



MIT

Leader to Leader Program

SUSTAINABILITY TEAM

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Executive Summary

MIT's Office of Sustainability devotes considerable resources to large scale issues, so early conversations with the project sponsors --- Julie Newman, Director of Sustainability, and Susy Jones, Sustainability Project Manager --- led to the strategic positioning of this project to address individual behaviors.

The intended audience was defined to be anyone who works at MIT – faculty, staff, and students – with focus on offices, classrooms, and laboratories, but not activities outside the workplace such as commuting or dorm life. The scope of the project was defined as follows: *To advance the goals of MIT's Office of Sustainability and the Institute at large, the 2016 L2L Sustainability Project Team will create recommendations that promote **individual behavioral change in the MIT workplace** leading to personal responsibility and a culture of sustainability for day-to-day practices on the MIT campus.*

The team reviewed relevant literature, convened focus groups, and conducted interviews with a number of local experts. The subsequent analysis produced six best practices:

- Leverage MIT's culture of choice
- Align efforts with ongoing Institute priorities
- Engage leadership to actively demonstrate support
- Employ the power of convening
- Create awareness and recognize individual impact
- Encourage incremental experiments, then promote successes

These best practices are embodied in the following specific recommendations:

1. Establish a Sustainability *Network of Champions*

Bring together self-selected, motivated individuals from across the Institute to share best practices, nucleate efforts in their work places, and support individual behavior change through personal networking.

2. Education

Provide training to any member of the community interested in promoting sustainable practices in their workplace. Offer micro-lessons on relevant topics via panel discussions, workshops, and on-line exercises.

3. GetFit@MIT

Connect GetFit exercise to sustainable activities such as walking up stairs. (*Good for you; Good for the environment*). Promote awareness at GetFit kick-off, mid-point and closing events. Recognize individual efforts with a GetFit sustainability badge.

4. Sustainable Workplace Certification

Test and refine existing workplace certification tool. Expand suite of tools with one for individuals, in addition to those that already exist for events and workplaces. Pilot revised tools with select early adopters.

5. Recognition

Leverage the three tiers of MIT's Rewards and Recognition program to celebrate contributions to sustainability on the MIT campus, in the MIT workplace, and through individual action.

The 2016 Sustainability Project Team consisted of five Leader-to-Leader fellows: Long Tran, Kate McCarthy, JJ Laukaitis, Ronnie Haas, and Julie Greenberg. Blanche Staton was the team's process coach.

Background

As part of MIT's 2016 L2L program, our class of Fellows was divided into teams and given assignments to work on and apply our leadership learning to certain MIT projects that support strategic Institute goals. The projects are sponsored by L2L alums and others who can reinforce key leadership lessons.

In addition, an L2L alum serves as a process coach for each project team. This coach meets regularly with his/her team to help the Fellows apply key concepts of L2L to their project. At the end of the project, each team is asked to prepare a Report to summarize their project.

This section of our Report briefly summarizes our assignment, our team and how we defined Sustainability for our L2L project.

ASSIGNMENT

Our team was assigned the Sustainability Project sponsored by Julie Newman (an L2L Alum of the 2014 Program) and Suzy Jones from the Office of Sustainability. Our sponsors asked us to examine a workplace certification tool that had been developed but not yet tested and help develop a strategy regarding training, implementation, incentive structure, a thorough review of the criteria, and other potential processes as needed.

TEAM

For the Sustainability Project, our team members consisted of the following 2016 L2L Fellows:

- **Julie Greenberg**, Senior Lecturer and Director of Education at the Institute for Medical Engineering and Science
- **Ronnie Hass**, Manager, Organization & Talent Development, in the Office of the Vice President for Human Resources
- **J.J. Laukaitis**, Senior Industrial Liaison Officer in the Corporate Relations/Industrial Liaison Program
- **Kate McCarthy**, Director of Violence Prevention and Response in the Division of Student Life
- **Long Tran**, Assistant Director of Tax and Global Operations in the Office of the Vice President for Finance

Our process coach, an L2L alum, was **Dean Blanche Staton**, Interim Dean for Graduate Education in the Office of the Dean for Graduate Education.

DEFINING SUSTAINABILITY AND WHAT IT MEANS FOR OUR PROJECT

We acknowledge that Sustainability is an extremely broad topic and as a result we worked first to define what we specifically mean by Sustainability for the purposes of our project so that we could better develop a clear vision and determine the appropriate mission.

From early discussions with our L2L project sponsors, we learned that the Office of Sustainability’s current focus has been on larger scale Institute level sustainability issues. MIT’s role in an innovative partnership to purchase solar energy is an example of this Institute level focus. As our discussions continued, our sponsors helped us to recognize that MIT needs to focus more on engaging individuals within the MIT community and find ways to help effect behavior change with respect to sustainability at the personal level.

A key concept that helped us to solidify our definition of Sustainability for this project is the figure below from the Office of Sustainability’s website. This figure shows the scales of impact, working from right to left: the globe; the city; the campus; and the ultimately the individual. This presentation helped us to realize that Sustainability for this project should be focused on the individual, the “you” below, in order to further the Office of Sustainability’s overall strategic plans.



Having narrowed our project’s definition of Sustainability to the individual, we still needed to further clarify which individuals we wanted to target for our project. Our sponsors originally asked us to look at a workplace certification tool and in thinking about this, we realize that our intended audience is anyone who works at MIT – faculty, staff, and students – with focus on offices, classrooms, and laboratories, but not activities outside the workplace such as commuting or dorm life.

Process

This section of our Report summarizes the process that our team undertook for our assignment, detailing how we went about our project, our team and the scope, discovery and analysis.

TACKLING THE ASSIGNMENT

For the L2L project, our team approached our assignment in the following ways:

1. Defined our project and goals (Scope)
2. Researched our topic and gathered data (Discovery)
3. Reviewed and analyzed our research and data (Analysis)
4. Identified Best Practices that emerged from our discovery and analysis (Best Practices)
5. Prepared and presented our suggestions (Recommendations)
6. Summarized our project (Report)

SCOPE

We undertook the following process for determining our scope for this project.

Initial review of the charge by our Sponsors

We met initially with Julie Newman and Suzy Jones in March 2016 to get an introduction to our assignment, how sustainability is defined, the Tool, MIT's sustainability efforts, the Office of Sustainability

Exploring and defining "sustainability" for our Project

We investigated and discussed as a group what it means to be sustainable and what sustainability means for MIT.

As we progressed with our Project through discovery and analysis, and with feedback from our Sponsors, we continued to refine our scope to help us develop our vision and mission.

Vision

To advance the goals of MIT's Office of Sustainability and the Institute at large, the 2016 L2L Sustainability Project Team will create recommendations that promote individual behavior change in the MIT workplace leading to personal responsibility and a culture of sustainability for day-to-day practices on the MIT campus.

Mission

The 2016 L2L Sustainability Project team will create a set of recommendations that lead to a culture of sustainability based on three focus areas:

1. People - enable and empower ownership;
2. Process - identify viable and supportive processes;

3. Platform - propose potential systems to broaden impact.

DISCOVERY

We used the following methods to gather the information necessary for our project.

Tool

As part of our assignment for our team's L2L project, we were asked to review and suggest ways to implement the Office of Sustainability's Workplace Certification tool ("Tool"). We reviewed the Tool by examining written content and downloading the Tool from the Office of Sustainability's website and went through each section making notes of what we thought its intended purpose was, how it does that purpose well and areas for improvement.

Focus Groups and Survey

We decided as a team to convene focus groups to help gather information on how individuals within the MIT workplace perceived MIT's sustainability efforts and to explore ideas for leveraging MIT's culture of creativity in driving individual behavioral change in the MIT workplace.

To convene the focus groups, we drafted an email to explain our purpose for forming the focus group and included some preliminary questions to help select the focus group's members. (See Appendix 1). We then reached out to individuals within each of our workplace networks via email to disperse the survey. The response to our invitation to join a focus group on Sustainability was both tremendous and surprising. For instance, from just one of our team member's coworker list, we received approximately 43 replies from individuals who were interested and wanted to participate.

Based on this overwhelming response, we were able to quickly identify and form 2 focus groups comprised of 15 individuals each from just the initial 43 respondents. Soon after we had already formed the 2 focus group list, we continued to receive response for over 40 additional individuals who wanted to participate. This shows the great level of interest that members of the MIT Community have when it comes to Sustainability.

At each focus group meeting, we asked 3 key questions and facilitated the discussion to gather the group's thoughts, feelings and attitudes on sustainability in the workplace at MIT. (See Appendix 2).

Interviews

In addition to the focus groups we convened, we also directly interviewed certain members of the MIT community to help us gather information for our project. The individuals we interviewed are:

John Fernandez, Director, Environmental Solutions Initiative

The team met with Prof. John Fernandez to hear his views on the culture of MIT and engaging with stakeholders. In addition to his leadership of the new Environmental Solutions Initiative, Prof. Fernandez is a professor of architecture, practicing architect, founder of the MIT Urban Metabolism Group, leader of many industry societies and is head of house of Baker House.

Martha Broad, Executive Director and Ann Greaney Williams, Academic Coordinator

The team met with Martha and Ann to hear their stories of implementing sustainable practices within a center that has a focus on energy and hosts many visitors from fossil fuel energy companies.

Cori Champagne

The team met with Cori Champagne, MIT's Recognition Administrator who manages MIT's R&R three-tiered program. Cori oversees a network of 50+ R&R Key Contacts from 24 organizational areas who are responsible for their local Infinite Mile and Appreciation Award programs.. She also leads the Excellence Award and Collier Medal nomination process and event with the assistance of a cross-Institute selection committee.

Liz Carbone, Senior Program Manager, Getfit@MIT, MIT Medical

The team had the opportunity to meet with the Getfit@MIT senior program manager from Community Wellness at MIT Medical. Liz has led the Getfit@MIT program for over 7 years.

Research

We did an extensive literature review on behavior change around sustainability. We found limited research specifically targeting sustainable behavior change at the workplace. Our search consisted of using the MIT libraries and its extended reach to create a comprehensive reference list to learn from.

We reviewed considerably the great information already on the Office of Sustainability's website on MIT's current initiatives and compared that with what some of our peers are doing.

We examined other Sustainability efforts across the institute and reviewed MIT's incentives for rewarding and recognizing valued individual behavior.

ANALYSIS

We analyzed the information that we gathered in our discovery phase and based on our analysis learned the following points:

Institutional Culture and Priorities

Any successful initiative must fit within the prevailing local culture, as emphasized by our L2L study of “The Three Lenses”. This is especially true at MIT, a community that takes pride in “doing things differently.” We learned about MIT’s culture and its implications for this project throughout our discovery process: from discussions with our sponsors; from conversations with local experts; from the individuals who volunteered for our focus groups; and from exposure to MIT’s senior leadership through our monthly L2L sessions.

Any sustainability initiative aimed at changing individual behavior must acknowledge the prevalence of MIT’s “Culture of Choice.” Top-down directives will not motivate individual behavior change in this environment. Rather, members of the MIT community will choose to participate in sustainability initiatives that appeal to their individual priorities and circumstances.

During our discovery phase it was suggested through multiple interviews and pulling from our best practices that we should leverage MIT priorities and work with already established and successful programs. While we know that the issue of sustainability is an Institute priority, we wanted to maximize our reach by thinking about what already exists and is a natural relationship with the Office of Sustainability. Health and wellbeing is clearly an institute priority and getfit@mit is certainly an excellent example of leveraging an already successful program. Getfit shares some tenets with sustainability and was clearly an intersection for us to explore.

What is MIT Currently Doing About Sustainability?

MIT is currently investing in and taking action on a variety of strategic and practical steps to address sustainability, climate change and the environment. Consistent with MIT’s culture, these efforts are happening both at the senior leadership levels as well as the department and grassroots level and involve many stakeholder groups such as administration, faculty, students, researchers, spinoff companies and industrial partners.

Office of Sustainability

In 2015 MIT created the Office of Sustainability, reporting directly to Executive Vice President and Treasurer Israel Ruiz. The Office is charged with ensuring that campus growth and development is done according to the highest levels of sustainability, embedding sustainable practices into all operational practices of the Institute and enabling the campus as a living laboratory. Reporting to the highest levels of MIT gives the Office the strongest institutional support and speaks to the importance of sustainability in decisions about campus policy and development decisions.

MIT Plan for Action on Climate Change

Sponsored by President Reif and led by Vice President for Research Maria Zuber, this is MIT’s 5 year plan to respond to this issues of climate change. This Plan grew out of a one year long series of listening tours and campus engagement, stimulated, in part, by

the student-led Fossil Free MIT campaign. The Plan's goal is to reduce MIT's carbon emissions by 32 percent (from 2014 levels) by 2030. The Plan is making real, impactful, things happen in the area of sourcing renewable energy for the campus and increasing energy efficiency. The Office of Sustainability and MIT Facilities have led these efforts which just recently resulted in an arrangement whereas MIT will purchase a large degree of its electricity from a new solar project in North Carolina. This not only diminishes carbon emissions for MIT, but also increases the amount of renewable energy on the grid in North Carolina but provides opportunities for MIT energy researchers and models a new type of collaboration between organizations who wish to reduce carbon emissions but are not able to construct and own their own utility-scale renewable power sources.

Environmental Solutions Initiative

The Environmental Solutions Initiative (ESI) channels MIT's unique culture and enormous capacity to create interdisciplinary solutions to today's environmental and sustainability challenges through diverse activities in education, research, and convening. The emphasis on education includes the development of an Environment and Sustainability minor and a Graduate Sustainability Certificate at Sloan. Regarding research, ESI manages a Seed Grant program to fund transformative research about the environment, administers the Martin Family Fellowships to support doctoral student research as well as numerous UROP positions. Regarding convening, ESI hosts an annual meeting as well as the People and the Planet lecture series to bring people together to exchange ideas and advance environment and sustainability initiatives.

Research

MIT is the world's leader in university research. Research is conducted across the five schools at MIT and through a multitude of labs and centers. The fundamental and applied research and the data and insight they produce advance great thinking and create solutions to big problems. Several notable centers that focus on sustainability and climate research include the MIT Energy Initiative (MITeI) and the Joint Program on the Science and Policy of Global Change (Joint Program).

MITeI is the leading forum for bringing together MIT research, industry and government policy makers in order to develop solutions to today's energy challenges as well as transformative technologies for tomorrow's energy needs. Most recently, MITeI launched a suite of research centers focused on tackling the world's most pressing energy challenges from every possible angle. **The Low-Carbon Energy Centers** employ a uniquely inclusive model that draws partners from many sectors to develop deployable solutions that can meet global energy needs sustainably. Each Center works to advance research in a specific technology area. These areas are: carbon capture, utilization, and storage; electric power systems; energy bioscience; energy storage; materials in energy and extreme environments; advanced nuclear energy systems; nuclear fusion; and solar energy.

The Joint Program's integrated team of natural and social scientists studies the interactions between human and Earth systems to provide a sound foundation of scientific knowledge that will aid decision-makers in confronting the coupled challenges of future food, energy, water, climate and air pollution, among others. The Joint Center's mission is accomplished via integrated modeling and quantitative analyses of global changes and associated risks and mitigation alternatives.

Students

MIT students are a key contributor to the sustainability efforts, most notably through student clubs and organizations as well as prize contests and entrepreneurship. Significant student clubs include Fossil Free MIT, the Energy Club and the Water Club.

Rewards and Recognition

MIT's Rewards and Recognition Program serves to highlight the excellence that exists in all areas and job functions across the Institute. It is important that recognition activities be aligned with the culture of the workplace –to support the values of the Institute and desired behaviors of individuals in that workplace.

According to HR.com, there are three main reasons why employee recognition is so important today:

1. Reduced turnover - employees who are recognized are engaged and engaged employees equal higher retention rates
2. Improved team culture - a culture of recognition breeds employee engagement
3. Increased performance - motivated and driven employees produce outstanding work.

Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. (Business Journal, June 28, 2016)

There have historically been fewer nominations for the Sustaining MIT **Excellence Award** category than other categories so there is a willingness to explore recommendations that resonate with MIT employees and ones' that MIT employees can see themselves accomplishing.

Individual Schools and Divisions create their own **Infinite Mile Award** categories. A few currently have, or have had and removed, a category related to sustainability. The 50+ R&R Key Contacts representing 24 organizational areas manager their local Infinite Mile Award programs. They are open to new ideas and are invested in enabling important Institute values and priorities.

Appreciation Awards are handled by local HR reps and based on individuals going above and beyond their job responsibilities and are not tied to specific categories.

What Did We Learn from Our Focus Groups and Surveys?

From our Focus Groups and Surveys, our key takeaway is that there is a tremendous amount of interest within the MIT Community with respect to Sustainability and a desire to be part of and do more. The overwhelming number of responses we received to our Focus group invitation and responses to our survey shows that there are many members of the MIT workplace community that are passionate and motivated on Sustainability issues.

In addition to this, other themes that we identified are:

- Access – Improving and increasing the ways individuals can practice sustainability in the workplace
- Ease – Improving the ease for individuals in the work place to make sustainable practices
- Motivate – Finding better ways to motivate individuals to make more sustainable choices in the workplace
- Educate – Developing ways to increase individual education in the work place
- Communicate – Getting the word out and better communicating MIT’s sustainability efforts
- Financial – Finding ways for MIT to promote Sustainability and save money at the same time
- Leadership – Ways MIT leadership can better engage individuals within the work place to make sustainable practices

We have detailed all of our survey results and Focus Group findings for further review at the end of our Report. (See Appendix 3 and 4)

Interviews

The interviews described in the previous section were valuable in informing the best practices and recommendations described below. For example, our interview with Martha Broad and Ann Greaney-Williams from MITeI showed us how important it is for leaders to recognize and support individual initiative. In our interview with Prof. John Fernandez he discussed the importance of aligning to ongoing Institute priorities and he illustrated this with a practical example of embedding sustainability content into established freshman GIRs via p-sets rather than creating an entirely new curriculum.

Tool

The Tool, in brief, is a way for an office at MIT to evaluate how sustainable their practices are based on a number of predefined measures developed by the Office of Sustainability (such as Leadership’s involvement, Promoting sustainable food practices and active lifestyles). An office would designate a person within their office to use the tool to assess how sustainable their office workplace is and once completed, the Tool issues a certification of “Bronze”, “Silver” or “Gold” to grade the office’s practices.

In assessing the Tool, we identified a few areas where the Tool performs well, where it may need improvement and some suggestions on how modifications could be made to make those improvements. We summed our analysis in a grid for easy reference. (See Appendix 5).

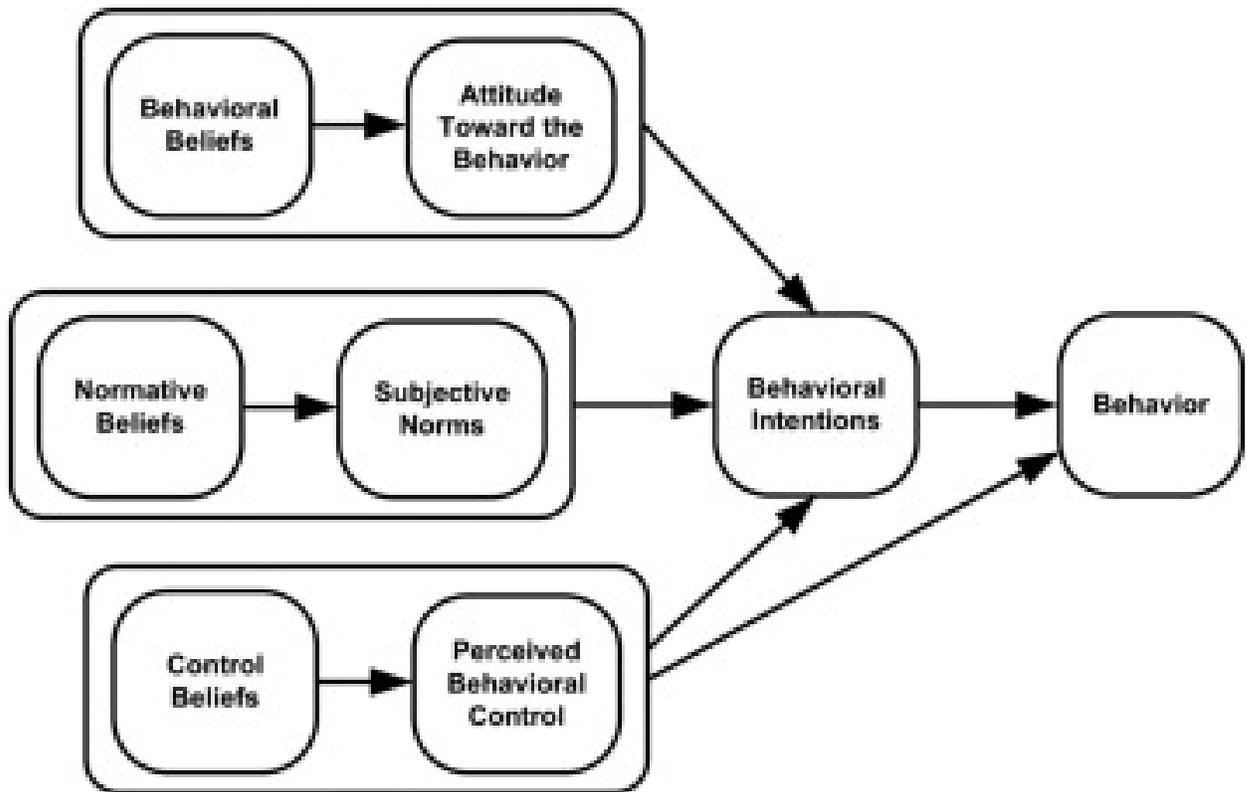
What did We Find Useful from Our Research Literature on Affecting Individual Behavior Change in the Workplace?

We did an extensive literature review in search of what motivates behavior change in the workplace with regards to sustainable behaviors. While there is extensive literature on behavior change and sustainability, there is little research on what motivates behavior change at the workplace. Schwartz (2012), noted that people with a stronger awareness of negative consequences of unsustainable behavior tend to have pro-environmental behavior (PEBs).

When we searched for a behavior change model, the most common theory used was the Theory of Planned Behavior (see figure 1), (Ajzen,1991). According to the Theory of Planned Behavior, the attitude toward the behavior, subjective norms, and perceived behavioral control together shape an individual's behavioral intentions and their actual behaviors.

For example, if we look at exploring whether or not a worker shuts of their computer at the end of the day, the behavioral beliefs would be their attitude about shutting off a computer (eg: it's important or not important to the individual). Then the normative belief would be an assessment of the subjective norm, i.e. belief that they are or are not under social pressure to perform the behavior (eg: everyone else in the office shuts off their computers), and last the control beliefs are the perceived behavioral controls, i.e. a person's perception of how hard it is to perform the behavior (eg: it doesn't take much to shut off my computer so I'll do it). (Greaves, et al, 2013).

Figure 1



The literature also led us to believe in order to create pro-environmental behaviors at work, employees have to believe it is a priority for their leadership. Lavell, et al (2007) found strong evidence that employees value support from their organization and that organizations value employee loyalty and extra effort beyond the job requirement. “When high quality relationships become a standard in organizational settings and contribute to a positive work atmosphere, employees are more likely to find intrinsic benefits from their membership in the organization. In such a context, employees are more willing to reciprocate by performing behaviors valued by their employer.”

Best Practices

Six best practices emerged from our discovery process and subsequent analysis:

1. **Leverage MIT's culture of choice** by providing information that will motivate people to make sustainable choices.
2. **Align efforts with ongoing Institute priorities.** In this case the example is personal well-being, which we recommend leveraging via existing programs such as GetFit and Rewards & Recognition.
3. **Engage leadership to actively demonstrate support.** As described elsewhere in this report, research shows that organizational support, especially clear messages from the leadership, increase employee motivation to engage in pro-environmental behaviors. Simple actions, such as having a senior leader willing to have their office partner with the Office of Sustainability in a pilot project, sends a strong and clear message.
4. **Employ the power of convening.** Intentionally bring together people who would not have otherwise gotten together around a common cause, preferably at the grassroots level. This can expand reach of a relatively small office by deputizing volunteers who champion the cause all across campus.
5. **Create awareness and recognize individual impact.** Recognize the value and need to create awareness, common language, and confidence in knowing what and how individuals can make a difference.
6. **Encourage incremental experiments, then promote successes.** Choose pilot projects that can have visible impact in the short-term. Then publicize successes and encourage *uptake* by others beyond the initial core.

Recommendations

Based on our discovery, analysis and best practices, we developed the following recommendations:

NETWORK OF CHAMPIONS

As previously mentioned, the challenge faced by our team is how to achieve broad progress in individual behavior change in a very de-centralized organization that has a well-established “culture of choice”?

And - through our Discovery efforts- it became clear that the answer to this challenge is a network. Not just a loose affiliation, but an impactful “Network of Champions”.

The strength of MIT is its culture of choice: entrepreneurial, forward thinking, full of new ideas and disruptive innovation. The Network of Champions leverages these strengths and invests in other peoples’ strengths. This approach makes a lot of sense and it echoes the emphases that Jill Soucy taught us in Strength-based leadership.

The Network of Champions is comprised of self-selected, motivated individuals from across the Institute who care deeply about sustainability and volunteer their time and energy. These people are familiar with local sustainability opportunities and are often in a position to take action, if they are supported. We have found that the energy across the Institute is there: the response and turnout in our focus groups proved that to us; 86 people showed interest in attending our focus group sessions. MIT people are eager to make a difference. They are eager to be Champions for what they believe.

The Network shares best practices and nucleates efforts in their workplaces. Our focus groups revealed not only a wide selection of good ideas and potential projects, but also improvements already completed with tangible results. There is a large upside in the sharing and application of local best practices to other Departments, Labs and Centers. And the Network of Champions is a perfect means to enable this sharing and broad adoption.

Most importantly, the Network of Champions supports individual behavior change through personal networking. Our Leader 2 Leader learnings about influencing strategies validated the power and benefits of personal networking as a way to affect individual behavior change in a large organization. Specifically, strategies such as Interpersonal Awareness, Common Vision and Empowerment are ideally suited for the Champions to use in their workplaces.

Finally, the Network of Champions serves as a force multiplier for the Office of Sustainability (OoS). The Office of Sustainability is a lean organization working at the nexus of the Institute’s administrative, educational and research efforts. The Network of Champions can serve to scale the Office’s ideas, programs and outreach, ensuring the best chance to stimulate and sustain behavior change all across the Institute. In true MIT fashion, there is even a simple equation to describe this relationship.

Network of Champions = OoS x Forceⁿ

So how will a Network of Champions be started? Our outreach efforts showed that this Network could be seeded through an initial open invitation. We are convinced that the enthusiasm is there as well as great deal of expertise. The Network is then augmented with additional people identified through the various pillars, Education, Alignment to Health & Wellbeing, the Tool and Reward and Recognition.

EDUCATION

Research

With our focus on personal decision making and what we learned from our literature review and the focus groups is that people don't know what to do when it comes to sustainability and also that it needs to be easy in order for them to do something. Our research showed us that environmental attitudes are most strongly related to PEBs (pro-environmental behaviors) when they involve minimal cost to the individual with respect to the required time and/or effort (Schultz & Oskamp, 1996).

We propose a series of micro-lessons that is open to all members of our community that helps people understand their role, what can be done, and also creates a pool of invested volunteers to continue to spread information about the importance, and ease, of being a sustainable champion.

Sustainability Micro Lessons

Goal: Provide training that informs and enables individuals who practice and promote individual sustainable behaviors to the workplace in collaboration with MIT's Office of Sustainability.

Audience: Any member of the MIT community interested in promoting sustainable practices (Intention is to be inclusive; creates a pipeline for network of champions model)

Resources: MIT's Strategic Management team offered to provide instructional design support to the sustainability subject matter experts on designing micro lessons.

Learning Objectives:

- Discover the role and mission of the Office of Sustainability
- Have a clear understanding of the definition of sustainability and the framework efforts on the MIT campus
- Learn practical actions to apply in one's workplace to promote sustainability
- Identify and commit to taking individual action that promotes sustainable practices in your workplace

Methodology:

- Online - i.e. Review Office of Sustainability website
- Web-based – i.e. Complete Office of Sustainability Event and Workplace tool and be prepared to discuss ways to apply to your office
- Panel presentation of those who apply best practices
- Classroom discussion sharing effective strategies
- Complete action plan form including specific next steps

Possible Topics:

- What is sustainability? https://www.youtube.com/watch?v=_5r4loXPx8
- Recycling <http://www.recommunity.com/education/>
- composting
- energy
- Office of Sustainability tool for office
- Office of Sustainability tool for events
- commuting
- Awareness
- What is a carbon footprint?

HEALTH & WELLBEING

During the discovery phase we started pulling from best practices to leverage Institute priorities and partner with already established successful programs at MIT. While we know that Sustainability @ MIT is already an top Institute priority we explored other priorities to see where we could leverage their success. It was clear to us that health and wellbeing in a current priority here and we quickly realized Getfit@MIT is a clear example of a successful program.

GetFit@mit has been a staple of the MIT campus for twelve years. In 2016, there were 3,770 participants and 545 teams. We explored a possible connection between health and sustainability for individual behavior. One study showed that providing large, visible as well as clean and well-maintained urban green spaces close to people's homes may be an effective strategy to improve physical activity and people's health. (Akpinar, 2016).

- Getfit@mit is in entering into Phase 2 of a website revamp. They are developing “badges” that people can earn according to their exercise logged and activities they did. There could be a Sustainability Badge that people earn (for example, after logging 20 sets of stairs climbed they’ve added to their exercise minutes and also saved X amount of energy or X amount of \$’s for the Institute). Getfit would look to the Office of Sustainability to flesh out what the markers should be.



- Getfit@mit sends out a weekly update/newsletter. There could be a “tip of the week” or “tip of the month” that is added to the newsletter that connects exercise and sustainability.

Examples:

- Did you know that riding your bike to work instead of driving not only adds great getfit minutes but also cuts down on your household emissions by at least 6%.
- Did you know that eating locally grown foods is not only healthier for you but the average fresh food item on our dinner table travels 1,500 miles to get there. Buying locally produced food eliminates the need for all that fuel-guzzling transportation.
- Next time you workout, make sure you hydrate with a reusable bottle. One plastic bottle can take hundreds of years to decompose; therefore, loading up our landfills for years at a time.

There could also be an opportunity to highlight a Getfit participant that might have a strong connection to sustainability. Since health and wellness is a priority to MIT just as sustainability is, getting the message to the community is a massive opportunity to create behavior change - if people know something is important to their institute they are more likely to pay attention to it. “In order for employees to perform pro-environmental behaviors, they must be aware that their organization is, to some degree, concerned with environmental sustainability.” (Lavelle, et al, 2007). This could be an opportunity to introduce a tag line such as “A Healthy World, a Healthy You” to help others establish what we already know is a natural partnership.

- Getfit@mit has a kick off, mid-point, and closing event. Getfit would love for the The Office of Sustainability to have a table at any of these 3 events to help make the connection between sustainability and healthy living.

- Getfit@mit could be a natural partner to promote events, such as Earth Day, to raise awareness for sustainability and also encouraging people to exercise outside and enjoy the earth.

TOOL

One of the guiding thoughts for our team in developing the Tool was the following quote from our literature search:

“If individuals feel overwhelmed by their workload, they are likely to primarily focus on accomplishing their work-related goals rather than on tasks or behaviors that are not mandatory such as PEBs (pro-environmental behaviors). Lack of attentiveness towards PEBs might result in a failure to perform the behaviors” (Amel, Manning, & Scott, 2009).

In vetting the Tool and thinking about the best ways for the Office of Sustainability to implement the tool within our Vision and Scope and with this above thought in mind, we came up with these 3 core recommendations:

The first is to use the Network of Champions to test and continue to further refine the existing workplace certification tool, building upon the work our team has already done in vetting the tool. We have taken a first pass at reviewing the tool and have identified some strengths and some areas for improvements. Using this framework, we recommend that the Network of Champions, because of their keen interest for Sustainability, be used to test the tool and consider the best implementation plan that would work for their office workplaces.

Our second recommendation is to consider expanding the existing suite of tools with a tool focused on individuals and finding ways to engage them to make more sustainable behavioral changes in the MIT workplace. For example, a tool where individuals could become individually certified might be a fun way to engage more coworkers directly in sustainable practices. Using the Network of Champions as a motivated resource would a great way to brainstorm and develop a companion tool for individuals.

Our third recommendation is for the revised tools to be piloted by a few select offices within MIT as early adopters. For example, once the Network of Champions has refined the workplace certification tool and its implementation plan, the tool could be test piloted and implemented by an MIT office, such as VPF. This would provide valuable feedback on the Tool and allow for any adjustments to be made prior to a successful campus wide implementation.

REWARDS AND RECOGNITION

How Can We Use MIT’s R&R to Promote Sustainability in the Workplace?

We propose leveraging the three tiers of MIT’s Rewards and Recognition program to promote and celebrate individual contributions that enable a culture of sustainability at the **campus**, **workplace**, and **individual** level.

We have a recommendation for each of the 3 tiers.

At the Institute level: We recommend that MIT frame the Excellence Award category, Sustaining MIT, in ways that resonate with MIT employees who take exemplary actions that enable a culture of sustainability on the MIT campus. We want to make sure MIT staff see themselves, and their individual actions as a critical factor in this important effort – and receive recognition by MIT leadership.

Sustaining MIT: A Culture of Sustainability in the MIT workplace

- Acts as a steward of MIT’s campus and natural resources by implementing practices that improve the environmental performance at MIT, such as reducing waste, water, and energy; advancing low-carbon transportation options; recycling and related activities
- Is proactive in helping the MIT community to incorporate sustainability into their day-to-day work lives, by modeling sustainable practices, integrating practices into office operations that protect MIT resources, financial and otherwise; or creating learning opportunities that influence people at MIT to adopt sustainable practices.
- Supports the well-being and safety of the MIT community, through large and small actions: I.e. promoting or developing wellness programs, access to healthy food and exercise options, reduction of exposure to harmful chemicals or unsafe equipment, or related activities.

At the School/Division level: We recommend R&R Key Contacts consider an Infinite Mile Award category for individuals who promote a Culture of Sustainability in the MIT Workplace at the local level – reinforcing the value and importance sustainability by local leadership.

At the individual level: We recommend DLCs promote an annual Appreciation Award (aka SPOT Award) that recognizes individual actions that lead to a sustainable behavior – recognizing the true value in the everyday leader. Knowing that local areas are given considerable freedom to customize their own activities, we are recommending that a designated “SPOT Award” be promoted around MIT’s Earth Day celebrations with potential seed money for the first year from MIT’s R&R programs.

Conclusion

As Fellows of the 2016 Leader-to-Leader program, we had an opportunity to complete a project of strategic importance to MIT, outside of our areas of expertise and knowing that L2L sponsored projects often have long-term impact on the Institute.

We came together as a newly formed team under the sponsorship of Julie Newman, an alumni of the 2014 L2L program and Director of MIT's Office of Sustainability. We developed as a self-directed team comprised of 5 diverse individuals representing a broad range of experiences, perspectives, skills, and leadership styles in order to:

- Apply what we are learning in a supportive environment with others who are working with the same concepts and tools
- Enhance our learning about group dynamics and group processes through first-hand experience
- Practice giving and receiving feedback with peers so we become more adept at doing this in other settings
- Learn from our Process Coach, Blanche Staton, who helped us pay attention to, and get better at, listening to each other and working as a cohesive group.

We learned together about the remarkable work the Office of Sustainability, its strategic significance to MIT's mission and influence over local, national, and global sustainability research, policies, and actions. We were intrigued with the opportunity to 1) explore sustainability practices by those who work on the MIT campus, 2) learn about the power individual behavior has on shifting the mindset and campus culture on stewarding our health, work environment, and business processes in more sustainable ways and 3) make recommendations including clearly identifiable next steps.

Through this experience, we applied our learning from L2L in meaningful and productive ways. The models that emerged as most impactful to our project team work included:

- Lead, Manage, Do
- Three Lenses: Strategic, Political and Cultural
- Strengths-based Leadership
- Influence Strategies

And as a result of the learning community we created as a team, our real-life lessons included experiencing the challenges and benefits of:

- Balancing the strategic view with the need to do the detailed work
- Ensuring everyone feels heard and valued
- Encouraging creativity while being explicit about the task
- Being open-minded and willing to try new approaches

In conclusion we respectfully submit this report, sharing our research, proposing a set of actionable recommendations and documenting our process as an L2L Project Team.

Appendix 1

Copy of Email to Form Focus Groups

Greetings!

You are invited to participate in a focus group in June to explore ideas for leveraging MIT's culture of creativity to drive individual behavioral change in the MIT workplace to adopt day-to-day sustainability practices on the MIT campus.

Your insights will be critical as we work with MIT's Office of Sustainability to create a set of recommendations that leads to a culture of sustainability at MIT. Individual behaviors pertaining to sustainability can be related to energy, water, trash, recycling and other daily activities on campus.

If you are willing to participate in a focus group at noon on either June 23 or 29, (lunch will be provided!), please take a moment to sign up here:

https://docs.google.com/forms/u/0/d/1bhTRminLKQafuO_uilYUo3x_waQdQgKXWDel9qTF2jM/edit

Please feel free to forward this invitation to other MIT staff who might be interested.

Best regards,

Ronnie Haas, J.J. Laukaitis, Kate McCarthy, Julie Greenberg, Long Tran

Appendix 3

Focus Groups Survey Results – (Raw respondents' responses retained)

Q1 What sustainable actions do you currently practice in your day-to-day activities on campus?

Answered: 39 Skipped: 1

Responses Date

- 1 recycling; taking recycling home that can't be easily recycled in my office (annoying), commute by T 7/1/2016 9:30 PM
- 2 We're religious about recycling everything we can and reducing trash 6/30/2016 8:16 AM
- 3 What is sustainability? I didn't see a definition? 6/29/2016 2:49 PM
- 4 shut off lights, turn down AC 6/28/2016 11:11 AM
- 5 Limit printing. Turn off computer and other equipment when leaving for the day. 6/27/2016 4:54 PM
- 6 I bike to and from work. 6/27/2016 3:01 PM
- 7 Why student action is important to sustainability and future. 6/27/2016 11:50 AM
- 8 Recycling, unplugging unused appliances, walking/public transport to get to campus 6/27/2016 11:10 AM
- 9 recycling, walking and taking train to commute to work, keeping lights off, using limited a/c and heat 6/27/2016 10:57 AM
- 10 Recycle paper, plastic 6/27/2016 10:42 AM
- 11 I compost my food waste, recycle, work without overhead lights (except on cloudy Monday mornings), turn off computer overnight. 6/27/2016 9:32 AM
- 12 Recycling paper, cans, bottles, batteries, technology, etc. Turn off lights when not in use. 6/27/2016 8:03 AM
- 13 recycle 6/27/2016 7:51 AM
- 14 Drink from reusable water bottle 6/26/2016 11:23 AM
- 15 print less and use less paper, save files electronically, use the composting bucket, bring my own food in for lunch, cancelled poland springs and use the RO system installed on the floor, etc, reuse, recycle all packing material. etc. 6/24/2016 5:48 PM
- 16 recycling, use mug/glass instead of paper cups, minimal print/electronic records 6/24/2016 5:06 PM
- 17 recycle, shred, automatic lights 6/24/2016 4:25 PM
- 18 recycle; carpool 6/24/2016 3:16 PM
- 19 recycling, using mug instead of disposable cup, take the T some days 6/24/2016 2:23 PM
- 20 Led lighting, recycling, composting where available, public transportation/biking commute 6/24/2016 1:56 PM
- 21 I use public transportation to get to and from work and hubway for commuting to various end of campus. 6/24/2016 1:50 PM
- 22 Recycling when possible 6/24/2016 1:24 PM
- 23 Recycling and composting 6/24/2016 1:22 PM
- 24 dedicated recycling bins for our on-campus weekend; encourage students to use reusable drink containers; encourage instructors to have students submit work via Stellar sites and not hard paper copies 6/24/2016 1:16 PM
- 25 Recycle everything that can be recycled - trash, batteries, electronics, etc 6/24/2016 12:54 PM
- 26 Walking up stairs when possible, recycling 6/24/2016 12:53 PM
- 27 Sorting of waste into portion re-cyclable, Commute by T 6/24/2016 12:39 PM
- 28 Recycle, compost when available, purchase green products, replaced Keurig with single-serving brewer that uses grounds, plan events with compostable materials, provide 2 gallon jugs of water and ask people to bring water bottles to events, put up signage events to promote correct recycling/waste/compost sorting, use one paper towel to dry hands after washing, bring homemade lunch, carry water bottle, bring cast-offs to reuse event or post to reuse email lists 6/24/2016 12:29 PM
- 29 recycling paper & plastic, reuse email list, sometimes tech recycling 6/24/2016 12:19 PM
- 30 Recycle, reuse, and order sustainable products when feasible; minimize waste; place less frequent but larger orders for offices supplies to reduce shipments. 6/24/2016 12:19 PM
- 31 Turning off unused lights; recycling; printing only as needed and on scrap paper when possible; bringing in reusable containers, waterbottles and utensils for personal lunches and to save food for institute lunches 6/24/2016 11:54 AM

- 32 Recycling from meals, office supplies, turn off lights when not in office, use MBTA/walking to get to work 6/24/2016 11:51 AM
- 33 reusable water bottle, cup, utensils, dishwasher; two sided printing; single stream recycling; reuse office supplies; utilize compost facilities; minimize use of heat and air-conditioning when controllable by wearing appropriate clothing, florescent lighting, shut off lights and computer when leaving office. 6/24/2016 11:46 AM
- 34 recycle 6/24/2016 11:43 AM
- 35 recycling. limited use of paper. 6/24/2016 11:43 AM
- 36 Recycling, take stairs, turn out lights 6/24/2016 11:34 AM
- 37 recycle 6/24/2016 11:34 AM
- 38 recycling, composting. 6/24/2016 11:33 AM
- 39 recycle, drive a prius, try to use a waterbottle. 6/24/2016 11:30 AM

Q2 What would motivate you to adopt additional sustainable practices in your day-to-day activities on campus?

Answered: 36 Skipped: 4

Responses Date

- 1 Wish we had compost collection nearby! 6/30/2016 8:16 AM
- 2 Hinges on answer to number 1. 6/29/2016 2:49 PM
- 3 knowledge about what to do 6/28/2016 11:11 AM
- 4 Support from colleagues/shift in office culture. 6/27/2016 4:54 PM
- 5 MIT should set good example on how to conserve water and energy. Every day I walk on campus, sprinklers are irrigating lawns. Perhaps think of a more appropriate landscaping adjusting to the climate? 6/27/2016 3:01 PM
- 6 Getting Involved with Sustainability on Campus 6/27/2016 11:50 AM
- 7 Subsidies for sustainable practices that cost money, having things like reusable containers/plates instead of plastic in dining halls 6/27/2016 11:10 AM
- 8 i believe in sustainability, having things be more convenient would be motivating. 6/27/2016 10:57 AM
- 9 Need more instructive signage on receptacles and would like to recycle food waste as well. 6/27/2016 10:42 AM
- 10 Make it easy, make it the norm. 6/27/2016 9:32 AM
- 11 There isn't any composting capability in my building. 6/27/2016 8:03 AM
- 12 more options 6/27/2016 7:51 AM
- 13 Witnessing the amount of waste I see 6/26/2016 11:23 AM
- 14 if we had a common kitchen or breakroom, it would make it easier to clean reusable items. 6/24/2016 5:48 PM
- 15 Broader use/acceptance of electronic records and paperless operations 6/24/2016 5:06 PM
- 16 tips on activities to follow 6/24/2016 3:16 PM
- 17 I don't know 6/24/2016 2:23 PM
- 18 composting receptacle near the office 6/24/2016 1:56 PM
- 19 Leadership by example. 6/24/2016 1:50 PM
- 20 More newsletters/information about sustainability. I feel the topic isn't nearly discussed enough at MIT. 6/24/2016 1:24 PM
- 21 Perhaps there could be a competition on campus? For example, the office that composts the most wins a prize, or something like that. 6/24/2016 1:22 PM
- 22 More availability of resources; financial considerations 6/24/2016 1:16 PM
- 23 Access to services 6/24/2016 12:54 PM
- 24 Attend a learning forum and be given examples of what I can do. 6/24/2016 12:33 PM
- 25 I'm pretty motivated already. But I feel DLCs approach this extremely piecemeal, without central MIT best practices on materials purchase, event planning, etc. We're left to individually weigh the financial costs vs. the environmental costs and we all come down in different places..6/24/2016 12:29 PM
- 26 ease of use, easy to access information, a list of services available 6/24/2016 12:19 PM
- 27 Ability to compost in office kitchens with compost bucket cleanout by Facilities personnel; stickers on recycling receptacles to clearly identify what kind of materials can go in each kind of bucket. 6/24/2016 12:19 PM
- 28 Not being trapped by the centralized systems, for example, I personally do not need AC on full blast, if I could control this for my office more than a couple degrees, I could save energy for MIT. Convenience is also greatly helpful, so having trash and recycling bins easily accessible and not overly full makes a big difference. 6/24/2016 11:54 AM

- 29 More information and awareness on what we can do as individuals/as an office suite to improve. 6/24/2016 11:51 AM
- 30 easier access to composting receptacles; dish washer available so less disposable plates and cups are consumed, more filtered water dispensers in hallways so there is less need to by bottled water 6/24/2016 11:46 AM
- 31 make it easier 6/24/2016 11:43 AM
- 32 ease of use, widespread adoption 6/24/2016 11:43 AM
- 33 Make them easy, and make avoiding them hard 6/24/2016 11:34 AM
- 34 depends on what they were and how easy they are to impliment 6/24/2016 11:34 AM
- 35 addressing some structural impediments (see below) 6/24/2016 11:33 AM
- 36 anything that was easy/easily available 6/24/2016 11:30 AM

Q3 What barriers do you experience in applying good sustainable practices in your day-to-day activities on campus?

Answered: 39 Skipped: 1

Responses Date

- 1 Single-stream recycling means many food & bev containers can't be recycled easily -- need to be very clean but not Wet 7/1/2016 9:30 PM
- 2 One thing that comes to mind: our office has 4 rooms, each with it's own heating/cooling. We don't know whether to leave on at night or turn off, for example. 6/30/2016 8:16 AM
- 3 Same as 2. 6/29/2016 2:49 PM
- 4 don't know all the options 6/28/2016 11:11 AM
- 5 Time, lack of knowledge about what to do. 6/27/2016 4:54 PM
- 6 MIT DLCs are still paper heavy - promotion cases are on paper, budgets are submitted on paper, files are printed. 6/27/2016 3:01 PM
- 7 The tools and resources we need for support, awareness and fundin 6/27/2016 11:50 AM
- 8 Some things not available (reusable containers for dining), some required as part of work process (keeping paper records instead of digital) 6/27/2016 11:10 AM
- 9 at times there is a lack of access to good sustainable practices 6/27/2016 10:57 AM
- 10 Rented space in off campus building, landlord rules apply. 6/27/2016 10:42 AM
- 11 Only a few composting barrels close to my office. No rewards, recognition, or incentives for good behavior. 6/27/2016 9:32 AM
- 12 I don't know if the plastic utensils purchased in my department are recyclable. 6/27/2016 8:03 AM
- 13 unknown practices 6/27/2016 7:51 AM
- 14 N/a 6/26/2016 11:23 AM
- 15 having to use the bathroom to wash my dishes and rinse recyclables. no place to store reusable table and dishware and cleaning products. 6/24/2016 5:48 PM
- 16 I commute a long way. There is limited support for working remotely. Greater acceptance of remote work on a regular basis would reduce my carbon footprint and provide financial and sustainability benefits to MIT. 6/24/2016 5:06 PM
- 17 the senseless paper mail blasts (many to outdated addressees), the to-go containers provided by the various food vendors on campus 6/24/2016 4:25 PM
- 18 none that I can think of 6/24/2016 3:16 PM
- 19 Lack of knowledge of what sustainable practices are 6/24/2016 2:23 PM
- 20 I can't control the temperature in my office. The A/C is always on, so I have a heating pad and space heater 6/24/2016 1:56 PM
- 21 Recycling seems to be a little unclear. In frequent Shuttles after 5pm. 6/24/2016 1:50 PM
- 22 Not having enough recycling containers nearby 6/24/2016 1:24 PM
- 23 When I am very busy with work, that leads me to not want to spend the extra time to walk to the recycling and composting containers. Instead, unfortunately, I just toss those items into the regular trash. It's also hard to tell sometimes if something is really compostable or not. 6/24/2016 1:22 PM
- 24 Breaking long-standing habits by both students and faculty 6/24/2016 1:16 PM
- 25 Everywhere we go, we should be able to re-fill containers with food and drinks instead of having to buy things in "fresh" containers that have to be thrown into the recycle bin. (recycling is not a good sustainability practice - requires

trucks and processing!) 6/24/2016 12:54 PM
 26 No nearby showers (after biking in, for example) 6/24/2016 12:53 PM
 27 containers that aren't eco-friendly 6/24/2016 12:39 PM
 28 Being set in my ways about certain things. 6/24/2016 12:33 PM
 29 Lack of access to compost bins. Custodial services frequently uses bags that look like trash bags for recycling and compost boxes, so not sure what happens to waste when the wrong bag is used. Or they don't deliver compost bins until I call and remind them I asked for it. There are only two plastic bag recycling drop-offs on campus and I'm never near them (used to be accepted by mail). 6/24/2016 12:29 PM
 30 knowing about available services, sometimes no recycling bin or trash can nearby (if you only put out a recycle bin, people will put trash in it), cost (reusable water bottles are better than plastic ones, but too expensive to go with catering), lack of appropriate facilities to wash out reusables (tupperware, water bottles, etc) - please don't say "use the bathroom sink". That is both annoying to people who need to wash their hands, and does not provide appropriate clean surfaces for washing out dishes. 6/24/2016 12:19 PM
 31 Lack of signage/communication at decision points (e.g., kitchen, trash receptacles). 6/24/2016 12:19 PM
 32 Systems that are uncontrollable (i.e. automatic lights, heating and cooling) 6/24/2016 11:54 AM
 33 Lack of awareness regarding options on how I can improve. 6/24/2016 11:51 AM
 34 not accessible or readily available 6/24/2016 11:43 AM
 35 time constraints, unsure of protocols 6/24/2016 11:43 AM
 36 expense, mostly. 6/24/2016 11:34 AM
 37 easy application 6/24/2016 11:34 AM
 38 Lunch meetings! We have to feed hordes of people and it is difficult to do so efficiently without a lot of packaging waste. Also, I see a lot of people don't use recycling/composting/trash containers correctly. 6/24/2016 11:33 AM
 39 access 6/24/2016 11:30 AM

Q4 What would make it easier to apply good sustainable practices in your day-to-day activities on campus?

Answered: 38 Skipped: 2

Responses Date

1 The nearest compost bin for us is a good distance away, so we end up putting food in the trash. I'd also be happy to receive a weekly or bi-weekly email saying, "Here's one more simple thing your office could do to improve sustainability:" 6/30/2016 8:16 AM
 2 Same as 3. 6/29/2016 2:49 PM
 3 knowledge of resources and access to options 6/28/2016 11:11 AM
 4 A culture that encourages sustainability in the office. 6/27/2016 4:54 PM
 5 Orchestrated push to go digital --> secure cloud storage, centrally maintained by MIT. 6/27/2016 3:01 PM
 6 Inspiring case studies that can strengthen ours cause. 6/27/2016 11:50 AM
 7 Update work processes to be more sustainable (digital records rather than paper), subsidize sustainable practices as part of benefits/perks 6/27/2016 11:10 AM
 8 compost bin in building E25 6/27/2016 10:57 AM
 9 Would like to encourage colleagues with specific instructions on how to recycle in off campus building. 6/27/2016 10:42 AM
 10 I would really love to see a practice of washing and reusing plastic utensils. 6/27/2016 9:32 AM
 11 Single stream recycling is great. Composting option. 6/27/2016 8:03 AM
 12 knowledge 6/27/2016 7:51 AM
 13 Providing sustainable items via ATLAS office supplies 6/26/2016 11:23 AM
 14 having a breakroom or common kitchen on the floor. 6/24/2016 5:48 PM
 15 Greater acceptance of electronic records and paperless operations, greater openness to working remotely 6/24/2016 5:06 PM
 16 require on campus vendors to provide single stream recyclable/compostable containers 6/24/2016 4:25 PM
 17 I'm already pretty green! 6/24/2016 3:16 PM
 18 I don't know 6/24/2016 2:23 PM
 19 Some guidance/best practices? 6/24/2016 1:56 PM
 20 Ease of use. 6/24/2016 1:50 PM
 21 To focus more on the recycling/composting bins and teaching about how most things can be recycled rather than

thrown away 6/24/2016 1:24 PM

22 If we got a sink that worked better, that would help us to wash out more food packages and put them in recycling. We have a sink that functions very poorly and often clogs up. 6/24/2016 1:22 PM

23 MIT-wide policies and recommendations enacted visibly 6/24/2016 1:16 PM

24 Everywhere we go, we should be able to re-fill containers with food and drinks instead of having to buy things in "fresh" containers that have to be thrown into the recycle bin. (recycling is not a good sustainability practice – requires trucks, fuel and processing!) 6/24/2016 12:54 PM

25 cross-campus office that focused on sustainability 6/24/2016 12:39 PM

26 Education about best practices. 6/24/2016 12:33 PM

27 More access to compost. More access to plastic bag recycling. More visibility for sustainability efforts on campus. More central direction from MIT on how it wants staff to behave with regards to choices where it costs a little more to be sustainable. 6/24/2016 12:29 PM

28 Knowledge of services, convenient equipment and facilities, well-publicized special events with advanced notice (like Tech Recycling booth at IT Partners). 6/24/2016 12:19 PM

29 See points 3 and 4. 6/24/2016 12:19 PM

30 Those mentioned in the previous questions and it might be useful to have a training open to all on best sustainability practices, if there is not one already. Even an online training on the MIT Learning center that comes up for all employees to complete, so we are all aware of what we can do in our day-to-day to make MIT more sustainable. 6/24/2016 11:54 AM

31 Maybe a newsletter or email list with seasonal reminders on what individuals/office suites can do to promote and enact sustainable behaviors on a day-to-day basis. 6/24/2016 11:51 AM

32 conveniently located items listed in #2 6/24/2016 11:46 AM

33 not sure 6/24/2016 11:43 AM

34 clear instructions, knowing how my actions contribute to outcomes. 6/24/2016 11:43 AM

35 Institutional support, even for the increased expense 6/24/2016 11:34 AM

36 conveniency 6/24/2016 11:34 AM

37 For someone to own some of these structural issues. 6/24/2016 11:33 AM

38 access 6/24/2016 11:30 AM

Appendix 4

Focus Groups Emerging Themes

Access	Ease	Motivate	Educate	Communicate	Financial	Ideas	Leadership
More recycling bins	Labeling/signs/pictures	Discount on fitbits	Learning forum and examples of what individuals can do	Recycling awareness month	Discount at MIT owned stores for using mug vs disposable coffee cup	Use rainwater/ grey water for toilets	Beneficial if senior leaders - and leaders of DLCs - adopt and perform sustainable practices
Bottle Refilling stations available in all buildings - that provide data on water bottles saved	Color coordinated & consistent	Competitions between depts/teams - prizes, \$	Easy access to information and a list of services available	What are our students doing that's innovative around recycling	Make ordering easier for people - sustainable choices at the top (catering, office supplies, etc.)	Stairs are inaccessible - dark/lighting is bad and difficult to get in and out of floors - make them more accessible	Leaders should reward and recognize people who have put in place new sustainable processes in their DLCs
Composting bins	Make trash Inconvenient	Gold/silver/bronze status for offices	More information about what individuals can do	Increase visibility efforts (eg: we recycled X% last month)	Motion lights for each room	Make double sided printing the default	MIT leadership has emphasized solving grand global energy challenges through great research; but enthusiasm for making MIT a living lab to change behaviors and lower our own carbon footprint is not visible
Dishwashers/sinks/microwaves/places to eat away from desk	Vendors and campus businesses do not use plastic bags	Have a rewards system - quantify what should be achieved	25% of survey monkey results indicated that the barrier they lack knowledge of what their options are	Brag about what we're doing well More front page MIT News mentioning sustainability efforts and success stories	Build buildings with windows that open to reduce use of A/C	Solar laptop and phone charging stations	
Paper towels vs. hand dryers	Install motion sensitive lighting and turn off and unplug electronics when not in use	DLCs provide recognition to individuals who practice sustainability in their day-to-day work or implement a great ideas to get others to practice	Help people to understand WHY these things are important and HOW they can make huge impacts just by	Short video: what happens to this specific water bottle at MIT - where does it go/what's its journey - people need to believe it's happening	Provide heating/cooling systems with thermostats that work to reduce use of space heaters and fans.	Bike fixing stations	

		sustainability through Spot Awards of Infinite Mile Awards	participating in simple tasks				
	Provide reusable water bottle to all new employees at Orientation		Where does recycled material end up?	Posters around campus to show end cycle of recycled materials	Eliminate disposables from campus dining venues (requires infrastructure for cafeteria dishwashing)	Reusable cloth bags for shopping on campus w cool logo	
	Identify sources of less expensive compostables		Can Office of Sustainability offer more guidance on tools, energy audits, baseline usage data, calculate carbon footprint?	Can Office of Sustainability be a clearinghouse for examples of best practices, rewards for achievement, data on progress toward targets, all campus events? And place to find stock solutions (like sources for approved LEDs); process for green-certified events?		Identify opportunities for electronic copies/record keeping and print/use paper only when absolutely necessary	
	Make the process for becoming certified for green events easier						

Appendix 5

Tool Assessment Summary

#	What the tool does well	Areas that need improvement	Suggestions
1	Creates a way for campus workplaces to evaluate how sustainable they are in a standardized way that can be used to compare against other campus workplaces.		
2	Explains how a campus workplace could go through the process of certification by downloading the Tool, completing the checklist and submitting it to the Office of Sustainability.	Does not have a time period or deadline for completion of the checklist. This leaves certification too open ended. Users who download the tool may not feel the urgent need to complete the checklist and submit it for certification.	Set a periodic (i.e. annual or semi-annual) certification timeline that would encourage users to complete and submit the checklist by a deadline. Highlight and reward new workplaces that have become certified. This will help create a healthy competitive environment for becoming certification.
3	Indirectly defines “Sustainability” through 6 action areas.	Does not define directly or clearly what “Sustainability” means at MIT, to the Office of Sustainability, or what it means for the Tool.	Define directly and clearly within the Tool what “Sustainability” means at MIT, to the Office of Sustainability, and to the Tool. This will help better communicate how the Tool integrates into the overall MIT sustainability efforts and highlights and reinforces the Office of Sustainability’s initiatives.
4	Action areas are well defined, thought through, organized, and comprehensive.	Are the action areas realistic and doable within the context of a campus workplace?	Before rolling out the tool to the entire campus, have a subset of individuals help vet the actions to make sure they are realistic and achievable.
5	Each action area’s Help section provides definitions and some tips for each of the 6 action areas the Tool address.	A. The Help section does not weigh or prioritize the items within an action area. User does not know which item would have the most impact compared to other items. B. The Help section for each action area does not have overall direction. While users get some guidance for specific items within an action area, there is no overall direction, instruction or	A. Consider weighing the items prioritizing them so that users can get a sense of which ones have the most impact. B. Consider drafting introduction to each Help section to give an overview of what the Tool intends for the section.

		coordination tying the items together.	
6	Questions within each action item are clearly labeled and tips are corresponding labeled for easy reference.		
7	Tool is in excel macro format that is downloaded by the user.	As a excel workbook that is downloaded by the user is not easily accessible on different devices and requires the user to survey their office with a notepad and then transcribe notes into the excel workbook later.	Migrate the Tool to a web based, mobile optimized, user responsive interface. This will allow users to complete the checklist while surveying their workplace thereby reducing a critical step. Users will be able to more easily and simultaneously complete the checklist while assessing their workplaces.
8		User of the Tool is not clearly defined.	A. Define recommended users for the tool. B. Suggestion: <ol style="list-style-type: none"> 1. Office administrator 2. Office directors delegating to a lead 3. 2 Person Team
9	Tool indicates that it would empower staff, faculty and student workers to take a leadership role.	A. Not clear how staff, faculty and student workers are empowered to take a leadership role as described the Tool. B. Other than the user, the Tool does not engage most individuals in the workplace to get them to think about sustainability.	A. Defining the user better would help to clarify how staff, faculty and student workers would be empowered to take a leadership role. B. Add specific suggestions to the Tool to identify and recommend ways a user could engage individuals in their workplace as they work on obtaining Tool certification.
10		Tool lacks implementation plan.	A. Develop implementation plan for the tool. B. Overall Implementation Suggestions: <ol style="list-style-type: none"> 1. Make some additional modifications to the Tool as recommended. 2. Test modified Tool with 1 or 2 workplaces to get their feedback. 3. Make additional tweaks to the Tool based on feedback. 4. Soft launch the Tool to a larger subgroup of workplaces to test interest and hone communications. 5. Officially launch Tool campus wide.
11	Tool appears to be geared towards an office	Is there an opportunity to get individuals in the workplace certify themselves?	Explore this question with network of champions

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