2018 Strategic Plan
Acknowledgements

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*Originally approved as the 2013-2015 Strategic Plan, this Strategic Plan continues to guide GBCI, by decision of the Board, which approved an updated Mission and Guiding Principles in 2018.
Vision and Mission

Vision
Buildings and communities will regenerate and sustain the health and vitality of all life within a generation.

Mission
Green Business Certification Inc. (GBCI) is the premier organization for independently recognizing excellence in sustainability performance and practice globally. Building on the success of LEED, GBCI drives the adoption of rigorous certification and credentialing standards, while aiming to continually improve green design and business practices that measurably advance environmental and human health benefits for everyone around the world.

U.S. Green Building Council (USGBC) Mission
To transform the way buildings and communities are designed, built and operated, enabling an environmentally and socially responsible, healthy, and prosperous environment that improves the quality of life for all.
Overview

Implementing and Supporting Market Transformation

The Green Building Certification Institute (GBCI) was founded in January 2008 with the support of the U.S. Green Building Council (USGBC) to provide independent oversight of professional credentialing and project certification under the Leadership in Energy and Environmental Design (LEED®) green building rating system. The resulting strategic plan for 2013-2015 was drafted by the GBCI Board and staff management team. The GBCI Strategic Plan 2013-2015 was adopted by the GBCI Board of Directors on 11 April 2013.

Amidst the context of a rapidly evolving movement and an uncertain economy, this strategic plan provides a compass to ensure that the vision and values by which GBCI was created remain clear and relevant as we continue to fulfill our unique mission. GBCI will implement its strategic plan in a spirit of partnership with USGBC. Our work will continue to support the USGBC mission, reflect our respect for USGBC’s Guiding Principles, and advance LEED as a global standard for leadership in the green building marketplace. The scope of the strategies and programs in this strategic plan will evolve and improve with a deeper understanding of the market and LEED users over time.

The strategic goals define the priorities that GBCI will pursue to further its mission, and the strategies outline how GBCI will work toward achievement of these goals over these three years. Implementation of the strategies and metrics to measure progress will be developed by staff as part of an annual operating plan. The GBCI Board and staff share responsibility for the successful execution of this strategic plan by mobilizing appropriate resources and support, and by ensuring that annual plans and budgets are aligned with the strategic goals.
Guiding Principles

Ensuring Validity and Quality
We ensure rigor in the design, development and implementation of the processes and tools used to measure performance (certification) and practice (credentialing). Our approaches and methodologies deliver consistency and objectivity to assure the validity of those certifications and credentials.

Operating with Transparency and Clarity
We are open and transparent in both the way we do business and in the information we share. We conduct our business with a deep sense of integrity and ethical responsibility that creates predictability and confidence in the marketplace and for our stakeholders.

Adapting to Change
We continually adapt to the changing needs of the global marketplace, advancing our knowledge and expertise to accelerate the adoption of green business practices and enhance their effectiveness around the world.

Providing Excellence in Service
Through our responsiveness and excellence in service, we are committed to establishing high-quality, enduring relationships with our customers and clients.

Driving Change to Create Lasting Benefits for the World
We drive market transformation on a global scale that is economically, environmentally, and socially sustainable. We recognize leadership through third party verification of green business performance, the accreditation / credentialing of individual green business knowledge and business expertise, and the verification of green performance buildings, communities, cities, states, and countries through our performance certification platform.
Strategic Goals

The strategic goals presented here define the priorities GBCI will pursue globally to further its mission over these three years:

1. Evolve a global business model that is scalable, accessible, and sustainable for delivering credentialing and certification programs
2. Create and sustain an organizational culture for innovation
3. Enhance the performance continuum

Strategies

The strategies outline how GBCI will work toward achievement of these goals through 2015. Depending on the conditions of the market, economy, and technology as well as the availability of new research, these strategies will be dynamically adjusted to prioritize and achieve the stated goals.

Goal 1: Evolve a global business model that is scalable, accessible and sustainable for delivering credentialing and certification programs

- Implement an innovative, competitive business model that establishes GBCI as a global market leader and recognized quality brand;
- Continue to evolve high quality technical and market expertise to uphold relevance, rigor and credibility of GBCI programs;
- Maintain in-depth knowledge of markets and customer needs to inform program development, customization and expansion;
- Continue to streamline operations that optimize efficiency, quality and capacity for program delivery;
- Continue to deliver market-oriented solutions that support local relevance and global consistency;
- Partner with international green building councils and service providers to expedite market entry, ensure effective delivery and enable direct engagement with customers globally;
- Continue to build robust infrastructure and transparent processes that are simple, intuitive and universally applicable;
- Grow program revenue to invest in the capacity, improvements and innovation required to accelerate market transformation; and
- Evolve pricing, branding and partnership agreements that position GBCI certification and credentialing programs strategically in the market and aligned with market and economic conditions.

Goal 2: Create and sustain an organizational culture for innovation.

- Grow GBCI as a world class certification and credentialing body that drives best practice and represents the highest standards of quality;
- Continue to implement new processes that simplify and improve the experience of certification and credentialing for customers;
- Adapt current and develop new offerings that anticipate and meet customer needs;
• Deliver actionable feedback, education and monitoring through on-site audits to improve performance of certified projects;
• Create integrated certification and credentialing strategies for leveraging and accelerating advances in building data analytics (GBIG), healthy buildings, and environmental product declaration;
• Ensure continued meaningful engagement of project teams and credential holders through valuable opportunities and services;
• Embed education and knowledge sharing in all offerings to certification and credentialing customers;
• Continue to expand GBCI’s certification and credentialing infrastructures and expertise to new markets and applications that advance our mission; and
• Establish a leadership culture that fosters trust, innovation, fun, thoughtful and thorough planning and goal-setting; rewards the entrepreneurial spirit, and instills accountability and transparency at all levels of execution.

**Goal 3: Enhance the performance continuum**

• Solidify the connections between certified projects and the benefits of high building performance, occupant well-being and better market valuation;
• Tie long-term strategic value of building assets to performance-based certification in market indices for the real estate, financial, and insurance sectors;
• Deliver professional credentials that prepare and recognize leaders for the future workforce;
• Continue to enhance and communicate the value proposition for maintaining credentials through continuing education;
• Utilize certification and credentialing programs to advance the principles of healthy buildings and environmental product declaration in practice;
• Leverage the Green Building Information Gateway (GBIG) to increase the visibility, access, utility and significance of certification and credentialing data;
• Rapidly deploy and continuously improve programs to stay relevant to market needs; and
• Adhere to and exceed sound governance and management best practices for all GBCI programs, operations, finances and personnel.