

KPI 1. *Develop a plan to reach the President's stated goal of reducing energy usage by 25% by 2024 and make some progress on that goal by reducing the amount of electricity we purchase by 1 MW either by conservation efforts or installation of renewable energy. This will also reduce on-campus greenhouse gas emissions.*

1. Greenhouse Gas (GHG) emissions reduction and energy consumption reduction

- a. Working with the President's Environmental Sustainability Council, Facilities Management develops an energy conservation program to reduce energy use by 25% by the beginning of Phase 2. (2020-2022)
- b. Student behavior. This may involve a campus-wide campaign or align with work done through Student or Residential Life to encourage students to practice sustainable energy-saving behavior. Measurable: Sustainability interns hold one campus event each year aimed at educating students about sustainable lifestyles on campus.

KPI 2. *Develop and implement an [internal](#) and external [communication plan](#) making our sustainability progress and aspirations visible.*

1. Active Transparency by Leadership

- a. Increase PESC visibility and accountability by requesting the Gustavian weekly publish an article each semester with PESC updates. Additionally, PESC Co-chairs send key updates to faculty meeting minutes and student senate. Measurable: completed or not completed.

2. Website

- a. Update [Sustainability Website](#) with graphs and metrics that track our progress towards energy and waste goals. This task should be owned by the Johnson Center and completed by an intern who collaborates with the Office of Marketing.
- b. Monthly blog updates about sustainability. This may include this responsibility being formally delegated to sustainability interns. Measurable: completed monthly or not completed.

3. Community Interaction

- a. Advocate publicly and creatively for action on climate change, highlighting the wider community actions necessary to address climate change. Johnson Center Director collaborates with the Office of Marketing to publicize the college's commitment to sustainability and climate advocacy. Topics may include: articles highlighting notable updates in campus infrastructure, energy saved by the college, money raised for sustainability, etc. Measurable: publications about the college's commitments are included in each quarterly publication.
- b. Leadership in Climate Justice. The college publicly addresses that the campus is on ground stolen from the Dakota People. Measurable: Land Acknowledgement is a priority for the college and forward steps are guided by the Reconciliation Committee.

KPI 3. *Create an implementation plan to move us to becoming a Zero Waste campus in three years and carry out that plan.*

1. Planning, Execution, and Metrics

- a. Keep working towards goals set by President Bergman in 2019. This includes charging a person or committee (such as the PESC or the Director or the Johnson Center) with establishing or endorsing a strategic plan that includes a timeline and budget.
 - i. Establish a campus-wide Zero-waste program in order to “work toward becoming a zero-waste institution, diverting 90 percent of solid waste away from landfills and incineration and ensuring for the responsible disposal of the remainder (by 2022)” -President Bergman, September 17th, 2019.
 1. This includes raising awareness about the importance of waste sorting accuracy. This may look like sustainability interns developing and leading an educational campaign. Measurable: week-long educational campaign held with help from Res-Life once per year. Additionally have waste sorting and sustainability informational meetings periodically.
 2. Waste management plans for each building/department that monitors the progress of moving towards the goal of zero waste.
 - a. This would be carried out by a designated and voluntary ‘Building Champion’ in each building who is in contact with the Director of the Johnson Center. The project could be managed by an intern. Measurable: minimum of 1 department added per semester.
 - b. “Green certification” process for departments and offices Measurable: minimum of 1 department added per semester.
 3. This includes increasing compost collection on campus by making changes within Physical Plant and Building Services to adequately collect, transport, and compost compostable materials. Measurable: increasing compost collection to reach campus-wide collection by 2022
 4. All Gustavus Events held on the Gustavus grounds or with the Gustavus name must have a zero waste standard. Measurable: by 2021 reach 50% zero waste and 75% within phase 3 This may include using compostable products and having compostable bins, as well as proper signage, available for admissions events, sporting events, art performances, and the Nobel Conference.
 5. Have a campus-wide zero-waste challenge
 - b. Metrics Collection and Analysis of campus energy and waste data. Headed by the Director of the Johnson Center with a mentor from the physics or stats department.
 - i. This may involve utilizing paid student research positions for metrics collection, independent study credit, or paid work-study.

- c. Provide feedback for the leadership team by their effectiveness which could be conducted through a review. Measurable: review conducted once every two years

KPI 4. *Incorporate environmental sustainability into the curriculum through the General Education requirements and into the co-curriculum for students through Residence Life, orientation, the Nobel Conference, the Linnaeus Arboretum, and other programming, and for staff through training and professional development. Add at least one new student and staff event/service activity per year.*

1. Curriculum Education: Students and Faculty

- a. Establish a sustainability requirement in the curriculum
- b. Establish staff development programs to increase staff/faculty environmental literacy. This could include sponsoring a group of faculty to attend the AASHE conference, coordinating faculty presentations to inform other faculty on how to integrate environmental literacy into existing classes, and/or sustainability interns from the Johnson Center for Environmental Innovation collaborate with the Kendall Center to create materials and establish training. Measurable: 10% of staff trained by 2022, followed by 20% of staff trained by 2023, 30% of staff trained by 2024, and so forth with the annual increase.
- c. Johnson Center director has a role in campus-wide environmental education. This could include guest teaching in classrooms, educating faculty, inviting environmental speakers, etc. Faculty education will include a summer workshop to incorporate environmental sustainability into existing courses (Piedmont/Ponderosa Model) Measurable: Johnson Center Director is in a classroom guest teaching 5 lectures per semester, number of faculty participating in workshops to incorporate sustainability into their classes.

2. Student Body Interaction

- a. Integrates sustainability into res life. Normalize sustainable habits such as energy conservation and waste reduction. Connect them to broader community implications. This could include an online sustainability module required for incoming first-years to educate them about waste sorting on campus, sustainability resources provided for CF's and/or adding a sustainability position to Hall Council. Integrate sustainability into greeter programming. This may include in-person training provided by greeters, an online module, behavior modeling by greeters, or a video shown yearly. Measurable: greeters receive a minimum of 30 minutes of sustainability training. First years participate in 1 sustainability activity with their greeter. Measurable: 90% of incoming first-year students complete an online sustainability training module each year.
- b. Support innovation in student learning and research related to sustainability. Measurable: a yearly event is selected from the following list and carried out by staff and/or faculty each year.
 - i. Model after entrepreneurship cup competition and include social/environmental entrepreneurship as part of the cup
 - ii. Adding connections and support to research programs on campus (i.e. Presidential

- Faculty-Student Collaboration Grants)
- iii. Offer a J-term class (modeled after Nobel planning class) that provides students the opportunity to propose plans to contribute to or surpass the president's energy and zero-waste goals

KPI 5. *Incorporate environmental sustainability into all aspects of College planning.*

1. *College Finances*

- c. Set process for funds raised through Show the World Campaign- clear destination of funds: must be placed in social and environmentally conscious investments Measurable: 100% of funds designated for Endowment are placed in social and environmentally responsible investments upon reception.
- d. Divest from fossil fuels. This may include investing funds donated to the Show the World campaign in a socially and environmentally responsible manner or divesting all funds. Measurable: All new funds introduced to the Endowment must be placed in social and environmentally responsible investments with the intention to pursue full endowment divestment in the future.
- e. Make sustainable investments a clear and accessible choice for faculty retirement allocations Measurable: Completed or not completed.
- d. Create a Renew Gustavus Fund to invest in renewable energy and reduce our energy bill by 15% Measurable: completed or not completed.

2. *Future Construction and Infrastructure*

- a. Develop a fundraising campaign earmarked for sustainability
 - i. Offer sustainability category on Give to Gustavus Day- Share plan for how funds will be utilized Measurable: completed or not completed.
- b. Future planning has a sustainability representative (this could be a faculty, staff, or student) and a student representative (a member of the Environmental Sustainability Council of Student Senate). This should include Lund and all additional renovations or construction projects from 2020 onward. Measurable: completed or not completed.
 - i. LEED certifications for all new construction and renovation projects. Measurable: 100% of new buildings at Gustavus are Gold LEED-certified.
 - 1. Gold minimum for new construction, Silver minimum for renovations
- c. Any new building going forward should be LEED-certified and have a sustainability representative involved in planning. Ensure new construction, and operation of new and existing buildings is done to high sustainability standards (LEED Platinum).

3. *Campus Mitigation/ Role Modeling*

- a. Maximize green space to mitigate climate change. In particular, the Linnaeus Arboretum should be a living example for teaching about land use and climate change. Measurable: All new construction/ development must include thoughtful planning for green space. Each NASP designated course must include one class period held in the Arboretum.
- b. Increase in the number of green spaces or other effective carbon offsets. Measurable: identify and add one effective carbon offsets each year.
- c. (President Bergman) convenes a consortium of Midwest Liberal Arts Presidents for Sustainability and Innovation Measurable: Established by 2026