Hertie School

Sustainable Campus Working Group

Outcome report (9.9.2020)

1. Background and introduction

In May 2019, Hertie School students initiated an 'action plan for sustainable credibility'. This call was signed by approximately 250 students and staff members and presented to the Academic Senate and the HSL. The initiative calls for greater awareness of sustainability on campus, especially in view of the establishment of the Centre for Sustainability in 2021. The university's management shares this vision and formed a working group to address the issue of sustainability and a "Sustainable Campus" in early 2020. The working group which was chaired by Prof. Christian Flachsland brought together representatives from all status groups.[1] The members jointly developed and discussed a list of con-

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crete measures with the aim of creating a more sustainable campus at the Hertie School current locations at Friedrichstraße, but also with reference to the School's move to the Robert Koch Forum and broader sustainability considerations at the School.

1.1. Process

The working group met virtually four times between April and August 2020. The first meeting on 22 April served to set the scope for the group's work, to define the general objectives and to adopt a list of Hertie School Campus-relevant action areas. Existing initiatives of our partner universities (GPPN and CIVICA networks) and best practices in the field of sustainability were presented (see Annex 1). For the second meeting on 28 May, sub-working groups drew up lists of existing activities for each action area, as well as a number of concrete new measures to be proposed. At the third meeting on 25 June, the cross-cutting action areas of "governance" and "carbon footprint assessment", prepared by sub-teams, were discussed. The results of the discussions and of the sub-working groups were summarised in a draft report, which was discussed and finalised at the fourth meeting. In addition, the working group discussed communication and networking activities at that meeting.

1.2. Taking stock

In taking stock, through discussion with the individual units of the Hertie School it became clear that there are already many ongoing activities, projects, and initiatives at the Hertie School in the field of sustainability. However, these are not coordinated, they are frequently the work of dedicated individuals or units (such as Central Office) and often not widely known and recognised within the community. A list of existing initiatives is included in Annex 2.

1.3. Approach

The working group started with adopting a hands-on scope for a "Hertie Sustainable Campus". It focused on the environmental dimension of sustainability of campus management and Hertie operations that can be implemented quickly and pragmatically. The discussions of the working group also touched on the social dimension of sustainability, on quantitative goal setting and controlling, and on the strategic development of a broader sustainability strategy at the Hertie School.

The overarching objectives of the suggested strategic and operational measures in this report are:

- to set up a clear sustainability governance structure in order to:
    a. to reduce the School's environmental footprint,
    b. to foster social sustainability (supporting individual well-being and social relations, with a special approach during periods of forced restricted social interactions),
    c. to invite participation & raise awareness as to what everyone at the School can contribute in making the Hertie School more sustainable,
    d. to raise awareness and develop the Hertie School brand as an institution actively and comprehensively pursuing sustainability leadership.

The working group developed the following strategic recommendations for consideration and adoption by the HSL, detailed in the following Section 2:

1) Implement a "Hertie Sustainability Committee" as permanent sustainability governance structure to implement, control, update and reform the "Hertie Sustainable Campus Programme",
2) Adopt a general "Hertie Sustainability Commitment",
3) Initiate and implement the "Hertie Sustainable Campus Programme", building on a set of specific measures detailed in Section 4,

4) Consider developing a broader overarching "Hertie Sustainability Strategy" relating also to teaching, research and outreach; including, but not limited to the new Centre for Sustainability.

2. Strategic recommendations

2.1. Implement a "Hertie Sustainability Committee" as permanent sustainability governance structure

While the working group was able to conduct an initial stocktake and to propose a range of potential new measures, it quickly became clear that a serious commitment to a sustainable campus initiative and to broader sustainability objectives would require a durable novel governance structure managing related tasks.

There was consensus among the working group members that sustainability should be anchored and mainstreamed in all areas of School operations (in a way similar to the School's diversity and inclusion strategy, which was launched in 2018/2019). As a first step, the working group suggests establishing a permanent "Hertie Sustainability Committee" in which relevant administrative units (Central Office, IT, Library, Communications,…), a representative of the Centre for Sustainability and representatives of all status groups are present. The Committee should be jointly chaired and co-lead by a faculty member, if possible associated with the Centre for Sustainability, and the Managing Director who will both report the HSL. The working group has co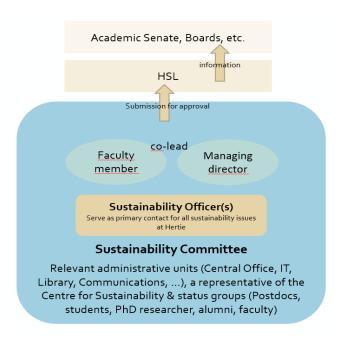nsidered and discussed several alternative governance structures, such as simply appointing a Sustainability Officer or establishing a Green Office with several admin staff in charge (cf. Annex 5, Action Area Governance). The group recommends a Sustainability Committee to order to ensure that all status groups are included and represented in the permanent sustainability governance structure.

Figure 1: suggested governance model

The Sustainability Committee's responsibilities should be:

- Monitoring the implementation of measures and reviewing the achievement of goals along an agreed upon timeline,
- Steering the process of taking up and developing new ideas,
- Deciding on the implementation of new measures or submission to the HSL for decision (for major items),
- Coordinating internal and external communications and information on sustainability activities together with the Director of Communication,
- Supervising the annual report on sustainability activities,
- Defining indicators for qualitative and quantitative goal setting as basis of the "Hertie Sustainability Programme" and a broader sustainability strategy,

- Developing a comprehensive sustainability strategy for the Hertie School,
- Managing the sustainability financial budget.

The School should designate one or two staff members as "Sustainability Officers" of the Committee's activities who should also serve as primary contacts for all sustainability issues at Hertie.

The implementation of measures that are easy and inexpensive to implement should be ensured via the decentralised unit budgets, managed by the directors. Activities approved by the HSL which incur higher additional direct costs for units should be compensated for in case of more needs. If upon clarification of financial requirements of the measures already proposed and if upon the development of a broader sustainability strategy the Sustainability Committee deems it necessary that additional funds and / or a dedicated sustainability central budget/cost centre should be allocated to ensure the implementation and an easier realisation of sustainability measures, a proposal shall be made to the HSL. The Sustainability Committee should be able to reconsider budgetary demands within the first year.

Finances and budget have to be transparent. With a view to desirable future financial reporting, a clear definition should be given on which kind of costs can or should be considered as sustainability-related and how those costs can be specified.

2.2. Adopt a general "Hertie Sustainability Commitment"

An official "Hertie Sustainability Commitment" by the Hertie School in favour of sustainability goals would provide a general framework for individual or collective initiatives and justify the coordination and bundling of all measures towards a broader sustainability strategy. In terms of communication, it would contribute to casting the School in a positive light.

Developing such a commitment would be one of the first tasks for the Hertie Sustainability Committee, as this was beyond the scope of the working group in view of Covid-19 circumstances.

A self-declaration or self-commitment can take place at different levels (these options are not mutually exclusive, but can build upon one another and broaden the scope of commitment):

➢ Step 1: include Sustainability as one of the School's core values in the School's Code of conduct / add a sub-section or subclause on sustainability to the Code of conduct[2]
➢ Step 2: include sustainability objectives in relevant documents (House rules, study agreements)
➢ Step 3: develop and implement a policy on sustainability

2.3. Initiate and implement the "Hertie Sustainable Campus Programme"

The working group suggests the implementation of a number of concrete and pragmatic measures, in particular on the environmental and climate dimensions of sustainability, straight away. These measures are detailed in Section 4 of this report. The Sustainable Campus Committee should then

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[2] for example §2, Code of Conduct: The Hertie School is committed to academic integrity, academic freedom, transparency, mutual respect, diversity and inclusion [ADD:, as well as sustainability] for the stewardship of the public good.

take care of implementation, monitoring and verification in close cooperation with the Directors of the units.

2.4. Develop a broader sustainability strategy

The mid/long-term objective should be a comprehensive sustainability strategy that expands social sustainability aspects and coordinates with the Centre for Sustainability on research, teaching and outreach on sustainability.

3. Definition of the School's understanding of Sustainability

In the course of the working group's discussions, it became clear that a definition of the concept of sustainability was needed to determine the scope in relationship to the comprehensive 17 UN Sustainable Development goals (SDGs) and in the perspective of the launch of the Centre for Sustainability at the Hertie School in early 2021. The definition needs to be aligned with the scope of Hertie's sustainability strategy: a definition informing the scope of the "Hertie Sustainable Campus" activity could be more specific than for a broader sustainability statement. The following is a suggestion for a working definition to start with. This definition should be reviewed and developed within the Hertie Sustainability Committee work on drafting a broader Hertie Sustainability strategy, to enable creating a shared understanding of that definition within the Hertie community, as well as aligning it with the final scope of Hertie's approach to sustainability. A document collating sustainability definitions at peer universities is available as Annex 3.

➢ The working group suggests the following working definition of sustainability:

"The starting point for establishing sustainability in contemporary policy and societal debates was the United Nations 1987 Brundtland Commission Report. It concluded that human development can be sustainable if meeting "the needs of the present without compromising the ability of future generations to meet their own needs." The Report emphasizes the importance of integrated consideration of economic, social and environmental objectives in policymaking that shall pursue sustained (non-declining) human well-being over time.

More recent notions of sustainability also emphasize the importance of considering the distribution of individuals' well-being both within and across generations. They recognize the importance of investing in and governing synergies and trade-offs among a set of essential capital stocks (natural, manufactured, human, social, and knowledge capital) across local, regional and global levels. And they stress the necessity of integrating sustainability into the decision-making processes of societal organizations such as governments, firms, NGOs – and universities.

Against this background, we understand sustainability as a situation in which global human well-being is at least maintained for future generations considering economic, environmental and social dimensions and related capital stocks, and taking into account the distribution of well-being across individuals.

The Hertie School aims at integrating this notion of sustainability into all its activities. While the Centre for Sustainability is a key hub for teaching, research and outreach at Hertie, sustainability cuts widely across our academic engagements. In addition, the "Hertie Sustainable Campus Programme" aims at minimizing the environmental footprint of our operations and raising awareness for sustainability issues. It also contributes to our goal of continuously striving towards developing a

community that supports the well-being of all its members, while working on achieving the same for others and the future."

4. Action Areas

An overview of all proposed measures can be found in Annex 4, a detailed description of the measures in Annex 5.

4.1. Corporate Carbon Footprint (CCF) Assessment, external consultancy

In order to be able to formulate quantitative goals and to monitor the implementation of measures, the working group suggests assessing the School's carbon footprint.

External advice should be obtained in this process. This exercise includes creating a comprehensive inventory of existing data. Based on the results from this consulting process, existing data inventories can be adapted accordingly. This process would set a starting point and provide clarity about the extent of the School's CO_2 emissions. On the one hand, it would provide a baseline to estimate the costs for carbon offsetting, should the School decide at a later stage to set carbon neutrality as short or mid-term objective. On the other hand, it would help identifying those action areas in which the School can improve and others where developments are beyond its control. The options for scope and goal setting can be evaluated in light of the assessment. The carbon footprint assessment can then also be a first step that can be integrated into a broader sustainability management system.

The midterm objective could be to introduce of a more comprehensive environmental sustainability management system (e.g. EMAS, Eco-Management and Audit Scheme, ISO 14064-1 or GHGP) and to obtain certification.

While the process of implementing concrete measures should already start, parallel to this, external services and advice might be used on two levels:

➢ [1] CCF Calculation Services (€)
➢ [2] Strategic consulting (Goal and Scope Workshop) (€)

The preparations for Carbon Footprint Calculation are to take place in October and November.

4.2. Environmental & climate dimensions of sustainability

On the environmental and climate dimensions of sustainability the working group suggests the following novel measures including the establishment of guidelines by a Hertie Sustainability Committee, in close cooperation with the unit Directors, which can function as a coordinating umbrella for the implementation of related initiatives.

4.2.1. Procurement, Waste management, Building and Energy

➢ [3] Offer training on sustainable procurement, waste prevention and recycling (€)[3]

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[3] (€) = implies direct costs

➢ [4] Introduce time switches for lights during closing times / motion sensors in hallways in F180 and in the Robert Koch Forum (€)
➢ [5] Establish & popularize a waste prevention and recycling concept, including the option of repairing faulty equipment, the reuse/sale of outdated furniture and bulk ordering of durable products with warranty, etc.
➢ [6] Establish sustainable procurement guidelines including consideration of eco-labels, eco-friendly cleaning supplies, possibly avoiding questionable suppliers, etc.

4.2.2. Mobility

➢ [7] Establish sustainable mobility information and guidelines in order to incentivize travel reduction, to prioritise train travel for domestic trips and to incentivize the use of electronic taxis; adapt the existing travel/reimbursement rules; no car travel reimbursement (unless reasonably justified). A flight ban for domestic flights within a certain radius or door to door travel duration was suggested. This suggestion was deferred, not to presuppose a discussion, and an incentive structure proposed instead. However, a discussion of a flight ban should be initiated within the HSL and Faculty.
➢ [8] Offset travel-related CO_2 emissions via decentralised budgets (€)
➢ [9] Establish a coherent system to retrace/record travel activities
➢ [10] Collect data on modal split (including a survey among students and staff on commuting to and from the Hertie School)
➢ [11] Request additional bike racks to enhance convenience of biking infrastructure (Taubenstraße, car park, RKF).

4.2.3. Food, Events

➢ [12] Increase the number of water fountains (€)
➢ [13] Provide organic plant based milk and coffee for staff (€)
➢ [14] Establish sustainable food and events guidelines; implementation includes establishing a list of sustainable caterers
➢ [15] Initiative for a "zero waste cafeteria", deposit system for glass containers in the cafeteria, reduction of food waste

4.2.4. IT

➢ [16] Equip seminar rooms with video-conferencing devices to enable remote speaker engagement (€)
➢ [17] Establish "Green IT" guidelines; implementation could include the reduction of packaging and shipment (=more storage room), reduction of power consumption (automatic shutdown of all public computers and projectors at night, decrease of stand-by times), introduction of Ecosia as standard search engine, recycling and donation of IT devices, use of Nager IT Mouse, check ink printing instead of toner-based printers, etc.

4.2.5. Library

➢ [18] Continue setting-up a book collection on the topic of sustainability (€)

- [19] Mention on Hertie's website of Christopher Landes' membership in the Green Library network and his own publications on the topic; join the Environment, Sustainability and Libraries Special Interest Group
- [20] Establish "Green Library" guidelines to comply with the Green Library Goals, including use of sustainable library providers and delivery routes, incentives for paper reduction, lighting and air conditioning, e-first policy, green workflows, digital archiving, use of eco-friendly products, Green Library network activities, etc.

4.3. Social & participatory dimension

The social and participatory dimensions were not the primary focus of the working group. As these aspects were important to several members of the working group, are often listed as part of sustainability activities at other universities, and as some initiatives have already been implemented at the Hertie School, the aspect was included in the discussions but requires further development.

On the social and participatory dimensions, the working group suggests the extended implementation or adaption of the following concrete measures.

4.3.1 Employment relationships

- [21] Mental Health survey and workshops, with a special approach during the Corona pandemic
- [22] Renew the application process for the "Family friendly university" label
- [23] Agree with works council on company agreement Hertie School for mobile work at Hertie School
- [24] Further develop international onboarding process for new members in all status groups

4.3.2 Participation, Awareness raising

- [25] Integrate the sustainability aspect into the general HSR funding evaluation process
- [26] Regular newsletter: Report on sustainability activities at Hertie, promote volunteering for green initiatives among staff and students; provide information on sustainable initiatives outside Hertie (such as SuperCoop – sustainable cooperative supermarket)
- [27] Connect Hertie Students with employers and agencies for jobs in sustainability
- [28] Consider organisation of a sustainable action day for students and staff
  [29] Join national and international university networks on sustainability in order to foster exchange and to increase visibility. The Sustainability Committee should discuss options and make suggestions to the HSL.

5. Recommendations (process, implementation and follow-up)

- Adoption of strategic recommendations
  1. Implement a "Hertie Sustainability Committee";
  2. Develop and adopt a general "Hertie Sustainability Commitment";
  3. Implement the "Hertie Sustainable Campus Programme";
  4. Develop a broader overarching "Hertie Sustainability Strategy".

➢ Introduce sustainability activities as an annual reporting item in all relevant school committees and meetings, until permanent reporting measures have been decided.

➢ Communicate on the Working group process, on existing activities and adopted measures / internal and external story telling

The HSL should commission the Communications department to develop appropriate ways of initial communication about the working group process and to reflect on regular internal and external communications on sustainability-related actions and initiatives in order to raise awareness, encourage participation, and contribute to a positive image of the Hertie School.
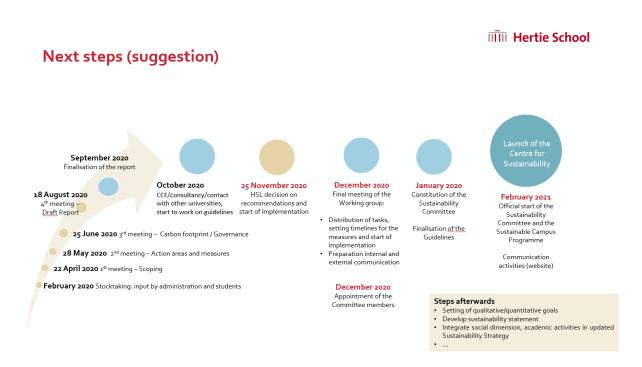
Hertie School

Next steps (suggestion)

September 2020
Finalisation of the report

18 August 2020
4th meeting – Draft Report

25 June 2020 3rd meeting – Carbon footprint / Governance

28 May 2020 2nd meeting – Action areas and measures

22 April 2020 1st meeting – Scoping

February 2020 Stocktaking: input by administration and students

October 2020
CCF/consultancy/contact with other universities, start to work on guidelines

25 November 2020
HSL decision on recommendations and start of implementation

December 2020
Final meeting of the Working group:

• Distribution of tasks, setting timelines for the measures and start of implementation
• Preparation internal and external communication

December 2020
Appointment of the Committee members

January 2020
Constitution of the Sustainability Committee

Finalisation of the Guidelines

Launch of the Centre for Sustainability

February 2021
Official start of the Sustainability Committee and the Sustainable Campus Programme

Communication activities (website)

Steps afterwards
• Setting of qualitative/quantitative goals
• Develop sustainability statement
• Integrate social dimension, academic activities in updated Sustainability Strategy
• ...

Figure 2: Suggested timeline for next steps

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Annexes:

1. Sustainability initiatives of our GPPN and CIVICA partners
2. List of existing sustainability measures at Hertie
3. Sustainability definitions of other universities
4. List of suggested sustainability measures for Hertie Sustainable Campus
5. Detailed description of suggested Hertie Sustainable Campus measures

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