



Yale SCHOOL OF MANAGEMENT

SUSTAINABILITY ACTION PLAN 2030

Update

MARCH 2025



Built Environment

Design, build, and maintain resilient and sustainable buildings.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Install solar panels on the roof of Evans Hall to further decarbonize SOM's energy sources.</p>		
<p>ACTION 1 Research available avenues for solar installation to improve understanding and maximize benefit to SOM.</p>	<p>2023-24</p>	<p>COMPLETE Following meetings with SOM and Yale Central Facilities in 2024, the Sustainability Committee's Facilities & Operations sub-committee compiled a deck with the current options for installing and financing benefits from solar at Evans Hall.</p>
<p>ACTION 2 Reengage stakeholders to negotiate a new Power Purchasing Agreement or initiate independent solar installation, based on research findings from Action 1.</p>	<p>2024-25</p>	<p>IN PROGRESS SOM Facilities & Operations is working with Yale Central Facilities on this action. They are proposing to start construction once contracts have been executed. Estimated timeline to completion is expected to be 12 months from that point.</p>
<p>SUPPORTING OBJECTIVE Develop a night audit checklist to encourage regular audits and allow long-term monitoring of Evans Hall energy use.</p>		
<p>ACTION 1 Develop and test a night audit checklist.</p>	<p>2023</p>	<p>COMPLETE In 2023, the Sustainability Committee's Facilities & Operations sub-committee developed a checklist to test the functionality of energy-saving measures in place at Evans Hall during the building's "nighttime" mode, as well as issues with equipment that could lead to excess energy or water use. These include lights, motion sensors, faucet leaks, monitors/TVs, outlet timers, and media equipment.</p>
<p>ACTION 2 Institute a standard night audit schedule to compare energy use year-over-year.</p>	<p>2024</p>	<p>COMPLETE The Sustainability Committee partners with the SOM Facilities office to perform a two-hour nighttime walkthrough of the building and completion of the night audit checklist at least once per semester.</p>
<p>ACTION 3 Maintain a regular night audit schedule; respond to findings through interventions and education to decrease SOM energy use.</p>	<p>2023-30</p>	<p>COMPLETE The Sustainability Committee chairs walk through the results with the Directors of Facilities & Operations to report and implement plans to address any major findings.</p>

Climate Action

Take urgent action to mitigate climate change and proactively adapt to its impacts.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Educate the SOM community about the Yale Carbon Charge and its financial impacts, including scope 2 and 3 emissions, with the goal of reducing SOM's carbon charge in a stepwise manner by 15% no later than 2030.</p>		
<p>ACTION 1 Engage with Facilities & Operations, the Carbon Charge team, Yale Sustainability, and other stakeholders to develop reduction goals based on current metrics.</p>	<p>2024–26</p>	<p>NOT YET UNDERWAY The Sustainability Committee chairs plan to engage with the Directors of Facilities & Operations to calculate the school's baseline emissions and develop a proposal for emissions reduction.</p>
<p>SUPPORTING OBJECTIVE Reduce emissions associated with food services and food waste in Evans Hall.</p>		
<p>ACTION 1 Assess current practices at Charley's Place and McNay Café to identify opportunities for emissions reduction through food options, sourcing, and food waste management.</p>	<p>2024–25</p>	<p>IN PROGRESS The Sustainability Committee's Food & Waste sub-committee has prioritized actions around food waste, an issue that accounts for an estimated <u>8-10%</u> of global GHG emissions annually. The Committee's interventions will focus on student education, proper signage, and availability of waste receptacles. SOM Hospitality has begun to offer more plant-based options and lower-carbon proteins (e.g., fish and chicken) at Charley's Place and through event catering. The Events team consistently ensures that there are sufficient plant-based options available at every catered event.</p>
<p>ACTION 3 Increase access to and adoption of at-home food waste reduction and composting options.</p>	<p>2024–25</p>	<p>IN PROGRESS In 2024, the Sustainability Committee chairs evaluated options for extending the Peels & Wheels composting subsidy that was previously available through Yale College, collecting interest forms from the student body to estimate demand and working with the Graduate and Professional Student Senate to understand funding availability. The Committee will continue to pursue these options and promote education on how to reduce in-home food waste.</p>

Mobility

Promote and support human and ecosystem health through sustainable transportation.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Encourage expanded use of public and active transportation by the SOM community.</p>		
<p>ACTION 1 Evaluate current transportation resources to better understand student knowledge and usage, potential service gaps, and barriers to adoption.</p>	<p>2024</p>	<p>IN PROGRESS The Sustainability Committee Chairs plan to work with the Graduate & Professional Student Senate to issue a survey understanding current knowledge and usage of public and active transportation, service gaps, and barriers to adoption. Interventions will be proposed and undertaken based on the responses to this survey.</p>
<p>ACTION 2 Increase access to, reliability, and affordability of active and public transportation based on findings of transportation evaluation in Action 1.</p>	<p>2024-26</p>	

Leadership

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

Objectives	Timeframe	Status
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.	2024–30	COMPLETE Anjani Jain has been appointed the faculty liaison for sustainability-related matters.
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.	2024–26	IN PROGRESS In 2023, the Sustainability Committee's Academics & Curriculum sub-committee reviewed the core curriculum and worked with faculty to incorporate more sustainability-related cases in courses such as Basics of Accounting, Sourcing & Managing Funds, and The Executive. SOM appointed Todd Cort as a Senior Lecturer in Sustainability, Faculty Director of the Executive MBA Sustainability Program, and Faculty Co-Director of the Yale Center for Business and the Environment. Professor Cort leads SOM's work in bringing sustainability classes and guest speakers to campus.
ACTION 2 Evaluate student preferences and opinions on sustainability curriculum offerings in both the core courses and through electives.	2024	IN PROGRESS The Sustainability Committee plans to conduct a series of focus groups in 2025 to evaluate student desires and preferences around sustainability curriculum.
SUPPORTING OBJECTIVE Increase access to sustainability-related courses throughout the university.		
ACTION 1 Identify sustainability-related courses of interest to SOM students.	2023–24	COMPLETE In 2023, the Sustainability Committee's Academics & Curriculum sub-committee worked with AASL & the SOM Registrar to identify sustainability-related courses of interest and increase the number of those courses that are cross-listed as SOM electives to streamline the process of registering for those classes.
ACTION 2 Work to cross-list sustainability-related courses in SOM course catalog.	2023–24	
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.	2024–30	COMPLETE The Sustainability Committee will compile and share a list of sustainability-related classes, workshops, and independent studies for students prior to each semester's course enrollment period. Committee members will also work with the registrar to suggest improvements to cross-listings for sustainability-related courses.

Empowerment

Foster a diverse and inclusive sustainability movement.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Create a permanent Sustainability Chair position on SOM Student Government whose charter includes supporting the goals of the SAP.</p>		
<p>ACTION 1 Confirm a permanent Sustainability Chair position on Student Government.</p>	<p>2023-24</p>	<p>COMPLETE The 1Y and 2Y Sustainability Chairs are permanent, elected positions on SOM's Student Government as of the 2023-24 academic year.</p>
<p>ACTION 2 Create a permanent student government sustainability committee to drive progress towards student sustainability initiatives and goals.</p>	<p>2024-25</p>	<p>COMPLETE The Sustainability Committee is a permanent sub-committee led by the Sustainability Chairs.</p>
<p>SUPPORTING OBJECTIVE Empower all SOM community members to participate in SOM's sustainability goals through comprehensive education on Evans Hall sustainability practices.</p>		
<p>ACTION 1 Include a segment on Evans Hall sustainability in orientation activities and new hire onboarding.</p>	<p>2024-25</p>	<p>IN PROGRESS A poster with sustainability information is displayed in front of Ross Library during orientation, and an informational session with CBEY and Yale Sustainability is offered in the second week of classes for first-years. The Sustainability Committee is working with AASL to incorporate more activities into orientation, such as a guide to or activity around proper waste sorting.</p>
<p>ACTION 2 Improve signage and communication within Evans Hall to promote sustainable practices.</p>	<p>2024-25</p>	<p>IN PROGRESS The Sustainability Committee is working with SOM Communications to feature sustainability-related digital signage on the TV screens around Evans Hall. The Committee has also placed signs at McNay Café to share the availability of reusable mugs, and plans to redesign the signage at waste receptacles to better help students, staff, faculty, and guests sort waste alongside ongoing efforts to redesign waste signage from Yale Central Facilities.</p>
<p>ACTION 3 Establish voluntary faculty and staff sustainability interest groups to drive progress towards SOM sustainability initiatives and goals.</p>	<p>2024-25</p>	<p>COMPLETE The Staff & Faculty Sustainability Special Interest Group was established in July 2024 and meets quarterly to make progress on self-set sustainability goals.</p>
<p>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.</p>		
<p>ACTION 1 Strengthen SOM's connection and collaboration with Yale Center for Environmental Justice and the Yale Center for Business and the Environment.</p>	<p>2024-27</p>	<p>IN PROGRESS The Sustainability Committee has met and will continue to meet regularly with external stakeholders that are relevant for our sustainability goals, such as the Yale Center for Business & the Environment, the Yale Center for Environmental Justice, and the Yale Central Sustainability Office.</p>

Health & Well-Being

Enhance health, well-being, and ecosystem vitality.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE To reduce waste in SOM Food Services, improve supply-side practices and encourage sustainable consumption.</p>		
<p>ACTION 1 Review SOM Food Services' supply-side practices and partners to understand current processes and their impacts.</p>	<p>2024</p>	<p>IN PROGRESS The Committee has also spoken with and researched Yale Hospitality's sourcing program, which evaluates suppliers on four sustainability-related criteria: Environmentally Sensitive, Humane, Fair, and Regional/Local. Although only 40% of current food purchases meet at least one category, Yale Hospitality is striving to increase this figure over time while also reducing the number of deliveries made to campus and the emissions associated with those deliveries.</p>
<p>SUPPORTING OBJECTIVE Develop and maintain Evans Hall green spaces to benefit the SOM community and surrounding ecosystems.</p>		
<p>ACTION 1 Maintain a consistent system for cultivating the community garden behind Evans Hall for use as a nature and wellness space.</p>	<p>2024-30</p>	<p>COMPLETE In 2024, the Sustainability Committee designed and planted the community garden in the Evans Hall backyard into a Nature & Wellness garden. The Staff Sustainability Special Interest Group will cultivate the garden in the long term, implementing a regular schedule for maintenance, weeding, and replanting.</p>

Stewardship

Plan and preserve resilient and sustainable infrastructure and landscapes.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Reduce water consumption in Evans Hall.</p>		
<p>ACTION 1 Repair Evans Hall rainwater basin and establish an ongoing maintenance plan.</p>	<p>2024-25</p>	<p>IN PROGRESS The Supervisor of Yale Landscape and Grounds assessed the basin in mid-January and is working to compile a project proposal to start repairs.</p>

Materials

Ensure sustainable consumption and disposal patterns.

Objectives	Timeframe	Status
<p>PRIMARY OBJECTIVE Promote sustainable purchasing, packaging, and consumption at the institutional level.</p>		
<p>ACTION 2 Reintroduce and promote the adoption of reusable containers at Charley’s Place and McNay Café.</p>	<p>2023–25</p>	<p>IN PROGRESS Reusable dishware and mugs are available at both Charley’s Place and McNay, and the Sustainability Committee has undertaken several actions to encourage use of these implements, such as physical and digital signage and an Earth Week cohort challenge to incentivize usage of for-here containers. The Committee will continue to evaluate further opportunities to reduce the use of single-use plastics at on-campus dining facilities.</p>
<p>PRIMARY OBJECTIVE Promote sustainable purchasing, packaging, and consumption at the community level (SOM students, staff, and faculty).</p>		
<p>ACTION 1 Provide students with reusable, portable food storage containers for personal use and for use at club events.</p>	<p>2024–30</p>	<p>IN PROGRESS In 2024, AASL purchased and distributed reusable food containers as a gift during Earth Week. The Sustainability Committee is working with AASL to evaluate options for providing this during orientation, as well as evaluating feasible options that SOM could adopt for a reusable container vending machine located within Evans Hall. SOM Facilities also stocks the Student Lounge with reusable cutlery and dishes at the start of each year that students are able to use and return to the Student Lounge.</p>
<p>ACTION 2 Improve design, signage, and communications in Evans Hall to promote proper waste-sorting practices by SOM consumers.</p>	<p>2024–25</p>	<p>IN PROGRESS In conjunction with Yale Central Facilities, the Committee plans to provide input on the redesign of signage at waste receptacles to better help students, staff, faculty, and guests sort waste based on the single-use containers that are provided at Charley’s Place and McNay Café.</p>
<p>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.</p>	<p>2024–26</p>	<p>IN PROGRESS The Sustainability Committee intends to compile resources for incoming students in the 2025-26 school year.</p>

Technology

Explore innovative technological platforms to address sustainability challenges.

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.

2024-30

IN PROGRESS The Sustainability Committee is working with SOM Communications to feature sustainability-related digital signage on the TV screens around Evans Hall. In 2024, the Sustainability Committee shared a series of digital signs around SOM's energy usage, water usage, LEED Gold certification, waste management practices, and other sustainability features.
