Revised Sustainability and Resilience Action Plan

Last updated 9/26/2022

Campus Operations

Goal	Strategy/action	Lead	Target Date	Metric
Reduce greenhouse gas emissions, striving for a 50% reduction in scopes 1 and 2 from a FY 2016 baseline by 2035	Execute campus-based projects to support a revenue neutral path to achieving a 50% reduction in greenhouse gas emissions by 2035	Facilities	FY 2035	50% reduction in market-based scopes 1 and 2 emissions and a 20% reduction in total utilities cost by 2035 based on a FY2016 baseline. Annual tracking to ensure overall financial performance.
	Complete a proposal for an "Evergreen Energy Fund" to support continual investments in energy and carbon management	Office of Sustainability and Resilience/Facilities	FY 2023	Proposal delivered by Q3 with anticipated launch in Q1 FY 2024
	Cover 100% of our electricy use with renewable energy production or credits via agreements that increase actual "on the ground" renewable energy production	Facilities	FY 2035	100% of our purchased electricity is covered renewable energy credits through agreements that increase on the ground renewable energy production
Plan and build for a low-carbon future	Commission a study of our campus energy infrastructure to complement the Campus Master Plan, assessing pathways to long-term decarbonization and replacement of the central heating plant by 2050	Engineering Services	FY 2025	Study delivered to campus leadership and made public
	Follow best-in class energy design standards for new construction and major renovations, striving for LEED gold performance for the full Design and Construction, with a LEED platinum equivalent for the Energy and Atmosphere category	Engineering Services	FY 2024 (H-STEM)	Standards are in place for future construction, H-Stem achieves LEED gold performance
Improve our campus climate resilience	Assess our climate vulnerabilities and build best-science climate resilience (adaptation) into our campus Enterprise Risk Management system	Facilities	FY 2024	Climate resilience assessment complete, risk mitigation thresholds established and incorporated into ERM plan
Reduce waste and improve materials recycling and reuse	Reduce landfill waste and improve recycling and reuse pograms on campus including single-stream, clothing, food waste, plastic films, and e-waste	Office of Sustainability and Resilience	FY 2035	Per capita landfill waste reduced by an average of 1% annually 2023 - 2035.
	Improve tracking and diversion of construction and other residual materials that fall outside of our waste vending contract	Facilities	FY 2023, annually	Standards are in place for construction, tracking systems are implemented for other major waste streams, including pallets and foundry sand
	Increase the visibility and impact of waste reduction efforts at public events such as athletics, Winter Carnival, new student check-in/welcome, catered events, and graduation	Office of Sustainability and Resilience	FY 2023, annually	Waste reduction protocols established for all major events, avoided waste tracked when possible, aspire for zero-waste events
	Build out capacity for reuse of university property via innovative purchasing and rehoming programs	Office of Sustainability and Resilience	FY 2023	Campus free store and/or other markets in place for student and staff reuse of campus materials
Improve the sustainability outcomes of university procurement	Develop a formal policy for sustainable procurement that includes metrics for sustainability performance across key product categories	Office of Sustainability and Resilience	FY 2023	Policy in place, metrics tracked and reported
	Make sustainable purchasing accessible across the institution	Office of Sustainability and Resilience	FY 2023, annually	Sustainable purchasing policy, sourcing options, and metrics communicated to campus annually
Improve the sustainability of university investments through voluntary investment options	Make ESG investment options readily available for university donors and employees	Office of Sustainability and Resilience	FY 2023	Sustainable investment options made accessible to donors and employees, uptake tracked when possible

Scholarship and Engagement

Goal	Strategy/action	Lead	Target Date	Metric
Expand the breadth and depth of sustainability and resilience curricula	Expand applied learning and research opportunities, creating a Living Laboratory of Sustainability that links curriculum with operations and research via programs such as enterprises, capstones, senior design, Undergraduate Research Scholars, and Pavlis Honors College	Office of Sustainability and Resilience	FY 2022, annually	Credit-based applied learning and research experiences increase by 5% per year, doubled by FY35
	Improve coordination and communication of existing sustainability coursework	Office of Sustainability and Resilience	FY 2022, annually	Web resource built, Office of Sustainability and Resilience in coordination with academic departments for udates and
	Incentivize creation of new sustainability courses, or retooling of existing courses	Tech Forward	FY 2022-2025	An average of four courses created or retooled annually through FY25
	Build a sustainability pathway and essential education minors into the revised General Education curriculum	Tech Forward	FY 2023	Objectives and pathway created, opportunities for essential education minors identified
Grow our community of scholars working in sustainability and resilience	Increase faculty capacity in sustainability and resilience through the Premire Hiring Initiative	Tech Forward	FY 2023	Strategy developed in collaboration with the Provost
	Provide faculty fellowships (salary support) to increase external research funding in sustainability and resilience, focusing on large-scale interdisciplinary projects	Tech Forward	FY 2022 - 2025	Fund an average of three faculty fellows per year through FY 25, tracking proposal submissions and funding
	Host collaborative sustainability and resilience focused research events events for faculty and staff researchers (E.g. existing SRC-squared)	Tech Forward	FY 2022 - 2025	Host at least five events per academic year
Build a student culture of student engagement, starting during pre-college outreach and extending post-graduation	Develop and deliver programming for SYP and other educational outreach programs	Office of Sustainability and Resilience	FY 2022, annually	Deliver a minimum of three programs reaching at least 150 participants annually
	Expand peer-to-peer student education networks, starting in residence halls	Office of Sustainability and Resilience	FY 2024	Create a peer-to-peer education network that reaches all students in the residence halls, and at least 50% of the student body by FY 2024
	Strenghten relationships between current students and alumni working in the field through campus events and mentorship programs	Office of Sustainability and Resilience	FY 2024	Host at least one event per year that brings together sustainability-minded students and alumni working in the field. Build a mentorship program for at least 20 students by FY 2024
	Host events, including campus leadership awards and an annual report, open to campus and the broader community	Office of Sustainability and Resilience	FY 2022, annually	Host at least four campus events each year, including campus leadership awards and an institution-wide sustainability update.
Build a staff culture of sustainability by expanding professional development and engagement in campus sustainability efforts	Collaborate with professionals from different divisions and job types to establish and share best practices, developing a leadership network help coordinate the efforts with their colleagues	Office of Sustainability and Resilience	FY 2023	Establish a set of best practices and annual professional development opportunities for different categories of staff, including grounds/custodial, administrative aides, professional staff, and faculty

Integration

Goal	Strategy/action	Lead	Target Date	Metric
Build the presence of sustainability and resilience into leadership priorities	Embed the adopted Strategic Plan for Sustainability and Resilience in the institutional Strategic Plan	Office of Sustainability and Resilience	FY 2023	Key S&R priorities embedded in institutional strategic plan
Strengthen links between practitioners and university leadership in planning and coordination of efforts across the institution	Assemble a cross-campus advisory committee to assist in advancing priorities in the Strategic Plan for Sustainability and Resilience	Office of Sustainability and Resilience	FY 2022	Committee formed, charge in place, meetings underway.
Build an institution-wide communications strategy to foster collaboration and tell our story	Develop regular sustainability communications, including a web resource with a dashboard that tracks progress towards goals, gives information on ongoing work, and provides opportunities to get involved	Office of Sustainability and Resilience	FY 2023	Website with dashboard created, regular communications and tracking in process (underway)