



TISHMAN
ENVIRONMENT
AND DESIGN
CENTER

STRATEGIC PLAN
2016-2019

THE
NEW
SCHOOL

TISHMAN ENVIRONMENT
AND DESIGN CENTER



MISSION & VISION

MISSION

The Tishman Environment and Design Center fosters the integration of bold design, policy, and social justice approaches to environmental issues in order to advance just and sustainable outcomes in collaboration with communities.

VISION

The Tishman Center is and will be a center that addresses the increasingly urgent need to integrate design and environment to confront climate change and its social justice impacts.

The Tishman Center is committed to fostering an environmental philosophy and an understanding of sustainability that digs deeper than simply championing the concepts of being “green” or “eco friendly.” At the Tishman Center and The New School, sustainability is truly cross-disciplinary, incorporating and addressing cities, climate, inequality, policy, design, and social justice. The Tishman Center will be a collaborative space that brings together stakeholders from a variety of disciplines, schools, and populations. It will be a communication bridge between the university’s operational sustainability efforts and the university community. We will serve as a collaborative resource center and academic convener for environmental justice groups, community leaders, design and climate experts to create discourse, dialogue, and action on today’s most challenging issues.



EXECUTIVE SUMMARY

From its inception in 2005, the Tishman Environment and Design Center has played a vital role at The New School and has contributed greatly to our university's environmental philosophy, most notably through the launch of an interdisciplinary undergraduate Environmental Studies degree program that has provided students from three schools with a wide array of academic experiences and supported internships.

In 2014, the New School Board of Trustees approved a motion to divest from all fossil fuels and committed The New School to draw on our academic strengths and reflective practices, bringing together design, social research, and policy to address the challenges posed by climate change. The Tishman Center was then re-launched with its new mission and vision by Director Michelle DePass, Dean of the Milano School of International Affairs, Management, and Urban Policy and Tishman Professor of Environmental Policy and Management. We will work to create a world in which The New School and urban communities use integrated design, policy, and social justice approaches to address the environmental issues we face.

This Strategic Plan is organized according to three overarching goals:

1. Mobilize the 14,000 faculty, students, and staff at The New School to become fully aware service-oriented climate citizens.
2. Become a resource center for environmental justice.
3. Increase awareness of design, policy, and social justice solutions for sustainability and climate issues.

These three goals, and the associated outcomes, strategies, and activities, will shape the work of the Tishman Center over the next three years, beginning in fall 2016.

The progress of the Strategic Plan will be assessed through a range of identified metrics focused on engagement in terms of both reach and quality.



PROCESS & GUIDING PRINCIPLES

This Strategic Plan distills discussions that have taken place over several years. The Mission and Vision Statements, developed iteratively with broad feedback, were adopted by the Tishman Center in spring 2016 and directly inform this Strategic Plan, which presents the major goals that will advance the vision.

This Strategic Plan is further guided by the following principles:

- Embedded in and important to our work across all goals are the four pillars of the Tishman Center: **Design, Policy, Social Justice, and Interdisciplinary approaches**. The Tishman Center’s work will strive to take place at the intersection of these pillars.
- The Tishman Center will be engaged in community-based work. We will focus on four populations that define our community: **New School students, faculty, staff, and the broader community**, which includes the neighborhoods surrounding The New School, environmental justice organizations in the region, national and international organizations or networks, public sector policymakers, and leaders in the private and philanthropic sectors.
- Other key populations that the Tishman Center will engage are **New School leadership, alumni, and prospective students**.
- The Tishman Center’s projects in the short term will be focused on three key issue areas where we have particular expertise: **food, climate, and waste**. We will remain open to special opportunities that may arise outside these major theme areas.
- For each of our three goal areas, the Tishman Center’s director, associate directors, and staff will identify **specific desired outcomes, strategies, and assessments**. Assessment—understanding how we will measure success—is critical and will be built into the process.
- The Tishman Center will be responsive to changing world conditions and new opportunities. Thus, our Strategic Plan is **not fixed in time**. We will revisit it regularly and make adjustments as needed.



INTRODUCTION

This Strategic Plan will serve as the touchstone and guide for the Tishman Center’s work, projects, and initiatives over the three years 2016–2019. The goals outlined in this Strategic Plan were set with an understanding of, and in response to, the needs of New School leadership, faculty, students, and staff and their desire to have the reinvigorated center serve as a resource center for sustainability at The New School and in the external community. The Tishman Center’s work will be amplified and informed by students, faculty, staff, and external



partners, who take the lessons learned through their work with the Tishman Center out into the world, then return to the Tishman Center and will share the new knowledge they have acquired. In this way, the work and impact of the Tishman Center will be cyclical, dynamic, and responsive to change and developments in the state of the environment, policy, and design-based solutions.



GOAL 1: Mobilize the 14,000 faculty, students, and staff at The New School to become fully aware, service-oriented climate citizens.

The Tishman Environment and Design Center is a university-wide research and practice center. By incorporating climate action and sustainability grounded in social justice into our campus culture, The New School is mobilizing 14,000 students, faculty and staff to have a positive impact on our community and the larger society.

The role of the Tishman Center is to facilitate opportunities that will prepare students, engage staff, and amplify faculty research and practice around issues of sustainability, climate change, and environmental justice. Through experiential learning opportunities and related events, our students will be better prepared to serve as leaders in the transition to a more just and sustainable society, and communities outside of the New School will be positively affected by our efforts.

To do this we aim to co-create new curricular and extracurricular opportunities for engagement that touch on all four of the Tishman Center's pillars: design, policy, social justice, and interdisciplinary approaches. The Tishman Center will also support new and innovative university policies that establish sustainability, climate change, and service as core literacies. Over the next year, the Tishman Center will build a stronger presence on campus and look at ways New School community members are engaged with their external communities to discover ways we can expand our reach beyond the campus.

Our hope is that students graduating from The New School will be able to demonstrate deep knowledge of environmental issues, a heightened awareness of their social justice implications, and a measure of responsibility for action. This university-wide effort will be flexible and responsive to the differing approaches and expertise that can be leveraged in each school, highlighting the array of roles the various disciplines can play in advancing real-world solutions to complex problems.

In addition, the Tishman Center will collaborate with departments on campus to implement, measure, and promote sustainable practices at The New School. We will collaborate with Buildings, Dining, Housing and Residence Life, Social Justice Initiatives, and the Parsons Making Center, among others, to develop unified messaging around sustainable actions and behaviors students, faculty, and staff can or should practice on campus.

OUTCOMES

1. Students demonstrate knowledge of environment, sustainability, environmental justice, climate change, and climate justice.
2. The New School's climate citizens have a multiplier effect on the intersection of design and environmental justice and influence their communities.
3. There is a strengthened culture of sustainability on campus as indicated by practices





GOAL 2: Become a resource center for environmental justice.

The Tishman Environment and Design Center aims to serve as a resource center for climate and environmental justice research and practice, with a specific focus on deep engagement with underserved urban communities.

Drawing on The New School's expertise in design, policy, and social research, and the professional experience of the Tishman Center leadership in the environmental justice movement, the Tishman Center is uniquely positioned to be a resource center for organizations working together to create real world solutions to environmental justice issues. The Tishman Center's four pillars (design, policy, social justice, and interdisciplinary approaches) are the foundation of the distinctive approach that the Tishman Center and The New School can offer to partners and collaborators.

Through our collaborative efforts, we intend to influence research, practice, and policy that contributes to environmental justice. The Tishman Center can offer technical support to community-based organizations, advocates, and policymakers and co-produce and promote cutting-edge research with organizations, faculty, and students. The Tishman Center will be a model for collaborative research, with an emphasis on supporting the co-production of knowledge and expertise with frontline communities. We aim to be good allies and partners by promoting collaboration grounded in the Jemez Principles for Democratic Organizing as we engage with community partners, thought leaders, and other stakeholders.

A major strength of the education provided by The New School lies in experiential and practice-based learning opportunities for our students. The Tishman Center's engagement with environmental justice will create opportunities for students and faculty to learn through engaged work with complex issues on the ground. It can also provide communities with access to student and research resources within the university.

OUTCOMES

1. The Tishman Center will be a space for dynamic conversations about environmental justice and sustainability among New School stakeholders and with communities.
2. The Tishman Center's work will contribute to tangible, positive change in the communities in which we partner with organizations on the ground.
3. The Tishman Center will be a model for university-community collaborations grounded in the Jemez principles.
4. The Tishman Center will amplify and support the work of environmental justice communities by leveraging the research, resources, and engagement of New School faculty, students, and staff.
5. The Tishman Center will inform and help shape policies and designs that promote environmental justice.





GOAL 3: Increase awareness of design, policy, and social justice solutions for sustainability and climate issues.

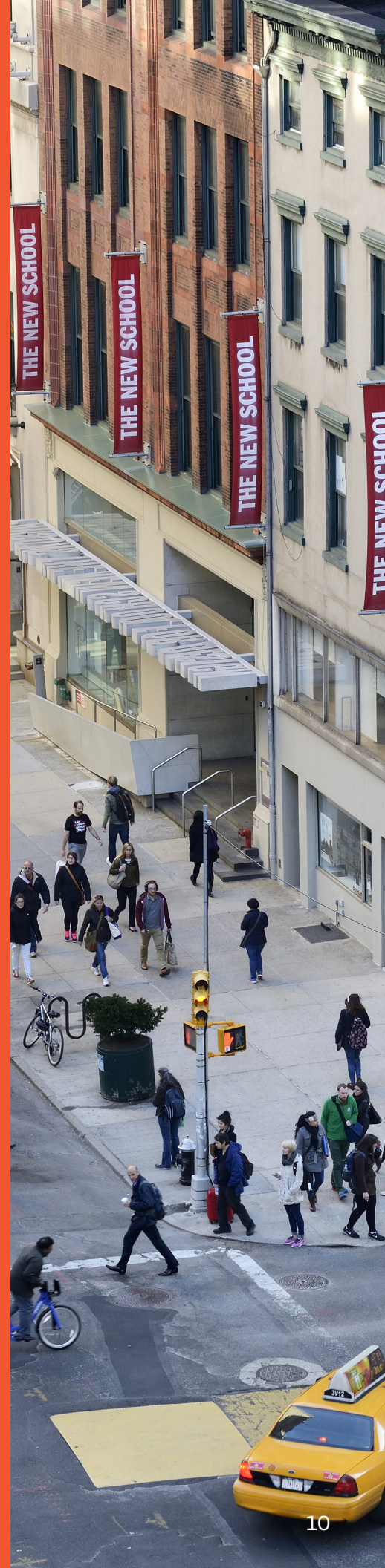
The New School is committed to becoming a leader on sustainability and has positioned the Tishman Environment and Design Center as the nucleus of that effort. Increasing awareness of the Tishman Center and its projects will help to elevate the university's leadership status. The work done at the intersection of the Tishman Center's four pillars (design, policy, social justice, and interdisciplinary approaches) will provide real-world examples of the innovation and community engagement that characterize The New School's unique method of advancing sustainability.

Greater visibility will be a product of, and a reinforcing mechanism, for the Tishman Center's efforts to engage the entire New School community and to become an environmental justice resource center. A primary role for the Tishman Center is amplifying the work of students, faculty, staff, and our partners. With the Tishman Center's higher public profile will come increased exposure for those we support and partner with. Demonstrated understanding and an awareness on campus will enhance the Tishman Center's ability to strengthen the culture of sustainability and increase the net impact of the activated New School community.

Raising awareness of the policy and design solutions we create with partners will support their implementation of and advocacy for environmental justice. Dissemination and visibility of this work will also deepen our commitment to and reputation for working collaboratively and effectively with partners.

OUTCOMES

1. The Tishman Center is provides a platform for sustainability practices, research and design, as well as environmental justice-based research, projects, and policy at both The New School and in the external community.
2. The Tishman Center garners additional support (in the form of resources, policies, and technical assistance) from university leadership, trustees, students, and the greater campus community in order to fulfill our mission.
3. The Tishman Center has sustainable sources of funding for on-campus and community-based work.
4. The Tishman Center's work attracts prospective students, scholars, and staff to The New School.
5. Alumni remain connected with the Tishman Center as they pursue their work in communities.



TISHMAN ENVIRONMENT AND DESIGN CENTER

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