



Connecticut College
Campus Sustainability Plan
2018 – 2028

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About Connecticut College

Connecticut College is a highly selective, private liberal arts college in the historic seaport of New London. Our 750-acre arboretum campus overlooks Long Island Sound and the Thames River. Founded in 1911, the College enrolls 1,800 students from across the country and around the world. We offer more than 1,000 courses in 30 academic departments and more than 40 traditional majors. Close to 55 percent of our students study abroad, and nearly 80 percent participate in the paid summer internship program. Graduates are creative, adaptive thinkers prepared to take on complex challenges with an academic foundation rooted in integrated study, research opportunities and service learning.

The College completed its first STARS assessment in spring 2018 and received a Silver rating in March.



From the President

Connecticut College has a long and distinguished history of environmental conservation and stewardship, a legacy that has been recently strengthened through a renewed focus on sustainability. The College's strategic plan, *Building on Strength*, includes a number of goals and objectives designed to develop our commitment to environmentally responsible, economically viable, and socially just policies and practices. This Campus Sustainability Plan offers the logical next step: a comprehensive set of actions that the College will undertake to achieve its ambitious sustainability goals.

This year, for the first time, the Association for the Advancement of Sustainability in Higher Education awarded Connecticut College a Silver ranking within its Sustainability, Tracking, Assessment, Rating System (STARS). The self-assessment submitted by the College was helpful in identifying where we have been successful in promoting sustainability and where we need and want to do more. This Plan describes all that we want to do. It provides a roadmap for the next ten years to integrate sustainability more fully into the campus culture and to reduce the College's environmental impact.

The mission of Connecticut College is to put the liberal arts into action. This Campus Sustainability Plan requires collective action. I look forward to working with every member of this community on achieving its most worthy goals.

[signature]

Katherine Bergeron, President

From the Office of Sustainability

Connecticut College is committed to a broad view of sustainability, recognizing the inherent interconnectedness of our environment, society and economy. Thus, sustainability is a framework for discovering economically sound, socially just, and environmentally favorable solutions to local and global challenges. Sustainability is closely tied to the mission of Connecticut College and the underlying themes are clearly articulated in the core values of the College, which are: Academic excellence, Diversity, equity and shared governance, Education of the entire person, Adherence to common ethical and moral standards, Community service and global citizenship and Environmental stewardship.

The College has long been a leader in both environmental stewardship and social justice. Starting in 2011, with the hiring of the first Sustainability Coordinator, the College committed to this broad view of sustainability – with the recognition that the wellbeing of both the environment and people are critical to the continued thriving of the college, as well as society and the planet. Since 2011, the Connecticut College's focus on sustainability has continued to develop. In May 2013, the College published its first Sustainability Plan outlining fourteen priorities for the next few years. One of these was the development of an Office of Sustainability, realized just months later in the fall of 2013. The Office is now co-led by the Assistant Director of Sustainability and the Suzi Oppenheimer '56 Faculty Director. Each year several teams of students, each led by a student Senior Fellow, carry out projects in many different areas of sustainability.

In parallel with developing this sustainability strategic plan, the Office of Sustainability and the Environmental Model Committee collaborated to collect data and assess our current status in a range of areas related to sustainability. We submitted these data to the STARS sustainability rating system of the Association for the Advancement of Sustainability in Higher Education (AASHE) and in March 2018, Connecticut College earned a Silver STARS rating. A major focus of this sustainability strategic plan over the next three years is to make sufficient progress to earn a Gold STARS rating by 2021.

Sustainability Milestones

		1911	Connecticut College founded to provide higher educational opportunities for women
Connecticut College Arboretum established		1931	
		1952	Bolleswood Natural Area designated for long-term ecological studies
Human Ecology (now Environmental Studies) major first offered		1969	Environmental Model Committee established
Campus wide recycling program begun (one of the first in the nation)		1970	
		1973	Unity House founded to support multicultural students
Goodwin-Niering Center for the Environment established		1993	
Earth House formed		1994	First Environmental Coordinator hired
		1996	Holleran Center for Community Action and Public Policy established
College signs carbon offset agreement with Reforest the Tropics		1999	
		2001	Renewable Energy Fund (now Sustainable Projects Fund) begun
Sustainability Fellows Program initiated		2012	New London Hall reopens after a green renovation and receives LEED Gold
		2013	Office of Sustainability established
Suzi Oppenheimer '56 Faculty Director of Sustainability appointed		2014	
		2016	First Dean of Institutional Equity and Inclusion hired
Campus Sustainability Task Force convened		2017	
		2018	Connecticut College awarded Silver ranking from the Association for the Advancement of Sustainability in Higher Education

Plan Overview

The Campus Sustainability Plan is intended as a comprehensive vision for advancing sustainability at Connecticut College over the next 10 years. Each focus area has both broad goals and specific action items that will contribute to the transformation of our campus. An implementation plan at the end of this document breaks down a timeline for achieving these goals over ten years.

The focus areas and goals are:

1. Energy and Climate

- 1.1. Utilize more efficient forms of energy generation
- 1.2. Increase energy efficiency and conservation at the College through systems upgrades and by increasing awareness of energy issues among students, faculty and staff
- 1.3. Develop renewable and cleaner sources of energy production to reduce emissions by 5 percent
- 1.4. Permanently protect the Arboretum for habitat conservation and carbon sequestration
- 1.5. Develop a detailed Climate Action Plan based on this plan

2. Academics and Education

- 2.1. Educate students, faculty and staff on sustainability and the connections between social, economic and environmental justice
- 2.2. Increase awareness of sustainability policies, practices and accomplishments at the College
- 2.3. Incorporate sustainability more broadly into the curriculum
- 2.4. Provide access to the College's sustainability-related data for use in courses
- 2.5. Expand and strengthen reciprocal partnerships with sustainability related community organizations

3. Campus Operations

- 3.1. Reduce total waste by 20 percent by 2028 from the 2017 baseline
- 3.2. Reduce water consumption on campus by 5 percent by 2023 and 8 percent by 2028 from the 2017 baseline
- 3.3. Increase the amount of local, organic and fair trade food purchased across campus to 10 percent by 2023 and 20 percent by 2028 from a 2017 baseline of 5.86 percent
- 3.4. Increase the percentage of sustainable and fair labor practice goods purchased by the College

4. Planning and Construction

- 4.1. Create sustainable residential facilities
- 4.2. Improve the health and sustainability of the arboretum campus landscape
- 4.3. Expand and develop programs to support the use of sustainable forms of transportation
- 4.4. Increase campus accessibility for those with limited mobility

5. Administration

- 5.1. Use our investments to support a just and sustainable society
- 5.2. Increase the Sustainability Revolving Fund to \$1 million by 2023
- 5.3. Promote an equitable work environment
- 5.4. Improve the efficiency of our workforce and reduce paper use
- 5.5. Expand and strengthen support for the Office of Sustainability and campuswide sustainability coordination

Energy and Climate

Reduce carbon emissions by 26 percent by 2025.

Energy use impacts both air quality and greenhouse gas emissions, negatively impacting both the environment and communities. Shifting to cleaner energy sources and decreasing energy usage will enable Connecticut College to reduce its environmental and social impacts while providing financial benefits over time. In the past decade, the College has updated its central steam plant and installed geothermal wells to heat and cool New London Hall, leading to a decrease in greenhouse gas emissions. In 2015, the United States committed to reducing carbon emissions by 26-28 percent by 2025. Although the federal government has since stepped back from this pledge, in May 2017 we joined with hundreds of academic institutions, municipalities, and businesses to show our support for the Paris Climate Agreement when President Bergeron signed the We Are Still In pledge. This plan outlines the actions we will take to reduce our greenhouse gas emissions and overall energy use to reach that target.

Goals

Action Items

1.1 Utilize more efficient forms of energy generation

1.1.1 Install efficient on-site electricity generation and interconnect campus to form a microgrid

1.2 Increase energy efficiency and conservation at the College through systems upgrades and by increasing awareness of energy issues among students, faculty and staff

2.1 Undertake at least \$750,000 in energy efficiency projects by 2025, focusing on lighting and other projects with short payback time

2.2 Use building level data to identify times when low-use buildings can be "closed" to conserve energy

2.3 Consolidate building use to reduce the number of smaller, less efficient buildings

2.4 Implement existing Sustainability Building Guidelines for all renovation and building projects over \$1 million

2.5 Add smart submeters to all buildings on campus over 5,000 square feet and publicize the data collected



From 2013-2017 the College reduced energy use by

14%
per square foot

Goals

Action Items

3. Develop renewable energy and clean energy alternatives campus

3.1 Conduct feasibility studies for a variety of renewable energy options to reduce natural gas usage, including at a minimum biogas and geothermal

3.2 Implement the selected renewable energy option(s) at a scale to reduce greenhouse gas emissions by at least 5 percent

3.3 Include solar arrays and/or green roofs as a standard part of roofing and parking lot projects

4. Permanently protect the Connecticut College Arboretum for both habitat conservation and carbon sequestration

4.1 Permanently protect at least 400 acres of the Arboretum through deed restrictions or other legal means

4.2 Conduct assessment of carbon sequestration in the Arboretum and retire offset credits

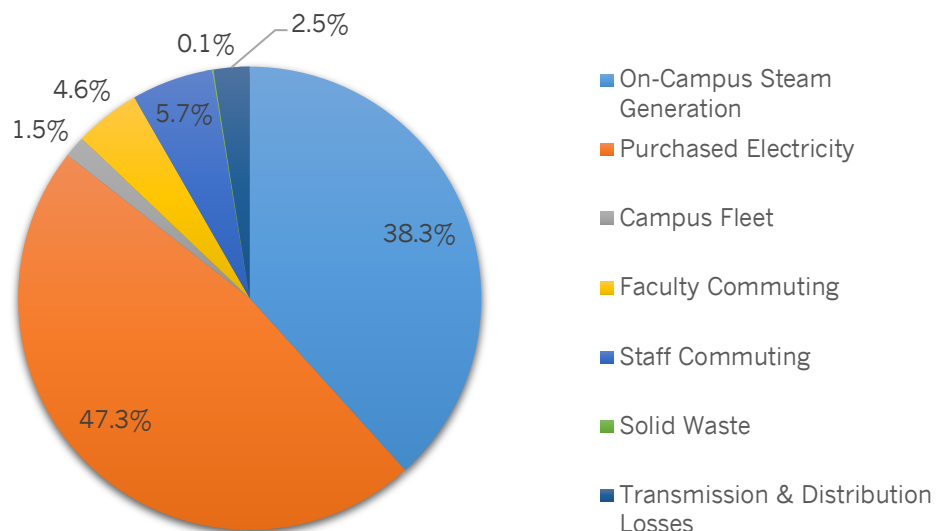
5. Develop a detailed Climate Action Plan based on this plan

Current Progress

In 2018, Connecticut College completed greenhouse gas inventories for FY2013 and FY2017. From 2013-2017, the college saw a 3.5% decrease in carbon emissions. The renovation of New London Hall, an overhaul of the steam plant, and lighting and efficiency upgrades contributed to this decrease.

The figure to the right shows the major sources of our campus emissions.

Carbon Emissions Breakdown FY2017



Academics and Education

Integrate sustainability into the campus culture.

Sustainability is implicit in Connecticut College’s mission and core values. An understanding of sustainability and the interconnectedness of environment, society and economy is key to educating students (and faculty and staff) to “put the liberal arts in action as citizens in a global society.” Ultimately it is through education that Connecticut College can have the greatest impact on the sustainability of our world. As our students take what they learn into their lives and careers, they help increase the sustainability of individuals, organizations and communities throughout the world. This education includes the formal curriculum as well as opportunities and experiences outside the classroom, both on and off campus. Our overall goal is for sustainability to be more broadly integrated in both the formal and informal learning at the College for all members of the campus community.

Goals

Action Items

1. Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice

1.1 Implement diversity, cultural literacy and sustainability training for all new faculty and staff, phase in training for current employees and enhance current trainings for students

1.2 Implement a peer-to-peer sustainability education program for faculty and staff

1.3 Administer a campus sustainability literacy and climate survey every two years

1.4 Have a major sustainability awareness campaign each academic year

1.5 Work with Residential Education Fellows and other existing programs to include sustainability in their events

2. Increase awareness of sustainability policies, practices and accomplishments at the College

2.1 Update and bring all sustainable building and operations policies through official approval channels and then publicize them to the campus

2.2 Prepare an annual sustainability report that includes progress toward goals

2.3 Create a standard design for and install sustainability signage across campus

2.4 Achieve a STARS Gold rating by 2021

Goals

Action Items

3. Incorporate sustainability more broadly into the curriculum

- 3.1 Incorporate learning objectives related to sustainability into Connections and/or individual majors
- 3.2 Develop a recurring, week long summer workshop for faculty interested in including sustainability more fully in their courses
- 3.3 Develop a network of alumni working in sustainability-related fields willing to connect with the College and include more connections with alumni working in sustainability into classes
- 3.4 Develop a first-year seminar (FYS) module on sustainability that engages students with the campus' sustainable features

4. Provide access to the College's sustainability-related data for use in courses

- 4.1 Develop a system for tracking and reporting sustainability data and make these data accessible to the campus community
- 4.2 Adopt the model of "campus as a living lab" to incorporate building design and construction, energy use, and other sustainability data into coursework

5. Expand and strengthen reciprocal partnerships with sustainability related community organizations

- 5.1 Assess and document current sustainability partnerships, with an initial focus on food related programs
- 5.2 Use completed assessment to choose key existing or potential community partners in the areas of food, education and social innovation and further develop these partnerships
- 5.3 Implement the College's Civic Action Plan
- 5.4 Develop processes for including community stakeholders in campus construction and infrastructure projects
- 5.5 Establish a full-time position to coordinate and develop partnerships in the area of sustainable food, assist with the advising of the Sprout Garden and teach related courses in the Botany Department

From 2016-2018
the College offered over

165

courses that include
sustainability

Campus Operations

Reduce the environmental impact of the College's operations.

Operating a campus necessarily comes with an environmental impact from the everyday use of buildings and resources. The more than 2,600 daily users of our campus create 800 tons of waste, use 35 million gallons of water, and consume more than 620,000 meals in our dining halls each year. The goals in this focus area are intended to reduce the consumption of these resources at the College and to redirect our purchasing toward more sustainable food, goods and services. The specific action items outlined below are meant only as first steps toward reducing our environmental impact. The College will continue to monitor the possibilities for large-scale projects as new technology, composting facilities and funding become available. Achievement of the goals in this area will also be strongly tied to successfully educating community members to engage in habits that conserve resources. The College has already begun to make significant efforts to improve the sustainability of its operations, and through this plan we hope to continue making changes that reduce the environmental impact of the College and improve the quality of our community.

Goals

Action Items

1. Reduce total waste by 20 percent by 2028 from a 2017 baseline

- 1.1 Install standard, highly visible signage at all paired recycling and trash bins
- 1.2 Minimize the use of paper towels in bathrooms by removing paper towel dispensers and installing hand driers where appropriate
- 1.3 Follow green building standards for construction and demolition waste recycling on all construction and renovation projects
- 1.4 Expand the reach of the Office Swap program by establishing a permanent office-supply closet and by creating a catalog in the forthcoming eProcurement system
- 1.5 Implement food-waste tracking software in the dining halls
- 1.6 Maximize the efficiency of existing catering resources by providing the office with the right of first refusal for catering at on-campus events, and better communicate how to properly submit orders to prevent over-ordering
- 1.7 Set up a system for collecting small amounts of compost from events, student-run coffee shops and independent living facilities

In 2017 the College diverted

47%

of its waste from the incinerator

Goals

Action Items

2. Reduce water consumption on campus by 5 percent by 2023 and 8 percent by 2028 from a 2017 baseline

- 2.1 Replace the dishwashing machine in Harris with a newer, more efficient model
- 2.2 Adapt or replace toilets, faucets and showerheads with low-flow fixtures
- 2.3 Implement an education campaign around water conservation
- 2.4 Install water meters on residential buildings to track the impact of water conservation projects and education campaigns
- 2.5 Collect rainwater and/or greywater for irrigation, landscaping and gardening

3. Increase the amount of local, organic and fair trade food purchased across campus to 10 percent by 2023 and 20 percent by 2028 from a 2017 baseline of 5.86 percent

- 3.1 Increase Dining Services food budget to accommodate purchasing more locally or regionally grown, organic and fair trade food
- 3.2 Formalize a partnership between the Sprout Garden and Dining to produce specific items for the dining halls, such as herbs

4. Increase the percentage of sustainable and fair labor practice goods purchased by the College

- 4.1 Gather information to establish a baseline for what percentage of goods the College purchased in FY2018 were sustainable and/or fair labor
- 4.2 Include sustainability education in the Procurement Services training program
- 4.3 Establish and use recognized "green" and "recycled" symbols and designations in the proposed eProcurement system and make those items the default option
- 4.4 Include sustainability initiatives in supplier quarterly business review meetings and investigate opportunities to reduce packaging and lower emissions by redesigning delivery schedules with supply partners
- 4.5 Join the Fair Labor Association or Workers Rights Consortium

From 2013-2017 the College achieved a

10%

reduction in water use

Planning and Construction

Embed sustainability in the campus landscape, buildings and infrastructure.

The College landscape has been continually changing since its founding over a century ago. Over the next 10 years and beyond, we expect that the campus will continue to evolve with new buildings, infrastructure and landscapes. A key piece of this sustainable development will be increasing and improving accessibility for pedestrians, bicyclists and those with limited mobility. Our historic buildings and location on Connecticut Route 32 present real challenges to these goals. But, through consolidation into more accessible buildings, renovations and working with the city and state on improving the roadways and sidewalks leading to campus we hope to address these challenges. Equally important will be making long-term plans to ensure the continued health and vitality of our tree canopy and natural landscapes. The goals in this focus area are intended to ensure that growth and change on campus is done sustainably.

Goals

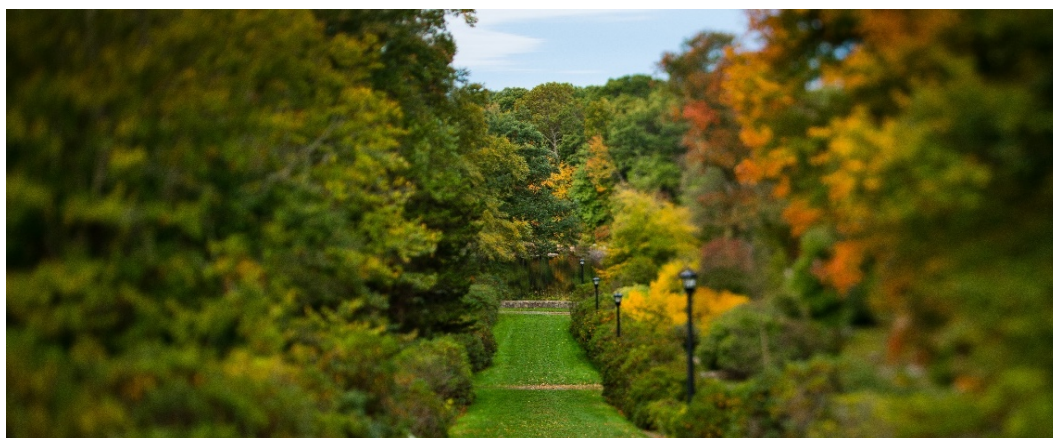
Action Items

1. Create sustainable residential facilities

- 1.1 Transform Earth House and other existing residences into sustainable houses that can serve as models for innovative ideas
- 1.2 Incorporate green design into a new apartment-style residence hall on main campus that can serve as a model of green building and living

2. Improve the health and sustainability of the arboretum campus landscape

- 2.1 Enhance collaboration between Grounds Management and the Arboretum to make best use of resources and expertise
- 2.2 Develop and implement a long-term campus vegetation management plan for invasive species and the tree canopy
- 2.3 Make efforts to improve the quality of stormwater runoff and to reduce the amount of runoff
- 2.4 Reduce the amount of landscape that needs high levels of maintenance



The Arboretum contains

200

acres of designated
Natural Areas

Goals

Action Items

3. Expand and develop programs to support the use of sustainable forms of transportation

- 3.1 Expand the number of staff and faculty who carpool by providing vanpools, carpool matching and/or carpooling incentives
- 3.2 Install an electric charging station with solar array on campus to encourage the campus community to invest in zero emissions vehicles
- 3.3 Implement a campuswide bike share program in collaboration with the City of New London
- 3.4 Enhance support for Spokespeople to improve and expand their semester-long bike rentals and bike repair program
- 3.5 Create better bike facilities such as more accessible bike racks, covered areas for bike parking and tire pumps at central bike racks
- 3.6 Add new sidewalks to expand connectivity, especially around parking areas to keep pedestrians off of the roadways
- 3.7 Audit the campus fleet for opportunities to invest in hybrid and/or electric vehicles or reduce the size of the fleet

4. Increase campus accessibility for those with limited mobility

- 4.1 Consolidate student and guest facing offices into buildings with elevators to make them fully accessible
- 4.2 Create more accessible common spaces and indoor and outdoor seating for classes, lunch, and small group meetings
- 4.3 Invest in the capacity to provide temporary accessibility to spaces so that students, faculty or staff with injuries do not need to be moved

Connections to the Campus Master Plan

This Sustainability Plan has been designed to have strong connections to and overlap with the Campus Master Plan, currently being prepared by a team from Sasaki and a steering committee of faculty, staff and students. Sustainability is one of the foundational values of the Campus Master Plan, and we believe that by affirming and re-stating some of the same sustainability goals in this plan we can help catalyze and prioritize these projects. Some examples of goals that appear in both plans are: adding solar canopies to parking lots, building a green residence hall, reducing the amount of high-maintenance landscape, improving pedestrian connectivity and consolidating campus into more accessible, efficient buildings. Taken together, we believe these plans will provide a roadmap for a more sustainable campus.

Administration

Consider sustainability in high-level decision making at the College.

Campus sustainability cannot be accomplished through the efforts of just one office or a small group of champions. To be truly successful, sustainability must be included at the highest levels of decision-making about investments, equity and inclusion and long-term campus planning. Using our investments in a way that upholds the mission and values of the College is especially important to our students. In Spring 2016, the Student Government Association passed a resolution calling on the College to create a plan to divest from fossil fuel holdings. While the College currently has no direct holdings in this industry, clarifying a sustainable investments policy will be a key next step to meeting this charge from our students. When holistic sustainability is considered as a default in high-level decision-making, it will become easier to implement all of the goals outlined in this plan.

Goals

Action Items

1. Use our investments to support a just and sustainable society

1.1 Create a Committee of Investor Responsibility to advise the Board of Trustees on ethical and sustainable investing and complete proxy votes on behalf of the College

1.2 Develop a sustainable investment policy and/or include sustainability considerations in existing investment policies

2. Increase the Sustainability Revolving Fund to \$1 million by 2023

2.1 Allocate 30 percent of utility savings from the fuel cells to the Revolving Fund over the next 10 years

2.2 Advertise donations to the Revolving Fund to donors as a way to make a long-term impact

Lighting updates in Luce Field House, supported by the Revolving Fund, are projected to save

98,000
kWh per year



Goals

Action Items

3. Promote an equitable work environment

- 3.1 Administer bi-annual campus climate survey to students, faculty and staff
- 3.2 Promote Faculty/Staff equity through coordinated information sharing and decision-making
- 3.3 Develop programs to recruit and support staff members from underrepresented groups
- 3.4 Implement paid parental leave for staff

4. Improve the efficiency of our workforce and reduce paper use

- 4.1 Switch from paper timesheets to an online payroll and timesheet system
- 4.2 Create a phase-out plan to reduce the number of personal printers by at least 50 percent
- 4.3 Provide materials electronically as a default and use tools, such as a document management system, to reduce the number of paper-based processes

5. Expand and strengthen support for the Office of Sustainability and campuswide sustainability coordination

- 5.1 Create a Sustainability Advisory Committee to advise on holistic sustainability projects and goals
- 5.2 Move the Office of Sustainability to a central campus location
- 5.3 Update the sustainability website with current goals and resources for students, faculty and staff and audit how sustainability appears on other College pages
- 5.4 Advance staff position to Director, Office of Sustainability to more accurately reflect the functional structure of the office
- 5.5 Add a Program Coordinator position to supervise student Sustainability Fellows



In 2018, sustainability fellows worked

3,690

hours on projects and peer-to-peer education

Implementation Plan

Achieving the goals in this plan will take the work of many departments across campus over the next ten years. The implementation plan below lays out how we envision sequencing these goals based on current funding and capacity. We have paid particular attention to the sequence of the first three years, which will be critical for building toward our goal of achieving STARS Gold when we resubmit for certification in 2021.

The action items are numbered according to their focus area, goal and action item number in the document above. For a quick reference, refer to the Plan Overview on page 5. Office of Sustainability is abbreviated OoS in the coordinating office column.

Phase	Action Item	Coordinating Office	
Phase 1 (2018-2021)	Spring 2018 (In Progress)	1.3.3 Include solar/green roofs in Master Plan	Facilities, Sasaki
		3.4.2 Include sustainability in Procurement Services trainings	Procurement Services
		3.4.4 Include sustainability in supplier review meetings	Procurement Services
		5.4.2 Reduce use of personal printers by 50%	F&A, OoS
		5.5.3 Update the sustainability website	OoS, Communications
	Summer 2018	1.2.4 Implement Sustainable Building Guidelines	Facilities
		1.2.5 Add submeters to campus buildings	Facilities, OoS
		2.3.4 Develop sustainability focused FYS module	OoS, Dean of First Years
		2.4.1 Track and report sustainability data	OoS
		3.1.5 Implement food-waste tracking software	Dining Services, OoS
		3.3.2 Formalize partnership between Sprout Garden and Dining	Dining Services, OoS
		3.4.1 Establish a baseline for sustainable purchases using FY18	Procurement Services
		4.2.1 Enhance collaboration between Grounds and Arboretum	Grounds, Arboretum
		5.3.4 Implement paid parental leave for staff	HR
	Fall 2018	1.5 Develop a Climate Action Plan	EMC, OoS
		2.1.1 Sustainability training for new students and employees	OoS, DIEI, Student Engagement
		2.1.4 Have a sustainability awareness campaign	OoS
		2.2.1 Update and publicize sustainability policies	OoS, EMC
		2.2.3 Install sustainability signage	OoS, Communications
		3.1.1 Install standardized, highly visible recycling signage	OoS, Communications
		3.1.2 Minimize the use of paper towels	Facilities, OoS
		3.1.4 Expand the reach of the Office Swap program	OoS
		3.1.7 Set up a system for collecting small amounts of compost	OoS
		3.4.3 Make sustainable products the default in the eMarketplace	Procurement Services
		5.2.2 Advertise Revolving Fund to donors	Advancement
		5.3.2 Promote Faculty/Staff equity	FSCC, Staff Council
	Spring 2019	2.1.3 Administer sustainability literacy survey	OoS, Institutional Research
		2.2.2 Prepare an annual sustainability report	OoS
		3.4.5 Join Fair Labor Association or Workers Rights Consortium	Procurement Services, OoS

		4.3.1 Expand the number of staff and faculty who carpool	OoS
		5.1.1 Create a Committee of Investor Responsibility	F&A, Board of Trustees, CC Divest
		5.3.1 Administer a bi-annual campus climate survey	Institutional Research, HR
		5.5.1 Create a Sustainability Steering Committee	OoS, EMC
	Summer 2019	1.1.1 Install fuel cells	Facilities
		2.1.2 Develop employee peer-to-peer sustainability program	OoS
		2.3.1 Create sustainability learning objectives	OoS, Dean of the College
		2.3.2 Host summer workshop for faculty	OoS, Dean of the Faculty
		2.4.2 Adopt the model of "campus as a living lab"	OoS, Dean of the Faculty
		3.1.3 Recycle construction and demolition waste	Facilities
		4.3.4 Enhance support for Spokespeople	OoS, Student Engagement
		5.1.2 Develop a sustainable investment policy	F&A, Board of Trustees, CC Divest
	2019-2020	1.3.1 Assess renewable energy options	OoS, Facilities
		2.1.5 Include sustainability in existing events	OoS, REAL, Student Engagement
		2.5.1 Assess current sustainability partnerships	Community Partnerships, OoS
		2.5.2 Develop key sustainability partnerships	Community Partnerships, OoS
		2.5.5 Establish Sprout/Botany position	Botany, OoS
		3.1.6 Maximize catering efficiency	Events and Catering, F&A
		3.2.4 Install water meters on residential buildings	Facilities
		4.3.3 Implement a campus-wide bike share program	OoS, Dean of Students
		4.3.7 Audit campus fleet for efficiency	Facilities
		5.3.3 Recruit and support staff from underrepresented groups	DIEI
	2020-2021	2.2.4 Achieve STARS Gold	OoS
		3.2.3 Implement a water conservation campaign	OoS
		5.4.1 Implement online timesheets and payroll system	F&A
	Phase 2 (2022-2025)	1.2.1 Undertake \$750K in energy efficiency projects	Facilities, OoS
		1.2.2 Identify low-use times for buildings	Facilities
		1.3.2 Implement selected renewable energy option	Facilities
		1.4.1 Permanently protect the Arboretum	Arboretum, Board of Trustees
		1.4.2 Assess carbon sequestration credits for Arboretum	Arboretum, OoS
		2.3.3 Develop network of sustainability alumni	OoS, Alumni Engagement
2.5.3 Implement Civic Action Plan		Community Partnerships	
2.5.4 Include community in infrastructure planning		Facilities	
3.2.1 Replace the dishwashing machine in Harris		Dining, Facilities	
3.2.2 Install low flow fixtures to maximize water efficiency		Facilities	
3.2.5 Collect rainwater or greywater		Facilities	
3.3.1 Increase Dining budget		Dining, F&A	
4.1.1 Transform residential buildings into sustainable houses		Facilities, REAL	
4.2.2 Develop and implement a vegetation plan		Grounds, Arboretum	
4.2.3 Make efforts to reduce stormwater runoff		Grounds, Arboretum	
4.2.4 Reduce the amount of high-maintenance landscape		Grounds	

	4.3.2 Install an electric charging station with solar array	Facilities, OoS
	4.3.5 Create better bike facilities	Facilities, Spokespeople, OoS
	4.3.6 Add new sidewalks to expand pedestrian connectivity	Facilities
	4.4.2 Create more accessible gathering spaces	Facilities, Accessibility Services
	4.4.3 Increase the capacity to fulfill accessibility accommodations	Facilities, Accessibility Services
	5.2.1 Allocate utility savings from the fuel cells to Revolving Fund	F&A
	5.4.3 Provide materials electronically as a default	OoS
	5.5.2 Move the Office of Sustainability to a central location	OoS, Facilities
	5.5.4 Advance staff position to Director, Office of Sustainability	F&A, HR
Phase 3 (2025- 2028)	1.2.3 Consolidate building use	Facilities
	4.1.2 Incorporate green design into a new residence hall	Facilities, OoS
	4.4.1 Consolidate offices into accessible buildings	Facilities
	5.5.5 Add Program Coordinator to Office of Sustainability	OoS, HR

Tracking and Reporting

Progress toward these goals and updates to the plan will be reported each year in an Annual Sustainability Report prepared by the Office of Sustainability. In this Annual Sustainability Report, we will provide information on action items that are in progress, completed, or not yet begun. For those action items in progress or completed, we will also report on key metrics for success by which our achievements can be assessed. We expect that as finances and technology evolve, this plan will also need to evolve. Therefore, the annual report will also highlight any areas where we have needed to make changes to a goal, action item or the implementation timeline.

In addition, the College will continue to report to the Association for the Advancement of Higher Education (AASHE) through the STARS reporting tool every three years. These reports, and supporting data, will be made publicly available on the Office of Sustainability website.

Acknowledgements

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