



Accelerating

Sustainable Procurement Impact

in Higher Education

2026

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Executive Summary

Institutions of higher education increasingly recognize that procurement decisions are central to achieving sustainability goals. Purchasing activities influence greenhouse gas emissions, labor conditions, waste generation, supplier diversity, and institutional climate commitments. Yet despite growing awareness, many colleges and universities continue to face significant challenges integrating sustainability into procurement systems.

To better understand these challenges and identify actionable solutions, American University hosted a workshop, *Accelerating Sustainable Procurement Impact Through Community Engagement*, at the 2025 Association for the Advancement of Sustainability in Higher Education (AASHE) Annual Conference. The workshop brought together 24 sustainability professionals and procurement practitioners from universities and colleges (82%), in addition to vendors and representatives from business associations (18%).

The session combined interactive polling, systems mapping, collaborative dialogue, and idea-generation exercises to explore how higher education institutions can strengthen sustainable procurement implementation. Participants reflected on their institutional procurement systems, identified barriers limiting progress, and generated strategic ideas for advancing sustainable purchasing practices.

Several themes emerged consistently throughout the workshop:

- Sustainable procurement remains difficult to operationalize because procurement systems are often decentralized and fragmented.
- Sustainability offices frequently lack formal authority or integration within procurement processes.
- Institutional leadership support varies significantly across campuses.
- Cost concerns, staffing limitations, and competing priorities continue to constrain implementation.
- Institutions need clearer governance structures, stronger collaboration, standardized sustainability criteria, and more actionable tools.

At the same time, the workshop highlighted strong momentum for change. Participants identified practical pathways for advancing sustainable procurement, including leadership engagement, policy formalization, staff training, cross-campus collaboration, supplier partnerships, and better integration of sustainability into purchasing systems.

The workshop reinforced that sustainable procurement is not solely a technical purchasing issue. It is an organizational system and change management challenge that requires institutional coordination, shared accountability, and long-term strategic commitment.

This report summarizes the workshop process, synthesizes participant insights, analyzes polling results, and outlines strategic recommendations for institutions seeking to strengthen sustainable procurement implementation.

Introduction

Procurement represents one of the most influential yet underutilized mechanisms for advancing sustainability within higher education institutions. Universities purchase large volumes of goods and services spanning food, electronics, construction, furnishings, travel, apparel, laboratory supplies, and professional services. These purchasing decisions carry substantial environmental and social implications across institutional supply chains.

Research suggests that procurement activities account for a significant share of organizational environmental impacts, including greenhouse gas emissions and upstream supply-chain effects (CDP, 2021). Higher education institutions are particularly important actors because of their purchasing scale, public visibility, and educational missions.

Despite growing interest in sustainable procurement, implementation remains uneven and difficult. Existing research has documented sluggish adoption rates and widespread implementation challenges (Darnall et al., 2020; Procura, 2021). Many institutions struggle to translate sustainability commitments into routine purchasing decisions.

The 2025 AASHE workshop sought to address this gap by creating a collaborative space for practitioners and researchers to jointly examine procurement systems, identify barriers, and generate actionable solutions. Rather than focusing solely on high-level sustainability goals, the workshop emphasized the operational realities of procurement implementation.

The workshop was grounded in a research-practice partnership between American University's Procurement Office, Office of Sustainability, and faculty researchers. The initiative emphasized knowledge co-production, systems thinking, and practitioner engagement as mechanisms for developing more actionable and institutionally relevant sustainable procurement strategies.

Workshop Overview

The workshop, *Accelerating Sustainable Procurement Impact Through Community Engagement*, was presented at the 2025 AASHE Conference by American University Professor Sarah Iverson, Professor Nicole Darnall, and Sustainability Manager, Anna Parse Johnson. The session engaged participants through a combination of polling exercises, systems mapping activities, small-group dialogue, and collaborative idea generation.

Workshop objectives included:

1. Identifying barriers to sustainable procurement success.
2. Exploring similarities and differences across institutional procurement systems.
3. Generating actionable solutions and implementation strategies.
4. Building a community of practice around sustainable procurement.

The workshop included 24 participants from a diverse set of institutions and professional backgrounds. About 82% were representatives from public and private universities and colleges. The balance were vendors and representatives from business associations

Participants represented a broad range of professional roles connected to institutional operations, sustainability implementation, and purchasing systems. Job categories included:

- Sustainability managers and directors
- Procurement and purchasing professionals
- Campus operations and facilities leaders
- Executive finance and administrative leadership
- Climate action and resilience specialists
- Program managers and operational strategy staff
- Consultants and sustainability advisors
- Student engagement and institutional change practitioners



The breadth of representation was significant because it reinforced that sustainable procurement challenges extend beyond procurement offices. Participants repeatedly described procurement as a cross-functional institutional issue that requires coordination among sustainability offices, finance divisions, operational units, leadership teams, and external suppliers.

The breadth of representation was significant because it reinforced that sustainable procurement challenges extend beyond procurement offices alone.

Institutional diversity also strengthened the workshop findings. Similar implementation barriers emerged across institutions with different governance structures, sizes, geographic locations, and purchasing systems. This consistency suggests that many sustainable procurement challenges are systemic across higher education rather than institution specific.

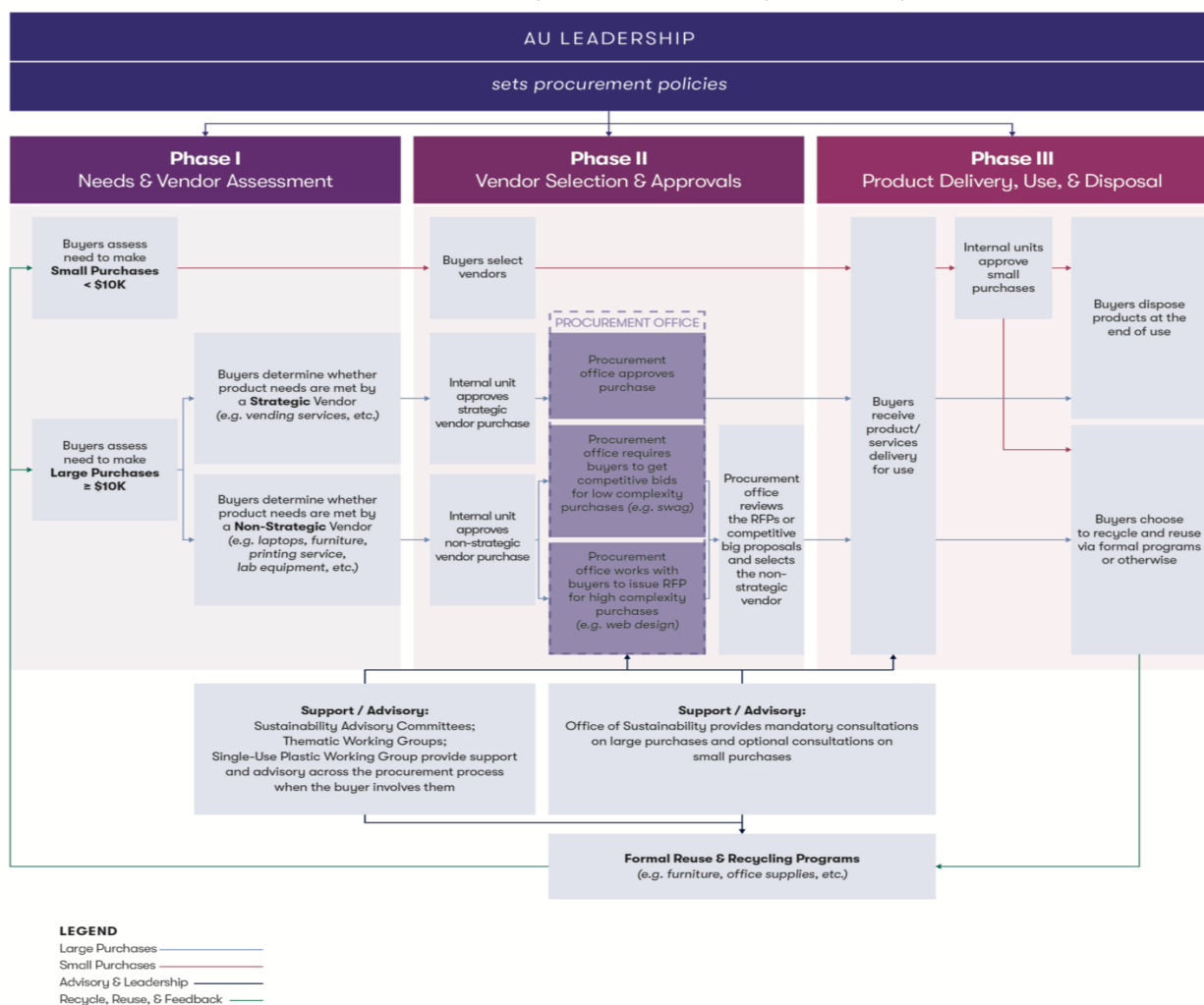
Workshop attendance also reflected growing national interest in operationalizing sustainability commitments through procurement systems. Participants frequently emphasized that while climate action plans and sustainability commitments have become more common across campuses, procurement systems often lag behind institutional sustainability ambitions.

Understanding Sustainable Procurement as a Systems Challenge

One of the workshop's central themes involved reframing sustainable procurement as a systems issue rather than a standalone purchasing initiative. Participants consistently emphasized that procurement decisions occur within complex organizational systems shaped by:

- Institutional governance structures
- Purchasing centralization or decentralization
- Budget authority
- Leadership priorities
- Staff expertise
- Existing vendor relationships
- Policy frameworks
- Data systems
- Organizational culture

American University's Procurement Systems Map



The workshop used American University's procurement systems map (Sharma et al., 2026) as a discussion tool to help participants compare institutional structures and identify operational frictions.

These conversations revealed that institutions often experience tension between centralized procurement oversight and decentralized departmental purchasing autonomy. Large purchases are frequently subject to formal procurement oversight, while smaller purchases remain decentralized and difficult to monitor.

Participants noted that this fragmentation can significantly limit sustainable procurement implementation because purchasing decisions occur across multiple units with inconsistent sustainability expectations and varying levels of procurement knowledge. The workshop therefore highlighted the importance of systems thinking in sustainable procurement implementation. Rather than relying solely on isolated sustainability initiatives, institutions may need broader organizational coordination mechanisms that integrate sustainability into procurement governance, workflows, and accountability systems.

The workshop highlighted the importance of systems thinking in sustainable procurement implementation.

Poll Findings and Analytical Interpretations

Institutional Sentiment Toward Sustainable Procurement

The workshop opened with a live polling exercise asking participants to describe how they felt about sustainable procurement at their institutions using one or two keywords to understand participants' sentiments about sustainable procurement at their institution, while helping them familiarize themselves with the technology. The resulting word cloud reflected a mixture of optimism, frustration, uncertainty, and institutional ambition. While some participants used language associated with progress and opportunity, many others referenced complexity, inconsistency, limited coordination, and implementation difficulty.

The findings suggest that many higher education institutions recognize sustainable procurement as strategically important but continue to struggle with operationalizing sustainability commitments in routine purchasing decisions. Participants frequently described institutions that had established sustainability goals or climate commitments but lacked integrated procurement systems capable of advancing those priorities consistently across campus operations.

How do you FEEL about sustainable procurement at your institution?
Use 1 or 2 keywords (no more). You may submit more than once.

Word cloud content:

- Overwhelming
- Nonexistent
- Hopeful
- Progressing
- Inconsistent
- Slow
- Disconnected
- Hates
- Island
- Wilderness
- Economics
- Rare
- Movement
- Uninspired

The emotional tone of the responses was particularly revealing. Participants did not express resistance to sustainable procurement itself. Instead, they conveyed concern about institutional capacity, organizational coordination, and implementation barriers. This distinction is important because it suggests that the challenge facing many institutions is less about whether sustainability matters and more about how institutions can build systems capable of translating sustainability aspirations into organizational practice.

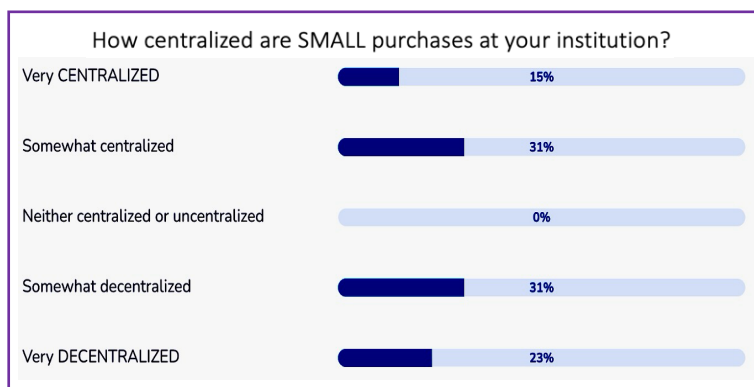
The challenge facing many institutions is less about whether sustainability matters and more about how institutions can build systems capable of translating sustainability aspirations into practice.

The workshop discussions reinforced this interpretation. Participants repeatedly emphasized that procurement systems are deeply embedded within institutional governance structures, operational routines, financial systems, and organizational culture. As a result, sustainable procurement implementation often requires broader institutional change rather than isolated purchasing reforms.

Purchasing Centralization

Participants were asked separate questions about the degree of centralization for large and small purchases at their institutions. The polling results revealed a significant structural distinction across institutions. Large purchases were generally described as centralized and subject to procurement oversight, while smaller purchases were often decentralized and distributed across departments, administrative units, laboratories, offices, and cardholder systems.

This distinction emerged repeatedly throughout the workshop discussions and became one of the workshop's most important systems-level insights. Participants explained that centralized procurement systems may create opportunities for integrating sustainability standards into contracts, supplier relationships, and purchasing criteria because purchasing authority is concentrated within designated offices. By contrast, decentralized purchasing environments often diffuse responsibility for sustainability implementation across numerous individuals and units.



Participants described how decentralized purchasing systems can limit visibility into procurement decisions, weaken accountability, and create inconsistent sustainability expectations. In many institutions, procurement offices oversee only a subset of total institutional spending, leaving smaller purchasing decisions largely unmanaged from a sustainability perspective.

These findings suggest that institutions seeking to strengthen sustainable procurement implementation must pay close attention to procurement governance structures. The challenge is not simply whether

procurement is centralized or decentralized, but whether institutions have systems capable of coordinating sustainability expectations across distributed purchasing environments.

Together, these visuals illustrate the fragmented and distributed nature of purchasing authority within many higher education institutions and reinforce the report's systems-oriented framing.

Workshop participants also noted that decentralization creates educational and communication challenges. Employees making routine purchasing decisions may lack procurement expertise, sustainability training, or awareness of institutional purchasing goals. As a result, institutions may struggle to align decentralized purchasing behavior with broader sustainability commitments.

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Leadership Support

Polling results related to institutional leadership support showed substantial variation across participants and institutions. Some respondents described strong executive-level support for sustainable procurement initiatives, while others indicated that sustainability remained peripheral to operational decision-making despite visible institutional commitments.

Participants repeatedly emphasized that leadership support influences whether sustainable procurement becomes embedded within institutional systems or remains dependent on individual champions. Where leadership engagement was perceived as strong, participants often described greater organizational coordination, stronger policy development, and improved institutional momentum.

In contrast, where leadership support appeared inconsistent or symbolic, participants frequently described fragmented implementation efforts and difficulty securing resources.



The workshop discussions reinforced the idea that sustainable procurement requires more than rhetorical support. Participants noted that executive leaders shape institutional priorities through budgeting decisions, staffing allocations, accountability structures, strategic planning processes, and performance expectations. When sustainability goals are disconnected from operational systems and resource commitments, procurement staff and sustainability offices may struggle to advance implementation.

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Several participants also highlighted the importance of leadership continuity. Leadership turnover, shifting institutional priorities, and competing organizational pressures were frequently described as barriers to maintaining long-term momentum for sustainable procurement initiatives.

These findings suggest that institutions seeking to advance sustainable procurement should consider how sustainability priorities are embedded within institutional governance systems rather than relying solely on voluntary or relationship-based approaches.

Sustainability Office Involvement

Participants were asked to reflect on the degree to which sustainability offices are formally involved in procurement decisions at their institutions. Responses suggested that sustainability offices frequently occupy advisory rather than decision-making roles within procurement systems.

Participants described sustainability teams as under-resourced and structurally disconnected from procurement authority. Sustainability personnel were often consulted informally or invited into procurement conversations late in the purchasing process after key decisions had already been made. Several participants noted that sustainability offices may possess environmental expertise but lack direct influence over contracting, supplier selection, purchasing approvals, or procurement workflows.

The discussions revealed that this separation between sustainability expertise and procurement authority creates implementation gaps across functional units. Procurement offices and sustainability teams frequently operate within different reporting

structures, use different performance metrics, and maintain different operational priorities. Without stronger organizational integration, sustainability considerations may remain inconsistent or secondary within purchasing decisions.

Participants repeatedly emphasized the importance of establishing more formalized collaboration mechanisms between procurement and sustainability functions. Suggested approaches included joint committees, integrated review processes, shared procurement standards, collaborative training programs, and cross-functional governance structures.

These findings reinforce the idea that sustainable procurement implementation depends heavily on organizational integration. Sustainability offices alone are unlikely to transform institutional purchasing



systems unless sustainability goals become embedded within procurement operations, governance structures, and institutional accountability systems.

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Major Barriers to Sustainable Procurement

One of the workshop's most revealing polling exercises asked participants to identify the primary barriers limiting sustainable procurement at their institutions. The resulting responses clustered around several recurring themes, including decentralization, budget constraints, limited staffing, insufficient procurement authority, weak communication across units, competing institutional priorities, and resistance to organizational change. These resembled the themes seen at American University (Sharma, Iverson, & Darnall, 2026)

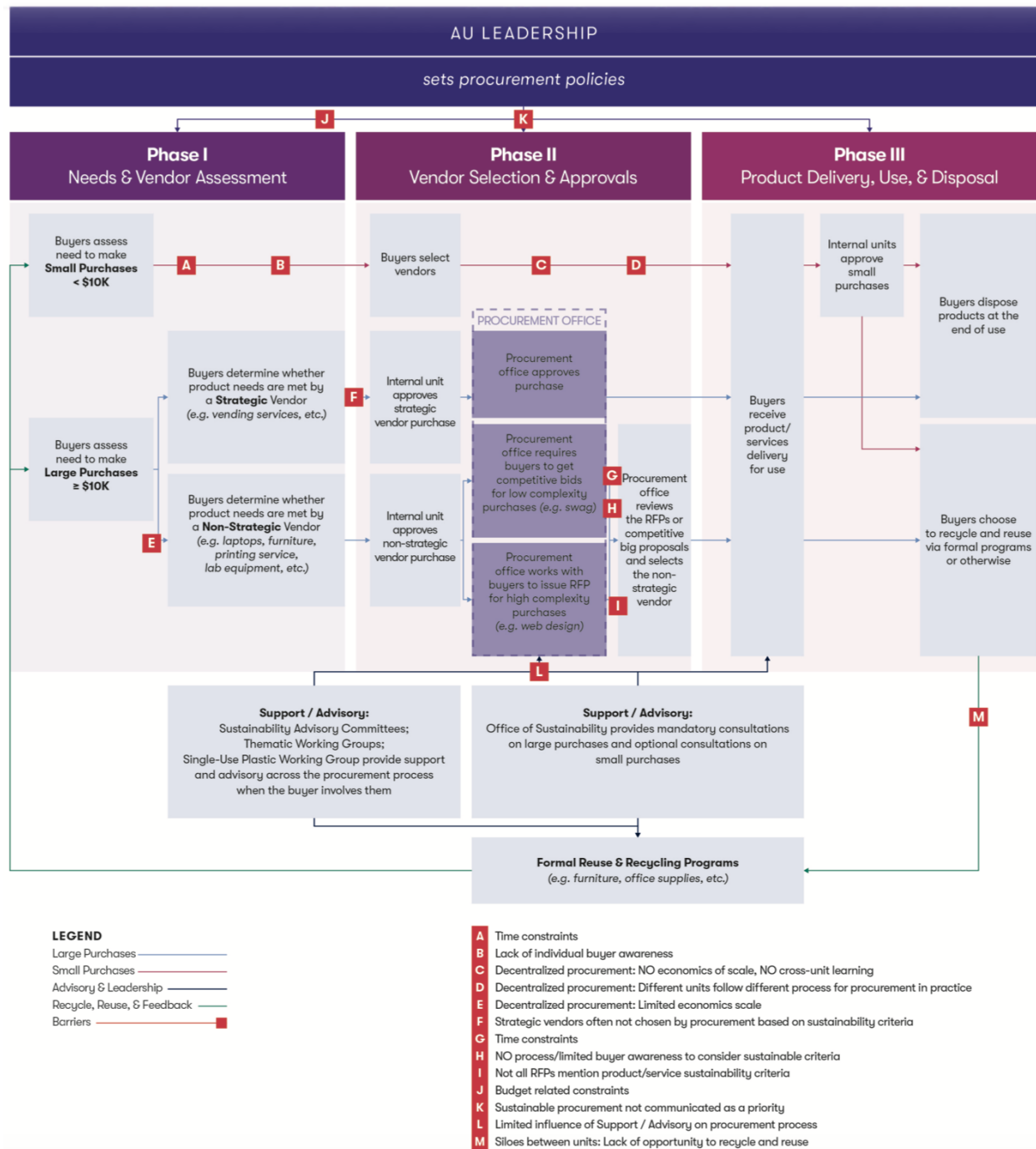
Importantly, participants rarely framed sustainable procurement barriers as purely technical problems. Instead, most responses focused on institutional coordination, governance systems, organizational culture, and operational complexity. This distinction reinforces the broader workshop finding that sustainable procurement should be understood as a systems challenge rather than a narrow purchasing issue.

Organizational fragmentation emerged as one of the most frequently discussed barriers. Participants described institutions where purchasing decisions occur across decentralized systems involving departments, administrative units, procurement cardholders, and operational divisions. While decentralized structures may support institutional flexibility, participants explained that they can also weaken sustainability oversight and reduce consistency in purchasing practices.

Participants rarely framed sustainable procurement barriers as purely technical problems; most focused on institutional coordination, governance systems, organizational culture, and operational complexity.

Many participants described difficulties establishing institution-wide sustainability standards because purchasing authority is distributed unevenly across campus. Procurement offices often maintain direct oversight over major contracts while routine purchasing decisions remain dispersed throughout the institution. Participants emphasized that these fragmented systems make it difficult to monitor purchasing behavior, coordinate supplier expectations, and ensure sustainability alignment.

American University's Procurement Systems Map



Resource and capacity constraints also emerged consistently throughout the workshop discussions. Participants frequently described sustainability offices and procurement teams as understaffed and overextended. Several noted that institutions often lack personnel with expertise in both procurement operations and sustainability evaluation.

Describe the sustainable procurement BARRIERS at your institution. Use 1-2 keywords. You can submit more than once.



Training gaps represented another recurring concern. Participants emphasized that many employees responsible for purchasing decisions receive limited guidance regarding sustainable procurement practices. Without adequate training, staff may prioritize convenience, familiarity, or short-term cost considerations over sustainability objectives.

Budget pressures were similarly prominent throughout the discussions. Participants frequently noted that sustainable products and services are often perceived as more expensive, particularly within institutions facing financial constraints and competing operational priorities. Even when long-term cost savings or sustainability benefits exist, procurement systems frequently prioritize immediate price minimization.

The workshop discussions also highlighted the role of organizational culture and institutional incentives. Participants described situations where sustainability commitments existed rhetorically but lacked operational reinforcement. In these environments, employees may perceive sustainable procurement as optional or secondary to other institutional priorities.

Leadership inconsistency further complicated implementation efforts. Participants noted that sustainable procurement initiatives can lose momentum when leadership changes occur or when sustainability priorities shift in response to budgetary pressures, staffing transitions, or political considerations.

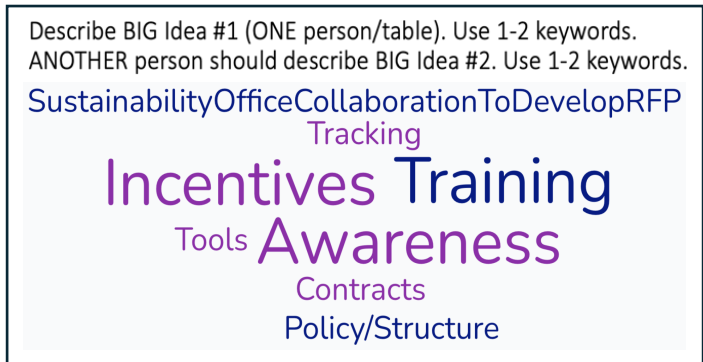
The discussions revealed that these barriers are deeply interconnected. Fragmented governance structures, limited staffing, inconsistent leadership support, and weak organizational integration collectively shape institutional capacity for sustainable procurement implementation.

Emerging Solutions and Strategic Opportunities

The workshop concluded with collaborative idea-generation exercises designed to identify high-impact strategies for advancing sustainable procurement implementation. Participants worked in groups to cluster ideas, prioritize major opportunities, and identify practical actions that institutions could pursue.

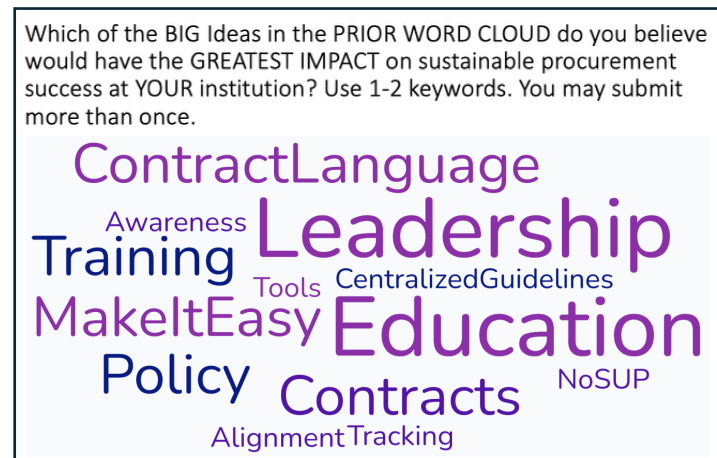
Several themes emerged consistently across the discussions. Participants emphasized the importance of improving institutional coordination and formalizing sustainability expectations within procurement systems. Many participants argued that sustainable procurement initiatives are most successful when sustainability criteria become embedded within contracts, supplier evaluations, purchasing guidelines, and procurement workflows.

Participants repeatedly stressed the importance of moving beyond voluntary or informal approaches. They noted that sustainability initiatives often remain vulnerable when implementation depends primarily on individual champions or informal collaboration networks. Formal policies, standardized procedures, and institutional accountability systems were noted as important mechanisms for sustaining long-term organizational change.



Cross-functional collaboration emerged as another major strategic priority. Participants frequently emphasized that procurement offices, sustainability teams, finance divisions, facilities units, and operational departments must work more collaboratively to advance sustainable procurement goals. Many participants described existing institutional silos as major implementation barriers.

The discussions highlighted the need for governance structures capable of coordinating sustainability efforts across institutional units. Suggested approaches included cross-functional committees, integrated procurement review systems, shared sustainability metrics, and collaborative policy development processes.



Participants also emphasized the importance of education and organizational learning. Many institutions rely on decentralized purchasing systems involving large numbers of employees who may have limited procurement expertise or sustainability knowledge. As a result, participants identified training and communication as critical implementation priorities.

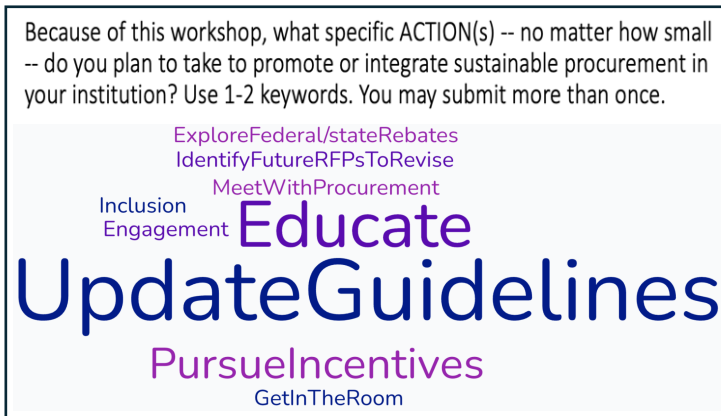
Several participants recommended developing sustainability guidance tools,

procurement training programs, purchasing checklists, and peer-learning opportunities to strengthen institutional capacity. Participants also expressed strong interest in continuing to share strategies and resources across institutions.

Supplier engagement represented another important theme. Participants discussed the potential for higher education institutions to use purchasing power strategically to influence supplier practices and encourage broader market transformation. Suggested approaches included supplier sustainability scorecards, vendor sustainability disclosures, preferred supplier programs, and collaborative purchasing initiatives.

Participants also recognized the importance of institutional leadership in sustaining momentum. Executive sponsorship, strategic alignment, and public accountability were viewed as essential for embedding sustainability into procurement systems over time.

Importantly, participants frequently emphasized that meaningful institutional change may begin with relatively small but strategic actions. Rather than waiting for large-scale organizational transformation, many participants identified practical opportunities to initiate incremental improvements capable of building institutional momentum over time.



Strategic Recommendations for Higher Education Institutions

The workshop findings point toward several broader strategic recommendations for institutions seeking to strengthen sustainable procurement implementation:

1. Institutions should recognize that **sustainable procurement is fundamentally an organizational systems issue** rather than solely a purchasing issue. Procurement systems are shaped by governance structures, financial systems, leadership priorities, organizational culture, staffing capacity, and institutional accountability mechanisms. As a result, sustainable procurement initiatives are unlikely to succeed when treated as isolated operational projects.
2. Institutions should **strengthen organizational integration** between procurement offices and sustainability functions. Participants repeatedly emphasized that sustainability expertise and procurement authority often remain disconnected institutionally. More formalized collaboration mechanisms may therefore improve coordination, consistency, and implementation capacity.
3. Institutions should **prioritize standardization and formalization**. Participants consistently noted that sustainability expectations remain inconsistent when procurement systems rely heavily on voluntary action or informal coordination. Embedding sustainability criteria within procurement policies, contracts, purchasing systems, and evaluation frameworks may help institutionalize sustainable purchasing practices.
4. Institutions should **invest in education and organizational capacity building**. Sustainable procurement implementation requires not only policy development but also institutional learning. Employees throughout decentralized purchasing systems need clearer guidance,

training opportunities, and decision-support tools capable of translating sustainability goals into routine purchasing decisions.

5. **Executive leadership engagement remains essential.** Sustainable procurement initiatives require institutional legitimacy, resource allocation, and long-term organizational support. Leadership accountability mechanisms can help sustain momentum and integrate sustainability into broader institutional priorities.
6. The workshop highlighted the importance of **continued collaboration across higher education institutions.** Participants expressed strong interest in communities of practice capable of supporting shared learning, resource exchange, benchmarking, and collaborative problem-solving. Institutions often face similar implementation barriers, suggesting substantial opportunities for collective learning and coordinated action.



Conclusion

The 2025 AASHE workshop demonstrated both the complexity and urgency of sustainable procurement implementation within higher education institutions. Participants consistently recognized that procurement systems influence institutional sustainability outcomes in profound ways. Purchasing decisions shape institutional greenhouse gas emissions, supply-chain impacts, labor conditions, waste generation, and broader organizational sustainability performance. At the same time, participants acknowledged that procurement systems often remain fragmented, decentralized, and difficult to transform.

The workshop findings suggest that sustainable procurement implementation requires more than sustainability commitments alone. Institutions also need stronger governance systems, clearer accountability structures, operational integration, leadership engagement, and cross-functional collaboration. Importantly, the workshop also revealed substantial momentum for institutional change. Participants demonstrated strong interest in collaborative learning, organizational experimentation, and practical implementation strategies capable of advancing sustainable procurement across higher education.

The workshop reinforced that sustainable procurement represents a significant opportunity for institutions seeking to align operational systems with broader climate commitments and sustainability goals. While implementation challenges remain substantial, participants repeatedly emphasized that institutions can make meaningful progress through coordinated action, systems thinking, and sustained organizational commitment. Ultimately, the workshop demonstrated that sustainable procurement is not simply about changing what institutions buy. It is about transforming how institutions organize decision-making, define value, coordinate operational systems, and align purchasing practices with long-term sustainability priorities.

Sustainable procurement is not simply about changing what institutions buy... but transforming how institutions organize decision-making, define value, coordinate operational systems, and align purchasing practices with long-term sustainability priorities.

The 2025 AASHE workshop also demonstrated both the complexity and urgency of sustainable procurement implementation within higher education. Participants consistently recognized that procurement systems influence institutional sustainability outcomes in significant ways. At the same time, they acknowledged that procurement systems often remain fragmented, decentralized, and difficult to transform. The workshop findings suggest that sustainable procurement implementation requires more than sustainability commitments alone. Institutions also need stronger governance systems, clearer accountability structures, cross-functional collaboration, operational integration, and sustained leadership engagement. Importantly, the workshop highlighted the value of collaborative and practice-oriented approaches to institutional change. Participants demonstrated strong interest in continued engagement, shared learning, and collective problem-solving.

Several limitations should be considered when interpreting the workshop findings and conclusions presented in this report. The workshop involved a relatively small group of voluntary participants attending an AASHE conference session and therefore should not be interpreted as statistically representative of all higher education institutions or procurement systems. The findings are based primarily on participant self-reporting through polling exercises, discussions, and collaborative activities, reflecting participants' perceptions and experiences rather than independently verified institutional outcomes. In addition, participants represented different professional roles, including sustainability staff, procurement professionals, operational leaders, and external stakeholders, which likely shaped how institutional challenges and opportunities were interpreted and discussed.

The workshop also emphasized qualitative dialogue, systems mapping, and collaborative idea generation rather than formal comparative evaluation or causal analysis. Although several themes emerged consistently across institutions, the findings should be understood as exploratory and practice-oriented rather than definitive assessments of sustainable procurement effectiveness. Further, because the workshop took place within the AASHE conference context, participating institutions may have demonstrated stronger sustainability engagement than higher education institutions more broadly. Despite these limitations, the consistency of the workshop discussions suggests that many institutions face similar organizational, governance, and implementation challenges, reinforcing the value of continued research, practitioner collaboration, and cross-institutional learning in advancing sustainable procurement systems.

Sustainable procurement represents a major opportunity for higher education institutions to align purchasing systems with institutional sustainability goals, climate commitments, and social responsibility priorities. The workshop reinforced that progress is possible when institutions approach sustainable procurement not as a peripheral initiative, but as a core organizational strategy capable of shaping long-term institutional impact.

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Appendix: Workshop Structure

The workshop was hosted as part of the 2025 Association for the Advancement of Sustainability in Higher Education (AASHE) Conference and brought together sustainability professionals, procurement practitioners, operational leaders, vendors, and researchers to examine institutional sustainable procurement challenges and identify practical implementation strategies through interactive and collaborative activities. The session was conducted on Thursday, October 23, 2025, from 3:30–5:15 p.m. (105 minutes) at the Hyatt Regency in Minneapolis, Minnesota, in the Lakeshore C meeting room on the hotel’s main conference level.

It incorporated the following interactive components:

- Real-time polling exercises using synchronous WooClap technology
- Procurement systems mapping
- Barrier identification activities
- Comparative institutional discussions
- Collaborative idea-generation exercises
- Action-planning reflections

Run of Show

1. Level-setting – 35 minutes

3:30 - 3:45	WELCOME & PRESENTATION – Background, Polls, AU’s procurement system (15 minutes)
3:45 - 4:05	GROUP ACTIVITY #1 – Your institution’s procurement system – WooClap polls (20 minutes)

2. Sustainable Procurement Barriers – 30 minutes

4:05 - 4:12	PRESENTATION – Poll + AU’s sustainable procurement barriers (7 minutes)
4:12 - 4:35	GROUP ACTIVITY #2 – Sustainable procurement barriers at your institution (23 minutes)

3. Sustainable Procurement Solutions – 33 minutes

4:35 - 4:37	PRESENTATION – brainstorming instructions (2 minutes)
4:37 - 4:42	INDIVIDUAL BRAINSTORMING (5 minutes)
4:42 - 5:04	GROUP ACTIVITY #3 – Sustainable procurement barriers at your institution + BIG ideas clustering (22 minutes)
5:04 – 5:08	POLLS – Report-outs + Most important solutions (4 minutes)

4. Closing and Next Steps – 7 minutes

4:08 - 5:15	POLLS + VOLUNTEERS + SESSION FEEDBACK (7 minutes)
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