Sustainability & Energy Management Unit Executive Board

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## Participation Matters -Sustainable Campus Management at Freie Universität Berlin

Spring Campus 2017 2017-03-28





## Agenda

### 1. Introduction

- Some key figures
- Why do we need participation?
- Participatory levels and approaches

## 2. Sustainable Management and Participation at FUB

- Participatory approaches until 2015
- Positive outcomes, restrictions and challenges
- New participatory structures since 2016
- 3. Lessons Learned: Participation requires...





## INTRODUCTION



Datas: students: 2015, employees: end of 2014, energy costs: 2014, water costs: 2012, disposal costs: 2013



### **Structure of the University Management**





## **Key Tasks of the Sustainability Unit**

- Coordinating the sustainability steering committee and the decentral sustainability teams
- Connecting sustainability activities in teaching, research, outreach, and campus management and promoting their visibility
- Integrating sustainability aspects into facility management, procurement processes as well as into IT management
- Enhancing international networking
- Steering certification process (according to EMAS)
- Coordinating the integrated management system
- Waste management including waste database and operational disposal of hazardous waste
- Energy controlling and energy online monitoring



## **Sustainability in Campus Management**

## -27.2%

### **REDUCTIONS IN TOTAL ENERGY**

USE BETWEEN 2001 and 2015 [-26.3 % reductions between 2001 and 2011 [+10% increase of the number of student; +17% thirdparty revenue between 2010 and 2015]

> -31 % REDUCTIONS IN WATER USE SINCE 2004

-30% or -74 % (incl. procurement) REDUCTIONS IN GREENHOUSE GAS EMISSIONS SINCE 2000/2001

**75%** OF FREIE UNIVERSITÄT'S AREA ARE GREEN SPACES (BOTANICAL GARDEN INCLUDED)

- PARTICIPATION POLICY: STEERING COMMITTEE SUSTAINABILITY TEAMS, AUDIT TEAMS AND SUSTAIN IT! INITIATIVE
- ANNUAL EFFICIENCY PROGRAMS FOR BUILDINGS (2003-2011)
- BONUS SCHEME FOR ENERGY CONSERVATION
- GREEN IT PROGRAM
- RECYCLING PAPER POLICY
- MEMBERSHIP IN INTERNATIONAL SUSTAINABILITY NETWORKS – UAS, ISCN, UNICA GREEN, GAUSF
- URBAN GARDENING PROJECTS
- ENERGY ONLINE MONITORING
- 6 NATIONAL AND INTERNATIONAL AWARDS FOR ENGAGEMENT IN SUSTAINABILITY
- SUSTAINABILITY MISSION STATEMENT (2016)



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Online Energy Monitoring

# Chronology Cotification 2004, 2013) Cotification 2004, 2013)

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Black colour = management focused instruments and measures

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### Why Do We Need Participation in Sustainability Management?

- Due to their complexity, solving global problems requires systematic interdisciplinary scientific collaboration and close transdisciplinary cooperation between researchers and civil societal stakeholders
- The various dimensions and goals of sustainability environmental, social, economic, and cultural – need to be integrated where possible
- Because of the segmented structure of universities, their plurality of leadership cultures and their hybrid self-conceptions, sustainability management doesn't work satisfactorily with a top-down-approach. It should rather be comprehended as a part of organizational development as well as of transformative and social learning processes. Therefore, community engagement, building alliances and networks play a key role.



## Participatory Approaches (from the perspective of participatory processes)





Source: Antje Disterheft et al, Journal of Cleaner Production 31 (2012) S. 82, adapted from International Association for Public Participation, 2007

## **A Typology of Participation**



Туроlоду	Characteristics
Manipulative Participation	Participation as a pretence for legitimising pre-established top- down decisions
Passive Participation	Participation by being told what has been decided, e.g. unilateral announcements of top management or administration without regard to target group's responses
Participation by Consultation	Participation by being consulted or answering questions without sharing in decision making
Functional Participation	Participation as a means of meeting predetermined objectives including interactive procedures and sharing decision making but is embedded in goals set outside the participatory process
Interactive Participation (Deliberative approach)	Participation as a systematic, open-minded and mutually structured learning process; involvement in all phases of a project; participation is seen as a right and not only as a tool of achieving project goals, aiming at transparency and confidence building,
Self-Mobilization/ Empowerment (Emancipatoric Approach)	Participation by taking initiative independent of external institutions to change systems, retaining full control over how resources are used



## SUSTAINABILITY MANAGEMENT AND PARTICIPATION AT FREIE UNIVERSITÄT BERLIN

- 1st. Steering Committee (2001-2015)
- Decentralized Environmental Teams (2003-2014)
- Audit Teams (2004-today)
- Initiative SUSTAIN It! (2010-today)



## **Steering Committee (2001-2014)**

5 MEETINGS in early years, 2 MEETINGS in later years

> STRONG RELEVANCE for strategy development and legitimacy in the early years

## REDUCED RELEVANCE in later years

- Members: Head of finance and administration, heads of selected faculty administrations and of facility management department, representatives of staff council, coordinator for energy and environmental management
- Focus on administration and campus management
- Integration into management cycle according to ISO 14001 – Management reviews as a core task
- Important for the roll-out of annual energy efficiency programs, bonus scheme for energy conservation and start of environmental management system
- Diminishing importance and creativity due to routinisation, team enlargement and successful implementation of measures in later years

## **Decentralised Environmental Teams (2003-2014)**

- Members: Heads of faculty administrations, academics and administration staff, operational staff, caretakers, some students
- Focus on campus management and ISO 14001 cycle
- Typical tasks: discussing optimization measures and the results of audits, implementation of measures, IT- related projects like the centralization of servers and printers, communication actions
- Teams were a pillar of support and creativity, albeit with an increasing focus on work safety issues, legal compliance and technical environmental protection in the natural sciences

1-5 MEETINGS annually depending on faculties' involvement in certification cycle

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CROSS-SECTORAL COOPERATION

TEAM-SIZE 5-14 MEMBERS

> 120 MEMBERS in 11 teams (of scientific departments)

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## Audit Teams (2004- today)

20-40 AUDITS annually

### 4-6 AUDIT TEAM MEMBERS

INTER-SECTORAL composition of audit teams

Particularly RELEVANT for the management system and certification process

- Members: Audit coordinator, members from work-security unit, staff council, lab managers as auditors from other faculties than audited
- Focus on campus management and lab buildings
- Auditing aspects: waste seperation, work security, legal compliance, energy efficiency, system of compliance officers, good laboratory practice, regular trainings and briefings
- Integration in management cycle according to ISO 14001
- Important for the direct contact with researchers and working groups and the rollout of correction measures
- Cross-sectoral audit-teams have proved to be integrative and effective

## SUSTAIN IT! (2010-today) (=mixed group of students and employees)



Fächerübergreifende Ringvorlesung | LV 15 243

#### om Wissen zum Wandel achhaltigkeit als Herausforderung für Universität und Wisse

#### Programm

04.2013 Einführung in die Vorlesung Prof. Dr. Miranda Schreurs | Initiative SUSTAIN IT!

> Welt im Wandel-Von der Notwendigkeit, Wissen in Handeln umzusetzen Prof, Dr. Dirk Messner | Deutsches Institut für Entwicklungspolitik

94.2013 Gerechte Tansformation? Eine politisch-philosophische Perspektive auf den Nachhaltigkeitsdiskurs Prof. Dr. Bernd Ladwig | Freie Universität Berlin



27.05.2013 Geld macht doch glücklich! Ein kritischer Blick auf die ökonomische Glücksforschung. Prof. Dr. Ronnie Schöb | Freie Universität Berlin

> Mehr als nur Geld, Der nationale Wohlfahrtsindex als Alternative Dipl.-Verw, Wiss, Roland Zieschank | Freie Universität Berlin

04.07.2013 Nachhaltigkeit als Kompass – Neue Leitbilder für Wesenschaft, Lehre und Forschung Prof. Dr. Uwe Schneidewind | Wuppertal Institut für Klima, Umwelt, Energie

#### 11.07.2013 Podiumsdiskussion

Zukunftstähig durch Nachhaltigkeit? Die Rolle von Universität und Wissenschaft in der großen Transformation Teilnehmende:

Prof. Dr. Peter-André Alt | Präsident der Freien Universität Berlin Prof. Dr. Reinhold Leinfelder | Freie Universität Berlin Prof. Dr. Miranda Schreurs | Freie Universität Berlin

N.N. | Studentische Perspektive





www.fu-berlin/sustai

Ollen für Studierende

SUSTAIN III ist eine gemeinsame Initiative von Studierenden verschiedener Fachrichtungen, des Forschungsaerteums für Umweitspolitik (FFU) und des Arbeitsbereichs Energie & Umweit (Abt. III).



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## **Looking Back: Positive Outcomes of Participation**

- Team members in the scientific departments were easy to find
- Enhanced communication of sustainability issues including a lot of new ideas and suggestions for sustainability actions
- The teams became a platform for the implementation of measures
- Better mutual understanding and collaboration between individuals and entities
- Strengthened commitments of top and middle management for sustainability targets
- Enhanced social roles of members of lower management (operational staff, caretakers, IT staff, as well as technical and research assistants, secretaries)



## **Looking Back: Challenges of Participation**

- Collected a lot of issues and to-do's from areas beyond sustainability
- Increased emphasis on work security issues in lab buildings
- Met nearly all structural and governance points which were poorly managed, unregulated, hybrid or controversial
- Created myriad small scale to do's that had to be discussed, evaluated and (selectively) documented and communicated



### Lessons Learned: Participation requires...







#### Participatory Structures in Sustainability Management





## Thank you for your attention!



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