

UC Berkeley



Marketing & Communications Plan For 2009-2010

“Talking Louder About Campus Sustainability”

**Funded by a Grant from
The Green Initiative Fund (TGIF)**

**University of California, Berkeley
Prepared by: Karen L. Salvini
Date: August 2009**

Table of Contents

1	Acknowledgements	2
2	Executive Summary	2
3	Introduction	3
3.1	How to Use This Plan	3
3.2	Plan Scope	3
3.3	Key People	3
4	Branding	4
4.1	Scope	4
4.2	Office of Sustainability Blurbs & Taglines.....	4
4.3	Logo Style Guide and terms of use	5
5	Communications Overview	6
5.1	Communication Goals.....	6
5.2	Communication Principles.....	7
5.3	Metrics	7
5.4	Documentation / Credit to TGIF	8
6	Communications Activities	8
6.1	Immediate Activities	8
6.2	Key Campaigns	8
6.3	Timeline	9
7	Budget	11
8	Appendix	12
8.1	Target Audiences.....	12
8.1.1	Staff	12
8.1.2	Faculty & Academic.....	12
8.1.3	Students	13
8.1.4	Alumni	14
8.1.5	Donors	14
8.1.6	Berkeley Community	14
8.1.7	Media.....	14
8.1.8	Peers	15
8.2	Challenges, Background, Lessons Learned.....	16
8.2.1	Challenges	16
8.2.2	Background - Summary of OS Communications to date	16
8.2.3	Lessons Learned.....	16
8.3	Best Practices / Benchmarking	16
8.4	Future Ideas.....	18
8.5	Branding Brainstorm	18



For more information on Sustainability at UC Berkeley, visit: <http://sustainability.berkeley.edu/>

1 Acknowledgements

The development and implementation of this Plan are made possible by a grant from The Green Initiative Fund ([TGIF](#)).

2 Executive Summary

The UC Berkeley Office of Sustainability (OS) received a grant from The Green Initiative Fund (TGIF) to support sustainability communications for the 2009-2010 Academic Year. This plan details the activities, and expenditures covered by that grant, and although some of the communication activities detailed here may also be partially funded by other sources, major communication efforts should credit TGIF. The audience for this document includes the staff, interns, and partners of the Office of Sustainability.

The primary targets for these communications are UC Berkeley students, staff, and faculty. An emphasis should be placed on faculty as they have been challenging to reach. Secondary targets include the city of Berkeley, donors, and peer schools.

Key campaigns for sustainability communications for the 2009-2010 Academic Year are **Recycling** and **Transportation**. We chose to focus on these topics because the community needs more guidance on the specifics of these programs, and how they operate on campus, than topics like energy and water conservation. The goals for these two campaigns are--

Recycling: To raise awareness of proper recycling and composting, and to increase diversion rates.

Transportation: To expand awareness of the impact of transportation on the environment and UCB's climate goals, and to increase the use of alternatives.

Guiding Tenets for sustainability communications include:

- Branding – creating and using a consistent message and imagery
- Efficiency – creating content for re-use, and leveraging high-impact channels such as websites
- Metrics – plan how the success of communication activities will be measured, and use metrics to improve future communication choices

Goals for Sustainability Communications exist on three levels:

- 1) Awareness & Access – raising awareness and ensuring the UCB community has access to the information
- 2) Education, Empowerment, & Engagement – invoking behavior change and empowering the UCB community to integrate sustainability into their daily activities
- 3) Involvement & Input – expanding the cadre of sustainability champions who are involved at the campus-wide level.

Sustainability Communications activities are outlined in more detail in a separate document, the **Communications Inventory**, which includes information such as Category, Action needed, Objective, Priority, Status, Timeframe, Audience, Impact Scale, suggested Metrics, and website. Impact Scale (small, medium, or large) captures the relative scale of how many people may be reached by the communication activity, with some adjustment for depth of involvement with the audience. A listing of communications activities, by timeframe, can be found in the [Communications Activities](#) section.

3 Introduction

3.1 How to Use This Plan

This Communications and Marketing Plan (Plan) is intended for use with the **Communications Toolkit**, a set of files that includes example documents, contact information, and additional guidance for implementing the Plan. Key documents in the Toolkit include:

- **Communications Inventory**, a detailed description of each activity listed in the [Communications Activities](#) section of this document, providing additional guidance, ideas, metrics, key information, contacts, and websites.
- **Communications Matrix**, an excel spreadsheet containing all of the information in the Communications Inventory, and allowing the user to sort the information based on timeline, priority, etc.
- **Stakeholder database**, an excel spreadsheet of contact people relevant to sustainability and communications.

Those implementing this Plan should feel free to use, expand, and update this Plan and the other Toolkit documents during Plan implementation and after, to capture new ideas and materials, allow future communications efforts to build on existing, and make the best use of limited resources.

The Toolkit should be kept in a location that is easily accessible to OS staff and students alike, such as the Berkeley [bspace](#) site.

3.2 Plan Scope

This Plan outlines the key messages, objectives, audience segments, and strategies for the marketing and communications efforts of the UC Berkeley Office of Sustainability for time period August 2009 - July 2010.

The purpose of the Plan is to support the [UC Policy on Sustainable Practices](#) and [UC Berkeley's Climate Action Plan](#) and related [campus sustainability goals](#) by raising awareness, educating, and encouraging sustainable behavior.

This Plan covers the following initiatives that are part of the campus Climate Action Plan's mitigation projects list: the Campus Green Department Certification Program, the Campus Green Event Certification Program, the energy efficiency education programs in buildings, increasing use of composting and the bicycle programs. These mitigation initiatives are called out in the 2009 Climate Action Plan to reduce greenhouse gas emissions by over 2,500 tons through behavioral changes and choices.

This Plan covers activities over and above specific mandates for the UC Berkeley campus. Communications and infusing sustainability into the operations through engagement of the campus community are generally not mandated or specifically called out as requirements but are part of the mission of the Office of Sustainability; however, involving many stakeholders in the process is fundamental to meeting campus mandates.

3.3 Key People

The key people who will be involved in implementing this Plan:

- Office of Sustainability: Lisa McNeilly, Kira Stoll, Joanna Young (Intern), Oscar Zisman (intern-webmaster), and additional Student Interns to be hired for Fall 2009 and Spring 2010.
- Key Stakeholders & Partners:
 - Facilities Services: Patrick McArdle, Christine Shaff, Sara Shirazi, Judy Chess
 - VC-Administration - Kathleen Satz - Director, Strategic Planning and Communications

- Berkeley Institute of the Environment (BIE)
- Controller's Office
- TGIF
- IS&T

4 Branding

To strengthen the sustainability communications efforts, it is important to consciously develop branding materials, a suite of standard language and imagery that represents UC Berkeley Sustainability and the Office of Sustainability. These assets, when developed thoughtfully and used consistently, lend credibility to communications, clear away confusion, and allow the audience to focus on the intended message. Below are some suggestions to start the process. Please also see the collection of brainstorming ideas from the June 2009 brainstorming session, summarized in the [Branding Brainstorm](#) section of the appendix.

4.1 Scope

It will be helpful to try to draw some boundaries around what the Office of Sustainability manages and represents, relative to Sustainability at Berkeley in general. For example:

The Office of Sustainability represents campus sustainability, including--

- Developing goals
- Planning ways to meet goals
- Supporting student / staff / faculty groups in their endeavors to support the goals
- Communicating internally and externally

Sustainability at Berkeley includes

- Campus sustainability, AND
- The study of sustainability as a whole (such as DCals)
- Cutting-edge research on global sustainability issues

The Office of Sustainability supports but is not directly involved in these last two topics.

4.2 Office of Sustainability Blurbs & Taglines

Long Blurb

The UC Berkeley Office of Sustainability helps to develop, coordinate, and support campus sustainability goals and initiatives. Our goals include fostering a culture of sustainability and helping the campus reach climate neutrality. We strive for excellence in breadth and depth, by--

- Implementing Bright Green programs to reduce our ecological footprint
- Raising awareness through our Talking Louder campaign
- Striving for transparency and accountability through our annual Campus Sustainability Report and Plan.

Elevator Pitch

The UC Berkeley Office of Sustainability coordinates campus sustainability goals and initiatives with a focus on climate action. We strive for excellence in breadth and depth, by implementing Bright Green programs to reduce our ecological footprint, raising awareness through our Talking Louder campaign, and emphasizing transparency and accountability through our annual Campus Sustainability Report and Plan.

One-Sentence Blurb








The UC Berkeley Office of Sustainability (strives for excellence coordinates campus sustainability goals and initiatives with a focus on climate action.


Tagline

Excellence in campus sustainability

4.3 Logo Style Guide and terms of use

The Berkeley Bright Green Logo is the visual representation of the Office of Sustainability. The Logo Style Guide helps inform how and where to use the Logo and the Bright Green imagery. It should cover the suite of logo/image options and their acceptable use. Take care not to create too many disparate versions of logos and imagery, or the power of the image-branding will be diluted. Maintain a strong common theme across all imagery, such as the consistent font, lowercase lettering, and green color of “bright green”.

	<p>Bright Green Logo. Represents the Office of Sustainability and brands OS-sponsored programs.</p>
	<p>Bright Green Logo w/ URL. Use for banners, and when it is essential to incorporate the main sustainability website with the logo.</p>
	<p>Bright Green Brand. For UCB Sustainability initiatives endorsed by the Office of Sustainability, including Green Departments and Green Events. Can be used as Bright Green or just Green, as in “bright green energy” and “green event”. Font is green and all lowercase.</p>
	<p>Bright Green Leaf. Use as an accent for OS-endorsed documents. For example, as a watermark for documents, certificates, etc.</p>
	<p>Bright Green Mini-Leaf. Tiny logo for use where the full logo is not possible or appropriate, such as a web bookmark icon*.</p>
	<p>CACS Logo. For CACS website and other CACS-sponsored communications.</p>
	<p>CACS Mini-Logo. For web bookmark icon</p>

	on all CACS web pages.
	CalCAP Logo. For CalCAP website and other CalCAP -sponsored communications.

Additional Notes:

*Consider changing the CACS web bookmark icon  to Bright Green leaf  for the [OS website](#) and the main [sustainability website](#).

Consider developing versions of the Bright Green Logo, Green Brand, and Leaf for use on different color (non-white) backgrounds.

The [Climate Action Leader](#) Logo (could be included on Climate Action- related publications, including the [CalCAP website](#) and the [Climate page](#)).



5 Communications Overview

5.1 Communication Goals

There are three levels of communication goals with regard to reaching and impacting the wider UC Berkeley Community regarding campus sustainability and general sustainability principles.

- 1) Awareness & Access
 - a. Making campus sustainability information **easily available** (e.g., on websites).
 - b. Establishing a recognizable **identity/ brand** for sustainability initiatives across campus
 - c. **Expanding the reach** of Sustainability Communications to external audiences (e.g., media, donors, neighbors, peers, grant agencies, etc.) as well as underserved internal audiences. Reaching out to faculty, in particular is a focus for 2009-2010.
- 2) Education, Empowerment & Engagement
 - a. **Educating** the UC Berkeley community about what steps they can take, why they work, as well as what efforts are less effective.
 - b. **Empowering** the UC Berkeley community to apply sustainability principles at work/school and home
 - c. Increasing the number of staff **integrating** sustainable practices into their work
 - d. Increasing the number of people using campus sustainability **services**
 - e. Increasing the number of Green Event and Green Department **Certifications**

- 3) Involvement & Input
 - a. Providing for increased and more effective **information flows** between people and groups involved in sustainability on campus.
 - b. Increasing the number of people and groups who are **sharing** their sustainability lessons learned, best practices, and tools with others.
 - c. Expanding the roster of **champions & partners** who are involved in sustainability at the campus level, such as those providing input to campus-wide sustainability initiatives or serving as member of the “team” that will develop Stage 2 of the Sustainability program and related communications.

5.2 Communication Principles

- **Establish and maintain a unifying theme**, including colors, logos, message, tagline
- **Maintain the website as the hub** of the Communications network
 - All communications should include the URL: sustainability.berkeley.edu
 - All major communications should be duplicated online or refer to more information online, to reinforce sustainability.berkeley.edu as an authority for campus sustainability
- **Include Metrics** in the day-to-day implementation of the plan. For each communication activity, how can we measure success? Collect, document, and track metrics at every opportunity.
- **Prioritize**. Try to determine and focus on those communication activities that are most successful at influencing/impacting communication objectives with the fewest resources (time, effort, \$).
- **Focus on efficiency**. Write announcements and articles so that little or no editing will be needed to re-use the content for multiple channels and audiences. Likewise, group communications where possible. For example, when developing the Bright Green Newsletter, be sure to include all recent and relevant announcements.
- **Provide materials as a resource** for others (UC schools, other peer schools) and maintain a suite of communications products and guidance in a central Toolkit folder for future use by the Office of Sustainability.
- **Credit TGIF** - all major communications should credit The Green Initiative Fund ([TGIF](#)) grant

5.3 Metrics

Talking Louder efforts will be analyzed and measured directly using metrics adapted from the TGIF Grant application. The Office of Sustainability will be able to capture additional metrics through the accomplishments of Green Events and Green Department Certification programs. Finally, the Office will be measuring overall progress towards [Campus Sustainability Assessment](#) goals, which will provide indirect evidence of the impacts of the Talking Louder Campaign on water use, purchasing practices, transportation choices, etc.

Metrics should be captured in a central place, to better monitor progress and make mid-course corrections, and for easy incorporation into a final TGIF report, the next Campus Sustainability Assessment, and other documents and publications. A useful location for capturing these metrics is the **Communications Matrix document** in the **Communications Toolkit**. See the [How to Use This Plan](#) section for more information.

Consider Metrics when planning communication activities. How will you measure whether or not the communication activity was successful? What information should you gather to determine whether or not to repeat the activity, or how to change it? For example, for unmonitored activities such as flyers encouraging newsletter/listserv signups, you might include some sort of code for people to use when they sign up for the newsletter. That way you will know where they heard about the newsletter, and consequently which communication activities were most successful at gaining newsletter readers. Asking people who come to sustainability-focused events (one-on-one or via a survey), “how did you hear about this event?”

Timing. As the TGIF grant activities will be focused during the period July 2009 – June 2010, metrics will measure activities and results during this time period. The implementers of this Plan will need to use their judgment regarding when and how these metrics are captured. Some should obviously be captured during and after a specific event, while others, such as web traffic and listserv members, should be measured periodically as well as after major announcements or outreach campaigns.

Suggested metrics are listed by communication activity, in the **Communications Inventory** document.

5.4 Documentation / Credit to TGIF

This Plan and its implementation are made possible by a grant from The Green Initiative Fund (TGIF). All major communications should include credit to TGIF, in accordance with the requirements of the TGIF grant, and to help publicize the fund.

6 Communications Activities

6.1 Immediate Activities

- **Plan for early Fall 2009 semester events**
 - Find out how to get on the agenda of desired events
 - Begin the process
 - Document process for the Toolkit
- **Develop a Brand / Identity Guide** (see Branding, below)
- **Develop a framework** (standard process and templates) for:
 - Sustainability Events
 - Tabling / representing at other events
 - Press releases/ announcements – guidance for retooling messages for various communication channels
- **Develop database of stakeholders** and contacts, to streamline communications efforts
- **Publicize Website, Sustainability Plan, Assessment, rankings (Princeton Review, Sierra Club Cool Schools), Lisa Bauer article** through various channels, including the newsletter, website announcements, and Facebook messages.

6.2 Key Campaigns

The Climate Action Plan, along with associated goals and accomplishments, is an overlying theme for all campus sustainability communications, and indeed, the main driver for this Plan. Key subtopics for communications for the 2009-2010 Academic Year are **Recycling** and **Transportation**. Unlike energy and water conservation, which are fairly uniform from place to place (e.g., turning off lights and taking shorter showers), recycling and transportation require more careful, location-specific guidance. Our goal is to tailor the outreach on these topics to provide information that is specific to UC Berkeley. Additional campaign topics include Air Travel, Sustainable Food, and Water.

Recycling

Timeline	Status	Priority (1-5)	Goal Level	Impact Scale	Audience
	potential	1	E	large	A F S
Descrip:	Develop consistent and re-usable message about how to compost and recycle at UCB. Message should be clear and simple for anyone visiting, working, or living on the Berkeley Campus. Use				

message for repeat campaigns through multiple venues. Develop clear signs that can be printed, laminated, and posted by bins. Work with building coordinators about signage, collocating bins, and occupant education. Post diversion rates on the website (at whatever level is available).

- Objective:** Raise awareness of proper recycling and composting, and increase diversion rates.
- Action:** Use Certified Green Events as an opportunity to raise awareness. Post guidance and example signs on website for students and building coordinators to download. Post articles in Berkeleyan, Daily Cal, Newsletter. Develop materials for orientation.
- Metrics:** Number of signs posted, number of pieces of information distributed. Gather information from facilities about diversion and contamination rates.
- Website:** <http://sustainability.berkeley.edu/pages/waste/overview.shtml>

Alternative Transportation

- | Timeline | Status | Priority (1-5) | Goal Level | Impact Scale | Audience |
|-----------------|---------------|-----------------------|-------------------|---------------------|-----------------|
| | planned | 1 | E | medium | A F S |
- Descrip:** Provide information about alternative transportation, and step-by-step guidance about how to obtain incentives and use alternatives. Provide information on impacts. If possible, provide information (visually) about impacts, e.g., total / average emissions.
- Objective:** Expand awareness of the impact of transportation on the environment and UCB's climate goals, and increase the use of alternatives.
- Action:** Incorporate information into student/staff/faculty Orientation. Hold training session for existing staff. Ensure that easy-to-use information for students/staff/faculty is available online, publicize it through staff meetings, emails, newsletters.
- Metrics:** Number of people reached by the campaign (given literature, training). Any info that can be gathered about the subsequent increase in alternative transportation.
- Website:** <http://sustainability.berkeley.edu/pages/transportation/overview.shtml>

6.3 Timeline

Timeframe	Name	Priority	Status	Goal_Level	Impact_Scale
Campaigns	Air Travel	2	planned	E	medium
Campaigns	Alternative Transportation	1	planned	E	medium
Campaigns	Overall Outreach	1	ongoing	A	large
Campaigns	Recycling & Composting	1	potential	E	large
Campaigns	Sustainable Food	2	potential	E	large
Campaigns	Water	2	ongoing	E	large
Aug '09	Banner for Tabling	1	ongoing	A	large
Aug '09	Database of stakeholders, contacts	1	planned	E,I	large
Aug '09	Identity / Tagline	1	planned	A	large
Aug '09	Logo	1	ongoing	A	large
Aug '09	Recruiting Interns	1	ongoing	E,I	large
Aug '09	Online Training	1	planned	E	medium
Aug '09	Gift Baskets & Giveaways	2	planned	A,E	medium
Aug '09	Res Hall and student events	1	ongoing	E,I	large
Aug '09	T-shirts or Buttons for Tabling	2	potential	A	medium
Aug '09	Radio - KALX	4	potential	A	small

Timeframe	Name	Priority	Status	Goal_Level	Impact_Scale
Aug 23-24, '09	Caltopia	2	ongoing	A	large
Aug 24-28, '09	CalSO / Student orientation / video	1	potential	A,E	large
Aug 27, '09	Calpalooza	1	ongoing	A,E	large
Fall & Spring	Development office/Univ Relations	2	ongoing	A	medium
Fall & Spring	Leadership meetings	2	ongoing	I	medium
Fall & Spring	Media Relations Contact	2	ongoing	A	medium
Fall & Spring	Surveys	2	planned	A,E	medium
Fall & Spring	Fact sheets	3	ongoing	A,E	medium
Sept 8, '09	Cal Dining Partnership	2	ongoing	I	medium
Sept '09	Bright Green Newsletter & Listserv	1	ongoing	E,I	medium
Sept 16, '09	Campus Forums	2	ongoing	I	medium
Sept 20, '09?	Sustainability Week	4	ongoing	E	small
October 1, '09	Eat, Learn, Live	2	planned	E	small
Oct '09	Building Report Template	2	planned	E,I	medium
Oct 10, '09 & Feb/Mar '10	Berkeley Project	3	potential	A	small
Nov '09	Tips for work & home	1	potential	E	medium
Nov '09	Shuttle Ads	3	planned	A	small
Jan '10	Sustainability Tours	2	planned	E	small
Jan '10	Blog	3	potential	A,E	small
Jan '10	Curriculum Development	3	potential	E	medium
Sept 8, '09	Staff/Faculty Orientation / video	3	potential	A	medium
Feb '10	Incentives from local businesses	3	potential	A	small
Feb 18-19, '10?	PlayGreen	1	ongoing	E	medium
Mar '10	Green Employee Certification	3	potential	E	small
Apr 17, '10?	Cal Day	3	potential	A	medium
Apr 19 '10?	Sustainability Summit	1	ongoing	E,I	medium
Apr 19-23 '10	Earth Week	2	ongoing	E,I	small
May '10	Calfest / Staff Appreciation Day	4	potential	A,E	small
May '10, others?	Conferences & Associations	4	ongoing	E	medium
June '10	Res Hall Computer Orientation	2	potential	A	large
July '10	Report for TGIF Grant	1	planned	E	small
Periodic updates	Sustainability Websites	1	ongoing	A,E,I	medium
Periodic updates	Calcierge	3	potential	A,E	small
Periodic updates	Facebook Page	3	ongoing	E	small
Annual Updates	Assessment Updates	2	ongoing	E,I	medium
Annual Updates	Sustainability Plan	2	ongoing	E,I	medium
Periodic updates	Twitter	4	potential	A	small
As needed	Train-the-Trainer	2	ongoing	I	medium
As needed	Announcements on website	2	ongoing	A	medium
As needed	CACS	2	ongoing	I	medium
As needed	CalCAP Steering Committee	2	ongoing	I	medium
As needed	Communications Advisory Board	2	ongoing	E,I	medium
As needed	Green Department Certification	2	ongoing	E,I	medium
As needed	Green Event Certification	2	ongoing	E,I	medium
As needed	Staff organizations	2	ongoing	E,I	medium
As needed	Strategic Energy Plan (SEP)	2	ongoing	E,I	medium
As needed	Student/student group regular mtgs	2	ongoing	I	medium
As needed	Tabling	2	ongoing	A,E	medium
As needed	UC calls & emails	2	ongoing	I	medium
As needed	Academic Senate	3	potential	E,I	medium

Timeframe	Name	Priority	Status	Goal_Level	Impact_Scale
As needed	Campus-wide emails	3	potential	A	medium
As needed	Green Labs Program	3	planned	E,I	medium
As needed	Other Office publications & data	3	ongoing	E	small
As needed	Posters/Postcards - Energy & Water	3	ongoing	E	medium
Time permitting	Articles	2	planned	A,E	medium
Time permitting	Berkeleyan	3	planned	A	small
Time permitting	Co-Advertising	3	potential	A	medium
Time permitting	Contests & Competitions	3	potential	A	small
Time permitting	Daily Cal	3	planned	A,E	small
Time permitting	Enviro Events & Presentations	3	ongoing	A,E	medium
Time permitting	Pledges - online, raffle	3	potential	A	small
Time permitting	Quizzes	3	potential	A,E	small
Time permitting	Bathroom Stall Flyers	4	potential	A,E	small
Time permitting	Community Events / Festivals	4	potential	E	small
Time permitting	Physical Displays	4	potential	A,E	small
Time permitting	Strawberry Creek Volunteer Events	4	potential	A	small
Time permitting	Sponsor a volunteer event	3	potential	A	small
Time permitting	Online Forum	3	potential	I	small
Time permitting	Unconventional Advertising	5	potential	A	small

7 Budget

This budget table focuses on TGIF funding. Additional funding may be contributed by CACS and OS for sustainability communications.

Publicity and Communication Budget	
Outreach Materials: flyers, event displays, branded giveaways \$100 Gift baskets \$100 Postcard reprint \$1000 One-side-clean notepads \$200 Other \$100	\$1,500
Green Department & Green Event certificates (20 x \$15 = 300) SEP educational materials (\$75) SEP participant recognition awards (5 x \$5 = \$25) Shuttle ad card (1 x \$500 ad cost + \$100 card printing = \$600)	\$1,000
Green Department. allowing departments to apply for up to \$50 to implement a sustainability initiative	\$500
Technical Web Assistance	\$1,500
Forum and Training Refreshments	\$400
Advertising	\$350
Event related fees	\$500
Personnel and Wages	
Two to Four Student Communications Associates (up to 1000 hours)	\$12,500
Total	\$18,250

8 Appendix

8.1 Target Audiences

8.1.1 STAFF

- **Key Messages for Staff**
 - Sustainability.berkeley.edu website as a resource – Staff & Faculty Guide
 - Green Department Program
 - Green Events Program
 - Green Purchasing
 - Composting
 - Recycling guidance for paper, cans, bottles
 - I Heart Tap Water Campaign
 - Energy and Water Conservation campaign – (including “Bright Green Energy” – Strategic Energy Plan)
 - Air Travel – for some staff

- **Communication Channels**
 - http://atyourservice.ucop.edu/forms_pubs/categorical/newsletters.html
 - Berkeleyan
 - New Employee Orientations
 - Annual Sustainability Summit
 - On-line training - to be developed
 - Emails –
 - Staff/faculty listserv – Nathan Broston’s Office (- draft email and send to Kathleen)
 - Lisa’s signature – Kathleen can approve
 - Nathan’s signature – his office must approve
 - Could send just to Deans & Directors, Chancellors
 - Chancellor’s email list: both fac/staff & student listservs
 - send to his assistant, for his signature
 - Student listservs – Student Affairs Unit
 - Can send to just students
 - Blu – Staff/Faculty Intranet <https://blu.berkeley.edu/>
 - Announcements on Blunews
 - Union communications – 11-13 Unions mostly system-wide
 - Clerical, technical, service – plumbers electricians & trade, nurses
 - Also faculty unions, Grad student employee unions
 - Building Coordinators
 - Staff organizations – analogous to student organizations <http://stafforg.berkeley.edu/>
 - Staff Committees – made up of both faculty & staff, and sometimes students <http://berkeley.edu/admin/committees.shtml>

8.1.2 FACULTY & ACADEMIC

- **Key Messages for Faculty & Academics**
 - Campus sustainability is a “We” issue, not a “they” issue
 - Climate Action Plan / Report / Accomplishments
 - Sustainability.berkeley.edu website as a resource – Staff & Faculty Guide
 - Green Department Program
 - Green Labs
 - Composting

- Air Travel
 - Recycling guidance for paper, cans, bottles
 - Energy and Water Conservation campaign – (including “Bright Green Energy” – Strategic Energy Plan)
- **Communication Channels**

Note: A goal for 2009-2010 is to discover how to better communicate to academic staff.

 - http://atyourservice.ucop.edu/forms_pubs/categorical/newsletters.html
 - Calcierge <http://calcierge.berkeley.edu/> – lures faculty into coming – Lisa has contact – names of professors – ask them about their experience/exposure/awareness, what worked best
 - Building Coordinators
 - Emails – getting them to read / care
 - Berkeleyan
 - Blu
 - Annual Sustainability Summit
 - On-line training
 - Academic Senate
 - Committee on Committees
 - Subcommittee on sustainability
 - Other Committees touch on these issues
 - *Do we need to break out:*
 - Permanent faculty
 - Visiting Instructors
 - Visiting scholars & post-docs – Kira has a contact person

8.1.3 STUDENTS

- **Key Messages for Students**
 - Sustainability.berkeley.edu website as a resource – Student Guide
 - Green Events Program
 - Recycling guidance at Res Halls
 - I Heart Tap Water Campaign
 - Student Groups
 - Learning Options (DCals, etc)
- **Communication Channels**
 - Undergraduate
 - Daily Cal
 - KALX
 - Mass emails
 - Orientation – new students
 - Res Student Services Programs
 - CalDining
 - RSSP – Room & Board
 - Student Clubs
 - Service learning / DCal
 - Transfer students – mid-year (Spring) – main CalSO program if Fall, auxiliary program if spring
 - Off-campus - still do CalSO
 - Graduate
 - Website for Grad Students
 - Dean of Grad Affairs
 - Graduate Assembly
 - Professional

- Law, Business, Public Policy, Public Health, Journalism, Architecture, Urban Planning

8.1.4 ALUMNI

- **Key Messages for Alumni**
 - Sustainability.berkeley.edu website as a resource
 - Initiatives & Events
 - Annual Publications
 - Opportunities to donate time, \$\$, career advice
- **Communication Channels**
 - BEAN publication http://my.berkeley.edu/site/Clubs?club_id=1129&pg=main
 - BEAN Alumni Career Events
 - Blurb in Alumni Magazine <http://alumni.berkeley.edu/California/main.asp>

8.1.5 DONORS

- **Key Messages for Donors**
 - Sustainability.berkeley.edu website as a resource
 - Initiatives & Events
 - Annual Publications
 - Opportunities to donate \$\$
- **Communication Channels**
 - Climate Action Fund
 - Small donors – local people, potentially alumni, could be local businesses, event organizers, faculty
 - University relations – big central gifts
 - Development office handles alumni, corporate; Climate Action Fund set up through here
 - Development people in various Departments

8.1.6 BERKELEY COMMUNITY

- **Key Messages for Community**
 - Sustainability.berkeley.edu website as a resource
 - Improve Town-Gown relationships
 - Transportation
 - Initiatives & Events
 - Opportunities to partner
- **Communication Channels**
 - Bridging of Cap with City and Campus – joint presentation w/ community groups
 - Building Sustainability at Cal did City Hall Composting
 - Relationship with StopWaste.org - joint programs (Lisa Bauer)
 - Economic Development in City of Berkeley – sat on panel for Sustainable Business in Berkeley Awards (City Hall main offices are on Milvia between Center & Allston)
 - Partnering with Community Business, e.g., Café Strada
 - UCB Community Grant Program

8.1.7 MEDIA

Note: There is official Berkeley protocol for communicating with external media. However, the OS practice is to involve media relations on any external communications, especially any press releases. This may also apply to UC Berkeley publications.

- **Key Messages for Media**

- Sustainability.berkeley.edu website as a resource
- Annual Publications (such as the Plan and Assessment)
- Press releases on a regular basis
- Opportunities to cover Initiatives & Events
- **Communication Channels**
 - Sarah Yang – Campus media group
 - City of Berkeley Publications
 - Berkeley Voice
 - Berkeley Daily Planet
 - Campus newspapers – info on their readership may be on their websites
 - Daily Cal – students – (some staff/faculty read, mostly students) – mostly undergrad
 - Berkeleyan – faculty/staff– (more staff that read it)
 - Under Public Affairs umbrella
 - Also does external media relations
 - Sustainability Beat Reporter
 - “Cal in the Community” - Cal Publication that goes to community – Sustainability Assessment was highlighted in there –May have been disbanded
 - KALX – UCB radio – basement of Barrows Hall
 - Public service announcement
 - Submit, get approved, DJs read a handful every hour
 - Talk to DJs who already have programs – would sustainability topics fit in?
 - Maybe a student broadcast
 - Find the right people and make right connection
 - UCTV - UC-wide, out of OP
 - Videos from Public Affairs

8.1.8 PEERS

- **Key Messages for Peers**
 - Sustainability.berkeley.edu website as a resource
 - Sharing information, best practices, especially on implementing UC-wide policies
 - Opportunities to partner
- **Communication Channels**
 - UC-Wide Monthly Calls
 - Sustainability Officers Call
 - Sustainability Call – Officers, Chairs of Advisory Committees – mostly staff, but could be students (TGIF Coordinators are on the call)
 - Food working Group
 - Green Building
 - Transportation
 - Etc
 - AASHE – members
 - Weekly email newsletter <http://www.aashe.org/archives/bulletin.php>
 - ACU President’s Climate Commitment – ACUPCC (other resources)
 - 645 signatures; UCOP signed
 - Perhaps an AASHE initiative
 - Sustainability Conference – annual – CC & State U system
 - Green School List (Lisa?)

8.2 Challenges, Background, Lessons Learned

8.2.1 CHALLENGES

- Decentralization of campus – requires more diverse and targeted communication effort
- Faculty in particular are highly independent and difficult to engage – requires leveraging the faculty “green champions”, faculty organizations, and examples that apply to faculty.
- “Green costs more” stigma – requires promotion of “as good or better” options, as well as clear articulation of why it makes sense to do the things that actually do cost more
- Staff not sure how to apply sustainability to their own jobs – requires providing examples and best practices, a lot of self-serve information (e.g. purchasing), and encouraging supervisor support.
- Engaging students in other disciplines that don’t have an environmental focus

8.2.2 BACKGROUND - SUMMARY OF OS COMMUNICATIONS TO DATE

- Website – re-launched sustainability.berkeley.edu and CACS websites – positive feedback
- Bright Green Newsletter – response has been positive and readership is increasing
- Some tabling at events – hard to hold people’s attention at larger events (such as Caltopia), few takers at smaller events (such as Earth Week), but in general worthwhile to help raise awareness.
- Communications through organizations such as CACS and CalCAP Steering Committee
- Green Event & Green Department Certification programs – a lot of interest
- Berkeleyan Articles about annual reports, press releases
- Emails to staff regarding [copy paper guidelines](#) & sustainability summit
- Presentations to various groups and DCal classes
- Presentations at conferences
- Coordination with PPCS and other key Departments

8.2.3 LESSONS LEARNED

- Giveaways & other collateral
 - T-shirts - not enough ‘bang’ for the buck, plus the issue of sizing for each intern
 - Stainless steel water bottles are not as big of a draw for a raffle because most people who will use them already have several
 - Music downloads are less useful because maybe half of all students do not have an iPod/MP3 player
- Events
 - CalFest / Staff Appreciation Day –limited opportunity for exposure to staff, so not worth tabling at this event
 - Calday – annual prospective students event – better served by student environmental groups than the Office
- General
 - Don’t wait until the last minute to decide how you’re going to get your message out. Research and plan for the venue as you’re developing the message – you may need some lead time for getting out mass emails, press releases, creating banners.

8.3 Best Practices / Benchmarking

Common sustainability communication strategies across peer schools include:

- “What You Can Do” guidance - sustainability tools and tips provided online
- Sustainability Curricula – degrees, certificates, institutes
- Calendar

Other notable strategies:

- Sustainability link on university home page
- Sustainability Principles online

- Counters showing real-time campus consumption & resources
- Catalog of sustainability reports and documents (including student research)
- Training

SCHOOL	BEST PRACTICES
Arizona State	Global Institute of Sustainability / School of Sustainability: http://sustainability.asu.edu/ offering BS, BA, MS, MA, PhD, and a Certificate in Sustainability: http://schoolofsustainability.asu.edu/prospective/degrees/
	Pocket Change – a pocket-sized pamphlet on sustainability guidance: http://sustainability.asu.edu/docs/gios/ASU-pocketchange.pdf
	Listserv Weekly Digest & Google Calendar: http://sustainability.asu.edu/events/index.php
	Sustainability Toolbox for Offices & Events: http://sustainability.asu.edu/docs/gios/toolbox/sustainability_toolbox_may09.pdf
Harvard	Get Involved page, e.g., for students: http://www.greencampus.harvard.edu/students
	Green Tip of the Month: http://www.greencampus.harvard.edu/green-tip
University of British Columbia	Institute for Resources, Environment and Sustainability: http://www.sdri.ubc.ca/
	Online, counters showing real-time campus consumption & resources saved http://www.sustain.ubc.ca/
	What can you do about Climate Change: http://climateaction.ubc.ca/
	Catalog of student sustainability reports: http://www.sustain.ubc.ca/seedslibrary/
	Sustainability Videos: http://www.sustain.ubc.ca/
UC San Diego	Sustainability Principles: http://sustain.ucsd.edu/commitment/principles.html
	Guidance for Individual Actions: http://sustain.ucsd.edu/difference/index.html
	Green Report Card: http://www.greenreportcard.org/report-card-2009/schools/university-of-california-san-diego
UC San Francisco	Sustainability Series, incl. Paperless Office: http://calendar.ucsf.edu/event/15670/
	Listing responsibilities and targets for each initiative: http://www.fm.ucsf.edu/ucsf_sustain_cmtte.html
University of Michigan	Campus Sustainability link on Home Page: http://www.umich.edu/
	Sustainability Fieldtrip for schoolchildren: http://snre.umich.edu/ties/overview

	Campus Life section on website covering housing & dining as well as student groups: http://www.sustainable.umich.edu/main/campus_life/
University of North Carolina	Campus “Living Green” page: http://carolinagreen.unc.edu/
University of Washington	Sustainability Booklet – overview of accomplishments and guidance: http://www.washington.edu/facilities/files/documents/sustainability.pdf
	Responsibilities for the Individual: http://www.washington.edu/facilities/conserve/role
UCLA	Get Involved / what you can do: http://www.sustain.ucla.edu/get_involved/
Yale	Student-led sustainability training program http://www.yale.edu/step/

8.4 Future Ideas

- **Catalog of sustainability reports** and documents (including student research) – help integrate work and build on, rather than re-create research that has been done.
- **Expanding the sustainability curriculum and degrees offered.** For more information, see the examples in the **Best Practices / Benchmarking** section of this plan, as well as the UC website: <http://www.universityofcalifornia.edu/sustainability/curriculum.html>

8.5 Branding Brainstorm

Words & Themes from June 2009 Brainstorm Session

- access
- excellence
- engagement
- pursuit of excellence
- leadership
- example
- bright green
- daily activities
- sustainability lens
- engagement
- humility
- continual improvement
- process
- journey
- best practices
- aspiration
- motivation
- inspiration
- practicing
- results
- engagement
- breadth & depth
- innovation
- campus as lab
- integrity
- transparency
- green must be as good or better
- accountability
- responsibility
- stewardship
- goals
- contribution
- control
- recognition
- goals
- relevance
- tangible
- involvement
- process
- priorities
- bold
- every effort counts