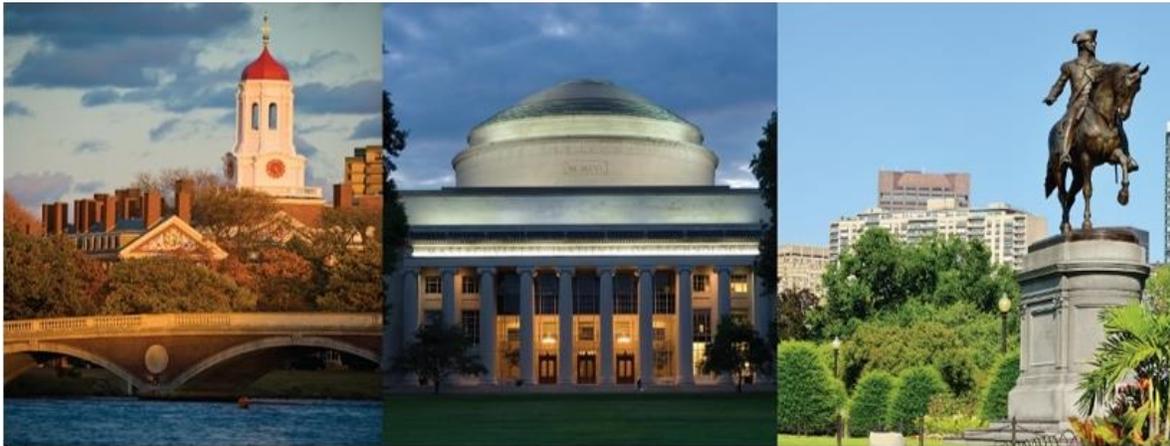


ISCN 2014 Conference

PUSHING BOUNDARIES: LEVERAGING COLLECTIVE ACTION
FOR GLOBAL IMPACT



HARVARD
UNIVERSITY



ISCN
International Sustainable Campus Network



**Massachusetts
Institute of
Technology**

Hosted by
HARVARD UNIVERSITY AND MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)
JUNE 1-4, 2014

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Conference Programs

1 June 2014 – ISCN Pre-Conference Workshop

At the MIT Stata Center

8:00am – 9:00 am	Registration and Light Breakfast		
9:00am – 9:15 am	Pre-Conference Workshop Session 1 Plenary Introduction: day's goals and objectives Julie Newman, MIT Overview of ISCN-GULF Charter Principles Bernd Kasemir, ISCN Zena Harris, ISCN		
9:15am – 12:00pm	Framing next generation thinking for campus sustainability Julie Newman, MIT Shana Weber, Princeton Maki Ikegami, Hokkaido University Iain Patton, EAUC Wrap up Davis Bookhart, Hong Kong University of Science and Technology		
12:00pm – 1:00pm	Lunch and Networking		
1:00pm - 2:00pm	Introducing Innovation, Collaboration, Scalability, Metrics for Next Generation thinking: Davis Bookhart, Amy Ho, Kerstin Höger, Jean-Christophe Carteron		
2:00pm – 4:00pm	Innovation Davis Bookhart, Hong Kong University of Science and Technology	Collaboration Amy Ho, National University of Singapore	Scalability Kerstin Höger, Norwegian University of Science and Technology Metrics Jean-Christophe Carteron, KEDGE Business School
4:00pm – 5:00pm	Road Mapping - Plenary Session Heather Henriksen, Harvard University		

2 June 2014 – ISCN Conference Day 1

In Boylston Hall on the Harvard University Campus

8:00am – 9:00am	Registration (including a light breakfast)
9:00am – 10:00am	Opening and Welcome Address Heather Henriksen, Harvard University Julie Newman, MIT Bernd Kasemir, ISCN
10:00am – 12:00pm	Scalability: Scalable Models for Global Impact Panel Input Presenter: Kent Larson, MIT Panelists: Davis Bookhart, Hong Kong University of Science and Technology John Fernandez, MIT Mahesh Pradhan, United Nations Environment Programme (UNEP)
12:00pm - 2:00pm	Networking Lunch
2:00pm – 4:00pm	Collaboration: Leveraging Collective Action Panel Input Presenter: Robert S. Kaplan, Harvard Business School Panel Moderator: Jack Spengler, Harvard School of Public Health Panelists: Karen Coyne, Novartis Institutes for BioMedical Research Katie Lapp, Harvard University Lisa Peterson, City of Cambridge Israel Ruiz, MIT
4:00pm - 4:30pm	Afternoon Break (Refreshments)
4:30pm - 6:00pm	Harvard Campus Tour
6:00pm	Opening Day Reception and Dinner

3 June 2014 – ISCN Conference Day 2

At the Media Lab on the MIT Campus

8:00am - 8:30am	Light Breakfast and Networking
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8:30am - 10:30am	Metrics: Measuring Outcomes Panel Input Presenter: Jan Sadlak, IREG Observatory on Academic Ranking and Excellence Panel Moderator: George Serafeim, Harvard Panelists: Javier Benayas, Iberoamerican Network of Universities for Sustainability (ARIUSA) Nazli Choucri, MIT Ann Kildahl, University of Hong Kong
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10:30am - 11:00am	Coffee break
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11:00am - 1:00pm	Innovation: Pushing Boundaries to Generate New Ideas Panel Input Presenter: Bill Clark, Harvard Kennedy School Panelists: Christine Bratrich, ETH Zurich Jason Jay, MIT Sloan Gordon Jones, Harvard Innovation Lab Tom Kelly, University of New Hampshire
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1:00pm - 2:00pm	Networking Lunch
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2:00pm - 5:00pm	Working Group Sessions (including coffee break and refreshments)
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Working Group 1: Led by WG1 Co-Chair, Bart Meehan, Australian National University Co-facilitator: Eddi Omrcen, University of Gothenburg Presenters: Meri Löyttyniemi, Aalto University Colin Reiter, University of Melbourne Rene Swart, St Stithians College	Working Group 2: Led by WG2 Co-Chairs, Heather Henriksen, Harvard University Eugenio Morello, POLIMI Presenters: John Cleveland, Boston Green Ribbon Commission Robin Dodson, Silent Spring Institute Jack Spengler, Harvard School of Public Health	Working Group 3: Led by WG3 Co-Chairs, Nancy Budwig, Clark University Ariane Koenig, University of Luxembourg Presenters: Angelo Riccaboni, University of Siena Ulrich Scharf, RootAbility
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5:00pm - 6:30pm

MIT Campus Tour

6:30pm - 7:00pm

7:00pm

Reception

Dinner

ISCN Sustainable Campus Excellence Award Ceremony

Matthew Gardner, ISCN

4 June 2014 – ISCN Conference Day 3

At Loeb House on the Harvard University Campus

8:00am – 9:00am

Working Group Results Coffee (including a light breakfast)

Presented by Working Group Co-Chairs

9:00am – 9:50am

Awards Presentations

Matthew Gardner, ISCN

9:50am – 10:10am

Challenges and Opportunities for Campus Sustainability

Anthony Cortese, Second Nature

10:10am – 11:00am

A Conversation on Next Steps for the ISCN

Session leader: Bernd Kasemir, ISCN

Panelists:

Steve Cannon, University of Hong Kong

Heather Henriksen, Harvard University

Lam Khin Yong, Nanyang Technological University

Joe Mullinix, National University of Singapore

Julie Newman, MIT

André Schneider, EPFL

René Schwarzenbach, ETH Zurich

Jack Spengler, Harvard University

11:00am - 11:30am

Closing Remarks

Heather Henriksen, Harvard University

Bernd Kasemir, ISCN

Julie Newman, MIT

11:30am – 1:30pm

Networking Lunch

1:30pm – 5:00pm

Harvard Faculty Club

ISCN Members Only Summit

The results from the Members Only Summit were summarized in a separate report provided to ISCN members.

Executive Summary



Our ISCN conferences have been held at inspiring locations around the world. This year, we have had the great opportunity to be hosted by Harvard University and MIT in Cambridge, Massachusetts, benefiting from the rich experiences of two great schools located in a world-renowned innovation hub. And at the meeting, we were already able to announce that we are fortunate to be hosted by the University of Hong Kong in 2015 and by Aalto University near Helsinki in 2016 for our full annual meetings, and in early 2015 expect to be able to offer a regional Latin American symposium in collaboration with the International University of Ecuador (UIDE).

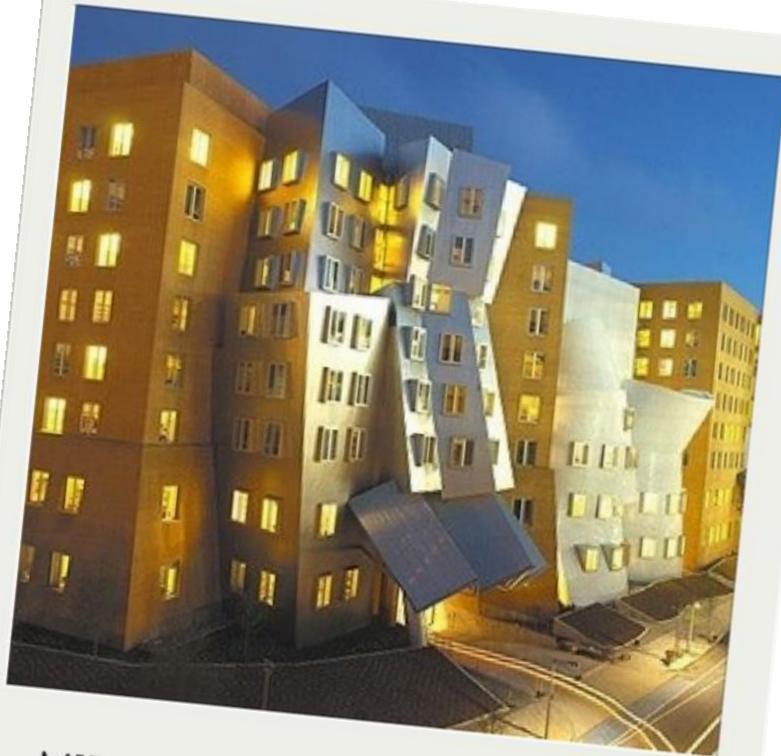
While sharing campus sustainability best practice to date and concrete instruments for implementation, monitoring, and reporting are important elements of all ISCN conferences, this year's meeting had a particularly strong focus on sharing new concepts and ideas. Befitting the innovative environment of Cambridge, MA, and profiting from faculty members of the two host schools joining the international roster of our panel participants, ideas for how universities can support the transformation of cities, catalyze public-private collaborations, and inspire future leaders in living laboratories for sustainability were shared over the course of four days of intense and engaged discussions.

A unique asset of our network is its broad diversity, providing our members the opportunity to exchange ideas and experiences with peers from many different regions and institutional backgrounds. The participation by colleagues from 34 countries in this meeting, and the 15 schools from around the globe that had joined the ISCN as formal members in the year leading up to the conference, again enhanced the opportunities for those participating in the ISCN to receive and provide inspiration in our common journey towards a more sustainable future on and off campus.

The Members Only Summit that closed out the conference allowed its participants to dive deeper into a number of key topics that had come up during the main conference days. This included goals for university-corporate dialogues on sustainability skills, broader educational offerings for sustainability including online courses, in-depth experience exchange and benchmarking between campus sustainability initiatives, and next steps in the organizational development of the ISCN and its governance. We will be working on all these issues over the coming year leading up to our next conference, and would be delighted if you could join us for ISCN 2015 next summer in Hong Kong.

Bernd Kasemir
ISCN Program Manager

Pre-Conference Workshop



MIT Stata Center

Photo by Andy Ryan

Overview

The second annual pre-conference workshop located at the MIT Stata Center provided participants an opportunity to explore what a “next generation” office of sustainability could look like and accomplish on higher education campuses. Through focused plenary sessions and small breakout groups, the aim of this workshop was to position leaders of sustainability programs to leverage the lessons learned from over 15 years experience in our field to transform their programs to better meet new challenges posed in the key areas of innovation, collaboration, scalability, and metrics.

Participants were exposed to the latest thinking and new ideas that encourage stakeholders to push boundaries in their respective areas of expertise. Participants explored and identified key characteristics of past program success (and failure) and identified essential components for effective next generation programs to integrate into their own programs.

Introductions and Opening Session

Julie Newman, Director, Office of Sustainability at MIT welcomed participants from 34 countries to engage cross-cultural collective intelligence to frame a “next generation” model for campus sustainability.

Bernd Kasemir and Zena Harris of the ISCN Secretariat welcomed participants and provided an overview of the ISCN, its mission and the three ISCN-GULF Charter principles.

The mission of the International Sustainable Campus Network (ISCN) is to provide a global forum to support leading colleges, universities, and corporate campuses in the exchange of information, ideas, and best practices for achieving sustainable campus operations and integrating sustainability in research and teaching.

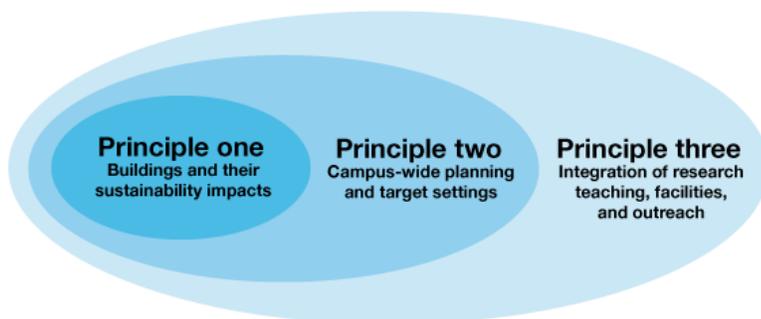


FIGURE 1: ISCN-GULF CHARTER PRINCIPLES

Now in its eighth program year, the ISCN has gathered a collection of leading campus sustainability cases and metrics provided in ISCN-GULF Charter reports that show a transformation in campus sustainability programs over the last years and the start of “next generation” thinking on campuses around the world.

Next Generation Thinking for Campus Sustainability

Opening this session **Julie Newman** started with the evolution of sustainability drivers and context over the past two decades and posed questions to the audience to ponder throughout the course of the ISCN conference.

With global issues such as population growth, are we asking the right questions and how has higher education responded beyond incorporating more frameworks, data, and systems? Are we still thinking about “first generation” issues or have we transitioned to the “next generation” thinking (see table 1)?

TABLE 1: FIRST GENERATION QUESTIONS REFRAMED AS "NEXT GENERATION" QUESTIONS.

<i>First Generation Question</i>	<i>Next Generation Question</i>
<i>Can we build high performance buildings?</i>	How can buildings integrate and restore the natural environment?
<i>Can we get people out of cars?</i>	How can we create a revolutionary multi-modal mobility system influenced by real-time data?
<i>Can we reduce our dependence on fossil fuels?</i>	How can we support the transition to a clean energy economy that benefits the environment, workers, and communities?

Following this introduction, leading sustainability practitioners helped frame what “next generation” thinking was using examples from their organizations and global perspectives.

Shana Weber, Director, Office of Sustainability, Princeton University provided original research results on sustainability performance in higher education and aligning collective impact with eco-regional drivers. Weber’s work revealed that eco-regional conditions (e.g., dry, wet, hot, cold, etc.) do not match resource use trends. For example, even though water usage reported by AASHE STARS reporting institutions had dropped, water usage by these institutions in water scarce eco-regions has actually gone up, while water usage by institutions in water rich regions decreased. Weber suggests a “next generation” solution is to connect campus performance better with eco-regional needs, rethink metrics, and work collectively with other in a given eco-region to achieve collective impact.

Building on the eco-regional suggestion that Weber put forth, **Maki Ikegami, Coordinator, Office for a Sustainable Campus, Hokkaido University** provided an example of how Hokkaido has developed a customized, Sustainable Campus Assessment System suitable for application across Japan that incorporates policy, strategy and plan for the whole university. The development of this system was inspired by the American STARS systems, but adapted to better suit the current stage of Japanese programs by requiring more details on planning and resource issues, while leaving more flexibility on reporting implemented activities.

Iain Patton, Director, EAUC, reminded participants that universities are important for solving the world’s problems, however he suggested there is a weakness: the learner. Patton talked about the elephant in the room, “learners” and challenged participants to do “stuff” *with* students instead of just *for* students. He encouraged participants to engage the learner and utilize the power of students.



Introducing Innovation, Collaboration, Scalability, and Metrics for Next Generation Thinking

Leading sustainability practitioners from around the world, including **Davis Bookhart, Senior Manager of the Sustainability Unit, Hong Kong University of Science and Technology, Amy Ho, Director, Office of Environmental Sustainability, National University of Singapore, Kerstin Höger, Professor, Norwegian University of Science and Technology, and Jean-Christophe Carteron, Director of Corporate Social Responsibility, KEDGE Business School**, provided an overview of next generation thinking related to the critical issues of innovation, collaboration, scalability, and metrics to set the stage for in-depth breakout sessions to explore these topics, next generation thinking and ideas. Results from these discussions include:

Innovation

Facilitated by **Davis Bookhart**, this group identify drivers of innovation including, financial incentives, space and trust, risk, competition, performance standards, personal motivations, cultural. “Must haves” identified for innovation include the ability to draw from faculty expertise and create a plan of action that aligns with presidential motivations, encourages collaborations with cities and other stakeholders, and packages sustainability in an understandable way.

Collaboration

Amy Ho facilitated the collaboration breakout group and focused on new ways of thinking about collaboration structure and process, funding, and the role of the university as a convener. Participants agreed that universities sit at the nexus of multiple sectors and have a unique advantage to network and collaborate to address and solve challenges both locally and globally.

Scalability

The scalability breakout session was facilitated by **Kerstin Höger**, and the central theme discussed by the group was tension. Tension between what can and cannot be scalable, the unique aspects of scalability and the concept of thinking big and acting small. Furthermore, the group concluded that to push boundaries and evoke “next gen” thinking, we must all remain open and iterative, and re-inject playfulness and creativity into the copy – improve - develop process.

Metrics

Jean-Christophe Carteron provided the summary of the breakout group he facilitated on metrics. Ideas coming out of this session included options to gauge, monitor and build capacity and sustainability knowledge among students, to which a sustainability literacy test could contribute. This approach suggests a level of student responsibility and outcomes focus to improve the overall knowledge base and curriculum iteration.

Concluding Thoughts on Next Generation Thinking for Sustainability

To summarize the discussions of the day's sessions, **Heather Henriksen, Director, Office for Sustainability, Harvard University**, provided concluding thoughts related to the aspects of innovation, collaboration, scalability and metrics. First and foremost, this workshop challenged participants to focus on whether we as sustainability practitioners in higher education are asking the right questions and hitting the right targets. One common goal is to transform our campuses into living laboratories, but are we truly integrating research and teaching? Are we effectively connecting people for social change?

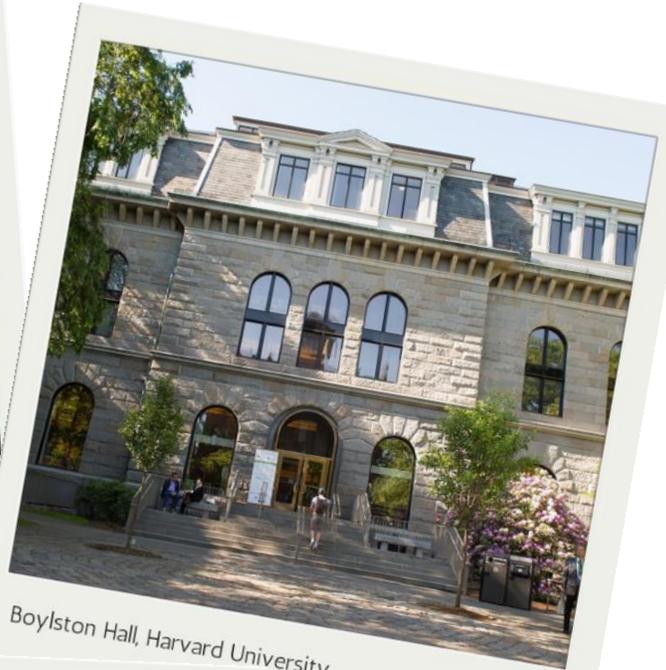
The university system and campus setting is a truly unique model and Henriksen encouraged participants to play to their strengths, to foster research and discovery, training, and the ability to create change agents for sustainability. If we embrace institutional dynamics, invest in collaborative models, scale appropriately, innovation will flourish and "next generation" ideas will unfold.



Main Conference Summary



MIT Media Lab



Boylston Hall, Harvard University



Loeb House, Harvard University

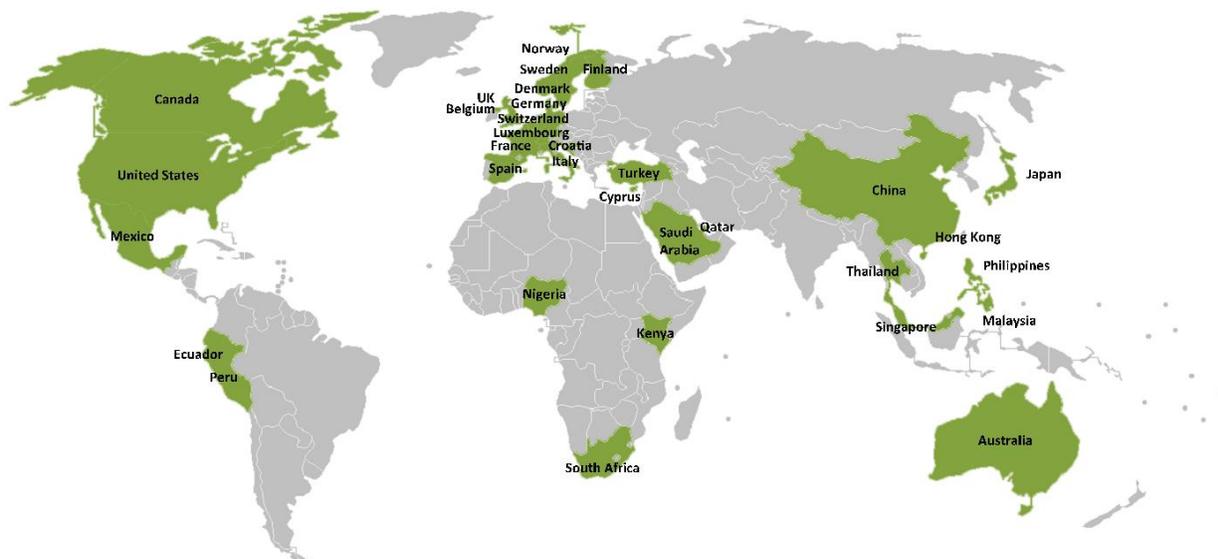
Opening and Welcome Address

This year the ISCN Conference was co-hosted by two higher education institutions, Harvard University and the Massachusetts Institute of Technology (MIT).

Heather Henriksen, Director, Harvard Office for Sustainability opened the eighth annual ISCN Conference at Harvard University on June 2, 2014. In attendance were 129 participants from 76 universities and higher education sector organizations in 34 countries. “I’m honored to be part of this group because there are so many talented leaders from different countries and cultures with a deep and broad knowledge of not only sustainability, but change management” Henriksen said as she began her welcome. Jointly hosted by Harvard University and MIT, Henriksen stated that the purpose of ISCN 2014 over the next three days is to find ways to collectively ask the right questions and find the right solutions to the critical sustainability issues of Innovation, Collaboration, Scalability, and Metrics.

A couple of decades ago, Harvard committed to sustainability and has been taking steps to engage senior leadership, faculty, staff, students and the local community on important topics such as health. While challenges do exist, such as departmental divides on campus, it is more important than ever to build “muscle memory” around sustainability through partnerships, collaboration and stakeholder engagement.

I’m honored to be part of this group because there are so many talented leaders from different countries and cultures with a deep and broad knowledge of not only sustainability, but change management.



ISCN 2014 Conference

129 Participants | 76 Universities | 34 Countries | 6 Continents

Julie Newman, Director, MIT Office of Sustainability, long time supporter of the ISCN, and co-host of ISCN 2014 also extended her warm welcome to a meeting that was based on a great collaboration between Harvard and MIT and offered the chance to provide participants with sustainability examples from each institution. Providing context, Newman noted that the City of Cambridge is a unique place

“This meeting for me is always a humble reminder of the shared challenges that we face irrespective to latitude and longitude.”

– Julie Newman, Director, MIT Office of Sustainability



with commitments to achieve net zero emissions, develop an eco-district, and engage stakeholders including 250,000 university students in the local area.

As one of the local higher education institutions, MIT has been committed to sustainability for over a decade, but only recently launched a formal Office of Sustainability, of which Newman serves as its first Director. Drawing on the research and

innovation taking place at MIT, Newman reminded the audience that universities have a unique role to play as a scalable laboratory for students to gain skills and knowledge and encourage responsible citizens of the world, today and in the future.

Excited for the days ahead, Henriksen and Newman approached this conference with the intent to learn from conference participants, and, as a global group, collectively develop a shared sense of purpose, goals, and long-term vision.

Bernd Kasemir, ISCN Program Manager, was delighted to welcome conference participants to this meeting providing a brief background of the ISCN which is now in its eighth formal program year with 60 member institutions from 20 countries. Furthermore, the ISCN is now generously hosted by five co-host schools, EPFL, ETH Zurich, National University of Singapore, Nanyang Technological University, and the University of Hong Kong. ISCN Members and co-host schools all support the ISCN mission:

...to provide a global forum to support leading colleges, universities, and corporate campuses with the exchange of ideas and best practices, the ISCN promotes collaboration between cities, corporations, and the private sector.

As forum for collaboration, ISCN conferences happen annually in a different region of the world and address critical sustainability issues. With global travel necessary to attend conferences, the ISCN takes responsibility for the environmental impact by purchasing carbon offsets.

As illustrated by the fact that the World Economic Forum’s global risk report this year ranked many environmental and social risks such as food and water crises and more extreme weather events among the 10 most important challenges facing economies today,



sustainability issues have by now taken center stage also in “mainstream” discussions in business and politics. This year, ISCN 2014 focused on the sustainability topics – scalability, collaboration, metrics and innovation through “next generation” thinking. With ingenuity, ISCN members can collectively address the risks, and move the sustainability agenda forward.

Kasemir thanked the conference planning teams from Harvard and MIT and looked forward to an inspiring conference.



Plenary Sessions

The four plenary sessions took place across two days of the conference and each was designed to include a panel leader and moderator who opened the discussion and framed the session topic. Following this session opening, each panelist speaker provided a short overview and his/her unique perspective on the session topic before an interactive dialogue amongst the panelists and with the audience. In addition to the text below, [videos of each plenary session](#) are available below and on the ISCN website.

Plenary 1: Scalability: Scalable Models for Global Impact

Julie Newman, Director, MIT Office of Sustainability introduced the first plenary session that focused on scaling models for global impact. **Kent Larson, Principle Research Scientist, Director of the MIT Media Lab's Changing Places Group**, opened the discussion by sharing the recent activities of the MIT Media Lab. Students of the Media Lab strive to address the numerous challenges faced by society today. They have focused their projects and research on improving issues such as urban mobility, housing and food and water scarcity. Using modeling technologies, they have studied the relationship between population density and livability, and impacts from a variety of social factors. Larson described the characteristics of highly innovative and livable communities, explaining that districts should be compact, dense, diverse and walkable.



VIDEO OF THE SCALABILITY SESSION AT THE ISCN 2014 CONFERENCE.

The first panelist, **Davis Bookhart, Head and Senior Manager, Sustainability at Hong Kong University of Science and Technology**, began by posing the question: is sustainability scalable? Higher education may contribute to scaling sustainability through demonstration, targeted analysis and facilitation. Institutions should take the next steps to demonstrate scalability in this context by moving from opportunistic

mindsets to planning strategically. Bookhart proposed ways to move forward by leveraging our experiences, and expanding our research to address real-world problems that affect society.

John Fernandez, Professor and Director of the Building Technology Program in the Department of Architecture and Director of MIT's International Design Center, shared his expertise on urban metabolism, the study of physical flows required to serve the urban economy. He shared the findings of urban metabolism studies conducted for a Boston neighborhood, and the MIT campus. This research allowed MIT to identify the resource intensity required for one undergraduate year. Analyzing the flows



“From a global perspective, lots of things are happening. But as universities, can we be relevant? Can we be part of these policy discussions, can we mainstream our activities?”
– **Mahesh Pradhan, United Nations Environment Programme**

of energy and goods is necessary for informed urban planning and environmental management, which critically affects global sustainability.

Finally, **Mahesh Pradhan, Chief, Environmental Education and Training Unit, United Nations Environment Programme**, shared three key points on scalability in higher education: (1) universities must consider the global relevancy of their activities and

involvement in policy discussions, (2) they must mainstream these activities into a larger context through campus, curriculum, communities and student engagement, and (3) networking globally is key to understanding these connections and linkages.

Plenary 2: Collaboration: Leveraging Collective Action

The afternoon plenary session was opened by **Heather Henriksen, Director, Harvard Office for Sustainability**. The focus was on collaboration. The multi-sector panel included academics, **Robert Kaplan, Martin Marshall Professor of Management Practice in Business Administration and Senior Associate Dean for External Relations, Harvard Business School**, and **Jack Spengler, Akira Yamaguchi Professor of Environmental Health and Human Habitation and Director of the Center for Health and the Global Environment, Harvard School of Public Health** who served as moderator.



VIDEO OF THE COLLABORATION SESSION AT THE ISCN 2014 CONFERENCE.

University executives, **Katie Lapp, Executive Vice President, Harvard University**, **Israel Ruiz, Executive Vice President, MIT**, were joined by public sector representative, **Lisa Peterson, Deputy City Manager, City of Cambridge**, and **Karen Coyne, Global Head of Health, Safety & Environment and Business Continuity, Novartis Institutes for BioMedical Research** representing the private sector. The panel discussed leadership and the common goal of creating a sustainable community in which to live and work. The focus was on Cambridge, Massachusetts and the [Cambridge Community Compact for a Sustainable Future](#), which “aims to leverage the different organizations’ core skills and competencies in research, best practices and governance to generate new solutions in the areas of waste reduction, energy efficiency, climate mitigation and adaptation, water

management, renewable energy and green tech incubation” to tackle local sustainability issues in the community.



“Leadership is empowering others to act themselves.”
Rob Kaplan, Harvard Business School

Creating a multi-sector collaboration takes leadership from each party involved. **Robert Kaplan** opened the panel session and talked about leadership and how it related to sustainability. A secret he divulged was that, “No one knows what leadership is.” With the audience’s attention, he discussed a few of his thoughts of what being a leader means, including figuring out what you believe as if

you are in charge, continuously searching for answers, summing up the courage to act in a way that adds value to someone else.

Adding value is just what the Cambridge Compact aims to do. Through the objectives of social progress, protection of the natural environment, and strengthening the economic environment, **Lisa Peterson** described priorities agreed upon by senior leadership involved in the Compact collaboration. These include: building energy, transportation, and climate preparedness.

Katie Lapp described how Harvard leadership saw the value in campus sustainability and set campus goals for greenhouse gas reductions, responsible investment, sustainability education, climate preparedness, collaboration and more.



Israel Ruiz discussed the power of collaboration and partnerships to advance opportunities, utilize shared resources, tackle shared challenges and create better outcomes. MIT is involved in a number of partnerships locally including the Net Zero Task Force, Cambridge Compact, Kendall Square Eco-District, Boston Green Ribbon Commission to name a few. Additionally, there are on-campus partnerships and collaborations to strengthen the notion of the campus as a living laboratory for sustainability.

Karen Coyne provided a private sector perspective to collaboration. As a research hub of a multinational company, Novartis Institutes for Biomedical Research (NIBR) chooses to call Cambridge, MA home. Because of its collaborative nature, world-class learning environment, innovation incubator, and because it is a trendsetter, these qualities help the Novartis to not only participate in the Compact, but also accomplish its corporate sustainability goals.

A common theme throughout the panel session was the value of partnership and collaboration to deliver positive change.

Plenary 3: Metrics: Measuring Outcomes

The second day of the ISCN conference took place on the MIT campus where **Julie Newman, Director, MIT Office of Sustainability**, welcomed the group and shared her excitement to co-host the event with Harvard. “You get to experience two very unique institutions with very different characteristics and yet we access the same food shed, water shed, and air shed. We share a city, a river, a local economy, and a transportation system.” Newman noted.



VIDEO OF THE METRICS SESSION AT THE ISCN 2014 CONFERENCE.

The third plenary was introduced by **Jan Sadlak, the President of IREG Observatory on Academic Ranking and Excellence**. Jan began the discussion by posing key questions about the development and communication around metrics of excellence and their link to sustainability. Higher education is under increasing pressure to demonstrate excellence, and therefore metrics may provide this performance evidence through a variety of quantitative measurements such as benchmarking, awards and rankings. Although rankings have historically been viewed as oversimplifying the complexity of sustainability issues across very diverse campuses, it is still possible to generate meaningful data that is a reliable basis for comparison. Jan reminded institutions that rankings are only a proxy reflection of the very complex activities within higher education.

Session moderator **George Serafeim, Assistant Professor of Business Administration at Harvard University**, provided commentary on the effectiveness of rankings in their current state. George reassured us that these metrics take many years to develop, and reminded us of the initial resistance associated with reporting financial data; this similarly applies to sustainability information. He suggested metrics should satisfy six principles to be effective: transparency, inclusiveness, impartiality, relevance, insurability and reliability.

Javier Benayas, Professor, Coordinator of RISU at the Iberoamerican Network of Universities for Sustainability (ARIUSA), gave an overview of a sustainability assessment system that was developed for Spanish and Latin American universities. The assessment consisted of “yes/no” indicators that focused



“The process of assessment of sustainability in universities is important but not for competitive purposes. We need to work together if we’d like to progress together.”

Javier Benayas, Iberoamerican Network of Universities for Sustainability (ARIUSA)

on leadership, operations, research and teaching, and was based on data collected from a self-survey and interviews. The system was created to provide a reference point for strategic planning, and to encourage universities to share best practices.

Nazli Choucri, a Professor of Political Science at MIT, urged universities to not over-rely on standardization when measuring and comparing outcomes. Factors such as context and resource constraints require strategies to be customized to

the unique needs and capabilities of each institution. Nazli also introduced the Global System for Sustainable Development, a knowledge networking system for peer-reviewed content on sustainability concepts, metrics, strategies and case studies. This reinforces the importance of highlighting the interconnections between the use of cyberspace and the development of sustainability strategies.

The University of Hong Kong’s Sustainability Manager, Ann Kildahl, wrapped up the discussion by reviewing the current status of ranking systems. Voluntary drivers like sustainability reporting and government mandates are currently the main drivers behind the use of metrics in higher education. These metrics will likely become more common over time, as a way to engage stakeholders and spread awareness. Ann suggested several ways that ranking systems might be refined over time by recognizing the importance of context.



Plenary 4: Innovation: Pushing Boundaries to Generate New Ideas

Participants in our fourth plenary session set out to identify models for driving innovation globally, and how it may support sustainable development on their own campuses. **Heather Henriksen, Director, Harvard Office for Sustainability** opened the session and **Bill Clark, Harvey Brooks Professor of International Science, Public Policy and Human Development, Harvard Kennedy School**, introduced the topic by reviewing the perceptions of sustainability's role in higher education. Sustainable campuses continue to make substantial progress in areas such as green building design and operations; however broader views must be reintroduced in a campus setting to promote balanced approaches to innovation within sustainable development.



VIDEO OF THE INNOVATION SESSION AT THE ISCN 2014 CONFERENCE.

Tom Kelly, Chief Sustainability Officer, shared an example of the **University of New Hampshire's** innovations within sustainable food systems, and how these efforts have been integrated into the curriculum, operations, research and engagement. He suggested that ethical dimensions should be considered when innovating, including raising awareness on who absorbs the negative impacts of development.

Gordon Jones is the Director of Harvard's Innovation Lab, which provides the necessary resources and skills needed to foster innovation and entrepreneurship across campus. Through cross-university interdisciplinary collaboration, innovations may be produced and scaled to share with broader audiences. Jones encouraged universities to identify the role they are playing, to understand if they are a customer, incubator or educator for innovation.



"We should not think only about how we make something more efficient, but how can we get holistic thinking into the heads of our students?"
– René Schwarzenbach, ETH Zurich

Jason Jay, Lecturer at the MIT Sloan School of Management and Director of the Sustainability Initiative at MIT Sloan, reminded the audience that

our campuses should embody the sustainability values we want to foster in our students. To inspire sustainable innovation, we must raise awareness through action learning. Innovation not only relates to new technologies, and we should encourage students to view it as a business model and lifestyle.

Christine Bratrich, Director of Sustainability, ETH Zurich, concluded the remarks with an overview on how ETH Zurich fosters innovation by bridging disciplines and cultures, and integrating sustainability across campus activities while focusing on annual themes. A successful application of this includes the ETH Sustainability Summer School Program, where students participate in an interdisciplinary curriculum. This program motivates students to think critically to foster innovation on sustainability.

Christine shared an example where students applied their knowledge to construct a sustainable urban dwelling unit.

Campus Sustainability Awards Ceremony

The evening of day two of the conference included the much anticipated International Sustainable Campus Excellence Awards Ceremony. **Matthew Gardner, ISCN Secretariat and Managing Partner at Sustainerv**, opened the ceremony describing the nominations and jury process this year. The International Sustainable Campus Excellence Awards recognize sustainable campus projects that demonstrate leadership, creativity, effectiveness and outstanding performance in the areas of Building, Campus, Integration and Student Leadership.



VIDEO OF THE 2014 SUSTAINABLE CAMPUS EXCELLENCE AWARDS CEREMONY AT THE ISCN 2014 CONFERENCE.

Category: Excellence in Building

The Excellence in Building Award is presented to an institution that has deployed an integrative, holistic approach to campus building projects, demonstrated a commitment to stakeholder engagement, and shown that the campus of today can be a true leader when it comes to energy usage, environmental impacts, and overall sustainability.

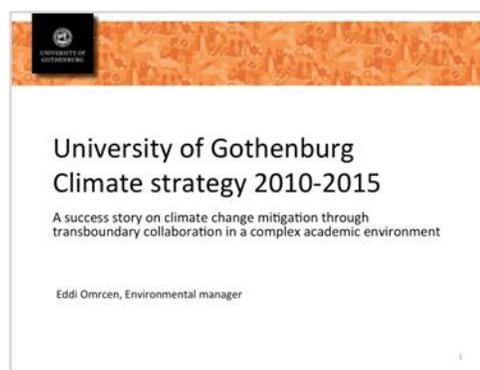


This year the Building Award went to **Shandong Jiaotong University** for their green library building located in Jinan city in the Shandong province. Many methods were adopted to adapt to the climate and achieve a comfortable environment with low initial investment and operational costs. A number of energy-saving measures have been implemented, including design considerations such as effective sun shading, natural ventilation and lighting, and a green roof garden. 80% of the building materials used local products, reducing transportation energy consumption.

Category: Excellence in Campus

The Excellence in Campus Award recognizes projects or campus-wide initiatives that represent best practices in large-scale deployment of sustainability technologies and practices. Projects in this category show achievements from the viewpoint of engaging the various stakeholders of campus sustainability and are used as a teaching tool and living laboratory for a variety of sustainability-related teaching and research activities.

The 2014 Campus award was presented to the **University of Gothenburg** for their Climate Strategy. The objective is to reduce total carbon dioxide emissions by the year 2015 by at least 20 percent compared with 2008 levels. The University of Gothenburg also aims to reduce total energy usage by 10 per cent for the same period. This is being achieved mainly through energy efficiency measures, and by adapting business travel in line with climatic and environmental considerations.



By the end of 2013 the target was almost reached with a reduction of total carbon emissions by 19 per cent as compared to the baseline year 2008. Total energy use is reduced by 15 per cent, exceeding the 10 per cent goal. For 2013 as compared to 2012, energy usage was reduced by 7 per cent giving economic savings equivalent to 430 000 euros or almost 600 000 US dollars, and a reduction of carbon dioxide emissions by 3 per cent.

Category: Excellence in Integration



The Excellence in Integration Award recognizes projects that demonstrate how sustainable development and management can be used to support the educational and research mission of the institution, positively impact the campus community, and effectively communicate the results to stakeholders beyond the campus.

This year, the Integration award was presented to the **University of Washington**. Sustainability is a significant part of the University of Washington's educational mission, due in large part to student demand, engagement and activism.

The Environmental Stewardship & Sustainability office coordinates information and activities across the University to facilitate initiatives within three campus locations, medical centers and auxiliaries. The office was also established to raise university-wide visibility for sustainability. To improve access of information to all stakeholders, this office tracks and communicates about sustainability metrics, conservation programs and initiatives. Through centralization, this approach mitigates institutional risk through coordinating dialogue and building consensus for strategic planning.

Category: Student Leadership

The ISCN Excellence Award for Student projects is given to outstanding student projects or campaigns contributing to sustainable campuses and encouraging other students to start their own initiatives to

make a difference. The award covers student-initiated and student-run projects that make studying, living and working at the university more sustainable.

The **University of Exeter** received the 2014 Student Leadership award for their Students' Green Unit. The Students' Green Unit bridges the gap between student action and academic research leading to lasting change in the environmental and ethical sustainability of the University, our community and the wider world. The initiative embeds student leadership in the governance of the school's sustainability agendas and bring students together with staff to implement solutions to sustainability grand challenges drawn from academic research via projects supported and funded by the Students' Green Unit.



The Unit has five strands; operations, education, research, community and student activity and employability. Mentored by staff and supported by interns, students will develop and deliver sustainability projects across the University's campuses and in the community. Furthermore, by engaging students to lead the establishment of a joint sustainability strategy the projects will leave a lasting legacy.

Shared Exploration in Working Groups

The afternoon of day two provided an opportunity for the three Working Groups to delve deeper into topics related to the three ISCN principles (see figure 2). Planning for each WG session included a pre-conference survey to help shape discussions at the conference (see figures 3-5, infographics of survey results).

Participants in each working group session shared experiences and explored new pathways for integrating sustainability on campus. The session agendas are provided below followed by a summary of discussion topics and key outcomes. A list of participants is included in Appendix 1.

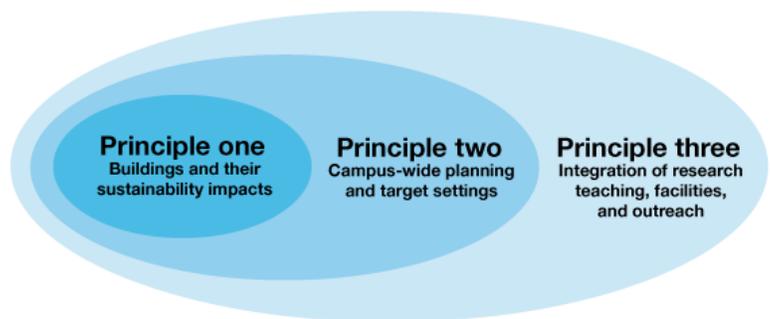


FIGURE 2: ISCN-GULF CHARTER PRINCIPLES

Working Group 1. Buildings and their Sustainability Performance

Working Group 1 is charged with researching and exploring Principle 1 of the ISCN-GULF Sustainable Campus Charter: *To demonstrate respect for nature and society, sustainable considerations should be an integral part of planning, construction, renovation, operation of buildings on campus.*

WG1 **Agenda**

Led by WG1 Co-Chair:
Bart Meehan, Australian National University

Co-Facilitator:
Eddi Omrcen, University of Gothenburg

Presenters:
Meri Löyttyniemi, Aalto University
Colin Reiter, University of Melbourne
Rene Swart, St Stithians College

This session was co-facilitated by **Working Group Co-Chair, Bart Meehan, Visiting Fellow at Australian National University and Eddi Omrcen, the Environmental Manager at the University of Gothenburg.** Working Group Co-chair **Ying Hua, Cornell University,** was unable to attend the conference, but provided valuable input during conference preparations.

Introduction and Input Presentations

Working Group 1 introductions were made by **Bart Meehan, Australian National University** and **Eddi Omrcen, University of Gothenburg** who focused the discussion on innovation in building design and operations.

Kicking off the presentation part of the session, Meehan provided an overview of sustainably designed buildings, and shared his journey with sustainable facilities at ANU's Fenner School of Environment and Society. He noted that

there are currently no standards for student residential buildings, and emphasized the importance of mainstreaming these efforts while educating occupants on design elements. Eddi Omrcen shared his experiences in Gothenburg, exploring the relationships between design elements and occupant behavior. To provide context, he described how campus buildings at University of Gothenburg are not owned by the university, but by the government, and noted a university policy focused on environmental aspects, functionality, safety, image and identity, before providing a case study of reducing energy use in a laboratory building.

Following these introduction presentations were case studies shared by **Rene Swart, Operations Director, St Stithians College, Meri Löyttyniemi, Senior Advisor, Sustainable Development, Aalto University, and Colin Reiter, Director, Asset Services, Property & Campus Services, University of Melbourne.** The focus of **Rene Swart's** talk was on engaging the community in innovation. By defining community, people of a district that are unified by common interests, Swart discussed the motivation, timing and strategies for engaging members of the campus community and beyond to accomplish sustainability goals based on her experience at St. Stithians in South Africa.

Meri Löyttyniemi used the concrete example of a lighting retrofit at Aalto University in Finland to highlight how a project can progress from initial



energy reduction goals to also encompass financial benefits, technical details, and scalability across campus. **Colin Reiter** discussed building a database for innovative design and operations in Australia, and provided a case study from the University of Melbourne. Reiter provided an overview of various green building certifications around (e.g., LEED, Breem), and glimpse of the World Green Building Council's database. Under the Green Building Council of Australia, Green Star is the green building standard used.

Discussion

Throughout the Working Group 1 session, the case study presentations sparked discussion on the incremental development in design. Additionally, participants noted the continuing challenge of “selling” innovative sustainable design (the return on investment barrier) to campus administration. One aspect of this challenge is the different capital and operation models in Universities. Harkening back to the conference theme, Pushing Boundaries, participants discussed the differences of these boundaries at various institutions which can lead to significant variations of innovation.

Key Outcomes

There were several key outcomes from the Working Group session.

First, the innovation paradox: Organizations want to be known as “innovative,” but may feel threatened by innovation (Has it been done before and proven?). The process and bureaucracy often “attacks” innovation like it is a “foreign body.”

Additionally, sustainable design and operations is, for the most part, not mainstreamed in organizational values. The case needs to be made usually on short-term return on investment models. There are very few lifecycle (cradle to grave) models used to justify investment.

Finally, organizations face similar challenges and barriers and would benefit from facilitated information exchange on both the macro (building level) issues and the micro (system level) issues.



SURVEY QUESTION 2: WHAT DO YOU BELIEVE ARE THE KEY PRIORITIES AND CHALLENGES IN DEVELOPING INNOVATIVE AND EFFECTIVE SUSTAINABLE BUILDING DESIGN AND OPERATIONS MANAGEMENT?





Working Group 2: Campus-Wide Planning and Target Setting

The focus of Working Group 2 is to explore Principle 2 of the ISCN-GULF Sustainable Campus Charter: *To ensure long-term sustainable campus development, campus-wide master planning and target-setting should include environmental and social goals.* This session was facilitated by Working Group Co-Chairs **Heather Henriksen, Harvard University**, and **Eugenio Morello, Politecnico di Milano (POLIMI)**.



The image shows a presentation slide titled "WG2 Agenda". It lists the co-chairs and presenters for the session. The co-chairs are Heather Henriksen from Harvard University and Eugenio Morello from POLIMI. The presenters are John Cleveland from the Boston Green Ribbon Commission, Robin Dodson from the Silent Spring Institute, and Jack Spengler from the Harvard School of Public Health.

Introduction and Input Presentations

The goal of this session was to identify how universities around the world are addressing climate preparedness and human health in their campus-wide initiatives and strategic plans. **John Cleveland, Executive Director, Boston Green Ribbon Commission**, provided an overview of the Commission, a group of leaders dedicated to developing strategies that address climate change. John suggested what Boston might look like by 2050 based on climate change risks, encouraging us all to accelerate our actions. He expressed the view that in comparison to municipalities, corporations and other sectors, higher education is behind in their sustainability efforts. Cleveland suggested that students are great change agents, and higher education should fully utilize them as a resource for campus sustainability initiatives. **Heather Henriksen** shared Harvard University's take on climate preparedness and adaptation strategies. To accelerate change, Harvard's Climate

Preparedness Working Group will conduct a vulnerability assessment and set policies for infrastructure in high-risk areas.

Discussion

Following the introduction, the group conducted a workshop to address the question: *how is your institution thinking about climate preparedness?* Participants broke into three groups to identify the unique perspective of their campus. For some institutions, the impacts of climate change are not yet visible and therefore no concrete plans have been set to address it. The second portion of the workshop explored the topic of human health and well-being on campuses. **Robin Dodson ScD, Research Scientist, Silent Spring Institute** discussed her work and shared her expertise on the harmful effects of chemicals found in everyday products. Robin advised the group to gain a new perspective on green building design that considers how people use the space. Rather than selecting materials solely for their recycled content, consideration should also be given to their impacts on indoor air quality.



Heather Henriksen shared the measures that Harvard has taken to address well-being across campus. Harvard utilizes health product disclosure forms and compares their contents against their list of banned chemicals. Harvard closely monitors the materials they select and discloses information on material use to the U.S. Green Building Council (USGBC). **Eugenio Morello**,

Assistant Professor in Urban Design, discussed food and nutrition on campus at **Politecnico di Milano**. A number of policies have been adopted to improve human health, including stricter packaging and discarded food policies to minimize waste generation. Participants broke into smaller groups again, to discuss human health initiatives on their campuses.

Key Outcomes

Working Group 2 concluded with interesting takeaways on climate preparedness and human health in higher education. Many institutions have not yet fully explored climate preparedness, and therefore we must better inform ourselves, learn from others who have faced environmental disasters in the past, and take action on our campuses. The group further suggests that human health risks may be minimized by closely monitoring products that are used on campus, and by adopting programs that lend to better dietary options. Working Group 2 shared their goals for 2014-15, which includes offering an online workshop on climate preparedness, and sharing knowledge on green chemistry with the ISCN community.



SURVEY QUESTION 5: HOW IS YOUR INSTITUTION THINKING ABOUT CLIMATE PREPAREDNESS AND ADAPTATION STRATEGIES? DOES YOUR INSTITUTION HAVE BUILDING GUIDELINES OR STANDARDS THAT ADDRESS FUTURE CLIMATE CONCERNS (FLOODING, HEAT, ETC.)? IF SO, WHAT ARE YOUR STANDARDS? DO YOU WORK WITH OTHER LOCAL INSTITUTIONS REGARDING PREPAREDNESS PLANNING AND STRATEGIES (IF SO WHO)?

Working Group 3: Integration of Research, Teaching and Facilities

The objective of Working Group 3 is to explore Principle 3 of the ISCN-GULF Sustainable Campus Charter: *To align the organization's core mission with sustainable development, facilities, research, and education should be linked to create a "living laboratory" for sustainability.* The Working Group 3 session was facilitated by WG3 Co-Chairs, **Ariane König, Head of Sustainable Development and Senior Researcher, University of Luxembourg** and **Nancy Budwig, Associate Provost and Dean of Research, Clark University.**



The image shows a presentation slide titled "WG3 Agenda". It lists the co-chairs and presenters for the session.

WG3 **Agenda**

Led by WG3 Co-Chairs:
Nancy Budwig, Clark University
Ariane König, University of Luxembourg

Presenters:
Angelo Riccaboni, University of Siena
Ulrich Scharf, RootAbility

Introduction and Input Presentations

Aligned with ISCN's Principle 3, the overarching objective of the WG3 session was to develop a common understanding of and ideas for innovative approaches to transformative learning by integrating research, campus operations, and/or civic engagement projects.

Deliverables include ideas for resources including learning environments and tools that can be shared across Universities.

The three input presentations were given to provide more details on what we understand by transformative learning and the opportunities associated. WG3 Co-Chairs, **Ariane König and Nancy Budwig** started the session with an overview of the university as stage for transformative

learning, and noting some of the complexities of addressing sustainability problems in higher education institutions. **Ulrich Scharf, RootAbility**, provided students' perspectives highlighting the importance of student-led initiatives and reporting on campus. To provide the unique perspective from senior leadership, **Angelo Riccaboni, Rector of University of Siena** discussed Integrated Sustainability in Academia.

Discussion

Following the introductory presentations, participants broke into three groups to discuss the following questions as they relate to the co-creating of learning tools:

1. What are **challenges** and **criteria for success** of **programs for transformative learning**? Include thoughts on the **design of spaces** in which the project took place.
2. What are **priority topics**? What aspects of such tools might be scalable or transferable?
3. What resources ISCN could provide to its members to facilitate **implementation** of transformative learning programs.

Key Outcomes

Working Group 3's collaborative and engaging discussion approach yielded the following outcomes.



Transformative learning is central to integrating research, learning and civic engagement. Desired learning outcomes and skills include the practice of critical interdisciplinary and systems thinking, advocacy and civic action, through joint problem framing and solving.

Institutional frameworks, structures and processes to support transformational learning programs matter.

Space to invite collaboration and deepen engagement of participants is key for bringing about discussion and value conflicts on ethical considerations (e.g., nuclear energy, GMOs, biofuel, environmental justice related to water pollution from local and global perspectives) in practice-based learning situations. Additionally, design elements such as complementary physical, virtual and institutional spaces and a quiet space and time for contemplation and reflection fosters transformation learning.

The integrative approach can be achieved by embedding systems thinking in real systems and by using urban labs to get at complexity and interdependencies. There is a real challenge embed complex systems thinking in practice-based problems. In order to achieve both depth and breadth it is key that diverse expertise is brought to the learning environment, sufficient space is provided for it to be taken up and criticized from diverse perspectives.

Metrics: Desired behavior change will survive a change in venue; how to foster and assess bioregional literacy in the ether? Student-led approaches to transformation of campus and self are usefully structured around reporting and organizational metrics.



"The ISCN conference was a stimulating and eye-opening experience. I made many valuable and interesting connections during my time in Cambridge."

- Andreas Dionyssiou, Cyprus University of Technology

"Our students work with engineers and project managers to determine how best to educate their peers on saving energy during the winter. Students participate in both the outreach component and the data gathering piece. Titled the Dorm Energy Efficiency Program (DEEP), students are able to gather quantitative data to measure the success of their education campaigns."

"A platform where people can meet and talk about sustainable issues encountered within campus or in their private life, in order to promote engagement from communities to create and drive sustainable project on the campus."

"Our university is just starting now to look at ways to facilitate the connection between academic research and campus operations to use the campus for applied learning. These connections have happened in the past in an ad hoc fashion. This effort is to establish a forum and process to expand campus collaborative learning."

Harnessing the collective intelligence of the group, WG3 aims to "crowd source" the further development of a transformative learning tool using design-thinking.

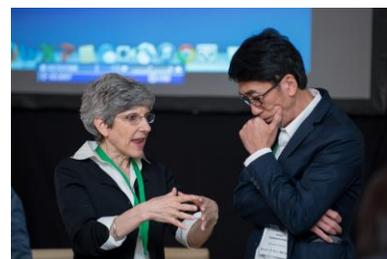
SURVEY QUESTION 6: IS YOUR UNIVERSITY DEVELOPING INNOVATIVE EDUCATION PROGRAMS OR PROJECTS THAT SUCCESSFULLY INTEGRATE RESEARCH, CAMPUS OPERATIONS AND/OR CIVIC ENGAGEMENT AND EDUCATION TO OFFER A 'TRANSFORMATIVE LEARNING' OPPORTUNITY THAT ALSO RESULTS IN TRANSFORMATION OF THE ENVIRONMENT? IF SO, PLEASE LIST THESE AND DESCRIBE THE PROGRAM YOU DEEM MOST INNOVATIVE. IF IT EXISTS, PLEASE ADD AN OFFICIAL DESCRIPTION OR FLYER AS WEB LINK OR ATTACHMENT.

Challenges and Opportunities for Campus Sustainability

Bernd Kasemir and **Jack Spengler** introduced **Anthony Cortese, Senior Fellow at Second Nature**. As an old friend and collaborator of Jack's and a peer of Bernd's for many years, Tony's experience with the United States Environmental Protection Agency (EPA), state government and most recently, Second Nature, an organization dedicated to creating a sustainable society by transforming higher education, enriches the discussion on challenges and opportunities for campus sustainability. Cortese eloquently summarized the global challenges in higher education and beyond associated with climate change and put forth a call-to-action to include:



- Deeper collaboration between sustainability associations, and organizations
- Determine a common way to frame what sustainable development is
- Create a healthy, just and sustainable society beyond the campus walls
- Support faculty development so they may focus on sustainability
- Develop a higher education sustainability consortium focusing on cross-sector collaboration addressing supply chain management
- Preserve the life support system – Earth
- Persist! Keep our values at the forefront and do not take “no” for an answer!



A Conversation on Next Steps for the ISCN

Conference participants met on the third day to discuss their vision of future ISCN activities. **ISCN Program Manager Bernd Kasemir** provided an overview of these next steps. The ISCN supports leaders in their efforts to further sustainable development on their campuses, and provides replicable models from corporations, campuses and cities. Our program goal is to focus on the challenges society is addressing, such as climate, food, water, health, biodiversity and social divides. The group was asked to consider

how the ISCN and its members could make meaningful contributions to a sustainable future over the next few years. The ISCN Steering Committee conducted a panel discussion to capture their input. Panel participants included **Steve Cannon, Executive Vice President, University of Hong Kong, Heather Henriksen, Director, Office for Sustainability, Harvard University, Lam Khin Yong, Chief of Staff and Vice President (Research), Nanyang Technological University, Joe Mullinix, Deputy President (Administration) National University of Singapore, Julie Newman, Director, Office of Sustainability, MIT, André Schneider, Vice President of EPFL for Planning and Logistics, René Schwarzenbach, Associate Vice President for Sustainability, ETH Zurich, and Jack Spengler, Akira Yamaguchi Professor of Environmental Health and Human Habitation, Harvard University.**

Some topics that were discussed include developing dialogues between ISCN member schools and corporate partners, further increasing the network's visibility, and involving students in our activities.

The Steering Committee provides global perspectives from sustainability leaders in higher education from around that globe, determines priority topics to address and identifies ways for the ISCN to foster knowledge exchange.

ISCN member schools are educating future leaders across the world. To achieve a lasting impact on society, the ISCN must explore ways to share resources and increase global sustainability knowledge. The ISCN and its Steering Committee will assess platforms for achieving this, such as developing online education tools.

ISCN members engaged in deeper discussion at the Members Only Summit to explore activities that the ISCN could be advancing in. Topics that were discussed include (1) Research and Education, (2) Corporate and/or Policy Dialogs, (3) Benchmarking and Best Practice Exchange and (4) Organizational Leadership.

The results from the Members Only Summit were summarized in a separate report provided to ISCN members.



Closing Remarks

In a world-renowned innovation hub, Cambridge, Massachusetts, the ISCN 2014 Conference was a highly intellectual and stimulating environment where participants could delve into the topics of innovation, collaboration, scalability and metrics. With thought-leading speakers and multi-sector and cultural perspectives, participants from around the world cross-pollinated ideas, made valuable connections and gained inspiration to further sustainability in higher education.

Bernd Kasemir, Heather Henriksen, and Julie Newman jointly thanked speakers, WG co-chairs for session planning and participants for their thoughtful engagement.

Appreciation was expressed to the conference planning teams from Harvard, MIT, and the ISCN Secretariat for their collaboration on a very inspiring meeting. Many conference participants were already looking forward to joining us again for ISCN 2015 held in Hong Kong.



Appendix 1. Conference Participant List

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
Alalade	Gbenga	Director, Physical Planning & Development	Covenant University	Nigeria	WG2
Ardalan	Nader	Senior Research Associate	Harvard Graduate School of Design	United States	WG2
Atiah	Amr	Operations & Sustainability Manager	King Abdullah University of Science and Technology (KAUST)	Saudi Arabia	WG1
B.Håkansson	Daiva	Senior Officer	Linnaeus University	Sweden	WG3
Bakr	Aiman	Facilities Maintenance	King Abdullah University of Science & Technology	Saudi Arabia	WG1
Baletic	Bojan	Vice Rector	University of Zagreb	Croatia	WG2
Benayas	Javier	Professor of Ecology	Universidad Autonoma de Madrid	Spain	WG3
Bookhart	Davis	Head & Senior Manager, Sustainability	Hong Kong University of Science and Technology	Hong Kong	WG3
Boon-long	Piyawat	Executive Board and Secretary	Knowledge Network Institute of Thailand	Thailand	WG2
Boonkham	Pranisa	Faculty of Architecture and Planning	Thammasat University	Thailand	WG2
Bossert	Michael j.	Dipl.-Ing.(FH) M.A.	HFT Stuttgart	Germany	WG1
Bradford	Craig	Director of Infrastructure, Sustainability, and Renewal	Harvard University	United States	
Bratrich	Christine	Director of Sustainability	Swiss Federal Institute of Technology (ETH Zurich)	Switzerland	WG3
Budwig	Nancy	Associate Provost, Dean of Research	Clark University	United States	WG3
Cannon	Steve	Executive Vice-President	The University of Hong Kong	Hong Kong	WG2
Cardinal	Enid	Senior Sustainability Advisor to the President	Rochester Institute of Technology	United States	WG3
Carteron	Jean-Christophe	CSR Director	KEDGE Business School	France	WG1
Chapman	Virginia	Director, Yale Office of Sustainability	Yale University	United States	WG2

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
Charney	Madeleine	Sustainability Studies Librarian	University of Massachusetts Amherst	United States	WG3
Chotchuay	Veerapong	Assistant to the President for Landscaping and Building	Walailak University	Thailand	WG1
Dankittikul	Wut	Instructor, Department of Environmental Engineering	Suranaree University of Technology	Thailand	WG2
Davis	Henrietta	Former Mayor, City of Cambridge	City of Cambridge	United States	WG1
Delphine	Douçot	Deputy Rectorate	University of Lausanne	Switzerland	WG3
Demoustiez	Alexandra	Environment & Mobility Manager - ULB	University Free of Brussels	Belgium	WG3
Dionyssiou	Andreas	Energy Management Engineer	Cyprus University of Technology	Cyprus	WG2
Ellis	Louise	Head of Sustainability	University of Leeds	United Kingdom	WG3
Ernst	Kathrin Simone	Student	École Polytechnique Fédérale de Lausanne (EPFL)	Switzerland	WG1
Fernandez	Marcelo	Chancellor	Universidad Internacional del Ecuador	Ecuador	
Fisher	Sarah	Sustainability Strategic Planning Associate	University of Pennsylvania	United States	WG2
Gardner	Matthew	ISCN Secretariat	ISCN	United States	
Ghattas	Randa	Research Associate	MIT	United States	WG1
Gorman	Dave	Director of Social Responsibility and Sustainability	University Of Edinburgh	United Kingdom	WG1
Harris	Zena	ISCN Secretariat	ISCN	United States	
Henriksen	Heather	Director, Harvard Office for Sustainability	Harvard University	United States	WG2
Herrera	Stephanie A.	Executive Director	AASHE	United States	WG1
Ho	Amy	Director, Office of Environmental Sustainability	National University of Singapore	Singapore	WG2
Höger	Kerstin	Professor of	NTNU Norwegian	Norway	WG2

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
		Architecture and Urban Design	University of Science & Technology		
Ikegami	Maki	Coordinator	Hokkaido University	Japan	WG3
Ippolito	Lucio	Rector's Delegate for Sustainability	University of Salerno	Italy	WG2
Issarakraisila	Montree	Vice President for Property Management	Walailak University	Thailand	WG2
Jakosalem	Jaazeal	Director, Greenheart Hermitage	University of Negros Occidental - Recoletos	Philippines	WG1
Johnson	Sarah	Environment and Utilities Officer	Anglia Ruskin University	United Kingdom	WG3
Karvinen	Meeri	Coordinator	Aalto University	Finland	WG3
Kasemir	Bernd	ISCN Secretariat	ISCN	United States	WG2
Kasurinen	Marko	Development Manager	Lappeenranta University of Technology	Finland	WG1
Kayee	Prapa	University Chancellor	Phuket Rajabhat University	Thailand	WG2
Kelly	Tom	Sustainability Institute at UNH	University of New Hampshire	United States	WG3
Kerr	Rosi	Director Of Sustainability	Dartmouth College	United States	WG2
Kildahl	Ann	Sustainability Manager	The University of Hong Kong	Hong Kong	WG2
Koester	Robert	Professor and Director	Ball State University	United States	WG3
Koikkalainen	Kati	Environmental Manager	Lappeenranta University of Technology	Finland	WG3
König	Ariane	Head of Sustainable Development and Senior Researcher at the Institute of Geography	University of Luxembourg	Luxembourg	WG3
Koo-amornpattana	Wanida	Assistant Professor	Mahidol University	Thailand	WG3
Kulce	Gulsume	PhD Candidate	Bogazici University	Turkey	WG1
Lam	Joy	Assistant Sustainability Manager	The University Of Hong Kong	Hong Kong	WG3
Lam	Khin Yong	Chief of Staff	Nanyang Technological University	Singapore	WG3
Lanou	Steven	Deputy Director, MIT	Massachusetts	United States	WG1

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
		Office of Sustainability	Institute of Technology		
Limén	Helene	Project Leader, PhD	KTH - Royal Institute of Technology	Sweden	WG3
Löyttyniemi	Meri	Senior Advisor, Sustainability	Aalto University	Finland	WG1
Mahaek	Ekkachai	Assistant President for Physical Facilities and Environment	Chiang Mai University	Thailand	WG1
Meehan	Bart	Visiting Fellow	Australian National University	Australia	WG1
Meng	Xiangrong	Director of Infrastructure Construction Department	Shandong Jiaotong University	China	WG2
Mhaisalkar	Subodh	Professor	Nanyang Technological University, Energy Research Institute @ NTU (ERI@N)	Singapore	
Mio	Chiara	Professor	Università Ca' Foscari Venezia	Italy	WG3
Mohamad	Zeeda Fatimah	Senior Lecturer	The University of Malaya	Malaysia	WG2
Møller	Anders Bøving	Head of Operations	Technical University of Denmark	Denmark	WG1
Møller	Jacob Steen	Director of Facilities	Technical University of Denmark	Denmark	WG3
Morello	Eugenio	Assistant Professor	Politecnico di Milano	Italy	WG2
Mullinix	Joseph	Deputy President Admin	National University of Singapore	Singapore	WG2
Murata	Naoki	Director-General	Hokkaido University	Japan	
Nembrini	Aurore	Sustainability Manager	EPFL - Ecole Polytechnique Fédérale Lausanne	Switzerland	WG2
Newman	Julie	Director, MIT Office of Sustainability	Massachusetts Institute of Technology	United States	WG3
O'Rourke	Shaun	Director of Sustainable Design	Boston Architectural College	United States	WG3
Ogata	Rika	Rika Ogata	Kyoto University	Japan	WG1
Ohashi	Takumi	Associate Professor	Osaka University	Japan	WG1
Olsen	Jaclyn	Assistant Director	Harvard University	United States	WG2
Omar	Mohamed	Environmental Protection Manager	King Abdullah University of Science & Technology	Saudi Arabia	WG2

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
Omrčen	Eddi	Environmental Manager	University of Gothenburg	Sweden	WG1
Ongan	Gonca	Managing Director, Koç University Social Impact Forum	Koç University	Turkey	WG3
Ozasa	Takao	Associate Professor	Hokkaido University	Japan	WG3
Ozuyar	Pinar	Deputy Director, Center for Energy, Environment and Economy	Ozyegin University	Turkey	WG3
Patton	Meggie	Energy and Environmental Programs Outreach Coordinator	Brown University	United States	WG2
Patton	Iain	CEO, EAUC UK	Environmental Association for Universities and Colleges	United Kingdom	WG2
Pg Bagul	Awangku Hassan Bahar	Director Ecocampus Management Centre	Universiti Malaysia Sabah	Malaysia	WG1
Powell	Christopher	Director, Sustainable Energy and Environmental Initiatives	Brown University	United States	WG2
Pradhan	Mahesh	Chief, Environmental Education and Training Unit, UNEP	United Nations Environment Programme	Kenya	WG2
Premkamolnetr	Nongyao	Deputy Executive Director	Knowledge Network Institute of Thailand	Thailand	WG3
Reiser Gasser	Juan	Professor	Pontifical Catholic University of Peru	Peru	WG2
Reiter	Colin	Director, Asset Services	The University of Melbourne	Australia	WG1
Riccaboni	Angelo	Rector University of Siena	University of Siena	Italy	WG3
Riyamongkol	Panomkhawn	Department of Electric and Computer Engineering	Naresuan University	Thailand	WG3
Roskam	Carol	Sustainability Manager	Northeastern University	United States	WG2
Ruangkanchanasetr	Suwanna	Vice President	Mahidol University	Thailand	WG2
Sadlak	Jan	President	IREG Observatory on	France	WG3

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
			Academic Ranking and Excellence		
Sandberg	Teresia	Project Coordinator	KTH Royal Institute of Technology	Sweden	WG3
Schneider	André	Planning and Logistics Vice-President	Ecole Polytechnique Fédérale Lausanne (EPFL)	Switzerland	WG3
Schwarzenbach	René	Professor	ETH Zurich	Switzerland	WG3
Shimoda	Yoshiyuki	Professor, Deputy Manager, Div. Of Energy And Environment Management	Osaka University	Japan	WG3
Silva	Christopher	Assistant Director for Housing Services	Hamad Bin Khalifa University	Qatar	WG2
Smith	Victoria	Director, Communications and Community Engagement	UBC Sustainability Initiative	Canada	WG2
Spengler	Jack	Professor	Harvard School of Public Health	United States	WG2
Stacy	Jennifer	Sustainability Manager	Harvard University	United States	WG2
Stitmannaitnum	Boonchai	Vice President for Physical Resources Management	Chulalongkorn University	Thailand	WG3
Swart	Rene	Operations Director	St Stithians College	South Africa	WG1
Tanratanawong	Sirichai	Vice President for Policy and Planning	Naresuan University	Thailand	WG2
Teichert	Kurt	Associate Director / Senior Lecturer	Brown University	United States	WG3
Thaewananarumitkul	Prinya	Asst. Prof. Dr.	Thammasat University	Thailand	WG2
Torre	Jose	Urbanism and Infrastructure	Monterrey Institute For Technology and Higher Education	Mexico	WG2
Tunali	Merve	Environmental Engineer, Phd Candidate	Bogazici University	Turkey	WG1
Ueno	Takeshi	Professor	Chiba University	Japan	WG2
Vickery	Heather	ISCN Secretariat	ISCN	United States	WG3
Vorayos	Nat	Dean of Engineering	Chiang Mai University	Thailand	WG3
Wang	Z. Michael	Beeck Center for Social Impact &	Georgetown University	United States	WG1

Last Name	First Name	Title	Organization	Country	Working Group Session Attended
		Innovation			
Wang	Yuhua	Vice Rector	Shandong Jiaotong University	China	WG2
Wanke	Andreas	Chair of the Department Energy & Environment	Freie Universität Berlin	Germany	WG2
Weber	Shana	Director of the Office of Sustainability	Princeton University	United States	
Westin	Birgitta	Environmental Manager	KTH - Royal Institute of Technology	Sweden	WG2
Whitney	Mary	University Sustainability Coordinator	Chatham University	United States	WG2
Wise	Kierson	Associate Director Sustainability	University of Gloucestershire	United Kingdom	WG1
Yasumoto	Rie	Administrator, Office for a Sustainable Campus	Kyoto University	Japan	WG2



THE ISCN 2014 CONFERENCE PLANNING TEAM ENJOYED A FUN CONFERENCE!

Contact

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ISCN and ISCN-GULF Sustainable Campus Charter Secretariat (www.isc-network.org)

c/o SustainServ, Inc. (www.sustainerv.com)

Online question and comment form:

<http://www.international-sustainable-campus-network.org/about/contact.html>

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