*

The GRC intends for each working group to develop customized strategies to address the City of Boston's Climate Action Plan as well as regional issues of shared importance, including recruiting pacesetters for supporting Boston's Climate Action Plan, organizing sector data-sharing systems on energy use and greenhouse gas emissions, facilitating sector participation with utility energy-efficiency programs, sharing best practices, and developing common tools, while developing and implementing collaborative initiatives within the sector.

Accomplishments

To date, the HEWG and its members have implemented four types of strategies to support the City's climate goals:

THOUGHT LEADERSHIP AND TRANSPARENCY

e.g., a lab energy use benchmarking study, a large-scale renewable energy procurement study, and a report on using real-time marginal greenhouse-gas emissions data to inform decision-making

INFORMING ACTION WITH SCIENCE AND RESEARCH

e.g., Boston Research Advisory Group, Carbon Free Boston project, and UMass Boston resilience research on finance, governance, and the harbor barrier; these are efforts in which GRC recruited local universities to lead major research projects to inform City policy development

CONVENING THE COMMUNITY ON KEY PRIORITIES

best practice sharing such as green labs symposia, climate resilience workshops, and several renewable energy purchasing events

PROVIDING GROUP INPUT ON CITY REGULATION AND POLICY PROPOSALS

providing aligned, clear group feedback, and providing input on three-year energy efficiency plans of the Building Energy Reporting and Disclosure Ordinance (BERDO) and the Energy Efficiency Advisory Group (EEAC)

About the Plan

Ten years after the HEWG's launch in 2009, the HEWG is building on the significant progress to date by engaging in this strategic planning process. This plan has an updated vision and trajectory for the group, helping the members focus their collaboration on high-impact efforts. When creating this strategic plan, the HEWG focused on using its specific opportunities and collective resources to acknowledge and address the group's challenges and build on its strengths. Through an inclusive and facilitated strategic planning process, the group confirmed goals, strategies, and values for implementing the plan over the next five years.

In addition to the specific and measurable goals, each goal has three key strategies for implementation. Acknowledging that strategies need to be flexible and open to priority changes as new opportunities arise during implementation, the strategic plan has core values to guide the implementation. The group identified a set of four values to ensure that the group's work is aligned with the mission and vision even as strategies evolve. Those values are as follows:

EQUITABILITY IN IMPLEMENTATION

We have the responsibility and privilege to create positive outcomes for all. As the Carbon Free Boston report states, "carbon neutrality is not merely about tracking greenhouse-gas emissions to meet a numerical goal; it is a public health, economic, and social equity imperative." Climate change affects everyone, but it does not affect everyone equally. Truly sustainable solutions for addressing climate change need to address the historical inequalities that are evolving today, and requires breaking the vicious cycle of increased inequality and increased climate change impact.

CROSS-SECTOR TRANSFERABILITY

To meet the challenges of climate change in 2019 and beyond, HEWG needs to take its past success to the next level through cross-sector collaboration and transferability. To implement this plan, HEWG will be part of a collaborative effort across the City, and surrounding towns, using a wide range of transformative strategies to build structures, financial resources, and the human talent for high-impact results beyond the higher education sector and over multiple decades.

IMPLEMENTABILITY WITHIN FIVE YEARS WITH ADAPTABILITY IN OPTIONS AND PROCESS

The group's efforts need to be implementable within the planned timeline, but they also need to be flexible. The goals of this plan are to propel the HEWG's impact forward. As the group starts to implement strategies, the prerequisites and circumstances will change.

SUPPORTIVE OF BOSTON'S CLIMATE ACTION PLAN

As a sector, the higher education working group needs to support the implementation of work that accelerates Boston's resilience and carbon neutrality. There are many different networks, groups, and consortia doing important work for climate action, sustainability, and resilience in the region, nationally, and within the higher education sector broadly. The HEWG is uniquely positioned to support the City of Boston's climate action goals, and while collaboration and sharing are key for success, the HEWG's resources and time will be focused on supporting the City's efforts.

Boston Green Ribbon Commission Higher Education Working Group Strategic Plan 2020-25



GOAL 1

SUPPORT CLIMATE ACTION PLANNING AND IMPLEMENTATION ACROSS THE HIGHER EDUCATION SECTOR

- STRATEGY 1.1** Provide climate leadership opportunities and incentives for institution-wide carbon-neutral buildings and campus operations
- STRATEGY 1.2** Set sector-wide carbon reduction goals, with periodic targets and rewards that align with the City's climate action plan
- STRATEGY 1.3** Share information and resources with higher education institutions to support the sector in creating and implementing climate mitigation and resilience planning



GOAL 2

FACILITATE COLLABORATIVE RESEARCH THAT LEVERAGES THE HIGHER EDUCATION SECTOR'S CAPABILITIES TO PROMOTE SOLUTIONS FOR EQUITABLE CLIMATE RESILIENCE AND MITIGATION IN THE GREATER BOSTON AREA

- STRATEGY 2.1** Develop a formal cross-institution research collaborative to inform the implementation of the City's climate action plan
- STRATEGY 2.2** Create a research partnership between the City and the HEWG members to facilitate living-lab research with the City on CAP implementation
- STRATEGY 2.3** Assess carbon-neutral solutions for transportation in the region



GOAL 3

TRANSFER KNOWLEDGE TO OTHER SECTORS TO ACCELERATE CHANGE FOR EQUITABLE IMPLEMENTATION OF CLIMATE MITIGATION AND RESILIENCE

- STRATEGY 3.1** Provide workshops and share resources within and across key sectors to accelerate climate mitigation and resilience

- STRATEGY 3.2** Collaborate with cultural institutions, commercial building owners, and the healthcare sector on tools for building energy and GHG data tracking and reporting, as well as strategies for increasing resilience planning and implementation

- STRATEGY 3.3** Effectively communicate the urgency of climate change and opportunities for scaling climate mitigation and resilience progress



GOAL 4

DEVELOP THE HEWG AS A HIGH-FUNCTIONING COLLECTIVE OF DIVERSE INSTITUTIONS WITH CROSS-SECTORIAL IMPACT FOR THE CITY'S CLIMATE ACTION PLAN IMPLEMENTATION

- STRATEGY 4.1** Implement a shared governance model and working group process

- STRATEGY 4.2** Hire a HEWG coordinator

- STRATEGY 4.3** Expand the engagement of HEWG within the higher education sector in Boston

Goal 1



Support climate action planning and implementation across the higher education sector

DESCRIPTION

The higher education sector has unique capabilities and responsibilities to model carbon-neutral operations, with diverse types of higher education institutions. The sector can lead by piloting new approaches and providing examples of paths to carbon neutrality.

The HEWG will support Boston's higher education institutions in establishing and implementing their respective climate action plans to lead collective impact within the City and surrounding area. The HEWG will meet each institution where they are in terms of resources and capacity, and will seek opportunities for collaborative tracking and goal-setting around carbon reduction and resilience on the campuses. The strategies will support equitable implementation by offering a holistic perspective to climate action planning, ensuring transferability of the knowledge gained, and providing clear outcomes for the institutions to build on as they continue beyond the five years of this plan.

BACKGROUND

As the recent IPCC report¹ notes, significant climate impacts that were expected to emerge near the end of the century are now projected to intensify as early as 2040. It also concluded that to avoid the worst future impacts, the full global economy needs to get on a path to achieve carbon neutrality by 2050. For the City to meet its carbon reduction and resilience preparedness goals, it needs every institution, including colleges and universities, to have implementable climate action plans with strategies to achieve full resilience and carbon neutrality by 2050.

Most, but not all, HEWG members currently have climate action and resilience plans that align with or exceed the City's climate goals. All institutions need implementable resilience and climate action plans. To aid in the sector's effort to address climate change, the HEWG will outline and communicate the urgency of the GRC mission and the need for climate mitigation and resilience by every institution. Each institution has a different role within the city, serves different student bodies, and can provide different climate change solutions. Collaboration is an opportunity to celebrate the diversity of the higher education institutions and find ways for each school to contribute to the City's climate action and resilience goals, while also ensuring that they have the tools, resources, and commitment to address climate change.

¹ IPCC, 2018: Global Warming of 1.5°C. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty [Masson-Delmotte, V., P. Zhai, H.-O. Pörtner, D. Roberts, J. Skea, P.R. Shukla, A. Pirani, W. Moufouma-Okia, C. Péan, R. Pidcock, S. Connors, J.B.R. Matthews, Y. Chen, X. Zhou, M.I. Gomis, E. Lonnoy, T. Maycock, M. Tignor, and T. Waterfield (eds.)]. In Press.



GOAL 1 STRATEGIES: To meet Goal 1, the HEWG will use collaboration and competition to spur holistic and innovative greenhouse gas reduction planning on campuses and across the sector, while providing the tools and resources necessary for all higher education institutions to align themselves with the City's climate action plan.

STRATEGY 1.1: PROVIDE CLIMATE LEADERSHIP OPPORTUNITIES AND INCENTIVES FOR INSTITUTION-WIDE CARBON-NEUTRAL BUILDINGS AND CAMPUS OPERATIONS

A sector-wide challenge for institutional-wide carbon-neutral infrastructure will encourage holistic approaches to technical, financial, and governance challenges and solutions. Proving incentives and opportunities will encourage and speed the transfer of knowledge across the sector.

STRATEGY 1.2: SET SECTOR-WIDE CARBON REDUCTION GOALS WITH PERIODIC TARGETS AND REWARDS THAT ALIGN WITH THE CITY'S CLIMATE ACTION PLAN

Through collective greenhouse-gas reduction goals, the group can have a larger impact than individual institutions' efforts. Setting sector-wide goals can motivate high-performing institutions to engage more collaboratively with each other and support other institutions. Together, institutions can measure, support, and celebrate climate action efforts across campuses, collaboratively addressing energy supply and demand. With collective goals, success can only be achieved if there is activity from each institution at varying levels. Collective milestones will be put in place that, if reached, will unlock funding to support continued collaborative projects.

STRATEGY 1.3: SHARE INFORMATION AND RESOURCES WITH HIGHER EDUCATION INSTITUTIONS TO SUPPORT THE SECTOR IN CREATING AND IMPLEMENTING CLIMATE MITIGATION AND RESILIENCE PLANNING

The HEWG will use members' experiences, leadership support, and best practices as guidance for higher education institutions to develop and implement climate action and resilience goals. By sharing resources on planning, governance, and implementation strategies, as well as providing leadership collaboration, campuses in the Boston area will be encouraged to align their climate action planning with the City of Boston and its surrounding cities.

Goal 2



Facilitate collaborative research that leverages the higher education sector's capabilities to promote solutions for equitable climate resilience and mitigation in the greater Boston area.

DESCRIPTION

Through collaborative research, the HEWG will identify opportunities and advise on how to reduce current barriers to implementing equitable climate resilience and mitigation for the City and its surrounding constituencies. The HEWG will assess existing, and consider conducting new research, to identify, develop, and promote solutions, such as governing and financing equitable climate resilience and mitigation implementation.

BACKGROUND

Tracking current research within the City on climate change and resilience is key to building the capacity to make a deliberate and equitable impact on climate mitigation and resilience. The GRC has supported the process of getting the City ready for serious future climate impacts.

Now is the time to dig into practical opportunities. The HEWG is uniquely capable of providing research to outline possible solutions for implementing resilience and carbon neutrality. During the strategic planning process, members identified the need for connecting carbon reduction, resilience, and social justice in practice across multiple sectors and at multiple scales.



GOAL 2 STRATEGIES: The HEWG will collaborate across institutions and sectors, and with the City, in research that supports shared objective of climate action that ensure equitable implementation of climate mitigation and resiliency. The HEWG will focus on three types of research collaborations with the following strategies:

STRATEGY 2.1: DEVELOP A FORMAL CROSS-INSTITUTION RESEARCH COLLABORATIVE TO INFORM EQUITABLE IMPLEMENTATION OF THE CITY'S CLIMATE ACTION PLAN

Collaboration will bring together researchers from multiple institutions to understand what research is already being done, and to identify opportunities to fund additional research that helps inform the City's implementation process. This research will focus on the equity dimensions of decarbonization and resilience implementation to inform policies, projects, programs, and collaboration on governance and financing as well as housing and health for climate resilience.

STRATEGY 2.2: CREATE A RESEARCH COLLABORATION BETWEEN THE CITY AND THE HEWG MEMBERS TO FACILITATE "LIVING LAB" OPPORTUNITIES WITHIN THE CITY

The City has identified opportunities for hands-on research projects to accelerate climate mitigation and resilience in Boston. The HEWG and the City will explore collaboration on living lab research. Recognizing that both the City and HEWG members have limited capacity for coordination on specific research collaboration, the HEWG will use its collective effort to identify win-win opportunities for both the sector and the City.

STRATEGY 2.3: ASSESS CARBON-NEUTRAL SOLUTIONS FOR TRANSPORTATION IN THE REGION

For the City to address its long-term transportation goals, coordination across sectors and the region is needed, as well as the implementation of new technology. HEWG members with large campuses and populations function as small cities within the City and the region. They have an opportunity to be testbeds and collaborators on best practices for implementing sustainable transportation. All institutions, including smaller institutions, face transportation challenges for the operations and the community in the current transportation system and depends on its functioning for the day to day operations. Higher education institutions can support and lead in innovative collaboration for ways to improve and decarbonize the shared transportation system of the region.

Goal 3



Transfer knowledge to other sectors to accelerate change for equitable implementation of climate mitigation and resilience

DESCRIPTION

The HEWG will intentionally share group members' knowledge of implementing impactful climate resilience and mitigation strategies to other sectors within the City. This will lead to accelerating equitable implementation and innovation of climate mitigation and resilience across the City's sectors and beyond its boundaries.

BACKGROUND

The higher education sector has a direct public service, research, and educational mission, while also overlapping with all other sectors in its operations and programming. Its facilities and operations have similarities to health care, cultural groups, and commercial real estate, and it has a long-term commitment to the geographical region. With their unique mission and operational overlap with other sectors, educational institutions are uniquely suited to develop pilot programs and serve as incubators for climate mitigation and resilience efforts in the City that will benefit other sectors and that other industries may not be willing or able to take on.

In addition to higher education institutions' clear mission of public service, larger educational institutions often own and operate their buildings and can tap into philanthropic support for long-term investment in infrastructure and programming. This has enabled many of the HEWG members to act and lead on energy efficiency, climate action plans, sustainable building operations, program development, and governance to support climate mitigation and resilience. These experiences are assets to share with other sectors. There is also a desire to collaborate and better apply the knowledge and expertise of other GRC sectors to advance the group's mission.



GOAL 3 STRATEGIES: The HEWG will use each member's successes and networks to share best practices across the sectors in Boston, providing a forum for sectors to collaborate on tools and strategies needed to support the City in climate mitigation and resilience work. To do so, the HEWG will:

STRATEGY 3.1: PROVIDE WORKSHOPS AND SHARE RESOURCES WITHIN AND ACROSS KEY SECTORS TO ACCELERATE CLIMATE MITIGATION AND RESILIENCE IN THE CITY

HEWG will continue to provide high-quality workshops on best practices within building, energy management, transportation, waste management, and equitable implementation.

STRATEGY 3.2: COLLABORATE WITH CULTURAL INSTITUTIONS, COMMERCIAL BUILDING OWNERS, AND THE HEALTHCARE SECTOR ON TOOLS FOR BUILDING ENERGY AND GREENHOUSE GAS EMISSIONS DATA TRACKING, AS WELL AS REPORTING AND STRATEGIES FOR INCREASING CAMPUS RESILIENCE PLANNING AND IMPLEMENTATION

The HEWG will collaborate with other GRC working groups in sharing, creating, and facilitating tools and best practices across the sectors' membership, focusing on building energy efficiency and greenhouse gas emission, data tracking, energy demand supply structures, transportation, and resilience planning in coordination with master planning.

STRATEGY 2.3: EFFECTIVELY COMMUNICATE THE URGENCY OF CLIMATE CHANGE AND OPPORTUNITIES FOR SCALING CLIMATE MITIGATION AND RESILIENCE PROGRESS

HEWG will partner with other GRC working groups to create opportunities for institutional leadership engagement and public awareness, celebrating the successes and highlighting the challenges ahead. Clear messaging is key for building both institutional and public support for continued work on equitable climate mitigation and resilience in the City, and to scale up the progress to date across sectors and within the region.

Goal 4



Develop the HEWG as a high-functioning collective of diverse institutions with cross-sectoral impact on the city's CAP implementation

DESCRIPTION

The HEWG will be a high-functioning collective of diverse institutions that support and keep each other accountable. The higher education sector in Boston and surrounding cities is diverse in its student population, size, and type of education. To date, the HEWG has mainly engaged with research and liberal arts institutions to lead the way on climate action and is now looking to engage the whole sector to build on shared priorities on climate change.

The HEWG will be a platform for diverse contributions and perspectives from both large research institutions to smaller colleges, conducting impactful research and propelling cultural, infrastructure, and policy changes for equitable climate resilience and mitigation within the City and beyond. Over the next five years, the HEWG will continue to develop new and deepen existing relationships among higher education institutions in the Boston area to increase and diversify the number and type of institutions engaging in climate-change adaptation and mitigation.

BACKGROUND

Creating a deliberate culture of support and a clear organizational structure leads to more effective outcomes and security in the group to be able to grow and adapt as opportunities and challenges arise. A high-functioning working group builds on each other's strengths to collaborate on strategies and creates leadership for adaptive implementation of the plan's goals.

Within an institution it can be challenging to find the balance between accelerating sustainability work and performing its main educational and/or research mission. For institutions lacking strong sustainability goals, GRC projects can be perceived as conflicting with current strategic drivers or as "nice projects to contribute to if there is time." It is therefore essential that the group has a strong culture of accountability and support, including clarity of purpose, roles, processes, and the HEWG's value to each institution, so that all schools can see the strategic benefit of participation.



GOAL 4 STRATEGIES: The HEWG will strengthen the group's collaboration and operations by creating shared governance, securing support from a coordinator, and deepening the group's relationship with the larger higher education sector in the area.

STRATEGY 4.1: IMPLEMENT A SHARED GOVERNANCE MODEL AND WORKING GROUP PROCESS

GRC will create an executive group for the HEWG, consisting of a representative from each current HEWG member institution. The executive group will be led by two co-chairs of HEWG member organizations. Co-chairs shall serve staggered two-year terms to ensure continuity of leadership. They shall work closely with GRC staff and the HEWG coordinator to execute the overall process of the group. The HEWG shall also hold quarterly in-person work sessions with the HEWG executive group and identify specific task force groups to implement each goal of the strategic plan.

STRATEGY 4.2: HIRE AN HEWG COORDINATOR

To manage projects and facilitate the collaboration outlined in this plan's strategies, the group will hire a coordinator to organize communications within the group, with other working groups, and with the City.

STRATEGY 4.3: EXPAND THE ENGAGEMENT OF HEWG WITHIN THE HIGHER EDUCATION SECTOR IN BOSTON

The HEWG will reach out to educational institutions in the City and support the institutions' leadership and community in being involved with GRC efforts of climate mitigation and resilience planning and implementation.

Appendix

Current state

Over the past ten years, the HEWG has collaborated with the City and other GRC working groups on policy recommendations, research, and expertise for the City and beyond. Since its launch in 2009, the focus of the group has been sharing strategies for greenhouse gas reduction and resilience planning. Members have also organized workshops, symposiums, and events, collaborated on learned lessons and accomplishments of carbon reduction on their campuses, and individually supported the City on research and policy projects.

Current opportunities and challenges

The higher education sector in Boston and surrounding cities is diverse in the institutions' size, programs, and operations, with many types of educational institutions and crossover between all the other sectors of the City of Boston. Many higher education institutions have laboratories, museums, concert halls, libraries, healthcare facilities, and manage real estate within the City and the region. This makes the group and the sector at large uniquely positioned to transfer knowledge across sectors and be a test bed for climate mitigation solutions. The common mission of educating and being of service to the public helps the working group create goals for collective impact and target collaborative research for piloting solutions and addressing the knowledge gaps for implementing just climate change mitigation and resilience projects.

Being located in the same city and surrounding communities allows for collaboration on policy and

infrastructure changes, even though there are distinctly different approaches the institutional members, as well as other higher education institutions, when it comes to pedagogy, research, student demographics, and institutional roles within the City. Celebrating the institutions' unique contributions will lead to a broader impact across the sector and the City: each institution can contribute and reach different groups within the City, rather than the institution's focus on one single approach to addressing climate change.

Initial leadership engagement has somewhat diminished since the group formed, as members' primary obligations to their respective institutions often take precedence. Some additional challenges are siloed operations within higher education institutions, as well as the multiple roles that these institutions may have within the GRC and relationships with the City. Because of the diverse mix of institutions involved, there is often uneven representation for project coordination and active participation. This creates a lack of consensus on implementation strategies and slow working group progress.

Development of the strategic plan

Starting in the fall of 2018, the Green Ribbon Commission's Higher Education Working Group engaged in a four-step strategic planning process that created a baseline, confirmed the vision and mission of the group, and identified goals and strategies to accomplish over the next five years.

BASELINE ASSESSMENT

The first stage of creating this strategic plan was to interview individuals associated with the HEWG to assess the current practices, successes, opportunities,

and barriers of the working group. The outcome was an assessment of the HEWG’s work to date, which included a review of materials and interviews with representatives from member institutions, the City, and other GRC working groups. The purpose of this process was to create space for feedback, re-engage members with the strategic vision of the working group, and identify opportunities to inform strategic plan development. All interview outcomes were confidential and combined in a summary report illustrating an overview of key themes that emerged from both the interviews and the review of past work and documentation. The baseline is a reflection of the different perspectives that make up the current state of the GRC HEWG key stakeholders and their desired outcomes for a strategic plan for the working group.

DEVELOPING AND CONFIRMING THE HEWG’S VISION, MISSION, AND GOALS

Two HEWG in-person half-day summits were held to support the group’s development and confirmation of their mission, vision, and goals. GreenerU facilitated these summit discussions to collectively come up with possible opportunities and desired outcomes for the group to consider. Then, the group prioritized their list and reached consensus on the vision, mission, and goals for the strategic plan. In between the two summits, the group had a chance to review meeting outcomes to provide feedback and held a meeting with the City of Boston to get feedback on their alignment with the larger municipal efforts.

IDENTIFYING AND PRIORITIZING STRATEGIES AND ACTIONS

Once goals were confirmed, the HEWG reviewed possible strategies that could be accomplished over the next five years to achieve those goals. The GreenerU team then refined and reworked these strategies and actions in concert with the GRC staff. A draft plan was sent out to all member institution representatives to confirm the strategies for each goal. To ensure effective implementation, every strategy was further defined by a timeline, accountable party, resources needed (monetary and human), first steps, indicators, and targets. Feedback was integrated into the final draft of the plan.

TRACKING AND REPORTING PROGRESS

The final stage of the strategic planning process will begin once the plan is complete and implementation of the strategies has commenced. The details provided for each strategy were designed to lay the foundation for effective continuous tracking and annual reporting. Indicators will be tracked and measured against its baseline to determine if targets have been met. The results of this analysis will be provided in annual internal reports. This process allows for the group to identify opportunities and gaps within its work that must be addressed in order to adapt towards the attainment of its mission and vision.



