### Objectives

**Primary Goal**

- To identify and synthesize the components required for a successful campaign to institutionalize sustainability across Canadian campuses through either a legislative or a voluntary route

**Objectives**

- Identify key stakeholder groups
- To identify and characterize the major challenges and opportunities that face champions of campus sustainability
- To define the characteristics and role of campus sustainability offices
- To create a pathway for the institutionalization of sustainability

### Methodology

**Research Design**

- Focus on Canadian campuses
- Design of original surveys and interviews
- Literature review
- Secondary data collection

**Data Collection**

- Survey respondents were 17 information-rich individuals from Universities, University Associations, NGOs and Industry Professionals

**Data Analysis**

- Conduct interviews and read back to respondents
- Apply inductive thematic analysis to focuses on campus sustainability

### Analysis (SWOT)

**Strengths**

- Developing comprehensive sustainability frameworks
- Identifying opportunities for collaboration
- Understanding the barriers to implementation

**Weaknesses**

- Lack of structural alignment between institutional operations and sustainability initiatives
- Limited resources to support sustainability goals
- Inconsistent policies and practices across campuses

**Opportunities**

- Potential for increased stakeholder engagement
- Opportunities for partnerships and collaborations
- Opportunities for technology integration

**Threats**

- Financial constraints
- Lack of leadership and political will
- Limited resources and capacity

### Recommendations

**Implementing Sustainability on Campuses**

This framework is a guide to implementing sustainability on campuses.

1. **Stage 1:** No Financing Required
2. **Stage 2:** Establish Green Revolving Fund to Finance Sustainable Projects
3. **Stage 3:** Improve a Small Student Sustainability Fee or Student Taxation
4. **Stage 4:** Continue to Operate CSR and Collect Sustainability Fee

### Results

**Overview**

- Survey response rate was 24%, accounting for 17 information-rich individuals across Canada
- Interviews were conducted with 17 information-rich individuals from Universities, University Associations, NGOs and Industry Professionals

**Broad Considerations on Sustainability**

- Access to knowledge, personal values, and one’s role within their organization shape what they see as the scope of sustainability
- Accountability is a multi-faceted approach and is necessary for it to be engaged within a large number of entities or industries

**Barriers to Change**

- First: Common barriers to implementing sustainability on campuses emerged: lack of financial support, lack of administrative leadership, lack of student knowledge, and high turnover of sustainability champions
- Second: Decision making arises from the ineffectiveness of existing sustainability knowledge, policies and programs
- Third: There is a lack of student engagement on campuses which are often decentralized and difficult to implementing sustainability

**Opportunities to Overcome Barriers**

- Structural and vertical integration of sustainability is a key in order to facilitate knowledge transfer within the institution
- Aligning the efforts of companies and organizations are becoming increasingly common and can provide a further source of innovation
- Once policy changes are in place within institutions they should seize the issue of high leadership turnover

**Pressure Leading to Successful Initiatives on Campuses in the Past**

- Five personal pressures identified were from legislation and from grassroots campaigns originating in non-campus locations
- The most notable legislative campaigns are the Chicago Youth Climate Coalition and 350.org, both of which are aiming to drive change
- 88% of survey respondents agreed that the student body is the main driver of sustainability initiatives on their campuses
- Laws can be repealed or amended
- Provisions for funding environmental initiatives can be incentivized
- Varying incentives can lead to multiple initiatives on campuses
- 7% of survey respondents agreed that the student body is the main driver of sustainability initiatives on their campuses

### Focus Areas of Sustainability

- Focus on local, regional, and national levels
- Collaboration with industry, government, and academia
- Development of sustainable campus culture

### Sustainability Offices

- Should have an operations force as opposed to a curriculum focus
- Should achieve the business case for sustainability projects to high-level university or college administration

### Methodology

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**Recommendations**

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