



Colorado State University

SUSTAINABILITY STRATEGIC PLAN

We are often asked what Colorado State plans to do next after achieving the first-ever Platinum STARS (Sustainability Tracking, Assessment, and Rating System) score. Our answer is always “MORE” as we work toward our Climate Action Plan commitment of a 75% reduction in net carbon emissions by 2030 and 100% by 2050. The purpose of this Sustainability Strategic Plan is to outline specific goals and objectives to not only help us achieve the operational goals in our Climate Action Plan, but also to address the social justice and economic aspects of sustainability that are so critical to a holistic approach that considers and engages our entire campus community. Each goal outlined here correlates to one of the eleven goals in the University’s Strategic Plan to ensure that our sustainability efforts are in lockstep with the University’s goals. This is a living, breathing document that will be updated as we make progress and identify new strategies.

The President’s Sustainability Committee has established these goals for our entire campus community to work towards together and we ask you to join us in our mission to promote and facilitate the effective integration of sustainability across all aspects of the University.

ADMINISTRATION & PLANNING

Goal #1: Incorporate sustainability into the University Strategic Plan and lead topic-focused working groups to drive progress.				
Strategy/Sections		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
1.1	Curriculum & Research	Aleta Weller & Tony Rappe	July 1, 2016	Curriculum and research sections completed for Strategic Plan.
1.2	Engagement	Tim Broderick & Stacey Baumgarn	July 1, 2016	Engagement section completed for Strategic Plan.

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1.3	Operations	Carol Dollard & Aaron Fodge	July 1, 2016	Operations section completed for Strategic Plan.
1.4	Planning & Administration (should include: diversity, investments, and well-being)	Allen Padilla & Tonie Miyamoto	July 1, 2016	Planning & Administration section completed for Strategic Plan.
1.5	Correlate Sustainability Strategic Plan with goals in University Strategic Plan	Tonie Miyamoto & Carol Dollard	July 1, 2016	Approved and published Sustainability goals in CSU Strategic Plan.
	<i>This goal aligns with goal #10 (sustainability) of the University Strategic Goals</i>			

Goal #2: Living wage for all CSU staff.				
	Strategy	Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
2.1	Snapshot of current progress (using STARS criteria from MIT Living Wage Calculator for Larimer County).	Tonie Miyamoto, Nik Olsen, & HR	Summer 2016	Published snapshot for STARS 2.1.
2.2	Letter of support from PSC for the increased minimum wage proposal for full-time staff championed by Faculty Council, Administrative Professional Council, and State Classified Council.	Tonie Miyamoto & Stacey Baumgarn	Summer 2016	Signed letter submitted to VP Lynn Johnson.
2.3	Long-term/aspirational: move toward living wage for all CSU staff (including part-time and student staff) in partnership with Classified Personnel Council, Administrative Professional Council, Faculty Council, and Human Resources.	Cabinet & EO/HR	Long-term	Living wage for all CSU staff.
	<i>This goal aligns with Goal #1 (access) and Goal #7 (excellence in staffing) of the University Strategic Goals</i>			

Goal #3: Document committee on investor responsibility (including committee charge around socially and environmentally responsible investing).				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	Written documentation of structure and purpose.	Allen Padilla/CSU Foundation	Fall 2016	Available documentation.
3.2	Webpage with all documentation publicly available.	Allen Padilla/CSU Foundation	Fall 2016	Publicly available documentation.
<i>This goal aligns with Goal #9 (financial resources) of the University Strategic Goals</i>				

Goal #4: Increase positive sustainable investments.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
4.1	Assess current percentage of sustainable investments.	Allen Padilla/CSU Foundation	Fall 2016	Completion of audit and published in STARS 2.1.
4.2	Identify standardized metrics for positive sustainable investment.	Allen Padilla/CSU Foundation	Fall 2016	List approval by Foundation Board.
4.3	Explore ways to invest in proprietary CSU sustainability research, technology, and business.	CSU Foundation & CSU Ventures	January 2017	Submit list of recommendations to Foundation Board.
4.4	Define incremental goals for increasing positive sustainable investment and publish in the Sustainability Strategic Plan as future strategies.	CSU Foundation	January 2017	Published goals.
<i>This goal aligns with Goal #4 (increase in industry sponsorship) of the University Strategic Goals</i>				

Goal #5: Create funding mechanisms to grow sustainable infrastructure and initiatives.

Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
5.1	Incorporate sustainability and diversity into BARC process.	Lynn Johnson	Fall 2017	Sustainability and diversity as review criteria.
5.2	Establish a base budget for PSC.	Tonie Miyamoto & Carol Dollard	July 1, 2016	Established PSC budget.
5.3	Integrate sustainability goals and initiatives into campaign.	Advancement	Fall 2016	Specific goals/funds in campaign for sustainability support.
5.4	Expand Energy Reserve Fund.	Stacey Baumgarn	Ongoing	Approval of additional funds.
<i>This goal aligns with Goal #10 (physical resources) of the University Strategic Goals</i>				

ACADEMICS

Goal #1: Infuse sustainability (definition to include environmental, social justice, and economics) core knowledge and thinking throughout CSU's curriculum.				
Strategy/Sections		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
1.1	Create a subcommittee of sustainability curriculum and teaching experts.	Tony Rappe	Spring 2016	Subcommittee formed.
1.2	Meet with Provost, Academic Associate Deans, and SoGES Curriculum Committee to discuss sustainability infusion across the curriculum.	Tony Rappe	Summer 2016	Meetings conducted.
1.3	Subcommittee identifies the basic university-wide content standards for education and sustainability.	Teaching Subcommittee	Fall 2016	Report presented to PSC.
1.4	Subcommittee formulates a strategy for infusing sustainability core knowledge into curriculum.	Teaching Subcommittee, TILT, SoGES	Fall 2016/Spring 2017	Report prepared for CSU leadership.

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		Curriculum Committee, Academic Associate Deans		
1.5	Subcommittee presents findings to CSU leadership, including Provost and deans. Additional/future goals and strategies will be added to this strategic plan based on the presentation.	Teaching Subcommittee	Spring 2017	Strategy adopted and first implementation steps taken.
	<i>This goal aligns with goal #2 (high quality academic and co-curricular programs) of the University Strategic Goals</i>			

RESEARCH

Because decision making and leadership for research on campus is dispersed and shared between many entities, the President's Sustainability Committee understands that some of these goals for campus may or may not be implementable. Additionally, the suggested responsible parties may change or shift based on budget, availability, and interest. These goals for research are intended to represent a menu of ideas that the President's Sustainability Committee thinks would have the greatest impact toward promoting research that connects different disciplines to address the grand challenges of sustainability and would increase CSU's scientific relevance and competitiveness.

Goal #1: Expand and improve existing sustainability-related research				
	Strategy	Appropriate entity to implement?	When should this be accomplished?	What measure(s) will tell us if we are successful?
1.1	Sustain and grow the existing programs that are highly effective at encouraging interdisciplinary sustainability research (e.g. SoGES, Water Center, Energy Institute, Center for Collaborative Conservation)			
1.1a	Increase research funding for these programs	Provost, OVPR	Ongoing; target next 5 years	Goal 10% increase annually over the next 5 years.
1.1b	Increase communication and coordination among groups to identify collaborative opportunities and minimize overlap	SoGES, Water Center, Energy	Ongoing	Increased number of research and outreach events that are jointly sponsored.

		Institute, CCC, VPR		
1.1 c	Expand seed grant opportunities that potentially feed into larger grant opportunities (CIP and PRECIP, SoGES GCRT, Water Center, CCC, etc.)	OVPR, SoGES, CCC, Water Center	Ongoing; target next 5 years	Goal of 50% more seed grant research projects funded across all organizations.
1.2	Increase efforts in the University to identify existing strengths, opportunities for collaboration, and create an environment for researchers and faculty to create opportunities for interdisciplinary sustainability work			
1.2 a	Polling or queries to faculty on what are the most pressing research topics	SoGES, OVPR, colleges, other centers	Spring 2017 for fall topics	Number and breadth of responses; topic suggestions that are representative of CSU interest and expertise.
1.2 b	Socials/mixers/meetings for faculty interested in specific topics to meet one another and discuss ideas	SoGES, OVPR, colleges, other centers	Long-term, should happen regularly over many years	Event surveys and follow-up correspondence to gauge utility and success of connecting faculty and new partnerships.
1.2 c	Panels and symposia to discuss successful examples as well as unsuccessful attempts on campus and challenges to interdisciplinary work	Provost office, OVPR, colleges	Long-term, should happen regularly over many years	Event surveys and follow-up correspondence to gauge utility and success of overcoming barriers and ideas for successful partnerships.

Goal #2: Incentivize and incubate new interdisciplinary sustainability-related research				
	Strategy	Appropriate entity to implement?	When should this be accomplished?	What measure(s) will tell us if we are successful?
2.1	Create joint postdoctoral positions: ideally cohort of 3-4 accepted/year, 2-year positions, joint proposals between postdoc candidate and at least 2 faculty members from	SoGES, colleges, or other with funds	2020	2 by 2018, 6 by 2020. Measured by impact- whether there is ongoing collaboration between those faculty, unique

	different departments/colleges, programming for cohort throughout year as well	match from President's office/provost		opportunities for postdocs/ their competitiveness after.
2.2	Provide more support for proposal prep and administration			
2.2 <i>a</i>	Teaching release for proposal prep and for serving as PI for large/complex grants	SoGES, OVPR, Provost, colleges, departments	2020	Increase in large/complex grant proposals submitted and/or won.
2.2 <i>b</i>	Increased messaging about opportunities from central university, someone to aggregate sustainability-related grant opportunities and send to all departments on campus	OVPR	FY 2017-18	Grant opportunities distributed to all research faculty across all departments.
2.2 <i>c</i>	Expand support staff available to help coordinate large proposals	OVPR	FY 2017-18	Support staff available to help across all departments.
2.3	Encourage teaming that goes beyond individual universities and traditional partnerships (Buyouts instead of sabbatical, internships, etc.)	OVPR, colleges	Ongoing	Completion of at least one teaming and one visioning workshop, similar to those facilitated by PRECIP.

Goal #3: Recognition and dissemination of sustainability-related research				
	Strategy	Appropriate entity to implement?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	Create a big, University-level award for interdisciplinary sustainability research. Include an Early Career category	Jury of faculty to peer review; President give the award	Jury established Spring 2017, first awards FY 2017-18	Awards well recognized at University; one of the measures taken into account for career advancement decisions.

3.2	Increase departmental and college-level incentives and support for interdisciplinary research	University-wide, but must start at leadership-level	Ongoing	All colleges and departments across campus encourage inter-departmental research collaborations.
3.3	Increase resources and staff available to help translate and disseminate science (science communicators); and available to gather feedback and stimulate future research objectives	President's office; CSU extension	FY 2018-19	Majority of sustainability-relevant research findings/publications discussed with communication office to assist with dissemination; where appropriate, communications staff relay queries and concerns of public to researchers for future work.

Goal #4: Doing research sustainably at CSU				
	Strategy	Appropriate entity to implement?	When should this be accomplished?	What measure(s) will tell us if we are successful?
4.1	Green labs	CSU Facilities & EHS with help from Research Subcommittee		
4.1 <i>a</i>	Hire coordinator for green labs program	Facilities, EHS, and President's office	2017	Position created.
4.1 <i>b</i>	Develop opt-in, incentive-based green labs program for CSU	Facilities, EHS	FY 2017-18	Researchers regularly self-selecting in to program based on clear advantages of joining; robust suite of services and incentives available to researchers and labs; long-term reduction in energy, water, and resources used.
4.1 <i>c</i>	Jointly identify possible incentives and create mechanisms for sharing success and best practices	Research subcommittee, Facilities, EHS, colleges	FY 2017-18	

4.2	Develop guidelines for new labs	CSU Facilities, EHS	FY 2017-18	All new/incoming labs receive guidelines.
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ENGAGEMENT

Goal #1: Achieve a 100% service learning/volunteer participation rate for students at CSU				
Strategy/Sections		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
1.1	Document an accurate number of student service learning/volunteer hours for FY16.	Tim Broderick	Fall 2016	Published report in STARS 2.1.
1.2	Assess the % of diverse students to the best of our ability within the volunteer hours.	Tim Broderick, Andrew Warnock	January 2017	Published report.
1.3	Aspirational: Establish a community service graduation requirement for (undergraduate) students	Tim Broderick, Andrew Warnock	Long-term	Documented campus commitment.
1.4	Aspirational: Document service learning and volunteer hours on student (co-curricular) transcripts.	Tim Broderick, Andrew Warnock	Long-term	Development of co-curricular transcript with service learning and volunteer hours documented.
<i>This goal aligns with goal #2 (high quality academic and co-curricular programs) and goal #5 (engagement) of the University Strategic Goals</i>				

Goal #2: Improve student organization involvement in campus sustainability efforts.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
2.1	Create a public archiving system for sustainability within student life housed and managed by the Student Sustainability Center.	Emily Taylor/ Student	2017	Creation of public archiving system.

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		Sustainability Center		
2.2	Develop best practices for sustainability student groups for transition of leadership roles.	Emily Taylor/ Student Sustainability Center	2017	Best practices documented on Ram Link and/or SSC website.
	<i>This goal aligns with goal #5 (engagement) of the University Strategic Goals</i>			

Goal #3: Improve and assess student engagement in CSU sustainability efforts.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	Create a campus sustainability survey that becomes a national best practice in assessing sustainable campus culture (as a separate survey from the Sustainability Literacy Assessment).	Stacey Baumgarn, PSC Grad Student	January 2017	Successful administration of survey to representative sample of CSU students.
3.2	Collect data on the diverse student population participants in the campus sustainability survey to help us better understand the campus climate around sustainability.	Stacey Baumgarn, PSC Grad Student	Spring 2017	Survey assessment and report of findings.
	<i>This goal aligns with goal #5 (engagement) of the University Strategic Goals</i>			

Goal #4: Improve and assess employee engagement in CSU sustainability efforts.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
4.1	Integrate sustainability training into employee orientation in a meaningful and effective way.	Stacey Baumgarn	January 2017	Presence of enhanced sustainability training in employee orientation.

	<i>This goal aligns with goal #7 (excellence in staffing: hiring, professional development, employee engagement) of the University Strategic Goals</i>			
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Goal #5: Further integrate sustainable best practices into CSU outreach, events, materials, and publications.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
5.1	Develop best practices for sustainable university outreach and material publications.	Tim Broderick	January 2017	Documentation of best practices.
5.2	Create a university publication focused on sustainability that incorporates diversity and inclusion.	Tim Broderick	2017	Successful launch of publication.
	<i>This goal aligns with goal #5 (engagement) of the University Strategic Goals</i>			

Goal #6: Further integrate sustainable best practices for trademark licensing and strategic partnerships at CSU.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
6.1	Determine % of apparel with the university logo that meets Fair Labor Association, Workers Rights Consortium, or Fairtrade criteria bought by CSU.	Neyda Gilman	January 2017	Audit of all apparel purchases to establish baseline.
6.2	Aspirational: Integrate into large university apparel contracts requirements for Labor Association, Workers Rights Consortium, or Fairtrade criteria.	Neyda Gilman	Long-term	Updated contract language.
	<i>This goal aligns with goal #8 (inclusive excellence – diversity, equity, and climate) of the University Strategic Goals</i>			

OPERATIONS

Goal #1: Support Energy & Water Efficiency Measures in Buildings, Infrastructure (utility costs for energy & water are some of the largest operational expenses for the university and energy use is by far the largest contributor to the universities GHG emissions).				
Goal #1 Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
1.1	Invest in sustainability culture within departments.	Carol Dollard/Stacey Baumgarn	Ongoing	Documentation of case studies and success stories.
1.2	Develop and implement energy reduction strategies.	Carol Dollard	Ongoing	Set and implement Gallon/sf goals.
1.3	Develop and implement water reduction strategies.	Carol Dollard	Ongoing	Set and implement energy/sf goals.
1.4	Support conservation/behavioral engagement.	Stacey Baumgarn	Ongoing	Tracking of conservation/behavioral engagement campaigns.
1.5	Support green labs initiative (cross-listed with Research)	Stacey Baumgarn & Carol Dollard	Ongoing	Reduction in laboratory resource use and waste generated
<i>This goal aligns with Goal #10 (physical resources) of the University Strategic Goals</i>				

Goal #2. Support the culture of sustainability in stadium game day operations				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
2.1	Join the Green Sports Alliance.	Doug Max/Athletics	Spring 2016	Successful enrollment in Green Sports Alliance.
2.2	Work towards Zero Waste game days in new stadium.	Sheela Backen	Fall 2017 and ongoing	Track % diverted and increase over time.
2.3	Implement alternative transportation initiatives at new stadium.	Aaron Fodge	Fall 2017	Successful implementation of bike valet and other sustainable transportation options at new stadium.
<i>This goal aligns with Goal #5 (Engagement) and Goal #10 (physical resources) of the University Strategic Goals</i>				

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Goal #3. Zero waste campus.... Or darn near it!				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	Endorse the City of Fort Collins Road to Zero Waste Plan and serve as an active partner in implementation	Carol Dollard & Sheela Backen	Fall 2016	PSC letter of support to City and successful steps taken towards implementation within the 2017 calendar year
3.2	Expand annual waste audit to include additional waste streams on campus.	Sheela Backen/Farrah Bustamante	Spring 2016	Documentation of expanded waste audit results.
3.3	Support University Facility Fee Advisory Board compost project.	Stacey Baumgarn	Spring 2016	PSC letter of support to UFFAB and successful approval of proposal – Approved!
3.4	Increase number of filling stations and employee bottles (i.e. Nalgene's to new staff).	Stacey Baumgarn	Ongoing	Track number of new filling stations installed and successful distribution of reusable bottles to new staff.
3.5	Start a lab waste recycling program (i.e. similar to CU's).	Sheela Backen & Stacey Baumgarn	2018	Successful implementation of lab waste recycling program.
3.6	Enhance opportunities to redistribute refurbished materials and/or create a library of shared equipment on campus.	Jake Drenth/Farrah Bustamante	Long-term	Documentation of reduced redundancy.
	<i>This goal aligns with Goal #10 (physical resources) of the University Strategic Goals</i>			

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Goal #4. Enforce/bolster Environmentally Preferable Purchasing Policy (EPPP) & increase qualifying purchases to 25% (EPPP is already adopted and PSC wants to help disseminate this information across campus to improve awareness and utilization).				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
4.1	Implement green cleaning certification campus-wide (expand Housing & Dining Service's certification process).	Carol Dollard/Stacey Baumgarn	2018	100% implementation of Green Cleaning Certification for all custodial staff on campus.
4.2	Improve Utilization of EPPP through education/awareness.	Stacey Baumgarn /Farrah Bustamante	Ongoing	Increased utilization of EPPP.
<i>This goal aligns with Goal #8 (inclusive excellence – diversity, equity, and climate) of the University Strategic Goals</i>				

Goal #5. Invest in transportation systems, roads, and sidewalks.				
Strategy		Who is Responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
5.1	Draft a memo from PSC to encourage the integration of more electric vehicles into the CSU fleet.	Aaron Fodge	Spring 2016	Memo endorsed by PSC and submitted to Lynn Johnson for consideration.
5.2	Change commuting mode split to increase alternative transportation.	Aaron Fodge	Annual and ongoing	Set target and implement.
5.3	Invest in O & M to increase sustainability.	Aaron Fodge	Ongoing	Documentation of funds invested in O & M.
5.4	Implement a way-finding system on campus. Develop Construction Standard for roadways, sidewalks, and trails that includes ADA and wayfinding standards.	Aaron Fodge	Fall 2017	Successful implementation of campus-wide way-

				finding system & inclusion in standards.
	<i>This goal aligns with Goal #10 (physical resources) of the University Strategic Goals</i>			