

Sustainable Operations Roadmap

Town Hall

March 25th, 2026



Sustainable Operations Roadmap

Visioning Workshop Agenda

15 min **Welcome & Introductions**

10 min **The Roadmap at a Glance**

25 min **Gallery Walk**

60 min **Small Group Breakouts (Choose 2)**

10 min **Wrap-up & Next Steps**

A photograph of a dense forest with vibrant green foliage. In the foreground, a stream flows over a bed of large, dark grey rocks. The scene is captured from a low angle, looking down the stream towards the trees. The lighting is bright, suggesting a sunny day, with sunlight filtering through the leaves.

Duke | CLIMATE
COMMITMENT



**Sustainable
Operations**



**Education
Integration**



**Community
Partnerships**



**Research
Innovation**



**External
Engagement**





SUSTAINABLE OPERATIONS

Operational excellence is fundamental to Duke's leadership in climate action.

Strategic Planning Approach



Sustainable Operations

Scope 1-2 Net Zero Plan

- Energy and Greenhouse Gas Emissions

Sustainable Operations Roadmap

- Food
- Procurement
- Waste
- Transportation
- Water and Natural Spaces
- Buildings

ROADMAP AT A GLANCE

A Focused Roadmap for a Critical Moment

Why a Roadmap & Why Now

The Roadmap will:

- Align Duke's operational practices with climate ambitions.
- Identify present-focused, future-ready opportunities.
- Support environmental, human, and economic vitality.
- Enable Duke to take collective action that shapes strategy and implementation.

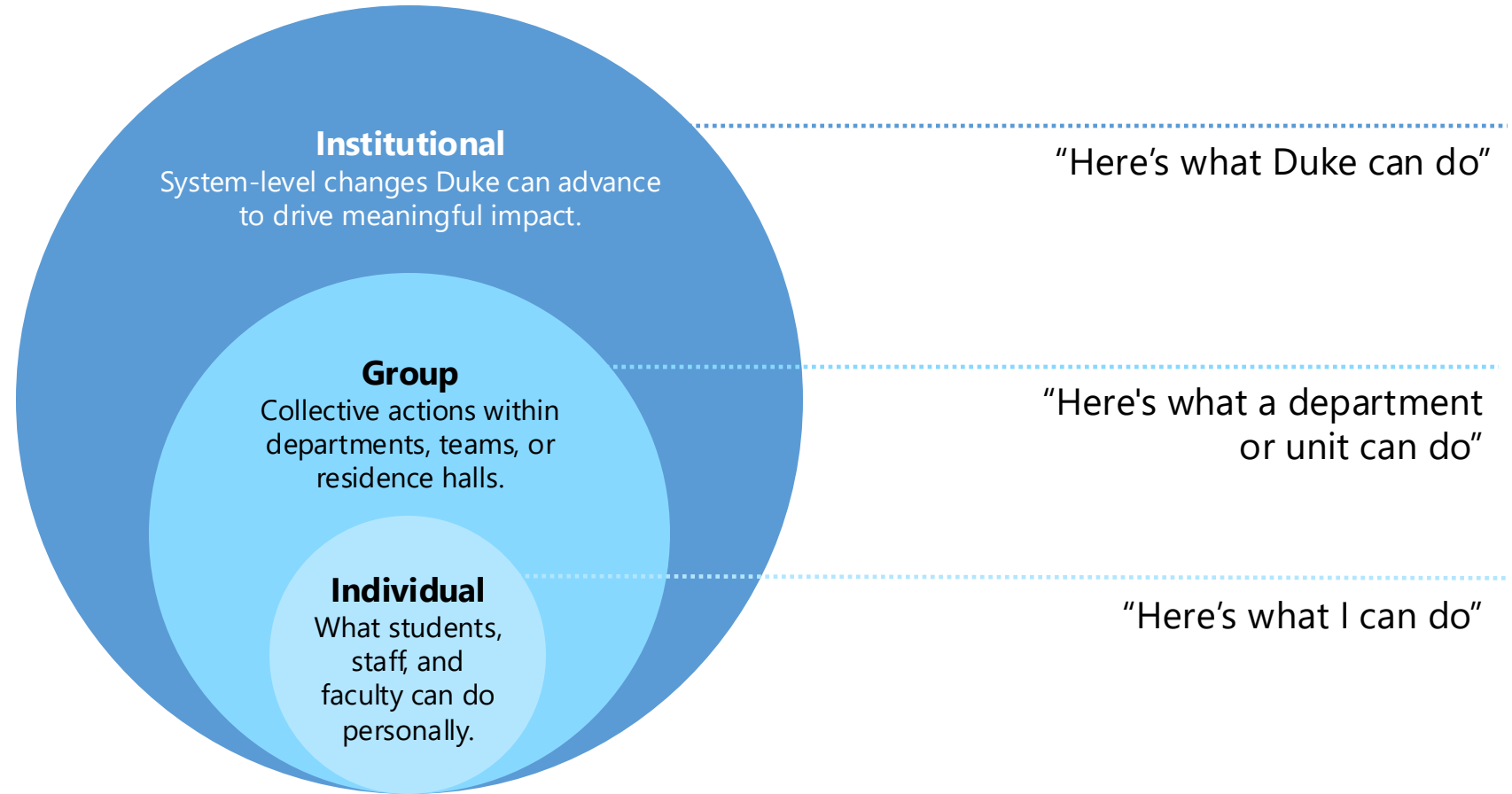
Why now:

- Duke needs clarity and focus, not doing everything or nothing.
- Prioritize high-impact, low-effort opportunities to build early wins.
- Maintain leadership and commitment during a challenging period for universities.

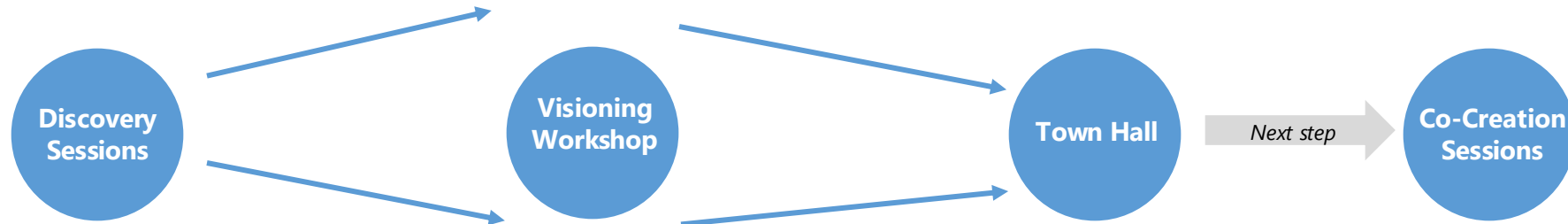


Spheres of Influence

Collective Effort Drives Operational Sustainability at Duke



Stakeholder Engagement



Discovery Sessions

Approach: Guided, open-ended discussions to understand current conditions and identify future opportunities

Audience: Key stakeholders directly involved in operational areas

Visioning Workshop

Approach: Open-ended idea-generation session

Audience: Large, mixed group including CCAC members, subject-matter experts, and departmental decision-makers

Town Hall

Approach: Guided discussion to refine priorities and objectives, capture community perspectives

Audience: Students, faculty, and staff from Duke University

Co-Creation Sessions

Approach: Focused group discussions to refine the priorities and objectives that came out of this process

Audience: Key stakeholders directly involved in operational areas

Timeline

Path for Developing the Roadmap



How the Sustainable Operations Roadmap Will Be Structured

Setting Priorities for Each Focus Area

The Roadmap will outline clear priorities and objectives for each focus area.

Priorities represent the key areas of emphasis within an operational category. For example, in the buildings category, a priority is to:

Optimize Use of Existing Space

Objectives outline the specific actions to implement, advance, or explore. Together, these objectives reinforce the overarching priorities. One example of an objective is:

Assess utilization of existing spaces and develop action plan to right-size, repurpose, or reduce spaces in alignment with campus growth and programmatic needs

Buildings

Prioritizing High-Performance, Efficient Campus Buildings

PRIORITIES

Optimize use of existing space

Maintain High Performing Buildings

Design and construct sustainably

OBJECTIVES

- **Assess utilization of existing spaces and develop action plan** to right-size, repurpose, or reduce spaces in alignment with campus growth and programmatic needs.
- **Continue to apply the High Performance Building Standard** in new construction and major renovations and update to prioritize design of multi-use, flexible spaces.
- **Create supplemental guidance for renewal & renovation projects** to apply relevant practices from the High Performance Building Standard and Duke Interior Guidelines.
- **Track key building performance metrics**—such, construction & demolition waste diversion, energy use, water use, and embodied carbon — and compile them into a campus-level dashboard to highlight trends, opportunities.
- **Share success stories across campus** on sustainability enhancements implemented in new and existing facilities.
- **Enhance operations and maintenance approach** to address wellbeing metrics, such as indoor air quality and water quality, in addition to existing energy efficiency measures, supporting both strong building performance and occupant well-being.
- In alignment with the Net Zero Plan, **assess campus building equipment to inform end-of-life decisions**, including upgrades to more energy-efficient and all electric systems where feasible.
- **Educate the campus community on their role in energy efficiency** for practice in residence halls, labs, classroom settings, etc.

How the Sustainable Operations Roadmap Will Be Structured

Objectives Will Vary in Scope and Type

- **Exploratory Objectives** *Explore options for expanding ...*
- **Quantitative or Pilot-Based Objectives** *Launch a pilot program to measure...*
- **Maintenance or Signaling Objectives** *Continue applying Duke's...*
- **Engagement-Focused Objectives** *Strengthen partnerships with...*
- **Assessment and Data-Driven Objectives** *Conduct a campus-wide audit...*
- **Planning and Infrastructure-Based** *Develop a comprehensive plan for...*

Today's Outcomes

What We're Aiming to Accomplish Together

- **Build a shared picture of what our future of sustainability could look and feel like.**
- **Help shape and strengthen the draft roadmap.**
- **Identify what's exciting and what needs more clarity.**
- **Reflect on what actions you can take to support the roadmap**
- **Prioritize what matters most.**

BUILDINGS

TRANSPORTATION

WATER & NATURAL RESOURCES

PROCUREMENT

FOOD

WASTE

GALLERY WALK

25 MIN

Gallery Walk

Weigh in on each of the operational categories!

Buildings

Prioritizing high-performance, efficient campus buildings

Draft Priorities & Objectives

Optimize Use of Existing Space

Assess utilization of existing spaces and develop action plan to right-size, repurpose, or reduce spaces in alignment with campus growth and programmatic needs



Track key building performance metrics—such, construction & demolition waste diversion, energy use, water use, and embodied carbon — and compile them into a campus-level dashboard to highlight trends, and opportunities

Maintain High Performing Buildings

Continue to apply the High Performance Building Standard in new construction and major renovations and update to prioritize design of multi-use, flexible spaces



Share success stories across campus on sustainability enhancements implemented in new and existing facilities

Design & Construct Sustainably

Create supplemental guidance for renewal & renovation projects to apply relevant practices from the High Performance Building Standard and Duke Interior Guidelines



Enhance operations & maintenance approach to address wellbeing metrics, such as indoor air quality and water quality, in addition to existing energy efficiency measures, supporting both strong building performance and occupant well-being.

In alignment with the Net Zero Plan, assess campus building equipment to inform end-of-life decisions, including upgrades to more energy-efficient and all electric systems where feasible



Educate the campus community on their role in energy efficiency for practice in residence halls, labs, classroom settings, etc.

Pitch it...

What other ideas related to Buildings should Duke explore?



What excites you?

Use dot stickers to signal what feels promising as an area of focus for Duke.

What opportunities do you see?

What's missing or needs clarification? Add sticky notes with ideas, questions, gaps, or anything that caught your attention.

What you'll need

- Markers/pens
- Sticky notes
- Dot stickers

Sustainable Operations Roadmap

Objectives

Buildings	Food	Transportation	Procurement	Waste	Water & Natural Resources
<ul style="list-style-type: none"> • Assess utilization of existing spaces and develop action plan • Continue to apply the High-Performance Building Standard • Create supplemental guidance for renewal & renovation projects • Track key building performance metrics like waste, water, energy, and embodied carbon • Share success stories across campus • Enhance operations & maintenance approach • Assess campus building equipment to inform end-of-life decisions • Educate the campus community on their role in energy efficiency 	<ul style="list-style-type: none"> • Establish key sustainable food metrics and integrate into dining audits • Leverage information from audits to set targets on sustainable food metrics • Create and implement education campaigns on the relationship between food and the environment • Protect and expand food security and accessibility for Duke and the local community • Establish a sustainable food council • As a part of Scope 3 planning efforts, prepare to assess available data 	<ul style="list-style-type: none"> • Create a phased plan to transition the operational fleet to zero-emission vehicles • Evaluate and expand EV charging infrastructure • Develop a comprehensive mobility plan for the campus • Reprioritize funding and implementation mechanisms in line with the Duke Bike & Ped Plan • Establish stronger transportation data collection processes to track key commuting metrics • Increase campus awareness of sustainable commuting options • Develop guidance and recommendations to reduce the environmental impact of business travel • Proactively collaborate with regional partners 	<ul style="list-style-type: none"> • Map internal purchasing processes, systems, and decision-makers • As part of Duke's Scope 3 planning efforts, begin assessing available purchasing data and metrics • Develop shared sustainable-procurement definitions and standards • Engage departments and preferred suppliers on sustainable purchasing opportunities • Educate students, staff, and faculty on the impact of their purchasing decisions • Deepen collaboration with waste reduction efforts and partners • Expand circular economy practices 	<ul style="list-style-type: none"> • Establish clear waste diversion goals and plan • Optimize waste collection practices at Duke • Improve data collection and waste tracking • Partner with vendors and identify opportunities to reduce packaging and single-use products • Centralize and expand waste infrastructure across campus • Create a master service agreement for compost and recycling vendors • Educate students, faculty, and staff on proper waste management practices 	<ul style="list-style-type: none"> • Continue to modernize irrigation systems and explore innovative conservation ideas • Continue tracking indoor & outdoor water reductions • Enhance and formalize standards for landscape management • Across the university campus, apply best practices • Transition to battery-powered landscape Tools, where feasible • Continuously assess and enhance campus green spaces • Leverage the campus research community to track

GROUP BREAKOUTS

60 MIN

Operational Breakouts

Round 1

25 mins

Context

Now that we've completed the gallery walk and surfaced what's exciting, surprising, and missing, we're shifting into small-group discussions.

Goal

Reflect on and dive deeper into the ideas presented in the roadmap.

Instructions

- 1. Select an operational category** and join the table for group discussion.
 - Choose a category that sparks your interest or you feel could use some extra attention.
- 2. Discuss and reflect in your groups on:**
 - What stood out to you during the gallery walk?
 - How would you feel if this was published now?
 - What top 2 priorities should Duke focus on?
 - How do you see yourself contributing?

Operational Breakouts

Round 2

25 mins

Context

Select another operational category to explore further and join your facilitator for deeper conversation.

Goal

Reflect on and dive deeper into the ideas presented in the roadmap.

Instructions

- 1. For the second round, select a *different* operational category** and join the table for group discussion.
 - This time, consider selecting a category you're curious about or don't know much about.
- 2. Discuss and reflect in your groups on:**
 - What stood out to you during the gallery walk?
 - How would you feel if this was published now?
 - What top 2 priorities should Duke focus on?
 - How do you see yourself contributing?

WRAP-UP & NEXT STEPS

Reflections

Share thoughts from your group!

Thank you!

For additional questions contact the OCS team.

Lindsay Batchelor

lindsay.batchelor@duke.edu

Emma Fulop

emma.fulop@duke.edu

Matt Arsenault

mja37@duke.edu



Developing Priorities & Objectives

- Host Townhall
- Draft priorities shared back with operational stakeholder groups for approval



Finalize Plan

May - Jul 2026

- Develop and socialize roadmap
- Prepare for implementation