

KEENE STATE COLLEGE SUSTAINABILITY AND CLIMATE ACTION PLANNING

DEFINING SUSTAINABILITY

Keene State College cares deeply about our communities—the human communities where we live, work, study, and play—and also the non-human communities that share our regional home. Our ethic of care frames our definition of sustainability and approach to taking action.

The College expresses its care in many ways, from organic management of the grounds and using low carbon fuel in the heat plant, to offering a robust sustainability curriculum and co-curriculum. A Sustainability Collegewide Learning Outcome guides these activities, as do the College's AASHE STARS goals of attaining a Gold rating by the end of 2020 and a Platinum rating no later than 2025. A commitment to environmental sustainability and to personal well-being and that of the larger world is expressed in the College's Mission and Values, and throughout KSC's guiding policies.

Sustainability on campus is guided by Yankee pragmatism/ingenuity with an eye toward the leading edge of practice. On the one hand, we see sustainability as a way to conserve resources, thereby saving the College money while also saving the planet.

On the other hand, we also look to and learn from the leading edge of sustainability—hence our commitment to attain an AASHE STARS Platinum rating no later than 2025. KSC seeks to move beyond “mere sustainability” to cultivating a campus environment where the well-being and flourishing of humans and our non-human community members is paramount.

The College embraces the holistic and inclusive vision of sustainability that AASHE describes:

AASHE defines sustainability in a pluralistic and inclusive way, encompassing human and ecological health, social justice, secure livelihoods, and a better world for all generations... [As measured in] performance indicators related to, for example, ecological integrity, social and economic justice, and democratic governance.

(<https://stars.aashe.org/resources-support/help-center/the-basics/what-is-sustainability/>)

Keene State College considers global imperatives and local needs in its definition of sustainability. The College prioritizes initiatives that address the United Nation Sustainable Development Goals and Earth Charter Principles. We reference the sound science of global consensus reports such as those from the Intergovernmental Panel on Climate Change, the National Climate Assessment, and the United Nations. Priorities and needs of the City of Keene as expressed in its Master Plan or Sustainable Energy Plan also inform the College's definition of sustainability.

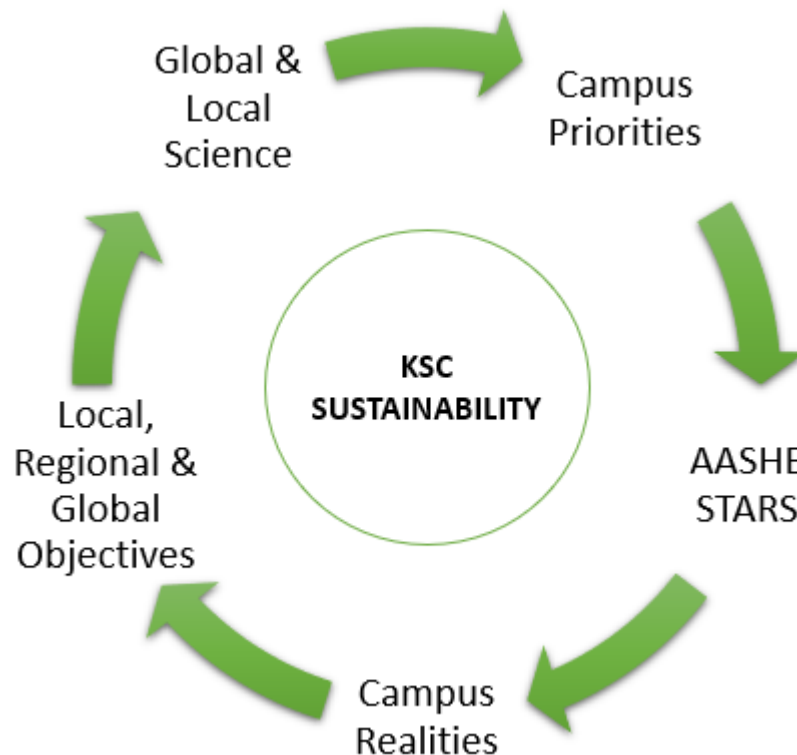
These factors came together to inform KSC's determination of its Collegewide Learning Outcomes, two that directly address human and environmental dimensions:

- **Sustainability:** Keene State College students will explore their place in interconnected natural and human systems; evaluate the personal, social, and environmental impacts of their choices; and apply their knowledge and skills for building a just, resilient, and thriving world.
- **Commitment to Well-Being:** Keene State College students will reflect critically on their own well-being and that of the larger world, demonstrate knowledge of issues that impact health and wellness, advocate for themselves, and commit to one or more practices that promote well-being.

DETERMINING PRIORITIES AND ACTIONS

Keene State Colleges integrates and aligns many factors to define sustainability and determine sustainability and climate priorities and action. Figure 1 shows the major criteria informing and defining sustainability at Keene State College.

Figure 1. Factors Defining Sustainability and Informing Sustainability and Climate Actions at Keene State College



All sustainability and climate actions at Keene State College, from goal setting to implementing projects, are grounded in **Global and Local Science**. The College considers academically rigorous and consensus-based science in its decision making and priorities determination. The Office of Sustainability and President’s Council for a Sustainable Future emphasize actions that support the College’s leadership in taking bold actions that support recommendations in the *IPCC’s Special Report: Global Warming of 1.5 Degrees Celsius*. The science of local needs also matters, and the College looks to solutions that will address critical air quality objectives, as one example. We seek to align our goals and actions with local recommendations presented in City Resolutions, Policies and Plans, and recommendations from the

United Nations, Intergovernmental Panel on Climate Change, National Climate Assessment, Project Drawdown, and the Doughnut of Social and Planetary Boundaries.

Campus Priorities are determined through frequent and ongoing interaction with the campus community through focus groups, interviews, surveys, and interactive workshops. The Office of Sustainability, with the President's Council for a Sustainable Future, emphasize relationship building and stakeholder engagement. Several key outreach efforts inform KSC's ongoing approach to sustainability:

- Green Keene, a comprehensive stakeholder engagement campaign to determine campus sustainability priorities that was conducted from 2015 through 2017.
- The College's Sustainability Literacy Assessment, conducted annually with each entering and graduating class
- A Sustainability Culture and Behavior Survey that is offered on alternating years during Earth Month.

AASHE STARS provides an essential framework and benchmarking tool. The College has linked its sustainability planning and implementation to the AASHE STARS framework with the goals of attaining AASHE STARS Gold by the end of 2020 and Platinum no later than 2025. The College looks to the AASHE STARS recommendations for optimal sustainability performance and uses those for goal setting. The College also uses the AASHE STARS report to announce and codify sustainability goals that have been thoroughly vetted through the respective College governance channels.

Campus Realities: KSC balances all proposed sustainability and climate action goals and implementation recommendations through multiple lenses, including a financial lens. Like so many other colleges, KSC has experienced declining enrollments and fiscal challenges since 2014. All proposed sustainability and climate initiatives must address the College's commitments to human and planetary well-being, while also being financially feasible. All initiatives must also demonstrably support other College priorities as defined in its Strategic Plans, such as enhancing the student experience.

As with global and local science, KSC considers **Local, Regional, and Global Objectives** when proposing sustainability and climate actions. Under the leadership of the Office of Sustainability, the College reviews local, state, regional, national, and global regulatory, policy, and planning frameworks to ensure proposed actions address key needs and demonstrate KSC's commitments and leadership. For example, this was demonstrated when KSC modified its renewable energy goal to match the goal of 100% renewable energy by 2030 approved by the City Council in its 2019 Sustainable Energy Resolution (https://ci.keene.nh.us/sites/default/files/Boards/Resolution%20R-2018-36_adopted.pdf).

SUSTAINABILITY CHALLENGES

Of critical importance in determining KSC's sustainability and climate action priorities is the interdependence of natural and human systems. The Earth Charter and the United Nations Sustainable Development Goals provide the most comprehensive frameworks for addressing the human and environmental dimensions of sustainability and climate changes. KSC uses these frameworks to identify critical sustainability challenges. These frameworks are how the College develops its sustainability course and research inventories, as well as assessing the efficacy of the Sustainability Collegewide Learning Outcome.

Table 1. Sustainability Challenges

UN SUSTAINABLE DEVELOPMENT GOALS	EARTH CHARTER: Overarching Principles I. Respect and care for the community of life II. Ecological integrity III. Social and economic justice IV. Democracy, nonviolence, and peace
1. No Poverty	III.9) Eradicate poverty as an ethical, social, and environmental imperative.
2. Zero Hunger	III.9) Eradicate poverty as an ethical, social, and environmental imperative.
3. Good Health and Well-Being	III.10) Ensure that economic activities and institutions at all levels promote human development in an equitable and sustainable manner. 12. Uphold the right of all, without discrimination, to a natural and social environment supportive of human dignity, bodily health, and spiritual well-being, with special attention to the rights of indigenous peoples and minorities.
4. Quality Education	II. 8. Advance the study of ecological sustainability and promote the open exchange and wide application of the knowledge acquired. IV. 14. Integrate into formal education and life-long learning the knowledge, values, and skills needed for a sustainable way of life.
5. Gender Equality	I. 3. Build democratic societies that are just, participatory, sustainable, and peaceful. III.11) Affirm gender equality and equity as prerequisites to sustainable development and ensure universal access to education, health care, and economic opportunity.
6. Clean Water and Sanitation	III. 9. Eradicate poverty as an ethical, social, and environmental imperative.
7. Affordable and Clean Energy	II. 7. Adopt patterns of production, consumption, and reproduction that safeguard Earth's regenerative capacities, human rights, and community well-being.
8. Decent Work and Economic Growth	I. 3. Build democratic societies that are just, participatory, sustainable, and peaceful.
9. Industry, Innovation and Infrastructure	II. 6. Prevent harm as the best method of environmental protection and, when knowledge is limited, apply a precautionary approach.
10. Reduced Inequality	I. 4. Secure Earth's bounty and beauty for present and future generations.

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11. Sustainable Cities and Communities	I. 4. Secure Earth's bounty and beauty for present and future generations. II. 6. Prevent harm as the best method of environmental protection and, when knowledge is limited, apply a precautionary approach.
12. Responsible Consumption and Production	I. 4. Secure Earth's bounty and beauty for present and future generations. II. 7. Adopt patterns of production, consumption, and reproduction that safeguard Earth's regenerative capacities, human rights, and community well-being.
13. Climate Action	II. 5. Protect and restore the integrity of Earth's ecological systems, with special concern for biological diversity and the natural processes that sustain life.
14. Life Below Water	I. 1. Respect Earth and life in all its diversity. I. 2. Care for the community of life with understanding, compassion, and love. II. 5. Protect and restore the integrity of Earth's ecological systems, with special concern for biological diversity and the natural processes that sustain life. IV. 15. Treat all living beings with respect and consideration
15. Life on Land	I. 1. Respect Earth and life in all its diversity. I. 2. Care for the community of life with understanding, compassion, and love. II. 5. Protect and restore the integrity of Earth's ecological systems, with special concern for

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	biological diversity and the natural processes that sustain life. IV. 15. Treat all living beings with respect and consideration
16. Peace, Justice, and Strong Institutions	I.3. Build democratic societies that are just, participatory, sustainable, and peaceful. IV.13. Strengthen democratic institutions at all levels, and provide transparency and accountability in governance, inclusive participation in decision making, and access to justice. 15. Treat all living beings with respect and consideration; 16. Promote a culture of tolerance, nonviolence, and peace
17. Partnerships to Achieve the Goal	

GOAL SETTING AND PLANNING

Teaching and modeling holistic sustainability that embraces human and environmental well-being are strategic priorities for Keene State College (KSC), expressed at the highest levels, beginning with the stated values for the College. The following five provide a strong foundation and framework for KSC's commitment to sustainability (See: <https://www.keene.edu/administration/mission/>):

- Balanced development of mind, body, and character
- Diversity, civility, and respect
- Civic engagement and service to the community
- Environmental stewardship and sustainability
- Partnerships that enhance the quality of life in the Monadnock region, New Hampshire, and the world.

HIGHEST GUIDING DOCUMENTS AFFECTING SUSTAINABILITY

Sustainability and climate planning and action are values that infuse all levels of the College. Therefore, there is not one single sustainability and climate action plan, but several that work together to form the body of sustainability and climate action planning for Keene State College. All of the plans listed below address sustainability and all are official college documents that have been approved by the appropriate governing authority. Most of the plans are published on the KSC web site. Two are not, but they are still considered to be formal plans that impact sustainability practice at KSC.

The most influential highest guiding document is the 2015 Strategic Plan that identified a Collegewide goal of attaining AASHE STARS Gold by 2020 and required developing roadmaps to achieve that goal. As a result of this Collegewide strategic priority, KSC considers AASHE STARS to be an official planning tool and the published STARS report a formal planning document. The STARS report provides the Executive-approved record of sustainability at KSC. The Office of Sustainability, with the President's Council for a Sustainable Future, uses AASHE STARS to identify goals, develop implementation actions, and track progress. The College uses the AASHE STARS platform to declare new goals to be achieved by the time of the next submission. The STARS report goes through extensive review throughout the College and in the Provost's and President's Office. Through the President's signing of the STARS Executive Letter, the goals and actions become the official record. It is the 2015 published Strategic Plan that set this process in motion, including hiring a Director of Campus Sustainability to develop annual AASHE STARS roadmaps (Office of Sustainability strategic plans) and ensure completion of the AASHE STARS report. The primary plans directing and/or influencing sustainability at KSC are:

Keene State College Campus Master Plan, Winter 2014: A 10-year master plan that called for a number of sustainability actions, including energy management and environmental stewardship (See: <https://www.keene.edu/administration/mp/>). Capital planning is completed in conjunction with the University System of New Hampshire (USNH). The Facilities Master Plan (last completed in 2013), undergoes comprehensive review every 10 years in compliance with USNH policy. The Physical Plant Department uses a deferred maintenance database, Sightlines (a national benchmarking study), and departmental requests as the basis for distributing the limited resources for renovation, repair, and small projects.

KSC Master Plan Energy Management Considerations, 2014: Identified overarching Energy and Greenhouse Gas Reduction Goals. Also named energy conservation measures and other facility improvements needed to attain goals. This information was updated in 2020 as part of the Sustainability and Guaranteed Energy Savings Contract (SESCO) currently underway at KSC. Goals established in 2014 included (See: <https://www.keene.edu/administration/mp/>):

- **Enable KSC to be below the peer average for energy use through energy efficiency**
- **Establish energy conservation as a strategic priority**
- **Plan to achieve GHG objectives.**

Strategic Plan V 4.0: Goals, Objectives, Actions, and Considerations, 2015: Important document that transformed KSC's approach to sustainability by identifying AASHE STARS as the key benchmarking and planning tool, creating a priority Collegewide goal based on AASHE STARS, and creating a new Director of Campus Sustainability position to oversee comprehensive sustainability and climate action (See: <https://www.keene.edu/administration/president/svp/planning-archive/planning/strategic-plan/>). Most critical was the following goal:

- **Goal 4: Community and Culture: *Through a consistent practice of shared stewardship, Keene State College will strengthen its community, enrich its campus culture, and advance environmental sustainability.***
 - **Objective 4.5) Promote a culture and instill and communicate policies and practices that value and support environmental sustainability and improve the quality of life locally and globally.**

4.5.1) Review Sustainability Tracking and Rating System (STARS) data.

4.5.2) Develop and implement a plan to move Keene State to the STARS Gold rating no later than 2020.

Sustainability and Vitality Plan (SVP), 2019: In March 2019, President Treadwell released a draft of the SVP to the entire KSC community. The SVP is a tactical, goal-oriented three-year plan (2019-21) focused on addressing KSC's enrollment and financial deficit with three goals per year and priorities under each goal. The president created the SVP with advice and input from the cabinet, informed by campus listening sessions and a full day retreat in May 2019. Because the SVP overlapped the timeframe of the 2015 Strategic Plan, actions from that plan already in place or underway, continued. This was the case for sustainability as the College implemented a road map to achieve its AASHE STARS Gold by 2020 goal.

Three overarching goals were identified in the SVP: (1) improve recruitment, retention, and achievement of students and faculty; (2) improve fiscal planning and stewardship; and (3) rethink our work as a student-centered organization. The College strengthened its commitment to sustainability in the SVP under Goal 2, which specifically calls for optimizing energy efficiency and continuing to "introduce green initiatives":

- **Goal 2: Improve Fiscal Planning & Stewardship**
 - **Priorities: We are focused on streamlining our finance infrastructure and tools and realigning our budget allocation and processes. At Keene State, we are committed to efficient stewardship of our resources while maintaining the quality of our educational offerings and experiences. To remain a viable and strong institution for future learners, we will continue to forge new community partnerships and pursue mutually beneficial co-location opportunities with other institutions. Through our sustainability efforts we will optimize energy efficiency for Keene State’s physical plant and reinvest our savings, and will continue to introduce green initiatives that make the best possible use of our resources.**

Implementation and tracking of the SVP is managed by the Director of Strategic Project Management, appointed in fall 2019. In spring 2020, KSC began using Project Charters to define initiatives and to quantify the expected outcomes. The Charters require that priority initiatives have an executive sponsor, a project manager, and defined and measurable outcomes that can be tracked. Sustainability is well represented in the SVP Charters with the approved SIEMENS Sustainability/Energy Services Contract (SESCO) Charter and a draft Zero Waste Management Charter. The SESCO Charter represents the most recent official published plan for Sustainability and Energy at KSC.

Academic and Co-Curricular Plan (ACP), 2016: Academic planning is included in the ACP of 2016, which flowed from the 2015 Strategic Plan. The ACP is a broad document with many proposals intended to bring together the students’ curricular and co-curricular experiences. KSC prioritized those proposals that focused on the first-year experience. The priorities include advancing KSC’s College-Wide Learning Outcomes (CWLO); revisions to the Integrative Studies Program (ISP); and a broad first-year experience program with living-learning communities, an early alert system, and a first-year advising program. All of these initiatives represent avenues for promoting sustainability at KSC, but the development of a Collegewide Learning Outcome that directly addresses sustainability, along with compatible Collegewide Learning Outcomes that emphasize citizen engagement, multicultural awareness, well-being (all sustainability challenges according to the UN Sustainable Development Goals and the international Earth Charter), ensures that sustainability is infused through all curricular and co-curricular activities on campus. The sustainability-related Collegewide Learning Outcomes are:

Sustainability:

Keene State College students will explore their place in interconnected natural and human systems; evaluate the personal, social, and environmental impacts of their choices; and apply their knowledge and skills for building a just, resilient, and thriving world.

Intercultural Competence:

Keene State College students will reflect critically on their own culture and on the intersectionality of culture and social location, demonstrate knowledge of a diversity of cultures, and communicate effectively with people from a variety of backgrounds.

Civic Engagement:

Keene State College students will demonstrate knowledge of one or more social or environmental issues including relevant cultural, political and policy contexts; take action individually or collectively to address issues; and reflect on the ethical dimensions of civic engagement.

Commitment to Well-Being:

Keene State College students will reflect critically on their own well-being and that of the larger world, demonstrate knowledge of issues that impact health and wellness, advocate for themselves, and commit to one or more practices that promote well-being.

GOVERNING/PLANNING AUTHORITIES FOR SUSTAINABILITY

The highest governing documents of Keene State College establish the various planning authorities that affect sustainability, including:

- **President and her Cabinet:** Collegewide initiatives requiring significant financial investment require the President's and Cabinet's approval. For example, Campus Sustainability Goals requiring the investment of capital beyond what is currently budgeted, such as large energy projects, require Cabinet approval. The College has autonomy in spending up to a certain point. Currently, new capital projects over \$500,000 require review and approval by the University System of New Hampshire Board of Trustees.
- **College Senate (including Provost):** The Senate is the policy making and legislative body for Keene State College regarding all matters that impact on the quality of education at the College. All proposals for new courses, majors, and other academic programs must receive Senate approval. The Sustainability Collegewide Learning Outcome and new Sustainability Studies major and minor required Senate approval, but not Cabinet.
- **Vice Presidents:** For initiatives affecting the budgets of their respective Divisions (e.g., purchasing of new toters for recycling), the appropriate Vice President must be briefed and grant approval.
- **Directors** are granted autonomy for decisions affecting their respective Departments for items that are funded in their budgets and/or that do not need financial investment (e.g., rolling out new campus sustainability education programs like workshops and movie nights).

In 2015 KSC hired its first Director of Campus Sustainability with dual reporting to the Provost/Vice President of Academic Affairs and the Vice President of Finance and Administration. The Director was charged with establishing an autonomous Office of Sustainability; liaising across campus to facilitate actions needed to achieve the 2015 Strategic Plan goal of attaining AASHE STARS Gold by the end of 2020 and the new goal announced in KSC's 2021 AASHE STARS report—Platinum no later than 2025; and facilitating the President's Council for a Sustainable Future (PCSF), the designated advisory and action stakeholder group for sustainability and climate change actions for the campus. The Director of Campus Sustainability, with Office of Sustainability staff, hold the "big picture" view of sustainability and climate action for the whole campus, and are the leads for establishing sustainability and climate responsibility goals and actions. For example, the Director of Campus Sustainability Co-Chairs the Subcommittee that developed and now implements the Sustainability Collegewide Learning Outcome. The Director also facilitates goal-setting processes, engaging the PCSF and seeking appropriate Cabinet, Senate, and/or Provost or Vice President approval as needed. The Director, and/or other members of the Office of Sustainability staff, are also the managers or co-managers of sustainable energy contracts, recycling and food waste initiatives, and many other programs.

Other sustainability and climate responsibility actions require review by the President's Council for a Sustainable Future and/or other relevant Committees or Subcommittees (e.g., Collegewide Learning

Outcome Committee and its Sustainability Collegewide Learning Outcome Subcommittee). Approval by any of these bodies indicates an official policy from which more specific implementation proposals and plans are developed. KSC also uses its AASHE STARS reports as a planning tool and plan. For example, goals that have been vetted by the PCSF, and other campus stakeholders, but that do not need Cabinet or Senate approval, are identified in the AASHE STARS report, which becomes the official document. The STARS report is reviewed by the Provost and President’s offices, respectively, and through their acceptance of the STARS report and by signing the Executive Letter, they acknowledge their acceptance of the goals. In some instances, the AASHE STARS report is the official record.

It is important to note that this robust sustainability planning structure is not meant to preclude other sustainability actions. Sustainability planning and implementation occurs throughout the campus as individuals and departments take action to meet the College’s goals. A good example of this is the College’s Grounds Crew, who implement organic landscape management because it is the right thing to do and it meets the College’s goals.

Sustainability and climate planning and action are values that infuse all levels of the College. This is intentional in order to engage and empower students, faculty, staff, and administrative leaders in creating a culture of sustainability that encourages participation and makes meaningful change.

MEASURABLE SUSTAINABILITY OBJECTIVES

Specific sustainability and climate action goals and objectives are determined and codified in myriad ways depending on the type of planning authority required. The College’s highest guiding documents set the tone, but more specific plans describe implementation approaches. Three examples are:

- Conservation and Sustainable Energy Plan for Keene State College, approved by Cabinet March 26, 2018
- The Sustainability and Vitality Strategic Plan and its Charters, especially the Siemens Sustainability/Energy Services Contract (SESCO), 2020
- Keene State College Sustainability Academics Plan, approved by the Provost on June 27, 2018.

Table 1 identifies KSC’s measurable sustainability and climate action goals identified during the AASHE STARS reporting period of 2017 through end of 2020. It also identifies the affiliated published plans and/or official documents.

Table 1. Measurable sustainability and climate action goals identified during the AASHE STARS reporting period of 2017 through end of 2020

KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS	AFFILIATED PUBLISHED PLANS AND/OR OFFICIAL DOCUMENTS
OPERATIONS	
Greenhouse Gas Reduction: Reduce greenhouse gases 50% by 2030 and achieve carbon neutrality by 2050	Draft goals and implementation strategies were developed by the Office of Sustainability and President’s Council for a Sustainable Future (PCSF). Summarized into the <u>Conservation and Sustainable Energy Plan for Keene State College</u> , presented to and approved by Cabinet March 26, 2018
Energy Conservation: Reduce per capita electricity and heat load by 20% by 2020	

<p align="center">KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS</p>	<p align="center">AFFILIATED PUBLISHED PLANS AND/OR OFFICIAL DOCUMENTS</p>
<p>Water Conservation: Reduce per capita water use by 20% by 2020</p>	<p>Preliminary goals for GHG reduction and energy conservation were established in the Master Plan Energy Management Considerations, 2014. This is now being updated with the KSC Guaranteed Energy Savings Contract RFP, the 2020 Investment Grade Audit of Energy Conservation Measures (ECMs) and Facility Improvement Measures (FIMS), and the Keene State Sustainability and Energy Program Young Student Center Learning Lab Contract. Specific implementation strategies and timelines are presented in the Siemens Sustainability/Energy Services Contract (SESCO) Charter.</p>
<p>100% renewable heat plant by 2020</p>	
<p>100% renewable electricity for LLC by 2030 to meet its Architecture 2030 goal</p>	
<p>100% solar power for TDS by 2030</p>	
<p>100% of campus powered by renewables by 2030 to match City of Keene’s Sustainable Energy Resolution goal</p>	
<p>Waste Reduction: 50% waste diversion rate by 2020 and qualify as a zero-waste campus by 2030</p>	<p>Draft goal and implementation strategy developed by the Office of Sustainability and President’s Council for a Sustainable Future (PCSF). Summarized into <u>Conservation and Sustainable Energy Plan for Keene State College</u>, presented to and approved by Cabinet March 26, 2018. Draft Zero Waste Management Charter is currently under review.</p>
<p>ACADEMIC</p>	
<p>Receive College Senate approval for a College-Wide Learning Outcome in Sustainability (date not specified): Approved 2018</p>	<p>Call for Collegewide Learning Outcomes was made in the 2015 Strategic Plan and 2016 Academic and Co-Curricular Plan. Draft goals and implementation strategies were developed by the Office of Sustainability, President’s Council for a Sustainable Future (PCSF), and relevant academic Deans and departments. These were summarized into the Keene State College Sustainability Academics Plan, approved by the Provost on June 27, 2018.</p>
<p>Develop at least one sustainability minor within two-years (by 2017): Approved 2017 and launched 2018</p>	
<p>Develop a green and healthy building boot camp by 2018: Green Building Leadership Institute: offered 2018</p>	
<p>Launch a new sustainability focused major by 2020: Announced April 2020</p>	
<p>Participate in the Ecovation Hub Education and Training Consortium (signing an MOU) by June 2017: Achieved July 2017</p>	<p>Ecovation Hub Education and Training Collaboration Agreement (MOU) See: https://www.keene.edu/news/stories/detail/1500905272975/</p>
<p>ENGAGEMENT</p>	
<p>Receive President and Cabinet approval to hire a Sustainability Engagement Coordinator: Achieved, with the new hire starting May 2019</p>	<p>Draft goal and proposed strategy of a new hire was expressed in the Conservation and Sustainable Energy Plan for Keene State College, presented to and approved by Cabinet March 26, 2018</p>
<p>Create an expanded sustainability program for first-year student</p>	<p>First year experiences called for in the 2016 Academic and Co-Curricular Plan. Named as a goal in Office of Sustainability</p>

KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS	AFFILIATED PUBLISHED PLANS AND/OR OFFICIAL DOCUMENTS
Orientation by Summer 2017: Achieved, see descriptions in EN-2 of the KSC 2021 AASHE STARS report.	annual plan as required by 2015 Strategic Plan; declared in KSC's 2017 AASHE STARS report
Work with Coordinator of Off- Campus Housing to create an Eco- Ambassador program by Fall 2017	Named as a goal in Office of Sustainability annual plan as required by 2015 Strategic Plan; declared in KSC's 2017 AASHE STARS report
Create a campus-wide Eco- Ambassador program by the end of 2020	Named as a goal in Office of Sustainability annual plan as required by 2015 Strategic Plan; declared in KSC's 2017 AASHE STARS report
Develop improved Eco-Rep leadership and training materials by June 30, 2017	Named as a goal in Office of Sustainability annual plan as required by 2015 Strategic Plan; declared in KSC's 2017 AASHE STARS report

Table 2. Additional and New Sustainability and Climate Action Goals for Academics and Engagement

KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS
ACADEMIC
Green Leaf Courses: By July 1, 2022, clearly identify sustainability courses using a “green leaf” endorsement.
Sustainability Pathways and Course Inventory: Develop clear descriptions including pathway overviews, and a searchable online course catalog, of undergraduate and graduate sustainability courses across all disciplines (courses that are sustainability-focus <i>and</i> include sustainability) by July 1, 2022.
Work with Provost, Academic Deans, Collegewide Learning Outcome Committee, and Department Chairs to offer at least one sustainability-focused, or sustainability-inclusive course in each department; complete by December 31, 2024
With Siemens Industry Inc., develop at least one sustainability and/or energy management-focused academic program (e.g., certificate, minor)
By 2024, work with the Deans of both Schools at KSC to develop and adopt a Sustainability Learning Outcome (School of Sciences, Sustainability, and Health <i>and</i> School of Art, Education, and Humanities).
No later than June 30, 2023, language referencing the Sustainability Collegewide Learning Outcome and/or all six Collegewide Learning Outcomes will be adopted and used in 75% of all academic departments and 100% by 2030.
By 2023, 100% of existing sustainability programs and/or courses will have a published sustainability learning outcome, or related CWLO.
By 2025, every Academic Department will offer at least one course that relates to sustainability (and/or integrates all the CWLOs) from the unique perspective of that Department
By January 1, 2023, a synthesis of all KSC sustainability learning outcomes will be compiled and published on the KSC Office of Sustainability web page

KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS
By December 31, 2022, every student will have an experience (e.g., course, seminar, field experience, internship) related to sustainability identified on their transcript before graduating from KSC.
By June 30, 2022, 100% of first-year students will have exposure to the fundamentals of sustainability through the First-Year Experience course, Orientation, or some other academic offering.
Work Force Development: No later than July 1, 2025, create at least three new Work Force Development Certificate Programs (designed for undergraduate, graduate and/or professionals) related to sustainability. Examples include: Sustainable Materials Management; Energy Management: Pursue at least two opportunities with Siemens Industry Inc; and Sustainability Specialist/Sustainability Leadership.
By Summer 2022, the Keene State College Provost Office will offer a suite of faculty incentives to encourage new courses and/or innovative teaching on the Collegewide Learning Outcomes, emphasizing sustainability topics.
Faculty training: All faculty will be invited to participate in workshops on sustainability concepts and Keene State College commitment. Workshops will be offered in collaboration with the Provost's Office beginning in the fall of 2022.
No later than the end of August 2021, the Office of Sustainability will work with the Enrollment Manager and Admissions Team to develop interpretive signs and other materials highlighting the KSC sustainability story
No later than August 1, 2021, the Young Student Center Learning Lab will have interpretive signage for its sustainability features
ENGAGEMENT
Develop no later than June 30, 2021, an Engagement Work Plan for 2021 – 2025 for actions necessary to achieve AASHE STARS Platinum and achieve stated objectives in the Position Description for Sustainability Engagement Coordinator.
As soon as possible, and no later than July 31, 2021, the Office of Sustainability will work with KSC Student Life and Community Service to develop tracking mechanisms for student participation (e.g., number of hours) in sustainability-focused community service and other immersive experiences
Complete Eco-Reps Student Leadership Training Manual NLT August 1, 2021
No later than June 15, 2021, revise First Year Student orientation programs to ensure students take the Sustainability Literacy Assessment first thing (before any teaching on sustainability), and then teach a module on Sustainability 101 and have students take the Sustainability Pledge.
Work with Human Resources to expand sustainability education, including the Sustainability Pledge, in all new faculty and staff orientations, no later than June 30, 2022.
Ensure that 100% of campus buildings and/or departments appoint a Climate Action Leader NLT August 31, 2021.
Create an annual gathering, organized and facilitated by the KSC Eco-Reps, of all student organizations associated with sustainability no later than Fall 2021.
Create sustainability education and life-skills workshops for the College and broader community no later than April 2022.
Publish an annual Earth Month newsletter and sustainability progress report beginning in April 2021.
Work collaboratively with campus partners to design and post interpretive signs highlighting sustainability features at KSC. Ensure signs are posted no later than Earth Month 2022.

KEENE STATE COLLEGE SUSTAINABILITY & CLIMATE ACTION GOALS

Complete and administer a comprehensive faculty, staff, and student Sustainability Culture Survey during Earth Month 2021 and every two-years thereafter.

BEING EFFECTIVE IN A CHALLENGING ENVIRONMENT

This diffused approach to sustainability at KSC has at once been intentional and necessary. Intentional because it engages the whole campus community through myriad approaches and has been effective in creating a culture of sustainability so that everyone has a voice and opportunity to engage (e.g., students developing proposals to ban single use plastics on campus and staff/faculty developing proposals for new academic programs and sustainable energy solutions). The dynamic and diffuse approach also has been necessary to keep sustainability moving forward in an unsettled and changing college leadership environment. The Office of Sustainability and the President's Council for a Sustainable Future, and our many allies, find pathways for success in an unstable leadership environment. This excerpt from KSC's 2020 Reaccreditation Self-Study Report for the New England Commission on Higher Education provides context:

"A simple before-and-after snapshot of the College's leadership team does not adequately capture all the changes that have occurred. The sheer number and speed of changes in administrative leadership, organizational structure, and reporting lines in recent years have created an unstable climate at the College. Since 2012, KSC has had four presidents or interim presidents, seven provosts or interim provosts, five vice presidents or interim vice presidents of finance and administration, and two vice presidents for student affairs. Advancement has been led by a vice president, then an associate vice president reporting to the president of the College, then a director, and now once again a vice president. There have been four different deans or interim deans in arts and humanities (now arts, education, and humanities) and three deans or interim deans in sciences and social sciences (now sciences, sustainability, and health). The school of professional and graduate studies was led by five different deans, interim deans, or co-deans from 2012 until 2018, when the three academic schools merged into two. Enrollment management has been led by a committee across three divisions, then consolidated under an associate vice president within student affairs, then moved to a new vice president for enrollment strategy, marketing, and communications, a position that had two incumbents in less than 12 months and is now termed chief enrollment management officer. There have been similar organizational changes at the department level as well. As just one example, based on recommendations from a committee appointed by the provost, the former Center for Engagement, Learning, and Teaching was replaced by the Faculty Enrichment Program and by Digital Learning in 2016, each reporting to a different administrator in academic affairs. Faculty enrichment was led by three different faculty members in three years. This position was abruptly eliminated in May 2019 without consultation with the faculty or announcement to the campus community. These types of changes have made it impossible to sustain initiatives in many areas of the College."

Despite these challenges, the Office of Sustainability, the President's Council for a Sustainable Future, and our many campus allies have persisted with planning and implementing new initiatives using a dynamic and flexible approach. When College leadership stabilizes, it would be appropriate to

consolidate the myriad sustainability and climate action planning efforts and initiatives into a single location with a clear Executive Summary that can be used to better communicate and track KSC sustainability goals, plans, and actions.