

KEENE STATE COLLEGE SUSTAINABILITY AND CLIMATE ACTION PLANNING

SUSTAINABILITY GOVERNANCE AND COORDINATION

Keene State College (KSC) prides itself on participatory and shared governance and there are many representative bodies by which students, faculty, and staff participate in policy, planning, and other decision-making for the College. KSC's governance is primarily independent from, but also part of, the University System of New Hampshire. Therefore, when considering KSC's highest governing body, it is necessary to consider the USNH Board of Trustees, the KSC Presidential Cabinet, and the KSC Senate.

Sustainability planning happens at multiple levels within this framework:

- USNH Board of Trustees: Not engaged in day-to-day sustainability planning, but reviews and approves large-scale capital projects.
- KSC President's Cabinet: Reviews and approves sustainability initiatives affecting the whole campus when new financial resources or investments are required (e.g., capital improvements, new staffing). The Cabinet is not engaged in day-to-day sustainability, but the Director of Campus Sustainability dual-reports to the Provost/Vice President of Academic Affairs and the Vice President of Finance and Administration.
- KSC Senate: All new academic programming changes, such as new majors, minors, certificate programs, and courses must be approved by the Senate. The Sustainability Collegewide Learning Outcome was approved by the Senate.
- Office of Campus Sustainability: As a designated autonomous department within KSC, the Director of Campus Sustainability has authority for new initiatives and day-to-day decision making about sustainability, unless the initiatives require new investment outside of the department budget, are a new academic program requiring Senate approval, or would benefit from the President's endorsement.
- President's Council for a Sustainable Future (PCSF): This group provides the stakeholder voice for sustainability at Keene State College. The PCSF identifies initiatives and promotes and tracks practices that reinforce a culture of sustainability at Keene State College. The Council also serves as a critical advisory group and advocacy arm of the Office of Sustainability in setting priorities and promoting sustainability and climate action initiatives.

An example of how sustainability planning works within this framework will illustrate how sustainability planning and action infuse multiple levels of the College. The process is dynamic and inclusive rather than static and set in a single plan.

During academic year 2016 to 2018, the Office of Sustainability and the PCSF conducted extensive research (called the Green Keene planning process) on sustainability and climate action priorities for KSC. Office of Sustainability staff conducted the bulk of the research, but the PCSF reviewed all results. Furthermore, the PCSF actively engaged in a campus-wide qualitative assessment of campus practices and desires related to sustainability. Using focus groups, interviews, and a survey of students, the PCSF and Office of Sustainability identified top priorities of the College community—faculty, staff, students, and administrative leaders were consulted. These results were compared to benchmarking research of

KSC's comparator and regional schools, AASHE STARS, and local, regional, and global science recommendations.

Using these data, the PCSF and Office of Sustainability developed a suite of sustainability and climate action goals for the College using a consensus-based iterative process. Draft goals were vetted with student groups and individuals/departments included in the Green Keene project.

Once in a form approved by the PCSF, the Office of Sustainability developed an Executive Briefing proposing the sustainability and climate action goals and a proposed implementation strategy. The Executive Briefing represents KSC's high-level Sustainability and Climate Action Plan. This plan was presented to the President and her Cabinet for approval, which was received in 2018. A separate high-level Sustainability and Climate Action Plan for Academics was presented to the Provost at the same time.

One approved implementation strategy from these two plans was that KSC pursue an RFP for a guaranteed sustainability and energy services contract (SESCO). Because this RFP called for a whole-campus energy transformation requiring substantial potential capital investment, the USNH Board of Trustees engages in reviewing and approving stated RFP language, contracts, and capital projects over \$500,000 emerging from the SESCO.

Additional information on the respective governance and coordination roles of KSC's sustainability governing bodies is provided below.

UNIVERSITY SYSTEM OF NEW HAMPSHIRE

As one of four institutions comprising the University System of New Hampshire (USNH), the College is governed by the USNH Board of Trustees (BOT). KSC's President reports to the chair of the BOT.

The BOT is comprised of 29-members including the Governor of the State, the President of the State Senate, the Speaker of the House, 10 members appointed by the Governor and Executive Council, 7 alumni-elected members, 2 student-elected members, the Commissioner of Education, the Commissioner of Agriculture, the presidents of the University System's four colleges and universities, and the Chancellor. The Chancellor is the chief executive officer of the University System.

In addition to the two student-elected members to the BOT, students are represented through the University System Student Board (USSB). The stated Mission of the USSB is to "empower the student voice in New Hampshire," through the purpose of: "advis[ing] the Board of Trustees and each of its committees on all topics and matters of interest to the students of any or all of the component institutions of USNH." As reported on the USNH USSB website, since its start in 1999, the USSB has evolved over the years to best represent students from all four-member institutions. The USSB now consists of 2 members from each institution, representing both undergraduate and graduate students. The USSB serves in addition to the two Student Trustees who are formal members of the Board of Trustees (See: <https://www.usnh.edu/trustees/university-system-student-board-ussb>).

USSB members liaise with Student Government and other Student governance bodies (See: <https://www.keene.edu/life/si/programs/student-organizations/listing/>).

KEENE STATE COLLEGE

Although part of the University System of New Hampshire, Keene State College, like the other three institutions within the USNH, operates independently from USNH in most matters. This is certainly true for sustainability-related actions. USNH approval is required for large capital improvements, review and release of large RFPs for procurement of different services, and some collaborative purchases, such as office supplies and IT resources that are part of the College and University Cost Containment Collaborative (CUCCC). For most sustainability initiatives, KSC operates autonomously through its highest governing bodies: the President's office, Cabinet, and College Senate. The Office of Campus Sustainability, with the President's Council for a Sustainable Future, leads efforts independently from these bodies, as well.

Institutional independence from the BOT is recognized in New Hampshire law (NH Rev Stat § 187-A:16 (2017)), which states in part, "It is the intent of the general court that the trustees, when exercising their responsibilities under this chapter, recognize and foster the unique character and educational mission of each institution of the system. To this end, the institutions are to be permitted to operate with the highest measure of autonomy and self-governance, subject to the supervision of the board of trustees."

Given this clear directive for each institution within the USNH to have "autonomy and self-governance," KSC operates primarily through its own highest governing bodies.

President's Cabinet

Keene State's President is its Chief Executive Officer. The President's Cabinet includes the Provost and Vice President of Academic Affairs, the Vice President for Student Affairs, the Vice President for Finance and Administration, the Vice President of Advancement and Constituent Relations, the Associate Vice President for Diversity and Inclusion, the Chief Enrollment Management Officer, and the Director of Human Resources. During the time period covered by this AASHE STARS submission, KSC comprised six divisions: academic affairs; student affairs; finance and administration; enrollment strategy, marketing, and communications; advancement and constituent relations; and the executive division. Each division is led by a principal administrator. The Division of Academic Affairs comprises the School of Sciences, Sustainability, and Health; the School of Arts, Education, and Humanities; and the Mason Library. Each is led by a dean. Students are currently not represented on the Cabinet.

College Senate

The College Senate is the policy making and legislative body for the College with regard to all matters that impact on the quality of academic life. The Senate makes recommendations to the Provost on matters concerning undergraduate and graduate academic policies and programs. The Senate is composed of 29 members representing principal administrators (two), full-time faculty (19), professional/administrative/ technical (PAT) staff (two), operating staff (OS, one), adjunct faculty (one), and students (four) (See: <https://dept.keene.edu/senate/>).

Since the College Senate is the policy making and legislative body for Keene State College with regard to all matters that impact on the quality of academic life, stakeholder representation, including the student voice, and participatory and shared governance approaches are key. Four students serve on the College Senate, one student also is a part of each subcommittee of the Senate including the Senate Executive Committee. The four students that serve on the Senate come from the Student Assembly (Keene State College's elected student governance) in two ways. First, students are elected from the whole student

body to serve on the Student Assembly. The Chair of the Student Assembly is appointed by default to the Senate and the Senate Executive Committee as written in the Student Assembly By-Laws. The remaining three students are elected by their peers on the Student Assembly to serve on the Senate.

There are four standing committees of the senate. The Senate Executive Committee (SEC) includes four elected senate officers, the provost, and the student body president. The SEC is responsible for meeting agendas and minutes, committee membership, and committee work assignments. The SEC also recommends to the president of the College the membership of presidential and other committees and brings to the senate proposals arising from these committees. The Senate Curriculum Committee (SCC), composed of eight senators, oversees the College's undergraduate and graduate curriculum, and establishes curriculum proposal guidelines. The Academic Standards Committee (ASC) consists of eight senators. It provides oversight on issues related to academic performance, degree program admission, and degree criteria. The Academic Policy Committee (APC) comprises seven senators. It reviews issues and makes proposals regarding academic policy.

Each senate committee includes a representative of the student body.

For many years, the Operating Staff (OS) Council represented the hourly staff; and the Professional/Administrative/Technical Staff (PAT) Council represented the salaried staff, while the faculty were represented by two unions: the Keene State College Educational Association (KSCEA) and the Keene State College Adjunct Association (KSCAA), both affiliated with the National Education Association of New Hampshire (NEA-NH). In spring 2016, KSC staff formed four new unions. The campus safety officers formed Chauffeurs, Teamsters, and Helpers Local 633. The administrative assistants within the operating staff formed the Administrative Staff Association (KSCASA). The PAT staff formed two unions, the Staff Association (KSCSA) and the Directors and Supervisors Association (KSCDSA). These last three associations affiliated with NEA-NH, leaving approximately 50 benefited staff (out of a total of 517) that are not covered by a collective bargaining unit. The unions seek fair employment practices for their members through the collective bargaining process.

In academic year (AY) 2017-18, unionized members of the existing OS and PAT councils and Interim President Treadwell began exploring how the staff councils might continue to function with both unionized and non-unionized employee groups represented. President Treadwell, based on advice from USNH staff, Keene State College, NECHE 2020 Self-Study Standard Three: Organization and Governance announced in 2019 that the staff councils would not continue with both unionized and non-unionized representation. When surveyed for their views, PAT non-unionized staff did not express an interest in continuing with the staff council model. The PAT Council has been disbanded and no longer exists at the College. The OS Council now functions with only non-unionized leadership.

Student Representation

The interests and concerns of students are represented via two organized bodies, Student Government and the Student Assembly. Student Government comprises the four classes' elected leaders (president, vice president, treasurer, secretary, and representatives) along with the Student Assembly Executive Board. Its role is to:

“recognize, solicit and focus on student opinions that may affect the student body and improve the quality of life on campus; assist in keeping the students informed of College policies, rules, and concerns; promote and develop through programs and events, enthusiasm, school spirit, participation

and student leadership; communicate to the college community Student Government's activities and concerns; make recommendations to the administration and College Senate and act upon recommendations from these parties; and monitor College programs, offices, policies, and regulations on a continual basis."

The Student Assembly serves as the voice and legislative body of the Student Government. It is composed of the class representatives and vice presidents from each class along with the student body president, student body vice president, speaker of the assembly, secretary of the assembly, treasurer of the assembly, student trustee, and university system student body representative. These seven officers are known as the Student Assembly Executive Board. Together, this body works with each class to represent all students across campus in discussing, drafting, and enacting policies and procedures with respect to student organization governance on campus, including the oversight and allocation of the student activity fee. The Student Assembly also meets with the president and cabinet so that the student voice and perspective is represented in College policies, initiatives, etc.

NOTE: This update on College-wide shared governance bodies is based on KSC's 2020 NECHE (New England Commission on Higher Education) Self-Study Accreditation Report (<https://www.dropbox.com/s/mzqeot7xs6viapi/Keene%20State%20College%202020%20NECHE%20Self-Study%2010-26-2020.pdf?dl=0>).

Office of Sustainability

The Office of Sustainability (Office) is responsible for identifying and championing sustainable efforts on campus, for supporting members of the campus community as they initiate and develop sustainable practices/teaching on campus, and for cultivating a culture of sustainability that permeates all aspects of Keene State College. The Office is charged with developing a comprehensive sustainability management plan that encompasses our climate action plan and energy management plan. Facilitating the creation of specific policies to support plan implementation also are in the purview of the Office of Sustainability. Seven focal points encompass the new direction for the Office of Sustainability:

- Engaging faculty, staff, and students in sustainability curricular and co-curricular initiatives
- Fostering community engagement and responsibility through research and community service
- Maintaining relationships with partners external
- Negotiating and managing RFPs and contracts necessary to achieve sustainability goals
- Working with departments to improve campus sustainability policies and practices
- Providing high level strategic advice to senior management and campus committees
- Assessing and reporting on all College efforts related to sustainability.

The Office is also responsible for the Eco-reps, ROCKS, and Green Bikes peer-to-peer education programs and for supporting and developing student-focused education and activities promoting sustainability.

What was a two-person effort in 2015, comprised of a Director and Recycling Coordinator and contained within the Physical Plant Department, has grown to a six-person independent department, the Office of Campus Sustainability. The Office is currently comprised of:

- Director of Campus Sustainability: Dr. Cary Gaunt
- Zero Waste Coordinator: Linsey Edmunds

- Sustainability Engagement Coordinator: Caitlin Holden
- Sustainability Field Supervisor for Recycling and Student Employees: Erasme Uyizeye
- Sustainability Post-Doctoral Fellow: Tuul Sukhbaatar
- Over 20 student employees.

President's Council for a Sustainability Future

The Keene State College President's Council for a Sustainable Future (PCSF) is a critical planning and policy development group for the College, through identifying, promoting, and monitoring initiatives that reinforce a culture of sustainability at KSC. The PCSF is also a key advisory group and collaborator to the Office of Sustainability in setting priorities, implementation strategies, and advancing sustainability and climate action initiatives.

The PCSF represents stakeholders from all facets of the College community in order to ensure that myriad perspectives are considered. Students, faculty, staff, and administrators are represented on the Council, and all voices are valued equally. The group is facilitated by the Director of Campus Sustainability and a consensus-based, collaborative decision-making approach is used.

The PCSF is one of the few groups on campus where students, representatives of the physical plant, and Department Chairs sit around a table to determine sustainability goals and policies. This approach works excellently as evidenced in the clear Sustainability Goals and Sustainability Collegewide Learning Outcome that were developed. It took the input of all voices to develop the final proposals that were presented to the College President and her Cabinet, and the College Senate, for approval. The student voice is especially valued.

The PCSF meets once per month as a whole group, with smaller working groups active on specific projects. Examples of the significant contributions the Sustainability Council has made include, but are not limited to:

- Conducting focus groups and interviews with campus stakeholder groups to determine College sustainability priorities
- Developing Sustainability goals and implementation strategies for the College
- Reviewing and improving the draft Sustainability Collegewide Learning Outcome that was presented to the College Senate
- Articulating key elements to be included in a Sustainability and Energy Services Contract (SESCO) RFP for the College
- Reviewing contractor proposals for the SESCO
- Evaluating new programs such as the Climate Action Leaders faculty, staff, and student advocacy initiative
- Tracking progress towards AASHE STARS implementation.

The scope of work considered by the PCSF is articulated in its Mission Statement developed in 2016:

The President's Council for a Sustainable Future identifies initiatives, promotes and tracks practices that reinforce a culture of sustainability at Keene State College. The Council collaborates with the Office of Sustainability, administrative leaders, and operates across the College community. We foster educational and institutional activities and policies, including stewardship of our environment, the promotion of social justice, economic equity and well-being through local action and global thinking.

Membership

STAKEHOLDER CATEGORY	NAME	TITLE
ACADEMICS		
Faculty	Dr. Timothy Allen	Professor, Environmental Studies, Geography, and Sustainability
	Dr. Christopher Brehme	Professor, Environmental Studies, Geography, and Sustainability
	Dr. Fernando Del Ama Gonzalo	Assistant Professor, Sustainable Product Design and Architecture
	Randall Hoyt, MFA	Associate Professor, Art and Design
	Dr. Kathleen Johnson	Professor, Management
	Dr. Mark Long	Professor, English
Provost's Office	Need representation	Former member was Associate Provost
Collegewide Learning Outcome Committee	We have faculty representation, but recommend adding: Kim Schmidl-Gagne	Program Manager for Academic Affairs
Institutional Research and Assessment	George Smeaton	Director of Institutional Research and Assessment
Open Education and Access to Research	John Lorette	Learning Systems Administrator/Digital Learning Consultant at Mason Library; Adjunct faculty in Environmental Studies
Library	Jeff Kazin	Access Services Manager; Green Bikes library champion
Academic and Career Counselling	Beverly Behrmann	Academic and Career Advisor
ENGAGEMENT		
Overall campus and public engagement	Caitlin Holden	Sustainability Engagement Coordinator, Office of Sustainability
Student Sustainability staff/educators	Morgan Chantler, Julie Anselmo, Lindsey Ljungberg	Students Eco-Reps
Student Orientation	Need representation	
Student Life	Jennifer Ferrell	Associate VP for Student Engagement
	Jessica Gagne Cloutier	Director of Student Involvement
Residential Life	Robin Picard	Off-Campus Housing Coordinator
	Alex Wood	Residential Facilities Coordinator
Current Students	Need non-Eco-Rep students	
Alumni	Julia Yates	Alum and KSC Sustainability Associate
Admissions	Charlie Wynn	Admissions Counselor
Employee Orientation and staff training	Need HR representation	
Community Connections	Jessica Gagne Cloutier	Former Community Service Coordinator

STAKEHOLDER CATEGORY	NAME	TITLE
Continuing Education	Need representation; possibly Heather Jasmine	Educational Program Coordinator
OPERATIONS		
Energy	Diana Duffy	Coordinator of Energy and Utility Services
	Bill Rymes	Supervisor of Plumbing/Heating Plant Operations
Buildings, Capital Planning, Deferred Maintenance	Frank Mazzola	Director of Physical Plant
Dining Services	Caitlin Howell	Marketing Manager, Chartwells Higher Education Dining Services
Grounds Maintenance	Joe Britton	Grounds Landscape Team Lead
Information Technology	Soren Paris	CRM Administrator, IT Group
Purchasing	Sean Buxton	Purchasing Aid, Procurement Office
	Renee Harlow	Campus Purchasing Director
Sustainable Transportation	Need representation	
Waste Management	Linsey Edmunds	Sustainable Materials Management Coordinator, Office of Sustainability
Water: Use, Storm water, watershed management	Need representation	
PLANNING AND ADMINISTRATION		
Diversity and Equity	Dottie Morris	Associate Vice President for Diversity and Inclusion
Support for Underrepresented Groups (faculty, staff, students)	Need representation; someone from ASPIRE or TRIO?	
Investment and Finance	Jessica Bigaj	Stewardship & Cultivation Manager, Advancement
Wellbeing	Melissa Langill	Counselor and Coordinator of Alcohol and Other Drug Use Prevention and Education
	Brian Quigley	Executive Director of the Wellness Center
Health and Safety	Ralph Stuart	Campus Manager-Environmental Health and Safety