

# MIT Office of Sustainability

## Mission and Methodology

The mission of the [MIT Office of Sustainability \(MITOS\)](#) is to transform MIT into a powerful model that generates new and proven ways of responding to the unprecedented challenges of a changing planet through operational excellence, education, research, and innovation on our campus. To do this, the office applies a scientific methodology of inquiry, data analytics, and solution development in partnership with MIT researchers, staff, faculty, and students to engage in the work of addressing global challenges at the local level, using a framework of the role of the individual, campus, city, and globe.

In fiscal year 2021, MITOS staff stepped up to respond to the impacts of the pandemic while continuing to fulfill the mission of the office. Despite the challenges of being away from campus, they successfully advanced important work in campus climate resiliency, procurement and waste, mobility, food systems, environmental justice, and sustainable building education. Staff also supported new priority projects relevant to the pandemic, including supporting research on the life cycle of personal protective equipment (PPE) and procurement efforts. This comprehensive work reflects the office's areas of impact as well as the overall focus on transforming MIT into a zero-carbon campus.

With respect to the office's role in advancing climate action on campus, MITOS has been historically guided by MIT's Plan for Action on Climate Change, released in 2015. With the publication of *Fast Forward: A Climate Plan for the Next Decade* in May 2021, MITOS has new set of campus commitments and metrics to support, which range from the goal of a net-zero campus by 2026 to several new commitments related to electric vehicle infrastructure, carbon offsets, and Scope 3 emissions.

Operating at the intersection of campus operations and research, MITOS is uniquely positioned to help the Institute meet the ambitious goals of a net-zero campus by 2026 and the elimination of direct campus emissions by 2050. MITOS's past contributions to reducing campus emissions enables the office to scale efforts and support new strategies to meet these goals, building on previous work undertaken by MITOS in Scope 3 emissions, procurement, resiliency, and power purchase agreements.

An essential facet of the success of MITOS is its strong partnerships across campus and beyond. In line with the MITOS commitment to solving for sustainability across scales, these partners include MIT campus departments, labs, and centers (DLCs); student groups; the cities of Cambridge and Boston; and higher education peers across the region and globe.

## Organizational and Community Support

MITOS is supported by a team of seven full-time staff: director, assistant director, senior project manager, project manager, senior administrative assistant, data scientist, and communications specialist. This staffing model is organized around MITOS's five areas

of impact supported by subject matter experts. The data scientist and communications specialist roles work as partners to each program manager with regards to their specific portfolio of areas of impact.

### **Student Fellows**

The crucial work of the MITOS team is supported by the integration of Student Fellows, who focus on annual priority areas such as designing out waste, materials, greenhouse gas emissions, and more. These students—both undergraduate and graduate—have contributed a tremendous amount of work to MITOS and to MIT as a whole. Each semester, MITOS is supported by six to eight fellows, many of whom are jointly hosted between our office and another department. Despite the pandemic, MITOS virtually supported a full cohort of Student Fellows in the 2021 academic year and focused on topics including environmental justice, sustainability data, and campus resiliency. As the impacts of the pandemic limited departmental budgets, the Experiential Learning Opportunities program enabled MITOS to fund three additional fellows.

### **Areas of Impact**

The Office of Sustainability is organized around five areas of impact: zero-carbon campus, climate resiliency, healthy people, materials life cycle, and thriving networks.

### **Zero-Carbon Campus**

MITOS has a unique role in activating and leveraging the campus as a test bed to reduce emissions. Through committee involvement, coursework, community forums, and support of student projects and research, MITOS works to address the challenges of accelerating the reduction of campus greenhouse gas emissions.

### ***Campus Climate Action Forum***

Ahead of the release of the new climate action plan, several public input sessions were held to help inform it. MITOS worked with the Office of the Vice President for Research and the Vice President for Campus Services and Stewardship to host an online Campus Climate Action Forum aimed at engaging the MIT community for their insight on campus-specific climate goals and issues. This event drew nearly 200 members of the MIT community, representing staff, students, researchers, and faculty. The attendees received an update on current campus climate actions and were invited to share their ideas for the next climate action plan through both chat and interactive Zoom breakout rooms. The event resulted in a series of recommendations delivered to Vice President for Research Maria Zuber for consideration. A number of themes shared by the community at the event were reflected in the final plan, providing a sense of ownership and buy-in.

### ***Scope 3***

Since 2018, MITOS has enlisted Jeremy Gregory, a research scientist specializing in lifecycle assessment and executive director of the MIT Climate & Sustainability Consortium, as a MITOS Faculty Fellow to build a preliminary estimate of MIT Scope 3 greenhouse gas emissions activities. In the current phase of the project, the team has been collecting available operational data targeting MIT-sponsored travel, commuting,

waste, and capital goods. The researchers use the framework of the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol for Scope 3 to calculate the emissions profile related to these activities. Gregory, along with the support of Student Fellows, has developed a beta version reporting platform that accounts for Scope 3 emissions for MIT-sponsored travel, which is highlighted in the Climate Action Plan for the Next Decade. MITOS aims to publicly launch this platform in 2022 to empower MIT entities with data for reducing greenhouse gas emissions from travel. It will expand to report additional MIT greenhouse gas emission categories in the coming years.

### ***Greenhouse Gas Mitigation Performance***

2020 marked the sixth full year of MITOS working with the Department of Facilities and other partners to track performance and publicly report on progress toward reducing campus greenhouse gas emissions, working in close collaboration with Facilities to identify and develop mitigation measures across campus. One outcome of these collaborative efforts is significant efficiency gains from MIT's updated Central Utilities Plant (Building 42) as well as new complementary approaches to scale up energy efficiency gains in buildings. Examples of these scaled-up efforts include testing artificial intelligence to optimize building control systems, wholesale mechanical systems, changes in labs to reduce air change rates, and requirements creating a more efficient and comfortable work environment.

These tracking, reporting, planning, and mitigation efforts enable MIT to better understand our direct contribution to greenhouse gas emissions that contribute to global climate change. They also inform our carbon reduction strategies and measure progress over time against the Institute's previous commitment to a 32% reduction in campus emissions by 2030. Since 2014, MIT has reduced its net emissions by 24% toward this goal, taking into account the purchase of solar power from Summit Farms. This progress establishes a strong foundation for meeting MIT's new goals of a net-zero campus by 2026 and elimination of direct campus emissions by 2050 and will help inform new and expanded strategies to reach these goals.

### ***Supporting School- and Department-Level Climate Action***

Guided in part by MITOS Director of Sustainability Julie Newman, in collaboration with School of Architecture and Planning (SA+P) faculty and Professors Caroline Jones and David Hsu, SA+P debuted the first school-level climate action plan at MIT in 2020. The schoolwide climate action plan is designed to advance Institute efforts to address climate change and model local steps that could be taken throughout MIT.

The plan presents detailed analysis of SA+P carbon emissions for a single calendar year (2019), and outlines steps to reduce these through changes in procurement, waste tracking, airline travel, and other areas of operation. The plan originated in research undertaken by graduate students in the Department of Urban Studies and Planning (DUSP) with assistance from faculty and MITOS. Past MITOS Student Fellows Yael Nidam MCP '19, Mary Hannah Smith MCP '20, and Julia Field MCP '20 were part of the DUSP climate group.

### ***Informing Sustainable Mobility Choices***

Earlier this year, MITOS launched *Commuting at the Institute: The Story of Access MIT*, a new data dashboard in the Sustainability DataPool that shares aggregate data on employee commuting choices, enabling Institute leaders to identify patterns and best practices for continuing to support low-carbon commutes.

Access MIT launched in 2016 with the goal of reducing parking demand on campus by 10% over two years through local free bus and subway transport for eligible employees, among other benefits. Between 2016 and 2019, Access MIT drove a nearly 15% reduction in on-campus parking in gated lots and increased public transportation use by employees.

While the original intent of the data collection and sharing was to understand employee behaviors in order to continue to adjust the program to support low-carbon commutes, this changed with the pandemic. The dashboard has been additionally used to inform return-to-work decisions, balancing parking demands with incentives for safe and sustainable commutes.

### ***Climate Resiliency***

This past year was the second hottest on record, with a record number of severe weather events striking around the globe. This emphasizes the increasing importance of MIT's climate resiliency work, which seeks to develop and support an MIT that continues to fulfill its mission in the face of these impacts. The newly released Climate Resiliency Dashboard is a FY2021 highlight. The resiliency work led by MITOS is also reflected in the new climate action plan.

### ***Climate Resiliency Dashboard***

The Sustainability DataPool, powered by MITOS, gives the MIT community the opportunity to understand data on important sustainability metrics such as energy, water use, greenhouse gas emissions, and hazardous waste and recycling rates. While many visualizations share data from past events, the MIT Climate Resiliency Dashboard is a predictive model that illustrates potential future flooding events on campus. The dashboard, which went live as a beta version in November, enables the MIT community to visualize and understand projected potential risk to the campus from flooding under both today's climate and a future changed climate.

The tool displays projected flooding data laid over a campus map of MIT, allowing users to zoom in on a portion of campus under a specific scenario and see the projected potential peak rain or storm surge depth at that location.

The dashboard has already informed new building designs, such as the MIT Schwarzman College of Computing (Building 45), which is designed to be resilient to a 100-year flood event anticipated under a changed climate 50 years from today. The underlying flood risk model visualized in the dashboard is harmonized with the City of Cambridge flood risk model.

## **Healthy People**

The healthy people area of impact focuses on well-being and sustainability for both individuals and the community. In the past year, this has supported work in environmental justice as well as food systems on campus. Work with operational and research partners has helped to drive success and transformation over the past year.

## ***Environmental Justice***

In FY2021, MITOS unveiled a new section of its website to explicitly outline commitments and past work related to environmental justice. MITOS is working to take an approach to sustainability that promotes environmental justice and centers the values of diversity, equity, belonging, and inclusion in all levels of work, in line with the strategic priorities of the Institute Community and Equity Office (ICEO) and MIT's Campus Services and Stewardship units.

This includes developing a deep understanding of the racial injustices that contribute to the unequal community distribution of environmental costs, benefits, and conditions. We also seek to advance an inclusive process, recognizing that the sustainability field has often marginalized groups who are the closest to pollution, are most impacted by climate change, and have the knowledge to contribute to innovative solutions.

In these efforts, MITOS hosted a session at the Day of Dialogue on climate, sustainability, and justice at MIT; co-hosted Community Dialogues: Exploring Climate & Environmental Justice with ICEO; and dedicated a track, "Exploring the Social Justice and Sustainability Nexus in Colombia, the U.S., and Campus," to the ICEO's annual conference, Sustainability Connect. Additionally, MITOS worked in a unique collaboration with Princeton University and Emory University to leverage collective resources for a series of guided dialogues with peers that enabled the teams to explore their own work through a lens of equity and environmental justice.

## ***Sustainability Education Signage***

As the new Buildings E37 and E38 neared completion in 2020 and worked toward LEED Gold certification, a Green Building Education credit was also pursued. A team made up of representation from MITOS, Campus Construction, Systems Performance and Turnover, and in partnership with an external designer, developed a signage program to educate building occupants and visitors on the benefits and features of E37/E38's innovative design. The resulting display in the lobbies of E37 and E38 highlight topics ranging from community connection to climate resiliency to health and well-being. Each floor of E38 also contains more detailed information on occupant-relevant sustainability topics such as transportation and waste, with artwork designed by an MIT Architecture student. The same team is supporting additional building education projects, such as the renovated Hayden Library (Building 14) and the New Vassar residence hall (Building W46), to communicate and educate visitors and residents on the unique sustainability features of those buildings.

## **Food Systems**

FY2021 was a challenging—and illuminating—year for local food systems. MITOS supported MIT Dining and the Food Security Solutions Action team to shape campus food programming that prioritizes accessible, affordability, nutritious, culturally relevant, and sustainably sourced food for students and the MIT community.

## **Material Lifecycles**

Despite less waste being generated on campus due to lower population over the past year, FY2021 proved to be pivotal for improving waste collection processes and sustainable procurement strategies. Spurred by data collected in past waste audits, MITOS facilitated the debut of standardized waste signage and centralized bins in Buildings E37 and E38, with more buildings anticipated. The need for PPE also drove centralized procurement initiatives on campus in efforts to reduce waste. Courses and events reflected the increased student interest and engagement in this area, and the new climate action plan calls for setting a waste reduction goal for MIT.

### ***“WASTE” IAP With Us! Understanding Waste at MIT***

In response to increasing student interest and questions about MIT waste practices, MITOS hosted a two-part series on waste for the Independent Activities Period that drew more than 80 registrants, both students and staff. MITOS and partners from MIT Recycling & Materials Management, Waste Watchers, researchers, and campus waste hauler RTS, discussed MIT’s waste management strategies, the role of data, and general challenges in waste across the US. Attendees left with a better understanding of MIT’s waste practices, efforts to design out waste from MIT, and how individuals and teams can be engaged in this work.

## **Waste Pilots**

In recent years, MITOS has worked with partners across campus to conduct a series of waste audits to identify waste stream contamination (the wrong item going in the wrong bin) and overall data around specific types of waste like food, plastics, and polystyrene. Versions of these pilots were able to continue during the COVID-19 pandemic, and data from all previous waste audits has been used to inform waste systems in buildings on campus including the new Buildings E37 and E38. In FY2021, the data behind these studies drove decisions for behavioral signage, directing users to choose the correct bin, as well as centralized bin systems to decrease stream contamination and increase recycling rates. Additionally, a standardized waste signage approach has been chosen to enable community members traveling from building to building to more seamlessly understand how to properly separate and dispose of waste materials.

## **Thriving Networks**

MITOS recognizes that solving for sustainability and climate change must take place across the scale of the campus, city, state, country, and beyond. With that in mind, MITOS staff deliberately participate in a number of thriving networks to advance and inform our work.

### ***City of Cambridge***

In FY2021, MITOS continued to serve as an MIT representative on a number of city committees, including the Cambridge Compact for a Sustainable Future, the City of Cambridge Climate Change Preparedness and Resilience Plan, the Net Zero Task Force, the City of Cambridge Climate Resilience Zoning Task Force, and the Recycling Committee.

### ***International Sustainable Campus Network***

MIT is an active member of the International Sustainable Campus Network (ISCN), working with peers across the globe to devise and open-source solutions for campus sustainability. ISCN is a global forum supporting leading colleges, universities, and corporate campuses in the exchange of information, ideas, and best practices for achieving sustainable campus operations and integrating sustainability in research and teaching. Director Julie Newman was a founding member of the network and now sits on the Advisory Board, which is creating a vision for the future.

In 2021, at ISCN's annual (virtual) meeting, Newman organized the opening plenary keynote and drew on methodology of MIT scales of impact, featuring MIT along with the National Autonomous University of Mexico, University of Edinburgh, and Hong Kong University of Science and Technology.

### ***Boston Green Ribbon Commission Higher Ed Working Groups***

MITOS team members served on three separate working groups as part of the Boston Green Ribbon Commission Higher Ed Working Groups. The goal of the working groups is to build upon the significant accomplishments of the Higher Ed Working Group of the past decade. Team members share their subject matter expertise to advance the goal of transferring knowledge to other sectors in order to accelerate change for the equitable implementation of climate mitigation and resilience.

### ***Ivy Plus Sustainability Working Group***

The Ivy Plus Sustainability Working Group is committed to the ongoing exchange of campus sustainability solutions common to the campuses of all members. Participants agreed that a unified effort is essential on the part of the leading institutions of higher education to respond to climate change, one of the most pressing issues of our time. The Ivy Plus group is faced with the opportunity and responsibility to develop cutting-edge model operations, engage top scholars, and educate future leaders on issues of sustainable development and climate change. The group was initially convened in 2007 and continues to meet on an annual basis at one of the participating institutions.

### **Governance and Committee Involvement**

All of the planning and implementation work depicted in our updates is managed and informed via a multi-stakeholder committee process. Additionally, MITOS staff participate on several MIT committees to inform and integrate sustainability commitments across the campus.

## **MITOS Sustainability Committees**

### ***Climate Resiliency Committee***

The MIT Climate Resiliency Committee, managed by MITOS, is tasked with assessing, planning, and operationalizing a climate-resilient MIT. The committee is a collaboration among faculty; engineering and facility staff; risk, insurance, and climate science experts; emergency management; and students individually and collectively driving efforts that build a climate-resilient campus.

### ***Site 4 Planning Committee***

The construction and renovation of new office space in Building E38 provided a unique opportunity to design and support a sustainable shared workspace from scratch. Motivated by this, MITOS convened a group of representatives from departments moving to the building to collaboratively select ideas and design a workspace that supported sustainability. The committee has met consistently since 2019 and made collective decisions around sustainable interior materials, waste systems, design features, and more.

### ***Sustainability Communicators Working Group***

Launched in fall 2020 by MITOS, the Sustainability Communicators Working Group (SCWG) seeks to connect those in communications roles that touch on climate and sustainability. Meeting monthly, the SCWG allows for collaboration and coordination on events, news stories, and updates to support unified messaging around sustainability and climate from all corners of the Institute.

### ***Safe and Sustainable Labs Task Force***

The Safe and Sustainable Labs Task Force is managed via a partnership with the Office of Environmental Health & Safety in collaboration with the Department of Facilities, the Office of Procurement, and many research PIs across the institute. The members of the task force are evaluating current practices framed by the long-standing Green Labs program to inform the evolution and development of a new Safe and Sustainable Labs Program that integrates and institutionalizes compliance, safety, and sustainability as a best practice.

## **Institutional Involvement**

### ***Climate Communications Table***

Launched from the Office of Communications, the Climate Communications Table seeks to bring together communicators from across the Institute to align work around the new climate action plan and climate communications in general. This group formed as the result of an Institute communications priority around climate. With representatives from several DLCs, MITOS serves as an important communications partner in this work.



### ***Task Force 2021 and Beyond***

Task Force 2021 and Beyond was established to use lessons from the pandemic to explore how the Institute might invent a new future in which it and others can thrive. By drawing on expertise and experience from across the community, Task Force 2021 and Beyond was charged with developing the blueprints for building a better MIT. MITOS staff served as members of several work streams in the task force.

### ***Committee for Parking and Transportation***

The Committee for Transportation and Parking reviews and advises on policy governing the operation of the transportation and parking system at MIT. It also monitors and makes recommendations concerning transportation and parking-related issues that affect the MIT community. Representation from MITOS on the committee ensures that a sustainability lens is consistently applied to this work.

### ***Personal Protective Equipment Team***

The PPE Team worked beginning in March 2020 to facilitate donations of PPE from campus, purchase PPE, and facilitate distribution to area hospitals and nursing homes. The 27 members of the PPE team are staff and faculty from Mail Services, Facilities, the Office of Sustainability, Campus Services, Environment, Health & Safety, MIT Sloan, Mechanical Engineering, Resource Development, Civil Engineering, and many other areas of campus, who collaborated toward a single critical goal of rounding up PPE and getting it out to first responders.

### ***Council on the Uncertain Human Future***

The Council on the Uncertain Human Future is a series of small, intentional conversations to consider and reflect on the climate crisis and its implications for our lives, our work, our relationships, and our commitments. Without predetermined outcomes or product, the emergent nature of the conversation brings forth new solidarity, momentum, creative insights, and collaborations.

### ***Campus as a Test Bed***

MITOS is a formative partner in leveraging the campus as a test bed to advance our understanding of how to achieve, build, and manage a sustainable campus and, more recently, how to enable a research and residential institute to become net-zero. MITOS manages a methodology that brings together faculty, researchers, and students with operational experts to inform current and future practices. Examples of this work range from course development and student projects to research to data collection to simply finding space for researchers to test new innovations on campus.

### ***Subject: Solving for Carbon Neutrality at MIT***

With a focus on designing solution scenarios for MIT for the short and long term, 2.812/2.832 Solving for Carbon Neutrality at MIT, led by Newman and Professor of Mechanical Engineering Tim Gutowski, engages students in project-based learning, leveraging the campus as a test bed for ideas. The spring 2021 cohort of students crafted plans to reach net zero by 2050.

### ***Subject: Exploring Sustainability at Different Scales***

Led by Newman and Gutowski, 2.S885/2.S985 Exploring Sustainability at Different Scales provided an introduction to the concept of sustainable development from the perspectives of different disciplines, including business and economics, science, engineering, social sciences, and the humanities. The subject used the UN framework on Sustainable Development Goals to emphasize the breadth of this concept, and used the MIT campus and research and education missions to focus these broad perspectives onto a specific example that is close to home. Students utilized critical analysis and thinking, readings, discussion, and community action, met with various experts, and identified team projects with final reports.

### ***Campus Sustainability Incubator Fund***

As MIT sought to resume campus operations for fall 2020 for select researchers, faculty, students, and staff, the resulting need for vast amounts of PPE became an opportunity for MITOS to support the development of a strategy and framework to inform sustainable campus PPE procurement.

Via a grant from the Campus Sustainability Incubator Fund, researchers were invited to craft a proposal to study the supply chain, lifecycle use, and disposal processes of PPE and the potential impact on the MIT campus. The selected research team included representation from MIT Sloan, the Concrete Sustainability Hub, the Center for Transportation and Logistics (CTL), and the MIT Humanitarian Supply Chain program. CTL integrated its master's student capstone project with this study so that students could directly leverage the campus as their case study for PPE supply chain context and sustainability opportunities.

Key findings of the study, concluded in June, included that the market for sustainable PPE products is not yet developed to a scale offering reliable performance with sustainability benefits and that MIT's best opportunity for driving sustainability through campus PPE procurement is to focus on right-sized ordering. The research team developed a PPE Demand Calculator for use by any entity seeking to right-size PPE ordering through the newly launched MIT COVID-19 Store. The centralized procurement and distribution of PPE materials via the COVID-19 Store proved to be a highly efficient mechanism for ensuring that the MIT community had the PPE needed while optimizing sustainability benefits. During the later months of COVID-19 Store operation, this mechanism nearly eliminated over-ordering and established a reliable method for PPE access by campus labs.

## **Measuring Impact**

### **Sustainability DataPool**

Since it first launched in 2016, MITOS's Sustainability DataPool has served as a collaborative project that provides the MIT community with access to campus sustainability data and visualizations. Using real-time data, the tool empowers MIT community members by giving them the data they need to understand current performance and inform innovative sustainability solutions and ideas. In FY2021, multiple new data sets and visualizations went live in the DataPool, including the

previously mentioned Commuting at the Institute: The Story of Access MIT and the Climate Resiliency Dashboard. With an expanded focus on waste and materials at the Institute level, the Material Matters and Campus Waste Audit visualizations dashboards are important tools for research and decision-making, while Energize\_MIT—an open energy data-tracking tool—continues to support operational decision-making and research essential to achieving the goals of the new climate action plan.

### **Sustainability Tracking, Assessment and Rating System**

The Sustainability Tracking, Assessment & Rating System (STARS) measures and encourages sustainability in all aspects of higher education. In 2018, MIT earned a STARS Gold rating from the Association for the Advancement of Sustainability in Higher Education in recognition of its sustainability achievements. To retain this rating or achieve a higher one, MITOS—led by the data scientist role—worked to once again collect data from across the Institute, engaging dozens of staff, faculty, and students in these efforts. The results of this updated data collection will be submitted in August, to await acceptance and rating.

### **Times Higher Education Impact Rankings**

The Times Higher Education Impact Rankings are the only global performance tables that assess universities against the UN's Sustainable Development Goals (SDGs). The ranking carefully calibrates indicators to provide comprehensive and balanced comparison across four broad areas: research, stewardship, outreach, and teaching. MIT participated in the 2021 and the 2020 rankings, reporting on eight out of 17 SDGs: Gender Equality; Clean Water and Sanitation; Affordable and Clean Energy; Industry, Innovation, and Infrastructure; Reduced Inequalities; Sustainable Cities and Communities; Climate Action; and Partnership for the Goals. MIT ranked 76th in the 2021 rankings, climbing from its previous rank of the range 101–200 for the 2020 rankings.

### **Communicating Impact**

Communications and outreach are essential for engaging the broader MIT community in the work and mission of MITOS. Digital, print, and video channels are used to deliver the message, impact, and calls to action from MITOS to support solving for sustainability.

### **Sustainability Digest**

In an effort to engage and inform a large audience, MITOS continued to deliver its newsletter monthly to a broad range of over 1,000 subscribers. The MITOS Digest connects its audience with news, research, photos, and updates on sustainability projects centered around the MITOS areas of impact to engage individuals and groups in solving global issues at the local level.

### **Video**

Responding to the varying ways the sustainability community accesses information and news online, MITOS continues to build out its video portfolio. In FY2021, MITOS launched a short explainer video about the office and its methodology. To support the launch of the Climate Resiliency Dashboard and help users navigate it, MITOS

developed a short video tutorial showcasing how the tool works and the science and methodology behind it. With all MITOS events held on Zoom in FY2021, this also allowed an easy opportunity to share event videos on YouTube and our website, to reach a larger audience beyond those who could attend in real time.

## Looking Ahead

Despite the challenges of the COVID-19 pandemic, MITOS was able to advance its work and goals in several areas. The office's success lies in its collaborative nature and the strength of relationships and partnerships in research and operations, both at MIT and beyond, which were key to enabling MITOS to continue to advance in its work despite working offsite.

The anticipated return to campus and the launch of MIT's new climate action plan provide an exciting resetting for the office. MITOS is well-positioned to build upon its strong foundation of work, deepen ongoing working partnerships, scale up existing efforts, and expand into new portfolios as the ongoing evolution of the office and the campus requires. In FY2022, MITOS is excited to turn its focus to the following:

- Advance Fast Forward: A Climate Plan for the Next Decade, taking the lead on 14 campus commitments
- Advancing ongoing efforts to reduce MIT's greenhouse gas emissions
- Informing and managing the Safe and Sustainable Labs Task Force and emerging program
- Continuing to model and plan for a climate-resilient MIT
- Managing the impact of the Institute's purchasing and waste systems in a manner that takes the full lifecycle costs and impacts of materials and products into consideration
- Both broadening and deepening MIT's commitment to sustainable transportation and robust participation in Access MIT
- Expanding data collection and accessibility of data sources and visualizations
- Integrating an environmental justice lens into its day-to-day work
- Continuing to expand the reach of communications and outreach to engage more of the MIT community in the work and mission of the office

**Julie Newman**  
Office of Sustainability