



Prescott College

For the Liberal Arts, the Environment, and Social Justice

Sustainability Plan

August 2012

It is the mission of Prescott College to educate students of diverse ages and backgrounds to understand, thrive in, and enhance our world community and environment. We regard learning as a continuing process and strive to provide an education that will enable students to live productive lives while achieving a balance between self-fulfillment and service to others. Students are encouraged to think critically and act ethically with sensitivity to both the human community and the biosphere. Our philosophy stresses experiential learning and self-direction within an interdisciplinary curriculum.

Executive Summary

Equality, diversity, social justice and environmental responsibility have been core values of the Prescott College community for many decades before these concepts were framed within the more recent language of "sustainability." With bold imagination our core values enable us to fulfill a founding charge to educate authentic leaders for the 21st Century. Our core curriculum, rooted in self-directed experiential education, provides a unique and innovative context for weaving sustainability throughout the curriculum. We have long been on the path as a national leader in sustainability education and action.

Sustainability design and leadership begins with responsibility for impacts that our college programs and operations have on society, the economy and environment. Prescott College seeks to go beyond the fundamental goals of sustainability by investing in the resilient and regenerative capacity of natural and social ecologies and relationships: all forms of critical or beneficial capital with tremendous value that appreciates over time.

This plan begins with emphasis on various process areas related to sustainability issues, including curriculum and research, coordination and planning, and priority-setting. It also includes a wide range of objectives for application of sustainability values in key performance areas within the three domains of the triple bottom line: the environmental domain including energy, water, waste, buildings, dining/food, ecosystems and biodiversity, climate, transportation and purchasing; the social domain including diversity and inclusion, community engagement and service, human resources, health and wellness, collegiality and participation; and the economic domain including investment and accounting.

Sustainability planning is an ongoing process concurrent with implementation. Therefore, this plan is presented as a living document that will be updating as changes are made in objectives, outcomes and outputs, priorities and timeframes, benchmark performance targets and other core elements.

Systems design advocates anticipatory democracy, where people actively apply their skills to the analysis and design of socially and ecologically sustainable systems by becoming active

participants in shaping their future. Groups of people engaged in purposeful systems design form an evolutionary learning community, and such communities make for the emergence of a culture of evolutionary design.

-Alexander Laszlo

This document was developed in alignment with the Prescott College 2020 Strategic Plan, particularly sustainability commitments therein, and provides more extensive details on a comprehensive framework of sustainability process and performance areas. This document is designed to be a living record that provides a outline of past, current to future sustainability initiatives, at Prescott College; in this manner, the plan will also include an evolving blend of a periodic summary report and visionary design for the future. With our long-standing commitment to such reflection on such topics and issues, this plan serves only as a snapshot moment in time from the dynamic and long history of an innovative college committed to ongoing organizational learning through sustainability science, design and practice.

Prescott College: A Historic Commitment to Sustainability

Equality, diversity, social justice and environmental responsibility have been core values of the college for many decades before these concepts were framed within the more recent language of "sustainability." As one of the world's first liberal-arts colleges with such a focus, Prescott College strives to continue to be an institutional leader in sustainability education for change agents and leaders of the 21st Century.

Prescott College was founded in 1966 with a conference entitled "Emergence of a Concept", exploring the vision of a college beyond the common-place in higher education. The founders called for a curriculum integrating the disciplines--a blending of knowledge from sciences and humanities—as well as the flexibility, freedom and responsibility to pioneer academic practices that deviate from traditional patterns. The founding vision had three dimensions to the Prescott College learning experience, as the integrity of each student interrelates with a community of scholars, a spectrum of knowledge, and a diversity of wisdom from other cultures. Thus began a long history dedicated to values transcending the classroom with self-directed learning and applied leadership in field, community and international contexts.

The innovative and transformational endeavor of Prescott College to educate authentic leaders for the 21st Century, an era now infused with complex issues and abundant opportunities for change, has been our central goal since these early years. Our unique local community context helps on-campus students accomplish this within the rich poly-cultural and environmental setting of the Southwest, while students in limited-residency programs apply learning in their own bioregion and community. We focus pioneering experiential education and what we call "walking the talk," of putting ideas and innovations into action in our lives, organizations and communities. These strategies help us to infuse our education with a tone of imagination, inspiration, creativity and enthusiasm for collaboration that ripples into the greater context of organizations and communities that our students interact with through lifelong learning.

In the 1990s, within the emergence of parallel initiatives to expand education for sustainability (program focus) and sustainability in higher education (operational focus), Prescott College students, alums and faculty were representatives of only a few institutions participating in pioneering events developing the higher education sustainability movement--the Campus Earth Summit, focus groups of the Association of University Leaders for a Sustainable Future, events and discussions forming the Education for Sustainability (EFS) West Network, the Higher Education Network for Sustainability in Higher Education and the North American Alliance for Green Education, a consortium founded by Prescott College students. In 1998, when Vice President Al Gore convened the National Town Meeting for a Sustainable America, it was a team of Prescott College who were recruited to coordinate the Voices of America's Youth Roundtable as well as other discussions on sustainability education, and then prepare a summary

report to deliver to the United States President's Council on Sustainable Development.

We are now proud to continue our national leadership in these areas, as a member of the Association for the Advancement of Sustainability in Higher Education, charter signatory to the American College and University President's Climate Commitment, founding member of the EcoLeague Consortium, ranked participant in the Sierra Club Cool Schools Program, and participant in the AASHE Sustainability Tracking, Assessment and Rating System. Our exemplary sustainability education programs are unique in higher education, with our PhD standing as one of only a few terminal degrees in the field of sustainability. Our new Campus Village student housing facility is designed for visibility in the local community and national arena by achieving a top standing in the United States Green Building Council Leadership in Energy and Environmental Design (LEED) certification.

Today, over 75% of Prescott College graduates choose their life work based on the ability to effect positive social and environmental change in the world—demonstrating the success of our mission.

How do we describe and envision sustainability at Prescott College?

In a general sense, we can describe sustainability as the capacity of an entity (organism, building, organization, population, community, ecosystem, society, etc.) to self-organize and maintain dynamic stability over time. Sustainability is achieved through the strength of diversely interconnected relationships that improve the resilient capacity to withstand disturbances and regenerative capacity to create value.

At Prescott College, we help our leaders see the importance of going beyond basic sustainability, creating ways of understanding and living that protect, preserve and restore the habitats of all beings in the Earth community. This begins with demonstrating accountability for the impacts that our programs and operations have on society, the economy and ecosystems. We also focus on continual performance improvements in management of energy, water, food, materials and people. We invest resources in ways that strengthen ecological and social relationships, while managing financial and physical assets with attention to and responsibility for our underlying ethics of efficiency and effectiveness.

The values and elements at the heart of our mission serve to focus our strategic visioning, planning and management towards a goal of being the finest comprehensive environmental and liberal arts education for students committed to creating a sustainable society.

At Prescott College we say that education is a journey, not a destination; so too, sustainability is an ongoing journey of leadership in design of resilient and regenerative relationships.

Who within the college is charged with leading management of this plan?

Most of the focused work implementing the sustainability plan objectives is already, and will continue to be, undertaken as a commitment shared by all members of the Prescott College community (key collaborators are detailed for each objective in Appendix B). Student research and applied learning will always serve as the core of sustainability implementation, through specific project opportunities and direct curriculum integration in all college programs. This work by dedicated sustainability champions in the Prescott College community will be supported by the work of the Sustainability Council, Director of Sustainability, Sustainability Research Assistants and other members of the Sustainability Department.

The primary charges of the Sustainability Council and of the Sustainability Department are, for both, to create an effective strategy for building on the mission of Prescott College to educate students “to think critically and act ethically with sensitivity to both the human community and the biosphere.” Both of these

entities have different roles in ensuring that sustainability objectives and evaluators are woven throughout college operations and curriculum.

The Sustainability Council's role is to facilitate this process, guiding the community in developing sustainability goals. The role of the Sustainability Department is to see that these goals are implemented. The Sustainability Council is responsible for evaluating college initiatives related to environmental, social and economic sustainability to ensure that our values are consistent with our operations, policies, and planning. The Committee is responsible for establishing sustainability goals and objectives, monitoring and assessing related projects, recommending policies and other initiatives to the college and appropriate stakeholders, and convening various stakeholder groups to gather input for these other activities.

The Sustainability Director is responsible for coordinating the Sustainability Council as well as a team of student Sustainability Research Assistants and other Sustainability Department workstudy students. The Sustainability Director leads all aspects of sustainability assessment, planning and implementation, develops and analyzes key performance indicators for measuring social, ecological, and economic domains of the sustainability triple bottom line, and also supports and coordinates all other college employees, students and community members collaborating from planning to project implementation.

Framework of Objectives for Implementation

The following framework provides an overview for comprehensive sustainability planning and implementation structured around process and performance objectives. This plan is a framework only, to be updated in many performance areas (energy, climate, waste, diversity, equity, etc.) to include specific task details, key milestones, benchmark performance targets and a prioritized implementation timeline.

These objectives have been structured using a triple bottom line (environmental, social, economic) approach to sustainability, and also reflect a framework that includes re-ordered elements from the Association for the Advancement of Sustainability in Higher Education Sustainability Tracking, Assessment and Rating System (Version 1). For the purposes of this plan, the categories of objectives have been ordered according to priority ranking generated by a community review survey in 2011.

Another related document, the college's draft Climate Action Plan in fulfillment of our commitment to the American College and University President's Climate Commitment (ACUPCC), is also in development and provides more detailed information that complements this draft plan with specific attention to Sections 1.2 and 2.3.2 below.

How will we implement our living, evolving vision towards *and beyond* sustainability?

1. Process Objectives

1.1. General

- 1.1.1. Integrate sustainability goals and objectives seamlessly into strategic planning processes, with particular attention to specific action plans and initiatives.
- 1.1.2. Increase awareness of Sustainability Council fee-based project funding process and promote communication about successful projects following completion.
- 1.1.3. Collaborate with other colleges and universities for sustainability leadership, education and action.

1.2. Curriculum and Research

- 1.2.1. Establish an introductory course and/or other requirement and similar priorities in learning assessment for sustainability literacy in all programs, in order to embed values alignment deeper into curriculum.
- 1.2.2. Develop a broad base of undergraduate and graduate level curricular offerings, as well as related speaker series and other events, in fields and topic areas related to sustainability science and theory integrated with applications in design, practice and leadership.
- 1.2.3. Support faculty capacity and increase student learning opportunities for experiential, project-based learning, participatory action research and service in learning focused on sustainability planning and implementation, particularly through integration with college operations.

1.3. Coordination and Planning

- 1.3.1. Develop an effective, collaborative project management and support system.
- 1.3.2. Create a dedicated space for a Sustainability Center to centralize resources for students and other stakeholders involved in design processes for all major aspects of sustainability planning as well as project development and implementation.
- 1.3.3. Finalize a comprehensive sustainability plan and climate action plan based on leadership to date; circulate for college-wide input and formal ratification.
- 1.3.4. Refine a broad and concise definition of sustainability for short-term use in operations and programs, based on portions of the full plan document.
- 1.3.5. Create a forum for continued college-wide discussions on an evolving, adaptive definition of sustainability to frame sustainability planning and implementation.
- 1.3.6. Recruit a team of students for applied research and project management support.
- 1.3.7. Engage managers and employees currently involved in management health, safety, human resources, environmental management and other areas that may be integrated with sustainability planning.
- 1.3.8. Collaborate with management and development teams on direct and grant fundraising plan for enhancing use of campus, field and distance programs as context for applied sustainability design and leadership.

1.4. Priority-setting

- 1.4.1. Develop long-term program of prioritized, detailed project pro forma for appraisal and implementation of sustainability recommendations in operations and programs, based on the Prescott College 2020 Strategic Plan, key performance indicator analysis and best available practices and technology.
- 1.4.2. Create a customized framework for sustainability assessment and management based on collaboratively generated indicators of economic, social and environmental performance (e.g. greenhouse gas emissions, water consumption, diversity index, etc.).
- 1.4.3. Utilize surveys and meetings to involve students, employees and other stakeholders in prioritization of sustainability plans and projects.

- 1.4.4. Join Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment and Rating System (STARS) reporting community; implement Sustainability Council recommendations.

2. Performance Objectives

2.1. Environmental Domain

2.1.1. Energy

- 2.1.1.1. Finalize campus-wide energy audit with contracted energy consultants.
- 2.1.1.2. Develop a long-term strategic plan of energy management, efficiency and investment projects for implementation of the Climate Action Plan.

2.1.2. Water

- 2.1.2.1. Conduct a comprehensive audit to assess current water fixtures and use patterns both indoors and outdoors, as well as potential for efficiency improvements and rainwater catchment for landscaping irrigation.
- 2.1.2.2. Develop a water management plan with specific goals and projects for implementing strategic behavior changes, best practices and technology upgrades for efficiency.

2.1.3. Waste

- 2.1.3.1. Conduct a comprehensive waste audit and develop a waste management plan with specific goals and projects for reduction, reuse, recycling and upcycling.
- 2.1.3.2. Develop a hazardous and toxic materials management system with material specifications data sheets for all materials used on campus, and e-Stewards or other relevant chain-of-custody certification for e-waste or other material outflows.

2.1.4. Buildings

- 2.1.4.1. Develop a detailed long-term plan of projects to be implemented across campus, especially energy efficiency and renewable energy retrofit projects to be funded through a reinvestment fund (see Section 2.3.1.4 below), as well as rainwater catchment systems installation and other appropriate sustainability best practices and strategies.
- 2.1.4.2. Conduct review of sustainability design and green building standards and frameworks for potential application (including but not limited to the International Green Construction Code, ASHRAE, USBGC LEED, The Living Building Challenge, etc.).
- 2.1.4.3. Establish policies for building construction, renovation and management based on principles of sustainability design and management, to ensure alignment with college's operational values.
- 2.1.4.4. Prepare for stakeholder engagement processes to assess workspace satisfaction, including ergonomics, lighting efficiency, indoor air quality, heating and cooling comfort.

2.1.5. Dining/Food

- 2.1.5.1. Support the development of food production and management plans, with education and communication programs around value-based food issues (local, slow, organic, non-GMO, FairTrade, etc.).
- 2.1.5.2. Expand campus garden and Jenner Farm planning and development to increase the total amount of organic, local food provided for the Crossroads Café and Community Supported Agriculture (CSA).
- 2.1.5.3. Assist with planning for year-round composting system to make effective use of Cafe waste; include appropriate pest management systems.

2.1.6. Ecosystems and Biodiversity

- 2.1.6.1. Conduct assessment and apply planning methods for land management practices that enhance biodiversity and ecosystem services; emphasize this as a key area for performance innovation beyond industry standards.
- 2.1.6.2. Maximize use of native, drought-tolerant plants, rainwater irrigation and natural methods for fertilizing, pest control and ice management in all landscaping aspects of construction projects on campus.
- 2.1.6.3. Develop landscaping and grounds management policies and best practices aligned with principles of sustainability and the college's operational values.

2.1.7. Climate

- 2.1.7.1. Engage community in discussion on ethics of offset purchasing and develop innovative approach for leading a new approach in industry using various strategies (e.g. solar photovoltaic over-production, partnerships with local businesses and communities, exercise bike generated power, etc.).
- 2.1.7.2. Apply comprehensive greenhouse gas emissions models and accounting tools to support planning and decision making for action plan implementation, and also preparation of bi-annual greenhouse gas emissions inventories.
- 2.1.7.3. Finalize and ratify the Climate Action Plan in accordance with the college's status as a Charter Signatory to the American College and University President's Climate Commitment; develop policies and projects to implement the plan.
- 2.1.7.4. Prepare bi-annual greenhouse gas emissions inventories using the Cool Air Clean Planet calculator and analysis tool.

2.1.8. Transportation

- 2.1.8.1. Convene college-wide discussions on transportation impacts of operations and programs, with particular focus on greenhouse gas emissions, and collaboratively develop strategies for impact reduction.
- 2.1.8.2. Develop value-based criteria and standards to guide and assess student and employee travel to and from campus for program sessions and other college events.
- 2.1.8.3. Establish transportation demand management systems and incentives programs to

promote new sustainability initiatives and consistent behaviors in transportation (including but not limited to bicycling, carpool commuting, car-sharing, public transportation, etc).

- 2.1.8.4. Clarify boundaries in Scope 3 greenhouse gas emissions boundary selection related to student and faculty travel, and work with ACUPCC and other higher education industry partners to develop new strategies and protocols.

2.1.9. Purchasing

- 2.1.9.1. Establish a comprehensive purchasing policy aligned with principles of sustainability, the college's operational values and commitments (1998 Old Growth Timber and Recycled Paper Resolutions, American College and University Presidents' Climate Commitment), applicable third-party certification protocols (USDA Organic, EnergyStar, EPEAT, FairTrade, etc.) and best practices from other expert sources.
- 2.1.9.2. Coordinate focused effort of purchasing policy implementation, behavioral modification and education to inform community on best practices and opportunities for reducing consumption of virgin paper products.
- 2.1.9.3. Develop training programs and research support systems for student, faculty and staff teams to collaborate on new purchasing policies and practices.

2.2. Social Domain

2.2.1. Diversity and Inclusion

- 2.2.1.1. Conduct analysis on and plan to improve the affordability and relative social equity of tuition and scholarships across all college programs.
- 2.2.1.2. Support the Diversity Committee on planning and implementation of recommendations for improving diversity, social justice and sustainability.
- 2.2.1.3. Develop appropriate indicators and assessment tools and methods for tracking success in plans and initiatives related to diversity and justice issues.

2.2.2. Community Engagement and Service

- 2.2.2.1. Engage students in projects that are aligned with the college's values and serve populations or communities presented with sustainability challenges or opportunities.
- 2.2.2.2. Improve local and bioregional outreach and stakeholder engagement as means to expand dialogue and action on sustainability issues.
- 2.2.2.3. Develop public speaking opportunities for Prescott College champions of sustainability initiatives.
- 2.2.2.4. Develop stronger national and international partnerships as an institutional leader in the sustainability movement, as well as memberships in the Association for the Advancement of Sustainability in Higher Education (www.AASHE.org) and other relevant professional associations.
- 2.2.2.5. Establish a consulting program for client services and applied education programs.

2.2.3. Human Resources

- 2.2.3.1. Develop policies and practices to implement the Compensation Philosophy statement, subsequently also any further analysis any further strategies to improve compensation equity and fairness.
- 2.2.3.2. Develop key performance indicators for assessing social justice, compensation equity, productivity and sustainability.
- 2.2.3.3. Conduct research on key issues such as employee retention and workloads, with specific attention to ways in which these issues are influenced by compensation equity.

2.2.4. Health and Wellness

- 2.2.4.1. Support cross-departmental teams in seeking grant funding for, and conducting, assessment of college community practices and behaviors related to physical, mental and social well-being.
- 2.2.4.2. Compile research and recommendations on strategies and practices for creating a culture of health and wellness, as well as reduce factors increasing health risk.

2.2.5. Collegiality and Participation

- 2.2.5.1. Encourage and support ongoing development of innovative, participatory processes for organizational learning, governance, operational management, program delivery and information exchange.
- 2.2.5.2. Develop projects and initiatives with potential to increase the college's implementation of the 2010 Statement of Operational Values.

2.3. Economic Domain

2.3.1. Investment

- 2.3.1.1. Establish reinvestment fund policies and procedures to apply Sustainability fee funding allocated or remaining at year-end to capital investment in energy efficiency and renewable energy projects through cost savings; frame as a means to accelerate action for the American College and University President's Climate Commitment (ACUPCC).
- 2.3.1.2. Develop language and best practices for investment in human, social and natural capital in a manner consistent with current built capital investment practices.
- 2.3.1.3. Finalize and ratify the draft investment policy aligned with principles of environmental responsibility and social justice, the college's operational values, action commitments for the American College and University President's Climate Commitment (ACUPCC).
- 2.3.1.4. Develop training programs and research support systems for student, faculty and staff teams to collaborate on new investment policies and practices.

2.3.2. Accounting

- 2.3.2.1. Develop energy efficiency and renewable technology project accounting systems to track Climate Action Plan cost savings (see Section 2.1.7 above).

- 2.3.2.2. Continue development of cost accounting methods and productivity measures for assessing financial and economic aspects of sustainability.
- 2.3.2.3. Collect data and apply valuation methods for sustainability accounting to integrate triple bottom line (economic, social, environmental) indicators into financial reporting systems and institutional risk assessment.

Appendix A - Acknowledgements

This plan has been compiled and woven together from many documents, and adapted through the efforts of many people, over several decades. The earliest threads are from several sources: Emergence of a Concept founding conference proceedings and historical reflections in the book *Uncommon Education* by Emeritus Faculty member Sam Henrie; various documents created in 2000-01 by faculty members Dana Oswald, Tim Crews, Bernardo Aguilar, and Wil Orr, student Brad Tito, alumni James Pittman, Craig Martinsen and Allison Scott as members of the Zero-Discharge Committee.

Additional content was included from reports and recommendations prepared in 2009-10 by Luisa Walmsley, the first Sustainability Coordinator at Prescott College. Content and editorial support were also provided by members of the 2010 Sustainability Exploration and Education Development (SEED) Committee, including but not limited to faculty members Pramod Parajuli, Terril Shorb, Tim Crews, Jordana DeZeeuw-Spencer, staff members Mary Lin, and Marc Smith, students Susan Frank, Mary Whitney, Kristopher Young, and Gabriel Marien.

A community review period was convened in 2011 with iterative series of group discussions among various constituencies as well as a web-based survey, designed and analyzed by students August York and Kara Kukovich. Final edits were coordinated by Sustainability Council Co-chairs James Pittman, Director of Sustainability, and Pramod Parajuli, Core Faculty of the PhD Program in Sustainability Education, through consultation with all college Deans and Directors.

Members of the Sustainability Council approving the final version of this plan in 2012 include the following: James Pittman (Co-Chair, Director of Sustainability), Christine Duffy (Master of Arts Program Student representative), Abby Davidson (PhD Student representative), Julie Jurkowski (Alumni representative), Aryn LaBrake (Staff representative), Gregory Lazzell (Staff representative), Pramod Parajuli (PhD Faculty representative), Peter Sherman (Master of Arts Faculty representative), Vicky Young (Limited-residency Undergraduate Faculty representative).

Formal ratification will be sought in Fall 2012 through approval by the Directors Circle, the Administrative Council, the President's Circle and the Board of Trustees.

Appendix B – Table of Progress and Timeframes for Planned Outcomes/Outputs

1. Process Objectives	Outcome/Output	Status	Completion Date	Leads, collaborators
1.1. General				
1.1.1. Integrate sustainability goals and objectives seamlessly into strategic planning processes, with particular attention to specific action plans and initiatives.	Strategic plan elements summarizing sustainability goals and objectives.	Completed	December 2011	President, Strategic Planning Committee, Sustainability Council, Director of Sustainability
1.1.2. Increase awareness of Sustainability Council fee-based project funding process and promote communication about successful projects following completion.	Updated web site content with on Sustainability Council.	In progress	August 2012	Sustainability Council, Integrated Marketing Committee, Director of Sustainability and Workstudy Team
1.1.3. Collaborate with other colleges and universities for sustainability leadership, education and action.	Increased involvement in AASHE, ACUPCC, GreenSchools listserv, etc.	In progress	December 2012	Director of Sustainability, Sustainability Council
1.2. Curriculum and Research	Outcome/Output	Status	Completion Date	Leads, collaborators
1.2.1. Establish an introductory course and/or other requirement and similar priorities in learning assessment for sustainability literacy in all programs, in order to embed values-alignment deeper into curriculum.	Ecological and social literacy requirements established; add new courses offered Fall 2013.	In progress	August 2014	Sustainability Council, Faculty Assembly and Program Councils
1.2.2. Develop a broad base of undergraduate and graduate level curricular offerings, as well as related speaker series and other events, in fields and topic areas related to sustainability science and theory integrated with applications in design, practice and leadership.	Core curriculum content in all programs.	Pending	May 2014	Sustainability Council and Workstudy Team, Faculty Assembly and Program Councils
1.2.3. Support faculty capacity and increase student learning opportunities for experiential, project-based learning, participatory action research and service in learning focused on sustainability planning and implementation, particularly through integration with college operations.	Database of project opportunities.	In progress	December 2012	Sustainability Council and Workstudy Team, various faculty groups
1.3. Coordination and Planning	Outcome/Output	Status	Completion Date	Leads, collaborators
1.3.1. Develop an effective, collaborative project management and support system.	Project management system launch.	In progress	August 2012	Director of Sustainability, Workstudy Team
1.3.2. Create a dedicated space for a Sustainability Center to centralize resources for students and other stakeholders involved in design processes for all major aspects of sustainability planning as well as project development and implementation.	Space secured for Sustainability Center.	In progress	December 2012	Director of Sustainability, Vice President of Finance, Director of Facilities, Space Committee
1.3.3. Finalize a comprehensive sustainability plan and climate action plan based on leadership to date; circulate for college-wide input and formal ratification.	Approved and ratified Sustainability Plan.	In progress	August 2012	Director of Sustainability, Sustainability Council, Administrative Council, President's Circle, Board of Trustees

1.3.4. Refine a broad and concise definition of sustainability for short-term use in operations and programs, based on portions of the full plan document.	Approved definition, with ratified plan.	In progress	August 2012	Sustainability Council, Director of Sustainability
1.3.5. Create a forum for continued college-wide discussions on an evolving, adaptive definition of sustainability to frame sustainability planning and implementation.	Launch of bi-annual review process.	Pending	August 2014, 2016, 2018, etc.	Sustainability Council
1.3.6. Recruit a team of students for applied research and project management support.	Workstudy team of Sustainability Research Assistants.	Completed	January 2011	Director of Sustainability, Workstudy Team
1.3.7. Engage managers and employees currently involved in management of health, safety, human resources, environmental management and other areas that may be integrated with sustainability planning.	Quarterly meetings in each management area.	In progress	Ongoing	Director of Sustainability, various Directors
1.3.8. Collaborate with management and development teams on direct and grant fundraising plan for enhancing use of campus, field and distance programs as context for applied sustainability design and leadership.	Fundraising action plan and implementation.	Pending	May 2013	Director of Sustainability, Sustainability Council, Vice President of Development
1.4. Priority-setting	Outcome/Output	Status	Completion Date	Leads, collaborators
1.4.1. Develop long-term program of prioritized, detailed project pro forma for appraisal and implementation of sustainability recommendations in operations and programs, based on the Prescott College 2020 Strategic Plan, key performance indicator analysis and best available practices and technology.	Project database and management system.	In progress	May 2013	Sustainability Council, President's Circle, Administrative Council, Staff and Faculty Assemblies, Student Union Board
1.4.2. Create a customized framework for sustainability assessment and management based on collaboratively generated indicators of economic, social and environmental performance (e.g. greenhouse gas emissions, water consumption, diversity index, etc.).	Approved indicator set for triple bottom line sustainability assessment.	In progress	December 2012	Director of Sustainability, Sustainability Council, community stakeholders
1.4.3. Utilize surveys and meetings to involve students, employees and other stakeholders in prioritization of sustainability plans and projects.	Minimum of one survey/event annually for stakeholder engagement.	In progress	Ongoing	Sustainability Council, Director of Sustainability
1.4.4. Join Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment and Rating System (STARS) reporting community; implement Sustainability Council recommendations.	Membership in AASHE STARS, with initial assessment.	Pending	December 2012;	Director of Sustainability
2. Performance Objectives				
2.1. Environmental Domain				
2.1.1. Energy	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.1.1. Finalize campus-wide energy audit with contracted energy consultants.	Final energy audit report.	In progress	December 2012	Director of Sustainability, Workstudy Team, Quest Energy Services
2.1.1.2. Develop a long-term strategic plan of energy management, efficiency and investment projects for implementation of the Climate Action Plan.	Final climate action plan document.	In progress	August 2012	Director of Sustainability, Vice President of Finance, Director of Facilities, Workstudy Team, Quest Energy Services
2.1.2. Water	Outcome/Output	Status	Completion	Leads, collaborators

			Date	
2.1.2.1. Conduct a comprehensive audit to assess current water fixtures and use patterns both indoors and outdoors, as well as potential for efficiency improvements and rainwater catchment for landscaping irrigation.	Complete water audit and inventory.	In progress	December 2012	Director of Sustainability, Workstudy Team
2.1.2.2. Develop a water management plan with specific goals and projects for implementing strategic behavior changes, best practices and technology upgrades for efficiency.	Complete water resource management plan, with efficiency targets.	Pending	December 2013	Director of Sustainability, Director of Facilities
2.1.3. Waste	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.3.1. Conduct a comprehensive waste audit and develop a waste management plan with specific goals and projects for reduction, reuse, recycling and upcycling.	Complete waste audit and management plan, with efficiency targets.	Pending	May 2013	Director of Sustainability, Director of Facilities
2.1.3.2. Develop a hazardous and toxic materials management system with material specifications data sheets for all materials used on campus, and eStewards or other relevant chain-of-custody certification for e-waste or other material outflows.	Complete hazardous/toxic materials management system.	In progress	May 2013	Facilities staff, Director of Facilities, Director of Sustainability,
2.1.4. Buildings	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.4.1. Develop a detailed long-term plan of projects to be implemented across campus, especially energy efficiency and renewable energy retrofit projects to be funded through a reinvestment fund (see Section 2.3.1.4 below), as well as rainwater catchment systems installation and other appropriate sustainability best practices and strategies.	Final list of current and future project planning, with timeline for capital investment.	In progress	December 2012	Director of Sustainability, Vice President of Finance, Director of Facilities, Campus Master Planning Committee
2.1.4.2. Conduct review of sustainability design and green building standards and frameworks for potential application (including but not limited to the International Green Construction Code, ASHRAE, USBGC LEED, The Living Building Challenge, etc.).	White paper on recommended strategies for applying standards aligned with PC values.	In progress	May 2013	Director of Sustainability, Workstudy Team, Director of Facilities, Campus Master Planning Committee
2.1.4.3. Establish policies for building construction, renovation and management based on principles of sustainability design and management, to ensure alignment with college's operational values.	Approved construction/renovation policies.	In progress	December 2013	Director of Sustainability, Vice President of Finance, Director of Facilities, Campus Master Planning Committee
2.1.4.4. Prepare for stakeholder engagement processes to assess workspace satisfaction, including ergonomics, lighting efficiency, indoor air quality, heating and cooling comfort.	Completed assessment of workplace satisfaction factors.	Pending	December 2013	Director of Sustainability, Director of Facilities, Directors of IT
2.1.5. Dining/Food	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.5.1. Support development of food production and management plans with education and communication programs around value-based food issues (local, slow, organic, non-GMO, FairTrade, etc.).	Completed plan for food production and management.	Pending	May 2013	Sustainability Council, Director of Sustainability, Director of Food Services, various student and faculty groups.

2.1.5.2. Expand campus garden and Jenner Farm planning and development to increase the total amount of organic, local food provided for the Crossroads Café and Community Supported Agriculture (CSA).	Increased level of on-campus food production for Cafe use.	Pending	May 2013	Director of Sustainability, Director of Food Services, Community Garden and Community Supported Agriculture (CSA) Coordinators, various student and faculty groups
2.1.5.3. Assist with planning for year-round composting system to make effective use of Cafe waste; include appropriate pest management systems.	Reduced waste from Cafe operations.	Pending	August 2013	Director of Sustainability, Director of Food Services, Workstudy Team
2.1.6. Ecosystems and Biodiversity	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.6.1. Conduct assessment and apply planning methods for land management practices that enhance biodiversity and ecosystem services; emphasize this as a key area for performance innovation beyond industry standards.	Completed assessment report for ecosystem and biodiversity management on campus.	Pending	May 2013	Director of Sustainability, Director of Facilities, various student and faculty groups
2.1.6.2. Maximize use of native, drought-tolerant plants, rainwater irrigation and natural methods for fertilizing, pest control and ice management in all landscaping aspects of construction projects on campus.	Integration of best practices into Campus Master Plan, Butte Creek restoration Plan and all other relevant documents.	In progress	August 2013	Director of Sustainability, Director of Facilities, Campus Master Planning Committee
2.1.6.3. Develop landscaping and grounds management policies and best practices aligned with principles of sustainability and the college's operational values.	Approved policies for campus land use management.	Pending	August 2013	Director of Sustainability, Director of Facilities, Campus Master Planning Committee
2.1.7. Climate	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.7.1. Engage community in discussion on ethics of offset purchasing and develop innovative approach for leading a new approach in industry using various strategies (e.g. solar photovoltaic over-production, partnerships with local businesses and communities, exercise bike generated power, etc.).	Final Climate Action Plan with offset strategy.	In progress	December 2012	Director of Sustainability, Sustainability Council, Workstudy Team
2.1.7.2. Apply comprehensive greenhouse gas emissions models and accounting tools to support planning and decision making for action plan implementation, and also preparation of bi-annual greenhouse gas emissions inventories.	Quantitative model for projected scenario planning of greenhouse gas emissions management.	In progress	December 2012	Director of Sustainability, Workstudy Team
2.1.7.3. Finalize and ratify the Climate Action Plan in accordance with the college's status as a Charter Signatory to the American College and University President's Climate Commitment; develop policies and projects to implement the plan.	Approved Climate Action Plan	In progress	December 2012	Director of Sustainability, Workstudy Team, Sustainability Council, Administrative Council, President's Circle, Board of Trustees
2.1.7.4. Prepare bi-annual greenhouse gas emissions inventories using the Cool Air Clean Planet calculator and analysis tool.	Completion of second greenhouse gas inventory.	In progress	December 2012	Director of Sustainability, Facilities Department, Transportation Department, Workstudy Team
2.1.8. Transportation	Outcome/Output	Status	Completion Date	Leads, collaborators

2.1.8.1. Convene college-wide discussions on transportation impacts of operations and programs, with particular focus on greenhouse gas emissions, and collaboratively develop strategies for impact reduction.	White paper on strategies for transportation impact reduction.	Pending	December 2012	Director of Sustainability, Provost and Deans, Transportation Department, Sustainability Council, various employee and student groups
2.1.8.2. Develop value-based criteria and standards to guide and assess student and employee travel to and from campus for program sessions and other college events.	Guide to best practices in transportation management.	Pending	May 2013	Director of Sustainability, Transportation Department, Sustainability Council, various employee and student groups
2.1.8.3. Establish transportation demand management systems and incentives programs to promote new sustainability initiatives and consistent behaviors in transportation (including but not limited to bicycling, carpool commuting, car-sharing, public transportation, etc).	Incentive systems for transportation demand management.	Pending	August 2013	Director of Sustainability, Transportation Department, Sustainability Council, various employee and student groups
2.1.8.4. Clarify boundaries in Scope 3 greenhouse gas emissions boundary selection related to student and faculty travel, and work with ACUPCC and other higher education industry partners to develop new strategies and protocols.	White paper on Prescott College's position on boundary selection.	Pending	December 2012	Director of Sustainability, Sustainability Council, Workstudy Team
2.1.9. Purchasing	Outcome/Output	Status	Completion Date	Leads, collaborators
2.1.9.1. Establish a comprehensive purchasing policy aligned with principles of sustainability, the college's operational values and commitments (1998 Old Growth Timber and Recycled Paper Resolutions, American College and University Presidents' Climate Commitment), applicable third-party certification protocols (USDA Organic, EnergyStar, EPEAT, FairTrade, etc.) and best practices from other expert sources.	Approved purchasing policy.	In progress	May 2013	Director of Sustainability, Vice President of Finance, Business Office, Purchasing Department
2.1.9.2. Coordinate focused effort of purchasing policy implementation, behavioral modification and education to inform community on best practices and opportunities for reducing consumption of virgin paper products.	Guides and reports with strategies and best practices for ethical purchasing.	Pending	December 2013	Director of Sustainability, Purchasing Department, Workstudy Team
2.1.9.3. Develop training programs and research support systems for student, faculty and staff teams to collaborate on new purchasing policies and practices.	Training workshop on purchasing policies and best practices.	Pending	May 2014	Director of Sustainability, Purchasing Department, Workstudy Team
2.2. Social Domain				
2.2.1. Diversity and Inclusion	Outcome/Output	Status	Completion Date	Leads, collaborators
2.2.1.1. Conduct analysis on and plan to improve the affordability and relative social equity of tuition and scholarships across all college programs.	Report on tuition affordability, scholarship programs and social equity implications.	Pending	May 2013	Director of Sustainability, Vice President of Finance, Director of Financial Aid, Workstudy Team
2.2.1.2. Support the Diversity Committee on planning and implementation of recommendations for improving diversity, social justice and sustainability.	White paper with strategies and best practices for improving diversity.	Pending	May 2013	Director of Sustainability, Sustainability Council, Diversity Committee

2.2.1.3. Develop appropriate indicators and assessment tools and methods for tracking success in plans and initiatives related to diversity and justice issues.	Indicator set for diversity assessment and tracking.	Pending	May 2013	Director of Sustainability, Sustainability Council, Diversity Committee
2.2.2. Community Engagement and Service	Outcome/Output	Status	Completion Date	Leads, collaborators
2.2.2.1. Engage students in projects that are aligned with the college's values and serve populations or communities presented with sustainability challenges or opportunities.	Database of project opportunities and connections.	In progress	August 2013	Sustainability Council, Director of Sustainability, Information Technology Department, Faculty members, Student Union Board
2.2.2.2. Improve local and bioregional outreach and stakeholder engagement as means to expand dialogue and action on sustainability issues.	Outreach and engagement plan.	Pending	December 2013	Sustainability Council, Director of Sustainability, Integrated Marketing Committee
2.2.2.3. Develop public speaking opportunities for Prescott College champions of sustainability initiatives.	Public speaker program.	Pending	August 2014	Sustainability Council, Director of Sustainability, Integrated Marketing Committee, faculty and student representatives
2.2.2.4. Develop stronger national and international partnerships as an institutional leader in the sustainability movement, as well as memberships in the Association for the Advancement of Sustainability in Higher Education (www.AASHE.org) and other relevant professional associations.	Partnership development plan.	In progress	August 2014	Sustainability Council, Director of Sustainability, Integrated Marketing Committee, faculty and student representatives
2.2.2.5. Establish a consulting program for client services and applied education programs.	Materials and business development plan for consulting services.	Pending	August 2014	Director of Sustainability, Sustainability Council, Integrated Marketing Committee
2.2.3. Human Resources	Outcome/Output	Status	Completion Date	Leads, collaborators
2.2.3.1. Develop policies and practices to implement the Compensation Philosophy statement, subsequently also any further strategies to improve compensation equity and fairness.	Compensation equity strategies aligned with Compensation Philosophy statement.	In progress	May 2013	Administrative Council, Human Resource Department, Sustainability Council, Provost and Deans, Staff and Faculty Assemblies
2.2.3.2. Develop key performance indicators for assessing social justice, compensation equity, productivity and sustainability.	Policies on compensation equity assessment and best practice implementation.	Pending	December 2013	Administrative Council, Human Resource Department, Sustainability Council, Staff and Faculty Assemblies
2.2.3.3. Conduct research on key issues such as employee retention and workloads, with specific attention to ways in which these issues are influenced by compensation equity.	White paper on indirect impacts of compensation equity issues.	Pending	December 2013	Human Resource Department, Director of Sustainability, Institutional Research Department
2.2.4. Health and Wellness	Outcome/Output	Status	Completion Date	Leads, collaborators
2.2.4.1. Support cross-departmental teams in seeking grant funding for, and conducting, assessment of college community practices and behaviors related to physical, mental and social well-being.	Report on personal and community scales of health and wellness.	Pending	December 2013	Human Resource Department, Director of Sustainability, Institutional Research Department, Staff and Faculty Assemblies

2.2.4.2. Compile research and recommendations on strategies and practices for creating a culture of health and wellness, as well as reduce factors increasing health risk.	White paper and guide on strategies for improving health and wellness.	Pending	May 2014	Human Resource Department, Director of Sustainability, Institutional Research Department, Staff and Faculty Assemblies
2.2.5. Collegiality and Participation	Outcome/Output	Status	Completion Date	Leads, collaborators
2.2.5.1. Encourage and support ongoing development of innovative, participatory processes for organizational learning, governance, operational management, program delivery and information exchange.	Discussion forums on strategies for improving participatory governance.	Pending	May 2013	Sustainability Council, President's Circle, Director of Sustainability, Administrative Council
2.2.5.2. Develop projects and initiatives with potential to increase the college's implementation of the 2010 Statement of Operational Values.		Pending	August 2013	Sustainability Council, President's Circle, Director of Sustainability, Administrative Council
2.3. Economic Domain				
2.3.1. Investment				
2.3.1.1. Establish reinvestment fund policies and procedures to apply Sustainability fee funding allocated or remaining at year-end to capital investment in energy efficiency and renewable energy projects through cost savings; frame as a means to accelerate action for the American College and University President's Climate Commitment (ACUPCC).	Approved reinvestment fund policy.	In progress	December 2012	Director of Sustainability, Vice President of Finance, Administrative Council, President's Circle, Board of Trustees
2.3.1.2. Develop language and best practices for investment in human, social and natural capital in a manner consistent with current built capital investment practices.	White paper on triple bottom line capital investment strategies and best practices.	Pending	May 2013	Director of Sustainability, Vice President of Finance, Administrative Council, President's Circle, Board of Trustees
2.3.1.3. Finalize and ratify the draft investment policy aligned with principles of environmental responsibility and social justice, the college's operational values, action commitments for the American College and University President's Climate Commitment (ACUPCC).	Approved investment policy.	In progress	May 2013	Director of Sustainability, Vice President of Finance, Administrative Council, President's Circle, Board of Trustees
2.3.1.4. Develop training programs and research support systems for student, faculty and staff teams to collaborate on new investment policies and practices.	Workshops on social and environmental responsibility in investing.	Pending	December 2013	Director of Sustainability, Vice President of Finance, Administrative Council, President's Circle, Board of Trustees
2.3.2. Accounting	Outcome/Output	Status	Completion Date	Leads, collaborators
2.3.2.1. Develop energy efficiency and renewable technology project accounting systems to track Climate Action Plan cost savings (see Section 2.1.7 above).	Accounting systems and quantitative model spreadsheets.	In progress	August 2012	Director of Sustainability, Vice President of Finance
2.3.2.2. Continue development of cost accounting methods and productivity measures for assessing financial and economic aspects of sustainability.	Functional cost accounting systems.	In progress	December 2012	Vice President of Finance, President's Circle