



Sustainability Action Plan 2030

Our mission is to educate leaders for business and society. That mission is deeply wound into all of our activities, from classroom pedagogy to the choices we make in managing our campus.¹

¹ <https://som.yale.edu/about>



The mission of the Yale School of Management is core to every decision about the school's future. SOM aims to educate leaders for business and society while also adapting to the changing priorities of its students and of the public, private, and social sectors. SOM's Sustainability Action Plan 2030 (SAP) reflects the school's values and provides a guide to the school's growth and development as a leader in sustainability. This plan aligns with Yale University's Sustainability Plan 2025, as well as existing Sustainability Action Plans adopted by Yale's graduate and professional schools.

SUSTAINABILITY AT YALE UNIVERSITY

In 2016, Yale University published the Yale Sustainability Plan 2025, charting a nine-year course toward the university's vision of "a Yale where sustainability is seamlessly integrated into the scholarship and operations of the university, contributing to its social, environmental, and financial excellence and positioning Yale as a local and global leader."² While the large-scale Yale Sustainability Plan 2025 provides a robust platform for a coordinated approach to enhancing Yale's sustainability leadership, our campus is a diverse set of communities and disciplines. SOM's Sustainability Action Plan 2030 is one of a larger set of similar action plans adopted by Yale's graduate and professional schools. Each graduate and professional school's action plan incorporates Yale's sustainability ambitions with additional specificity and innovations unique to its own community.

²https://sustainability.yale.edu/sites/default/files/sustainability_plan_2025.pdf

SUSTAINABILITY AT YALE SOM

SOM's commitment to sustainability has long stood out from that of peer MBA programs. In 1982, SOM established a joint-degree program with the Yale School of the Environment (YSE), one of few MBA programs with this interdisciplinary opportunity. SOM student enrollment in YSE courses increased 71% from 2018 to 2023, demonstrating the SOM student body's growing interest in sustainability and environmental focused courses.³ Research and initiatives from the Yale Center for Business and the Environment (CBEY) have reached broad audiences, fostering learning and networking opportunities for SOM and YSE students. Global Network Weeks through the Global Network for Advanced Management provide opportunities for students to learn from global leaders in sustainability and environmental action. The executive MBA program offers a Sustainability area of focus, emphasizing the increasing importance of sustainability in executive leadership. As student interest in sustainability has increased, SOM has expanded elective offerings, events, and case studies focused on this field.

With this SAP, SOM aims to build on its existing commitment to sustainability for the good of business and society. Outlined below, SOM's objectives formalize support of Yale's sustainability ambitions, establish a path for achievement, and institute a system for evaluation and evolution of the SAP in future iterations.

YALE AMBITIONS FOR SUSTAINABILITY

Yale has identified nine ambitions to guide the university's sustainability work. The School of Management has expanded upon these ambitions in developing this Sustainability Action Plan. The ambitions are as follow:

- **Built Environment**
Design, build, and maintain resilient and sustainable buildings.
- **Climate Action**
Take urgent action to mitigate climate change and proactively adapt to its impacts.
- **Mobility**
Promote and support human and ecosystem health through sustainable transportation.
- **Leadership**
Demonstrate local and global leadership in sustainability teaching, research, service, and operations.
- **Empowerment**
Foster a diverse and inclusive sustainability movement.
- **Health & Well-Being**
Enhance health, well-being, and ecosystem vitality.
- **Stewardship**
Plan and preserve resilient and sustainable infrastructure and landscapes.
- **Materials**
Ensure sustainable consumption and disposal patterns.
- **Technology**
Explore innovative technological platforms to address sustainability challenges.

³Data obtained from YSE registrar in April 2023.

AREAS OF FOCUS

While all nine overarching ambitions will be instrumental in achieving the school's sustainability goals, the School of Management has prioritized three of these ambitions to maximize this plan's impact. This prioritization highlights the areas in which SOM has the greatest opportunities to meaningfully support sustainability. By centering the objectives related to **Built Environment, Climate Action, and Mobility**, the school will make substantial progress towards the university's sustainability outcomes by 2030.

KEY STAKEHOLDERS

This is a cross-school initiative that will rely on SOM students, faculty, and staff, supported by expertise and resources from CBEY and Yale Office of Sustainability. This sustainability action plan is intended to build on, and bring structure to, the significant existing sustainability efforts by various offices and individuals at Yale, including but not limited to CBEY, Yale Office of Sustainability, SOM Alumni Relations, Evans Hall Facilities & Operations, and SOM Student Government.

Built Environment

Design, build, and maintain resilient and sustainable buildings.

	2023	2024	2025	2026	2027	2028	2029	2030
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PRIMARY OBJECTIVE Install solar panels on the roof of Evans Hall to further decarbonize SOM's energy sources.

ACTION 1 Research available avenues for solar installation to improve understanding and maximize benefit to SOM.



ACTION 2 Reengage stakeholders to negotiate a new Power Purchasing Agreement or initiate independent solar installation, based on research findings from Action 1.



ACTION 3 Contract and schedule installation of solar panels on Evans Hall; include primary panels on the building's roof and an educational panel on the Beinecke Terrace roof.



ACTION 4 Install solar panels and drive educational communications about their impact and the solar project development process.

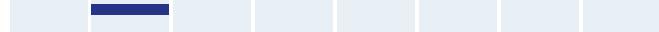


SUPPORTING OBJECTIVE Develop a night audit checklist to encourage regular audits and allow long-term monitoring of Evans Hall energy use.

ACTION 1 Develop and test a night audit checklist.



ACTION 2 Institute a standard night audit schedule to compare energy use year-over-year.



ACTION 3 Maintain a regular night audit schedule; respond to findings through interventions and education to decrease SOM energy use.

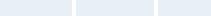
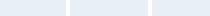


Mobility

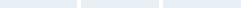
Promote and support human and ecosystem health through sustainable transportation.

	2023	2024	2025	2026	2027	2028	2029	2030
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PRIMARY OBJECTIVE Encourage expanded use of public and active transportation by the SOM community.

ACTION 1 Evaluate current transportation resources to better understand student knowledge and usage, potential service gaps, and barriers to adoption.	
ACTION 2 Increase access to, reliability, and affordability of active and public transportation based on findings of transportation evaluation in action 1.	
ACTION 3 Advocate for and invest in active and public transportation across Yale's campus and in the broader New Haven community.	

SUPPORTING OBJECTIVE Facilitate EV use by the SOM community.

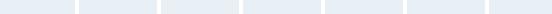
ACTION 1 Evaluate current EV-charging infrastructure at Evans Hall in comparison with that of the New Haven market.		
ACTION 2 Based on audit findings, consider improvements to the EV charging infrastructure at Evans Hall.		

Leadership

Demonstrate local and global leadership in sustainability teaching, research, service, and operations.

	2023	2024	2025	2026	2027	2028	2029	2030
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PRIMARY OBJECTIVE Review and report on the implementation of this Sustainability Action Plan annually.

ACTION 1 Appoint a faculty member to serve as a liaison with the mandate to review and support SOM academic sustainability initiatives as outlined in this document.	
ACTION 2 Publish annual, publicly-accessible reports on SOM's Sustainability Action Plan progress.	
ACTION 3 Redesign and approve a new Sustainability Action Plan at the end of this plan's useful life.	

SUPPORTING OBJECTIVE Implement additional sustainability cases into SOM's core curriculum and electives.

ACTION 1 Identify and partner with professors to incorporate more sustainability into course content (e.g. cases, guest lectures, other reading). Evaluate opportunity for additional sustainability case development.	<div style="width: 75%; height: 10px; background-color: #002060; margin: 10px auto; border-radius: 5px;"></div>
ACTION 2 Evaluate student preferences and opinions on sustainability curriculum offerings in both the core courses and through electives.	<div style="width: 25%; height: 10px; background-color: #002060; margin: 10px auto; border-radius: 5px;"></div>
ACTION 3 Partner with Alumni Relations to develop and promote a list of alumni with sustainability expertise as a resource for recruiting, club engagement, or guest lecture opportunities.	<div style="width: 75%; height: 10px; background-color: #002060; margin: 10px auto; border-radius: 5px;"></div>

SUPPORTING OBJECTIVE Increase access to sustainability-related courses throughout the university.

ACTION 1 Identify sustainability-related courses of interest to SOM students.	<div style="width: 50%;"><div style="width: 100%; background-color: #002060; height: 10px; margin-bottom: 5px;"></div><div style="width: 100%; background-color: #e0e0e0; height: 10px;"></div></div>
ACTION 2 Work to cross-list sustainability-related courses in SOM course catalog.	<div style="width: 50%;"><div style="width: 100%; background-color: #002060; height: 10px; margin-bottom: 5px;"></div><div style="width: 100%; background-color: #e0e0e0; height: 10px;"></div></div>
ACTION 3 Establish process to regularly identify new sustainability-related courses for addition to the course catalog and highlight these courses to relevant student clubs and other SOM interest groups.	<div style="width: 50%;"><div style="width: 100%; background-color: #002060; height: 10px; margin-bottom: 5px;"></div><div style="width: 100%; background-color: #e0e0e0; height: 10px;"></div></div>

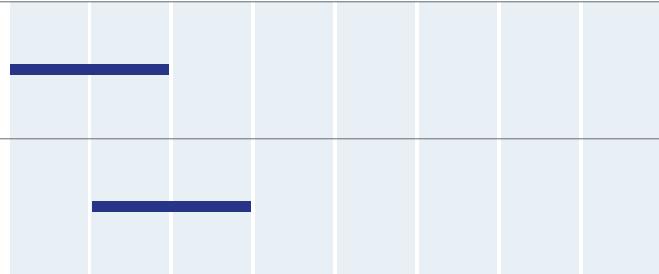
Empowerment

Foster a diverse and inclusive sustainability movement.

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PRIMARY OBJECTIVE Create a permanent Sustainability Chair position on SOM Student Government whose charter includes supporting the goals of the SAP.

ACTION 1 Confirm a permanent Sustainability Chair position on Student Government.



ACTION 2 Create a permanent student government sustainability committee to drive progress towards student sustainability initiatives and goals.

SUPPORTING OBJECTIVE Empower all SOM community members to participate in SOM's sustainability goals through comprehensive education on Evans Hall sustainability practices.

ACTION 1 Include a segment on Evans Hall sustainability in orientation activities and new hire onboarding.

ACTION 2 Improve signage and communication within Evans Hall to promote sustainable practices.

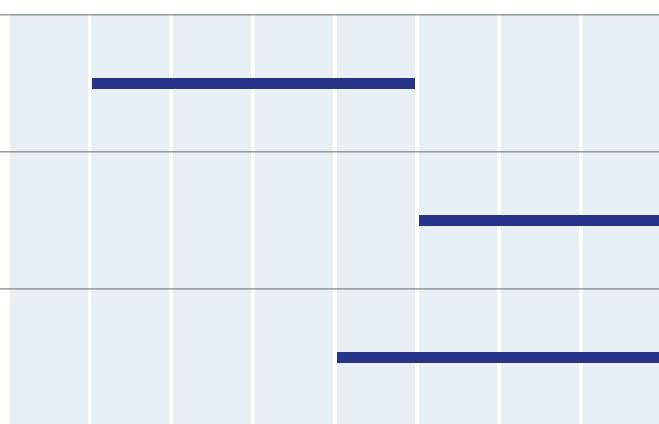
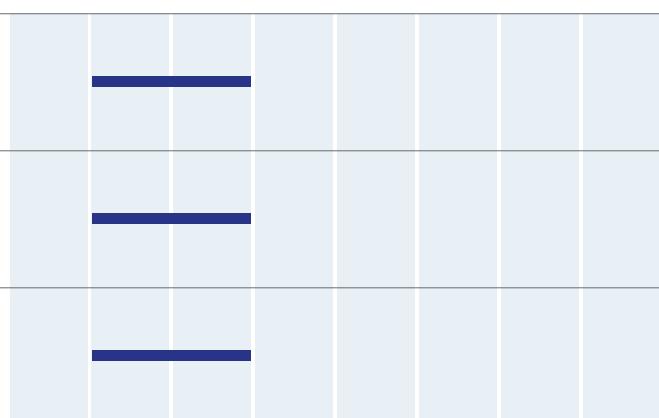
ACTION 3 Establish voluntary faculty and staff sustainability interest groups to drive progress towards SOM sustainability initiatives and goals.

SUPPORTING OBJECTIVE Foster connections with external environmental and sustainability-focused organizations to promote diverse perspectives, bring experts in the space to SOM, and engage the student body.

ACTION 1 Strengthen SOM's connection and collaboration with Yale Center for Environmental Justice and the Yale Center for Business and the Environment.

ACTION 2 Explore and implement opportunities to cultivate and strengthen SOM's reputation as an impact-oriented business school in the sustainability sector (e.g. community partnerships, conferences, research).

ACTION 3 Host an annual SOM sustainability day of service.



Health & Well-Being

Enhance health, well-being, and ecosystem vitality.

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PRIMARY OBJECTIVE Improve sustainability practices for all SOM events.

ACTION 1 Develop and introduce sustainability guidelines for SOM events in line with the Office of Sustainability's Green Certification Program.

ACTION 2 Require adherence to these guidelines for all staff- and administration-led events, and for all events with 200+ attendees.

ACTION 3 Require adherence to these guidelines for all events.

PRIMARY OBJECTIVE To reduce waste in SOM Food Services, improve supply-side practices and encourage sustainable consumption.

ACTION 1 Review SOM Food Services' supply-side practices and partners to understand current processes and their impacts.

ACTION 2 Collaborate with SOM's organizational behavior experts to identify opportunities for more sustainable practices and develop a plan for adoption.

ACTION 3 Implement proposed improvements and annually review outcomes.

SUPPORTING OBJECTIVE Develop and maintain Evans Hall green spaces to benefit the SOM community and surrounding ecosystems.

ACTION 1 Maintain a consistent system for cultivating the community garden behind Evans Hall for use as a nature and wellness space.

ACTION 2 Explore and implement opportunities to cultivate additional green spaces around Evans Hall (e.g., a green roof for the Beinecke Terrace Room).

Stewardship

Plan and preserve resilient and sustainable infrastructure and landscapes.

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PRIMARY OBJECTIVE Reduce water consumption in Evans Hall.

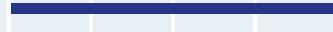
ACTION 1 Repair Evans Hall rainwater basin and establish an ongoing maintenance plan.



ACTION 2 Audit current water usage to identify trends and target areas for water-saving measures.



ACTION 3 Implement water saving and water recycling measures based on audit findings.

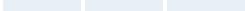


Materials

Ensure sustainable consumption and disposal patterns.

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PRIMARY OBJECTIVE Promote sustainable purchasing, packaging, and consumption at the institutional level.

ACTION 1 Review SOM vendor packaging practices; where possible, transition to vendors with sustainable packaging.	
ACTION 2 Reintroduce and promote the adoption of reusable containers at Charley's Place and McNay Café.	
ACTION 3 Create guidelines and resources for sustainable purchasing decisions, including orders for SOM gear, class gifts, and administrative supplies.	

PRIMARY OBJECTIVE Promote sustainable purchasing, packaging, and consumption at the community level (SOM students, staff, and faculty).

ACTION 1	Provide students with reusable, portable food storage containers for personal use and for use at club events.									
ACTION 2	Improve design, signage, and communications in Evans Hall to promote proper waste-sorting practices by SOM consumers.									
ACTION 3	Add sustainability resources and guides to the student portal and orientation materials to encourage participation in existing sustainability initiatives at Yale and promote sustainable choices in individual behavior.									

Technology

Explore innovative technological platforms to address sustainability challenges.

	2023	2024	2025	2026	2027	2028	2029	2030
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SUPPORTING OBJECTIVE Leverage technology to increase awareness of SOM's sustainability initiatives and reduce SOM's environmental footprint.

ACTION 1 Introduce quarterly communications on Evans Hall screens to keep the SOM community up to date on ongoing sustainability actions.

SUPPORTING OBJECTIVE Collaborate with university innovation centers to promote entrepreneurship and technological advances in sustainability.

ACTION 1 Identify and connect with Tsai CITY projects relevant to the sustainability of the SOM community and its built environment.

ACTION 2 Create infrastructure for testing and supporting Tsai CITY projects around sustainability within the SOM community and Evans Hall.