

[SUSTAINABILITY AT ST. THOMAS]

A FIVE-YEAR STRATEGIC PLAN



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FOREWORD FROM THE PRESIDENT

I am proud to share with you the University of St. Thomas' first comprehensive strategic plan for sustainability. It represents the commitment of our entire university to lead and achieve in environmental stewardship and caring for God's creation - areas at the core of our mission to advance the common good.

While St. Thomas has made remarkable progress toward sustainability over the past decade, we are just getting started. In May 2019, the Undergraduate Student Government General Council passed a resolution in support of sustainability initiatives. This plan identifies a vision for advancing this commitment. Through it, we will catalyze university-wide engagement and build a culture that prepares our students to be sustainability leaders today and tomorrow.

This plan has ambitious goals, but I am confident in our ability to achieve them. One is a goal of carbon neutrality for St. Thomas by 2035. Here we have plotted a course to reduce our university's carbon emissions by half of what they were in 2007 within the next five years. Carbon neutrality - a dream a decade ago - is clearly within reach!

I would like to express my deep gratitude to the many students, faculty, staff and alumni who have worked together to create this plan. Nearly 1,500 individuals engaged in the planning process through class projects, a community visioning brainstorm, a strategic plan workshop and nine work groups. This collective effort resulted in a plan to infuse sustainability throughout the academic, cocurricular, administrative and operational functions of our university.

I look forward to seeing this plan grow as we continue to put our minds, ideas, strategies and initiatives to work for sustainability. I look forward to working with you as we rise to the challenge of protecting the environment to create a better world for present and future generations.



Sincerely,

A handwritten signature in black ink that reads 'Julie H. Sullivan'.

Julie H. Sullivan, Ph.D.
President

EXECUTIVE SUMMARY

Sustainability requires responsibly using and managing natural resources to meet our needs today without harming the possibilities of future generations meeting their own tomorrow. Sustainability is central to the University of St. Thomas' mission of educating morally responsible leaders who think critically, act wisely, and work skillfully to advance the common good.

In 2008, St. Thomas past President Father Dennis Dease signed the American College and University Presidents' Climate Commitment, and the Board of Trustees adopted a strategic priority on environmental stewardship and sustainability. Since then, St. Thomas students, faculty and staff have championed many initiatives to infuse sustainability into the university's academic programs, cocurricular activities and operations.

This plan is the result of 18 months of assessment, community engagement and work group discussions to identify a vision, goals and concrete action steps that we can pursue to advance our commitment to sustainability. Representing the university's first attempt to develop a comprehensive sustainability strategy, this plan centers on the following overarching aspirations.

VISION:

By catalyzing university-wide engagement, we will create a culture that prepares students to be sustainability leaders during their university years and beyond.

GOALS:

- **Achieve a STARS gold rating by 2025**
- **Achieve carbon neutrality by 2035**

Our understanding of, and commitment to, sustainability is grounded in our identity as a Catholic university. This plan embraces the principles of caring for creation, environmental stewardship and advancing the common good. These beliefs encompass a concern for social equity, economic prosperity and the healthy functioning of ecological systems both now and in the future. By implementing this plan, we aim to model sustainability in our own practices and to educate students who will improve lives today and build a better world for future generations.



Stewardship Garden established on campus

Anderson Student Center achieves LEED Gold certification



Office of Sustainability Initiatives created

Sustainability Living Learning Community launched

Sustainable Communities Partnership program begins

Pollinator Path established on campus



Collection of compostable materials begins at the Binz Refectory

St. Thomas named Ashoka U Changemaker Campus

2011

Adopted Climate Action Plan with a goal to achieve carbon neutrality by 2035

First solar photovoltaic panels installed on campus (Brady Hall)



2010

St. Thomas President, Father Dennis Dease, signs the American College and University Presidents' Climate Commitment

St. Thomas Board of Trustees adopts a strategic priority on environmental stewardship and sustainability

2008

2012

2015

2016



2017

New sustainability minor offered



Achieved STARS silver rating

St. Thomas appears in the Princeton Review's Guide to Green Colleges

2018

first

University-wide sustainability strategic plan published

Undergraduate Student Government passes resolution supporting sustainability

2019

OUR HISTORY OF SUSTAINABILITY



SILVER STARS ToDAY

GoLD STARS BY 2025

The Association for the Advancement of Sustainability in Higher Education provides a framework for colleges and universities to measure their sustainability performance. The Sustainability Tracking, Assessment and Rating System (STARS) is a comprehensive rating system that addresses the social, economic and environmental dimensions of sustainability. Institutions use STARS to assess sustainability performance in four main categories: academics, engagement, operations, and planning and administration.

In 2018, the University of St. Thomas completed its first STARS report. This report informed the goals and actions for the different functional areas of this plan. St. Thomas proudly earned a STARS silver rating, with an initial score of 49.23. The university has set a goal to improve its score to a minimum of 65 to earn a STARS gold rating by 2025.

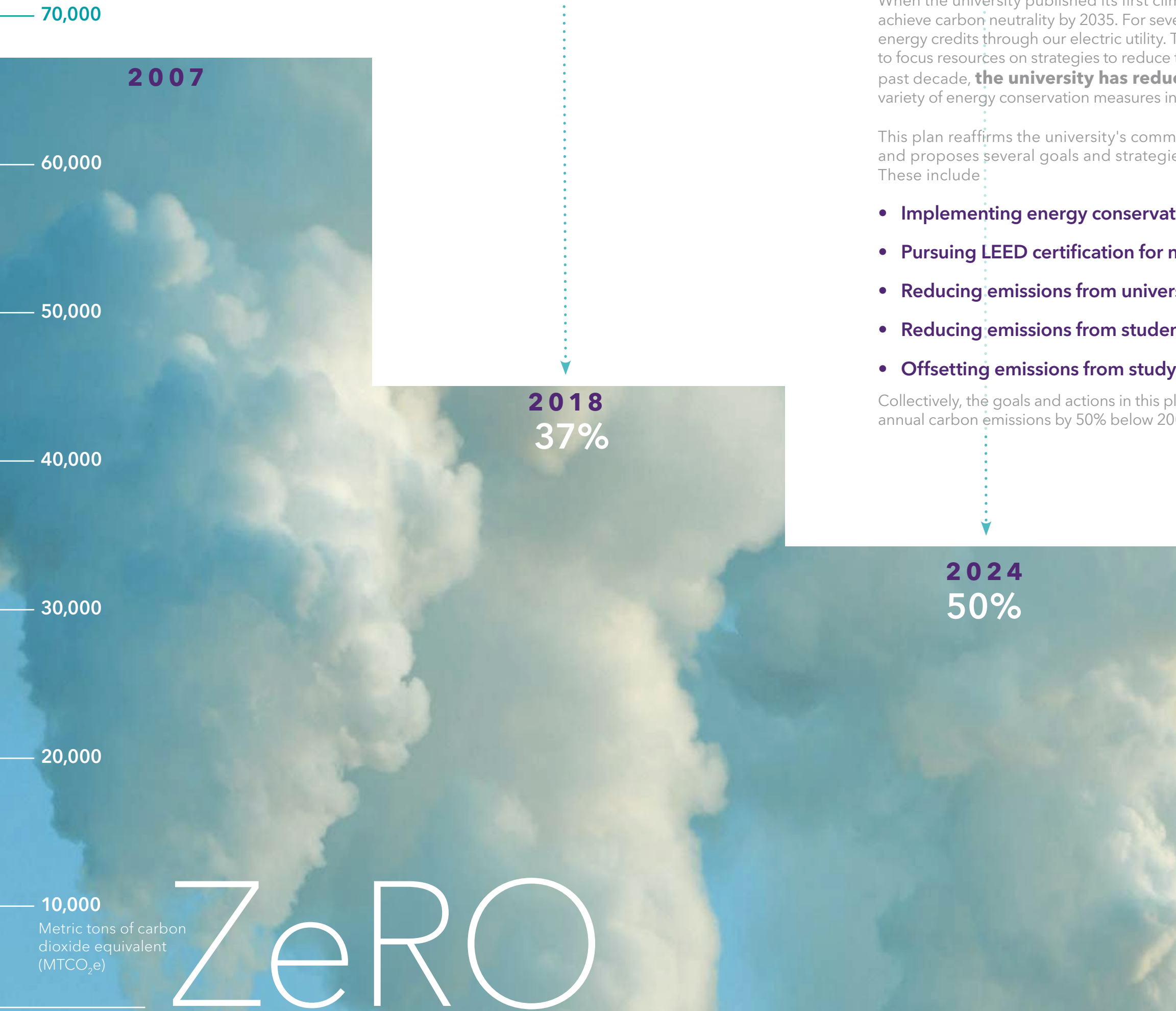


2018 STARS SILVER Initial Score 49.23

2025 GOAL: STARS GOLD Minimum Score 65.00



ANNUAL CARBON EMISSIONS AND GOALS



When the university published its first climate action plan in 2010, we adopted a goal to achieve carbon neutrality by 2035. For several years, the university purchased renewable energy credits through our electric utility. The university discontinued this practice in order to focus resources on strategies to reduce the consumption of energy on campus. In the past decade, **the university has reduced emissions by 37%** by implementing a variety of energy conservation measures in new and existing buildings.

This plan reaffirms the university's commitment to achieving carbon neutrality by 2035 and proposes several goals and strategies that will advance the university's progress. These include:

- Implementing energy conservation measures in existing buildings
- Pursuing LEED certification for new buildings
- Reducing emissions from university-owned vehicles
- Reducing emissions from student and employee commutes
- Offsetting emissions from study abroad air travel

Collectively, the goals and actions in this plan will set the university on a course to reduce annual carbon emissions by 50% below 2007 emissions by 2024.

**CARBON
NEUTRAL BY
2035**



Inspired by Catholic intellectual tradition, the University of St. Thomas educates students to be morally responsible leaders who think critically, act wisely, and work skillfully to advance the common good.

SUSTAINABILITY AND OUR MISSION TO ADVANCE THE COMMON GOOD

Care for creation and stewardship of natural resources are deeply rooted in the Catholic tradition and the University of St. Thomas itself.

From the first pages of the Bible, to the teachings of St. Francis of Assisi, and through the contemporary expression of faith, the Catholic tradition has been guided by three fundamental themes. First, we humans and our descendants are dependent on creation for our survival and flourishing. Second, through and in creation we experience our relationship with God and our connectedness to God's creation. Third, we have a moral responsibility to care for creation.

As a Catholic university, the particular responsibility of the University of St. Thomas is education. In Pope Francis' encyclical, *Laudato Si, On Care for our Common Home*, he calls our current ecological crisis "an educational challenge." The curriculum of environmental education cannot be limited to "scientific information, consciousness-raising, and the prevention of environmental risks." Rather, the challenge before us requires a comprehensive approach rooted in dialogue and encounter that "seeks ... to restore various levels of ecological equilibrium, establish harmony within ourselves, with others, with nature, and ... with God."

We "facilitate making the leap toward the transcendent which gives ecological ethics its deepest meaning." Our task is to help "people, through effective pedagogy, to grow in solidarity, responsibility, and compassionate care." When we rise to meet this educational challenge, we foster the conditions for our students to advance the common good.

With the university's strategic plan, **"St. Thomas 2020: Living Our Mission, Expanding Our Horizon," the university pledges "an ethic of the care for God's creation through curricular and cocurricular activities aimed at environmental stewardship and sustainability."**

A commitment to sustainability is implicit in the seal of the University of St. Thomas, the symbol of our institution. Directly under the image of a book is a set of wavy lines signifying the Mississippi River - the inspiring wonder that borders our St. Paul campus and is a short walk from our Minneapolis campus. Additionally, our Rome campus overlooks the Tiber River. It is a constant reminder of the beauty of creation and our interconnectedness with nature. Sustainability, then, lies at the heart of our mission.

By incorporating sustainability into all that we do - the curriculum, student life programs, facilities and operations, public engagement, and administration - we demonstrate our commitment to the common good to our students and the broader community. We will empower our students and be a model for other institutions.



MISSION



ACADEMICS



Empowering a new generation of ethical leaders By weaving sustainability throughout our curriculum, St. Thomas will educate the next generation of sustainability leaders who work to advance the common good. Faculty and student research will explore and advance campus sustainability and community resilience. Students will obtain real-world experience using campus and its operations as a living lab and through university-community collaborations. We will share the results of our work freely beyond the institution.



THE WORK SO FAR

Created in 2015, the University of St. Thomas Office of Sustainability Initiatives has built a comprehensive system to support the integration of sustainability across the curriculum and confer annual awards for sustainability innovation in the classroom.

As a result, St. Thomas offers 95 courses that address sustainability, originating from over 80% of academic departments. From environmental science to engineering and social work, our faculty guide their curriculum and research with sustainability-oriented learning goals. More than one in 10 of our faculty members conduct research on sustainability. Nearly 60% of departments have at least one faculty member engaged in sustainability research. Our Sustainable Communities Partnership initiative has integrated 114 regional and on-campus sustainability projects into 100 courses across 24 disciplines. We also provide Sustainability Scholars grants to support student-faculty research collaborations.

WHERE WE'RE HEADED BY 2024

1. Align and support a sustainability culture throughout campus We will draw upon the principles of *Laudato Si* to explore the role of sustainability in the university's convictions through broad discussions with the university community and administration. We will establish a Sustainability Hub to link academic, cocurricular and operational initiatives on campus. The university will support sustainability work as valid interdisciplinary teaching and professional engagement in tenure and promotion decisions.

2. Offset emissions from academic travel We will investigate mission-appropriate approaches to carbon offsets, and implement a policy to offset carbon emissions from all study abroad air travel by 2024. We will also explore a policy to offset emissions from university-funded academic travel for professional development and research.



3. Foster understanding of how education contributes to a more sustainable world

We will work toward a goal of 50% of all degree programs adopting sustainability learning outcomes by collaborating with each academic unit's appropriate curriculum committee. We will also develop the expertise to integrate sustainability into courses and programs through these aspirations:

- Make annual sustainability training and credential program available for all faculty
- Conduct institution-wide sustainability literacy assessments every two to three years
- Build to 20% of all courses offered by the institution being sustainability courses
- Build to 90% of academic departments offering at least one sustainability course
- Create a graduate-level sustainability degree or certification

4. Coordinate interdisciplinary curricular engagement campus-wide We will ensure students understand how addressing major sustainability challenges advances the common good by integrating relevant content into the undergraduate core curriculum. We will also engage students and faculty in applied, experiential research and courses that investigate sustainability through community-based projects and campus as a living lab.

5. Become a campus of research excellence in sustainability We will support the expansion of sustainability research across all disciplines through increased donor funding, as well as the free and widespread sharing of such research knowledge, to achieve the following milestones:

- 75% of departments have at least one faculty member engaged in sustainability research.
- 15% of faculty and staff are engaged in sustainability research.
- 15% of scholarly articles published by faculty and staff are deposited in an open access repository.

STUDENT ENGAGEMENT

THE NEXT GENERATION STARTS NOW



Students have always played an active role in shaping sustainability initiatives at the University of St. Thomas. Together, we will develop a nationally recognized model for student engagement and learning that offers a holistic, innovative and integrated approach to sustainability.

LEADING BY EXAMPLE

On campus, students annually elect a sustainability representative to Undergraduate Student Government, lead multiple student clubs to address sustainability, and participate in a Sustainability Living Learning Community through Residence Life. Off campus, St. Thomas students engage in sustainability through a variety of ongoing initiatives such as the Food Recovery Network, BrightSide Produce and an annual Mississippi River cleanup, to name a few.

TURNING DREAMS INTO REALITY

1. Launch a Sustainability Hub To create a culture that prepares students to be sustainability leaders and fosters an environment of collaboration among students, faculty, staff and alumni, we will introduce a Sustainability Hub. This physical space will demonstrate the university's commitment to sustainability and support:

- Cocurricular education
- Coordinated planning, implementation and assessment
- Research and teaching
- Communications and outreach

2. Create a coherent sustainability culture for students outside of the classroom We will foster student leadership, awareness and education by incorporating sustainability into new student orientation, Welcome Days and other onboarding activities. We will develop an undergraduate student peer educator program, provide advising support for the Undergraduate Student Government Sustainability Coalition and create a sustainability certificate/pathway in Tommie Link.

3. Connect students to sustainability education at St. Thomas and career opportunities in the sustainability field We will connect students to sustainability degree programs and support the integration of sustainability into the curriculum across academic units. Our job panels and career fairs will engage alumni, hiring managers and donors that offer internships, jobs and careers in sustainability fields.

4. Engage prospective students through our commitment to sustainability We will feature information about our commitment to sustainability in recruitment materials, campus tours and other experiences for prospective students.

5. Engage and educate resident students in sustainable living practices We will fully integrate sustainability into the residence halls and Residence Life program. We will model practices to reduce waste, and conserve energy and water and measure our progress. We will grow the Sustainability Living Learning Community for first-year students and create an interest community for second-year students.



EMPLOYEE ENGAGEMENT



BLAZING A TRAIL OF RESPONSIBILITY

St. Thomas has always encouraged employees to proactively educate themselves on important topics and initiatives, so they can then lead the way for both current and future Tommies. We envision a work environment that empowers employees to participate in opportunities that contribute to sustainability on campus.

Pathways to success Currently, all St. Thomas staff receive annual performance assessments and have access to diversity and inclusion programming. Nearly half of all staff participate in training through the Leadership Academy, and a third utilize ongoing wellness programming. It is through these and other important avenues that we will focus our continued implementation of sustainability practices in the work environment.

EDUCATING EMPLOYEES

- 1. Support employee peer-to-peer education** We will pilot and evaluate an Employee Educators Program focused on implementing sustainability practices in the work environment. **By 2024, 25% of all employees will be directly targeted by a peer-to-peer sustainability education program.**
- 2. Introduce new employees to the university's sustainability goals** To increase awareness of sustainability as a strategic priority for new employees, we will incorporate sustainability information into new employee orientation and onboarding activities, with a goal of reaching 85% of all new staff employees.
- 3. Assess all staff on sustainability competency** Starting no later than 2020, sustainability will be added as a component to the Integrity competency in the Performance Assessment process. All staff (full-time and part-time) will have sustainability included in performance reviews.
- 4. Increase employee ability to engage in sustainability leadership practices** **We will increase employee awareness of sustainability initiatives and engage 50% of staff in Leadership Academy trainings related to campus sustainability by 2024.** We will offer professional development on diversity and inclusion and sustainability to all employees, and we will distribute information on sustainability best practices for work areas. We will recognize employees with a sustainability badge through the Leadership Academy.





LET'S MAKE

SINGLE USE
HISTORIC
PLASTICS

[FOOD AND DINING]

Dining Services at the University of St Thomas is committed to advancing sustainability on campus through procurement, diversion of food waste, and education while partnering with all members of the campus community.

ON THE MENU

Dining Services has been working to create policy and procedures to support the sustainability effort on campus. Dining Services currently participates in diverting food waste to reuse, through the Food Recovery Network, hog farmers or composting. The department has worked to source sustainable food options for all locations. While these options currently represent a small portion of our food purchases, this is just the start of some very visible, noteworthy changes coming.

1. Reduce plastic and single-use packaging

The first dramatic change our community will notice is the phaseout of single-use plastic straws and lids from all operations. To reduce waste from packaging and single-use plastics, we will:

- Implement sustainable, reusable to-go containers for residential and retail dining
- Sell reusable cups, mugs and straws and offer incentives to students and employees who use them
- Work with our trusted vendor partners to seek quality products offered in bulk rather than individual packaging

2. Expand and advertise sustainable dining options and operations

We will educate resident dining students on sustainability projects, local sourcing and waste diversion. Through annual educational programming, posters and events, the campus community will see sustainability efforts within Dining Services. We will also expand sustainable dining options for catering, making it easier to host zero-waste events on campus.

3. Purchase more local and sustainably sourced food options

We will make more local and sustainably sourced foods available through our retail, residential and catering dining options each year.





Out of necessity as an urban university and as part of our mission to advance the common good, St. Thomas is working to build a culture of multimodal transportation, promoting it for the sake of sustainability and living a healthy lifestyle. We will continue educating our students, faculty and staff about the impacts of transportation on the environment as we seek out and employ transportation best practices.

Building a multimodal campus A long-standing goal of the university's Parking and Transportation Services Office is decreasing traffic to and from our campuses. From discounted Metro Transit Metropass, increased bicycle access and support – even carsharing vehicle availability via HOURCAR, we continue to encourage a greater number of our community members to use alternative forms of transport.

- **75% subsidies for the Metro Transit Metropass used by 131 employees.**
- **10% subsidies for the Metro Transit College Pass used by 762 students.**
- **39 bike rack locations across our campus with space to park over 1,000 bikes**
- **Shower and changing facilities for cyclists available on the St. Paul campus**
- **6% of the university's fleet of vehicles currently meets STARS sustainability criteria**

Students' and employees' primary mode of commute to campus (April 2018):

MODE OF TRAVEL	EMPLOYEES	STUDENTS
Drive alone	79.20%	38.62%
Walk, bicycle or use other nonmotorized means	7.91%	51.93%
Van pool or car pool	3.65%	3.35%
Take a campus shuttle or public transportation	6.69%	4.58%
Use a motorcycle, scooter or moped	0.36%	0.06%

Note: Some minor responses left out, resulting in totals less than 100%.

1. Increase the percentage of commuters using sustainable modes of transportation Within the next five years, we will work to reduce single occupancy vehicle commutes to St. Thomas. Through increased awareness, assistance and access we will increase the number of students (by at least 7%), and employees (by at least 3%), using sustainable modes of transportation.

We intend to create and communicate unique transportation enhancements, incentives, and resources for students and employees. We plan to promote active, sustainable transportation options to and from campus by:

- **Providing flexible parking passes for employees primarily utilizing the Metropass**
- **Encouraging scooter and bike share programs**
- **Exploring electric vehicle charging stations on campus**
- **Improving bicycle infrastructure using Bicycle Friendly University best practices**

2. Reduce carbon emissions from campus fleet by 2.5% By developing an inventory of all university-owned vehicles to assess energy use, technology and emissions, we will create a plan to increase the number of vehicles that use lower carbon fuels and energy efficient technologies. We will also adopt a no idling policy to reduce emissions on campus.



[FACILITIES MANAGEMENT]

Building a better tomorrow Building structures and land management have substantial impacts on the health and well-being of the people on this campus, and on the planet. They are costly to maintain and operate, utilize resources and generate waste. Due to this, Facilities Management must act as good stewards to protect the environment through sustainable practices.

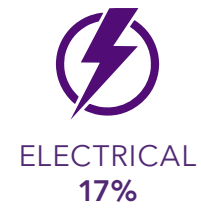
The Facilities Management team will continue to support sustainability goals by implementing energy efficiency strategies, constructing LEED-certified buildings and practicing sustainable operations in the maintenance and support of our building structures and land. The result of these actions will support our commitment to carbon neutrality, improve our sustainability performance rating as measured by our STARS reports, and create a culture that prioritizes ethical and responsible use of Earth's limited resources.

Cornerstones of Sustainability Facilities Management has been growing our sustainable operations and best practices over the past 25 years. Since the signing of the American College and University Presidents' Climate Commitment, the university has reduced carbon emissions by 37%.

Since 2008, Facilities Management has completed over 200 sustainability projects in support of this commitment.

- Continuous retrofitting of inefficient lighting to LED or more efficient fluorescent lighting
- Installed lighting occupancy sensors throughout our buildings
- Installed three solar array systems on building rooftops, producing 90.5 kW of electricity
- Anderson Student Center achieved LEED Gold® certification for building design and construction
- Significant upgrades, replacements and process technology improvements for our systems of HVAC, steam handling, water heating and seasonal boiler usage
- Increased recycling rates from wastes produced on campus by 6%
- Diverted our solid waste disposal from landfills to incineration for electrical generation

SINCE 2014, WE HAVE REDUCED UTILITY CONSUMPTION IN THE FOLLOWING AREAS:



WE'LL KEEP LEADING THE WAY

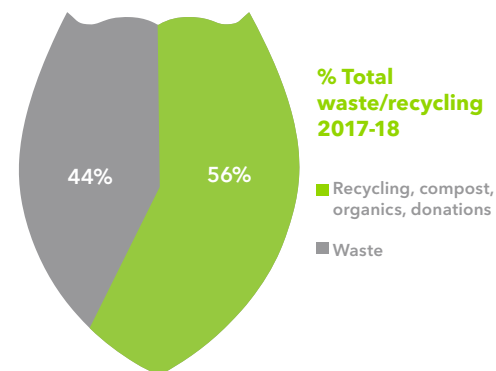
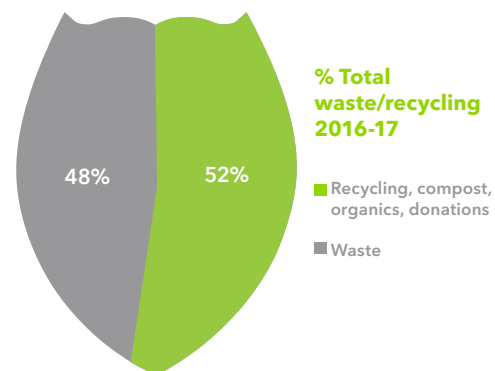
1. Continue to reduce carbon emissions In support of the American College and University Presidents' Climate Commitment, we are on pace to reduce the annual carbon emissions by 19% below the fiscal year 2018 emissions by 2024. We will continue to partner with Xcel Energy to complete energy audits and recommissioning studies for existing buildings. We will also continue to pursue energy conservation measures and implement submetering of gas, electricity, water and steam for all buildings greater than 50,000 square feet in size. Finally, we will partner with Ever-Green Energy to identify preferred implementation strategies for carbon neutrality.

2. Design all new buildings to a minimum of LEED Silver standards We will adopt a policy for sustainable construction and ensure that all new buildings larger than 25,000 square feet will be designed and constructed to achieve a LEED Silver certification or better. For example, the current 2019 planned construction project for the second-year housing building will be designed and constructed to achieve LEED Gold certification or better.

Percent of university-owned gross square feet (GSF) that achieves LEED certification:

	Fall 2018 (Current)	Fall 2020 (Planned)	Fall 2024 (Projected)
Total Campus Gross Square Feet (GSF)	3,191,084	3,505,880	3,617,418
Total LEED-Certified Space (GSF)	261,400	628,491	745,491
Percentage of LEED Certified Space	8%	18%	21%

3. Continue broad focus of sustainable operations and maintenance We will develop and implement a Sustainable Facilities Operations and Maintenance program that has a focus on waste minimization, responsible land care, formalized policies on indoor air quality, green cleaning and reducing energy and water consumption. We also plan to minimize waste through recycling, reuse, reduce and donation processes, and implement a campus-wide organics collection system to support a goal of diverting 65% of materials from solid waste by 2024 and 80% by 2030. We will adopt an integrated pest management program for all campus grounds, and adopt policies that result in a 10% reduction of water and energy consumed on campus by 2024.



A FRESH PHILOSOPHY FOR OUR FUTURE

The Treasury Office is committed to the university's strategic priorities regarding sustainability and reducing carbon emissions. Inclusion of sustainability factors as part of the criteria on which investment managers are evaluated is a means to align the university's values with the Investment Committee's fiduciary responsibility. The Treasury Office will lead discussions with the Investment Committee during the 2019-20 academic year to consider the development of a sustainable investment policy statement.

Incorporating sustainability investments

The University of St. Thomas endowment does not currently have an official mandate related to sustainable investments. However, we have been incorporating sustainable investments into aspects of the portfolio for some time. For example, through an external fund manager, we have investments in a group of plants located across Denmark that produce a renewable energy source called biogas. Biogas is a renewable energy produced from raw materials (farm animal manure, crops, food/industrial waste, sewage and other organic waste). It can be used to generate electricity, heat homes and businesses, and fuel vehicles.



EXPLORING OUR OPTIONS

1. Review emphasis on sustainable investing

We will work with, and seek approval from, the Board of Trustees' Investment Committee to incorporate sustainability guidelines into the university's investment policy.

2. Add new investment managers that incorporate sustainability

We will explore the possibility of selecting investment managers that focus specifically on renewable energy sources. We will also consider adding sustainability to the criteria we use to evaluate prospective investment managers across all other asset classes to support both sustainability efforts and long-term potential for financial return.

3. Ensure existing managers prioritize sustainability

We will start a dialogue with each of our current investment managers to make sure we understand how they assess Environmental, Social and Governance (ESG) risks in the investment process, and our due diligence reports will incorporate information about managers' sustainability efforts.

Investment



[PROCUREMENT AND MATERIALS]

Procurement at the University of St. Thomas is committed to advancing sustainability best practices throughout university purchasing processes in collaboration with our vendor community. In the university's 2018 STARS report, St. Thomas achieved full points for IT purchasing as well as points in other categories including chemicals and paper purchasing. In addition, the procurement staff has worked with vendors on packaging and delivery schedules that minimize emissions and waste, and to track total air miles for the purpose of reporting on the university's carbon emissions. We are working to reduce paper usage in procure to pay processes. The following are some highlights from the recent STARS report:

- 100% of office paper is FSC certified or contains at least 10% post-consumer recycled content.
- 9.68% of office paper contains 90% or more post-consumer recycled content.
- 100% of expenditures on computers, tablets, displays and televisions meet the EPEAT Gold standard.
- 66% of cleaning and janitorial products meet third-party certified sustainability standards.

CONTINUED ACTIONS

1. Implement a campus-wide sustainable procurement policy

We will draft and adopt a campus-wide sustainable procurement policy that addresses at least six of the STARS procurement categories. Additionally, sustainability clauses will be added to the RFP and contracts library to facilitate departments' support of sustainable procurement.

2. Reduce the use of office paper

We are currently in development of paperless processing in accounts payable for 30,000 annual multipage transactions. We will also research and implement paperless processing for the card program of at least 50,000 annual multipage transactions, as well as paperless payment to vendors in collaboration with banking resources. Additional initiatives, including reduced student paper use, are ongoing.

3. All office paper to contain 50% or more post-consumer recycled materials

As we have already reached the milestone of 10% post-consumer recycled content in all paper purchases, we will phase in the procurement of higher levels for all office paper according to the following schedule:

- 30% or more by fall 2020
- 50% or more by fall 2021
- Continue to review standards for recycled paper content post-2021



NEED
WHAT
IS
TAKEN

TAKE WHAT IS NEEDED

ACKNOWLEDGEMENTS

ACADEMICS

CHAIR: Elise L. Amel, Professor of Psychology, Faculty Director of Office of Sustainability Initiatives

Tonia Bock, Director of Accreditation

Laura Bru, Program Manager, Undergraduate Studies

Stephan Cole, Laboratory Manager, Mechanical Engineering

Maria Dahmus, Assistant Director of the Office of Sustainability Initiatives

Jayna Ditty, Associate Dean of College of Arts and Sciences

Kathy Hawks, Academic Advisor

Ann Johnson, Associate Vice Provost of Faculty Advancement

Paul Lorah, Associate Professor of Geography and Environmental Studies

Mary Maloney, Associate Professor of Management

Amir Nadav, Assistant Director of Campus Sustainability

Debra Petersen, Associate Professor of Communication and Journalism

Roxanne Prichard, Professor of Psychology

Theresa Ricke-Kiely, Executive Director, Center for the Common Good

Bradley Rubin, Associate Professor of Graduate Programs in Software

Andrew Tubesing, Laboratory Manager, Electrical Engineering

Amy Verhoeven, Professor of Biology

Hannah Wallace, Student, Sustainability Club co-President

Kristine Wammer, Director of Faculty Development

Wendy Wyatt, Associate Vice Provost for Undergraduate Studies

Ann Zawistoski, Associate Director, Research and Instruction, Libraries

FOOD AND DINING

CHAIR: Mitch Karstens, Associate Vice President, Auxiliary Services

Angela Hasouris, Assistant Director of Residential Dining

Pam Peterson, Executive Director of Dining Services

PROCUREMENT

CHAIR: Karen Harthorn, Associate Vice President, Procurement

Colin Brownlow, Director of Environmental Health and Safety

Dawn Christenson, Manager of Purchasing Services

Mitch Karstens, Associate Vice President, Auxiliary Services

Paul Kozak, Director of Budgets, Acquisition and Inventory, IT Services

Leann Martens, Director, Service Center

Pam Peterson, Executive Director of Dining Services

STUDENT ENGAGEMENT

CO-CHAIR: Margaret Cahill, Director of Campus Life

CO-CHAIR: Aaron Macke, Associate Dean of Students and Director of Residence Life

Elise L. Amel, Professor of Psychology, Faculty Director of Office of Sustainability Initiatives

Joseph Benning, Student

Nichole Boehmke, Director of Facilities Services

Bryan Gates, Associate Director, Enrollment Services

Bryce Gloppen, Flynn Hall Area Director

Josh Hengemuhle, Assistant Dean of Students

Jeff Holstein, Assistant Director of Campus Life

Shekinah Hudson, Dowling Hall Area Director

Michael Hughes, Student

Karleen Kuehn, Student

Gino Marchio, Student

Amir Nadav, Assistant Director of Campus Sustainability

Jackie Page, Student

Krista Palmquist, Marketing Program Manager, Marketing, Insights and Communications

Pam Peterson, Executive Director of Dining Services

Caleb Schoot, Student

Emma Smith, Student, Undergraduate Student Government Sustainability Representative

Ariene Willkom, Assistant Director of Alumni Giving

EMPLOYEE ENGAGEMENT

CHAIR: Michelle Thom, Chief Human Resources Officer

Natasha Rodich, Director of Talent and Strategic HR Partnering

Krysten Edwards, Talent Development and HR Partner

Erin Muckerheide, Senior HR Business Partner

Sally Cardenas, Benefits Manager

In consultation with the Staff Council

FACILITIES MANAGEMENT

CO-CHAIR: Nichole Boehmke, Director of Facilities Services

CO-CHAIR: Jim Brummer, Associate Vice President, Facilities Management

Colin Brownlow, Director of Environmental Health and Safety

Dave Clysdale, Chief Engineer

Monica Dobihal, Budget Manager

Josh Gallus, Director of Construction

Jim Hoffman, Director of Facilities Maintenance

Jeff Voshell, Grounds Supervisor

INVESTMENT

Carol Peterfeso, Chief Treasury and Investment Officer

Zach Smith, Senior Investment Analyst

MISSION

Bernard Brady, Professor of Theology

Amy Levad, Associate Professor of Theology

Father Larry Snyder, Vice President for Mission

SUSTAINABILITY COUNCIL

CHAIR: Amir Nadav, Assistant Director of Campus Sustainability

Elise L. Amel, Professor of Psychology, Faculty Director of Office of Sustainability Initiatives

Jim Brummer, Associate Vice President, Facilities Management

Elizabeth Child, Marketing Writer

Amy Gage, Director of Neighborhood Relations

Angela Hasouris, Assistant Director of Residential Dining

Aaron Macke, Associate Dean of Students and Director of Residence Life

Emma Smith, Student, Undergraduate Student Government Sustainability Representative

Mark Vangsgard, Chief Financial Officer

Hannah Wallace, Student, Sustainability Club co-President

TRANSPORTATION

CO-CHAIR: Diana Kaardal, Manager of Operations, Parking and Transportation

CO-CHAIR: Dan Meuwissen, Director of Public Safety

Justin Amaker, Student

Amy Gage, Director of Neighborhood Relations

Jim Hoffman, Director of Facilities Maintenance

Timothy Pate, Marketing Program Manager, Opus College of Business

Theresa Ricke-Kiely, Executive Director, Center for the Common Good

Jeff Voshell, Grounds Supervisor

Kyle Zimmer, Professor of Biology

COMMUNITY VISIONING PROCESS

Thank you to the 1,200 students, faculty, staff and alumni who participated!

The following faculty incorporated sustainability visioning projects into their fall 2018 courses:

Leah Domine, Clinical Faculty, Biology

Simon Emms, Associate Professor of Biology

David Harman, Assistant Professor of Marketing

Michelle Hirschboeck, Adjunct Instructor, Philosophy

CONSULTANTS

Andrea Fox Jensen, Academic Work Group Meeting Facilitator

Craig Moody, Managing Partner, Verdis Group, Sustainability Visioning Workshop Facilitator

*“This is not the
job of one person,
but of all of us.”*

- President Julie Sullivan

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