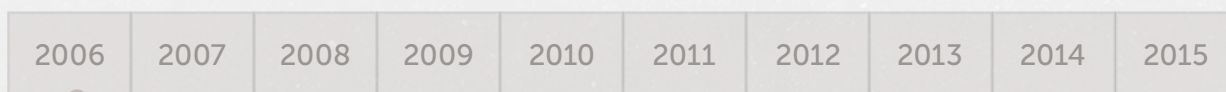




Since 2006, our focus has been aimed at addressing the largest environmental challenge that civilization has faced:  
**GLOBAL CLIMATE CHANGE.**

2006 - 2015  
**GENESIS**

OF CLIMATE LEADERSHIP IN HIGHER ED



**2006**

Launch year of the Presidents' Climate Leadership Commitments



2016 - 2019  
**EVOLUTION**

OF CLIMATE ACTION IN SCOPE AND PRACTICE



**2016**

Design for the next phase of organizational support for the higher education sector's climate action



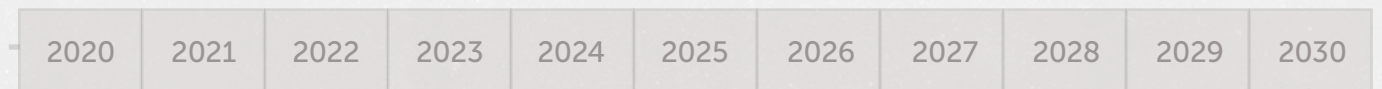
**2019**

Develop four strategic goals with clear objectives, outcomes and success measures



2020 - 2030  
**IMPERATIVE**

TO EXPONENTIALLY DRIVE CLIMATE PROGRESS



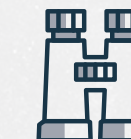
**2020-2022**

Measure strategic goal success during FY20-FY22



**2030**

Decarbonization of the global economy needs to accelerate.



**↓ 50%**

Second Nature is working towards 50% decarbonization in the US economy by 2030

# **GENESIS** OF CLIMATE LEADERSHIP IN HIGHER EDUCATION

From its founding, Second Nature has focused on creating high-leverage strategies to expand higher education's ability to solve pressing sustainability challenges facing society. Since 2006, that focus has been aimed at addressing the largest environmental challenge that civilization has faced: global climate change. This was the launch year of the Presidents' Climate Leadership Commitments (Commitments). Presidents and chancellors of colleges and universities across the country began by taking the bold step of committing to eliminate carbon pollution from their campus operations, embed climate action into the curriculum and student experiences, and expand climate-related research activity.



As the longest standing voluntary carbon reduction program in the world, these Commitments, and the Climate Leadership Network (CLN) that was created from the Commitments, have been transformative. They have driven the production of hundreds of climate action plans and eliminated millions of tons of carbon pollution. They have shaped future generations' views on their obligation to care for the planet. They have accelerated climate solutions through the intellectual horsepower of higher education's research community.

# **EVOLUTION** OF CLIMATE ACTION IN SCOPE AND PRACTICE

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In early 2016, building off a decade of network management experience, Second Nature began to assess the growth of the CLN and design the next phase of organizational support for the higher education sector's climate action. This assessment was informed by internal and external factors that identified **three key drivers that shaped our strategy:**

## **1** Helping higher education institutions meet their aggressive climate goals is a much greater need than recruiting new institutions to sign the Commitments.

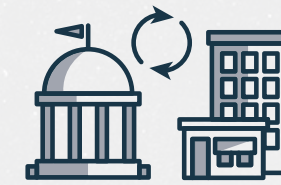
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In evaluating the CLN data, speaking with leaders at CLN institutions, and speaking with members of Second Nature's Board of Directors, there was a consistent sentiment that the campaign phase of the CLN was successful and has ended. Campuses need assistance to help them meet the targets established in their climate action plans. Second Nature is well-positioned to help them with this need. This emphasis on performance rather than recruitment is what Second Nature calls "Network 2.0".

## **2** Higher education's climate leadership strengths include BOTH leading by example AND enabling other sectors to accelerate progress towards shared climate goals.

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Setting strong climate action goals and acting to meet those goals on campus are a necessary part of higher education's climate leadership. This on-campus activity, however, is only part of the sector's role in driving climate action. Higher education is often engaged by other sectors for intellectual and technical assistance. Additional leverage can be found in its complementary strengths of hosting convenings, facilitating dialogue, leading cross-sector programs, senior leadership advocacy, and investments in community-based climate solutions.

## **3** Second Nature needs to ratchet up current climate programs with a 2030 time horizon in mind.

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Societal crises that are being caused or made worse by climate change can only be addressed through mitigation and adaptation activities. Our current assumption is that decarbonization of the global economy needs to accelerate and demonstrate significant progress during the next 11 years so that the worst social impacts can be avoided. We therefore need to push for and highlight the role that the higher education sector can play in transformative practices that can be implemented and scaled as soon as possible.

# **IMPERATIVE** TO EXPONENTIALLY DRIVE CLIMATE PROGRESS

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These drivers have resulted in programmatic shifts throughout the past two years as the assessment has been underway. There isn't a moment where we need to "flip a switch" and put the plan into action - Second Nature has been proactively moving in this direction in real-time. As an adaptive and nimble organization working on the time-sensitive climate issue, we are committed to continually improving and responding to opportunities and challenges as they present themselves.

We believe that our current organizational activities provide a solid basis for us to accomplish our mission. Rather than introducing new program areas, this three year plan for 2019-2022 focuses on support of network performance and cross-sector activity as Second Nature's primary growth areas with the core of our strategy centered around the expansion of valued climate services. We believe these services can increase our impact by activating more schools as climate leaders and better leveraging higher education's climate leadership to drive climate action with other sectors.

*"In the simplest terms, we need to do what we do,  
but do it better and do more of it."*

## **FOUR STRATEGIC GOALS:**

FOR IMPLEMENTATION DURING 2019 – 2022

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**1**

**ACCELERATE** signatory and network performance through both responsive and proactive services

**2**

**IMPROVE** Second Nature's signatory and network administrative systems

**3**

**LEAD** higher education's cross-sector, subnational climate action

**4**

**TEST** programmatic and institutional growth opportunities with Second Nature's climate services

## **ACCELERATE** SIGNATORY AND NETWORK PERFORMANCE THROUGH BOTH RESPONSIVE AND PROACTIVE SERVICES



## **OBJECTIVES**

- Refine and release a new suite of Climate Action support tools
- Establish and implement a campus stakeholder engagement plan
- Reward progress and innovative actions of institutions in the Network
- Convene and connect leadership
- Improve resilience resources and tools
- Leverage corporate partners for expanded product and service offerings



## **OUTCOMES**

- Campus stakeholders across a variety of roles will understand how to pursue and implement climate solutions that meet institutional goals within globally necessary timeframe
- Campus leaders will appreciate and value the role of Second Nature in recognizing progress and scaling campus climate action through inter-institutional collaborations

## **IMPROVE** SECOND NATURE'S SIGNATORY AND NETWORK ADMINISTRATIVE SYSTEMS



## **OBJECTIVES**

- Ease the burden of signatory reporting
- Improve CRM utilization for program administrative support
- Communicate and celebrate successes and progress
- Ensure Diversity, Equity, and Inclusion considerations are a part of all programming decision-making and support systems
- Expand utility of reporting data beyond recognition
- Create brand clarity between Second Nature, the Climate Leadership Network, and the Presidents' Climate Leadership Commitments



## **OUTCOMES**

- Campus stakeholders will understand the importance of submitting climate data and Second Nature staff will utilize these data to drive new solutions
- Second Nature will be known for supporting all types of institutions and welcoming a diversity of perspectives in its program development and support
- Second Nature will become the recognized access point for connecting with higher education networks, leaders, and resources that are driving climate solutions

## **LEAD** HIGHER EDUCATION'S CROSS-SECTOR, SUBNATIONAL CLIMATE ACTION



## **OBJECTIVES**

- Ensure the University Climate Change Coalition (UC3) remains an active and generative group of institutions
- Serve as the United States' sector-wide liaison to domestic and international cross-sector climate opportunities
- Support campus-community resilience partnerships
- Connect campuses, particularly senior leadership, to advocacy opportunities aligned with other sectors to rapidly advance climate solutions
- Launch UC3-type model for other institution types



## **OUTCOMES**

- Entities external to higher education will recognize Second Nature as the point of connection for higher education and climate action partnerships
- Sector leaders will understand the breadth of complementary strengths that higher education brings to accomplish society-wide climate goals

## **TEST** PROGRAMMATIC AND INSTITUTIONAL GROWTH OPPORTUNITIES WITH SECOND NATURE CLIMATE SERVICES



## **OBJECTIVES**

- Create a menu of climate service offerings that can be valued by any higher education institution
- Expand structured relationships with new higher education institutions that are climate leaders
- Explore partnership agreements for piloting new climate programs
- Produce new resources and programs for emerging climate activity



## **OUTCOMES**

- Any higher education institution taking climate action seriously will recognize Second Nature's services as a valued option to help drive solutions
- Entities will understand that new climate programs with higher education institutions can be facilitated through a partnership with Second Nature

An aerial photograph of a river winding through a dense forest. The trees are in various stages of autumn, with some showing vibrant yellow and orange, while others remain green. The river is dark and turbulent, with white rapids visible. The text 'THREE YEARS LATER' is overlaid in the top left corner.

## **THREE YEARS LATER**

We believe that these goals and objectives will create a future where more higher education institutions will be taking climate action at a level that is consistent with the urgency of the problem. Those institutions and individuals that are serious about taking action on climate will use Second Nature's programs and services as a key part of their solution set. Individuals in different roles across the university will have multiple doors of entry into our climate services, will be connected with others who share their needs, and will value the support provided by Second Nature. Other sectors will have an increased appreciation for the role that all types of higher education institutions play in helping drive shared climate goals benefitting all members of society. This appreciation will have been generated by on-the-ground examples of climate solutions that would not have happened as effectively, efficiently, or at all, without higher education's involvement.

**This future is only three years away.** We are humble enough to know that our work through higher education isn't the lynchpin that will solve the climate crisis. We are also bold enough to assert that our work through higher education will produce climate solutions at a pace and scale that can meet the need. We hope that you will support our effort to make this plan a reality.



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