**PRESIDENT'S
SUSTAINABILITY COMMISSION
COLORADO STATE UNIVERSITY**

# SUSTAINABILITY STRATEGIC PLAN

We are often asked what Colorado State plans to do next after becoming the first institution to earn a Platinum STARS (Sustainability Tracking, Assessment, and Rating System) score in 2015. We have since become the only institution to earn three Platinum ratings and our answer is always "MORE" as we work toward implementing our Institutional Learning Outcomes and meeting our Climate Action Plan commitment of 100% renewable electricity by 2030 and carbon neutrality by 2040.

The purpose of this Sustainability Strategic Plan is threefold:
1. Relative to our Platinum STARS ratings, utilize the STARS rating tool as a gap-analysis to improve the areas and aspects of sustainability where CSU could enhance sustainability outcomes.
2. Outline specific goals and strategies to help us accomplish our Climate Action Plan.
3. Address the social, economic, and environmental justice aspects of sustainability that are so critical to a holistic approach that considers and engages our entire university community.

This is a living, active document that will be updated as we make progress and identify new goals and strategies. The President's Sustainability Commission has established four sub-committees, one for each of the sustainability areas below, to lead the goals within that section:
- Academics and Research
- Administration and Planning
- Engagement
- Operations

The President's Sustainability Commission has created this Sustainability Strategic Plan for our entire university 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.

# ACADEMICS and RESEARCH

This section seeks to advance sustainability goals related to the areas of academics, curriculum, learning outcomes, and research activity. The PSC serves as a partner to the academic colleges, schools, departments, and the Office of the Vice President for Research to advocate for and advance these goals. Additional collaborators include but are not limited to TILT, SoGES, the university, college, and department curriculum committees, and the Academic Associate Deans.

| Goal #1: Infuse sustainability (definition to include environmental, social justice, and economic) core knowledge and thinking throughout CSU's curriculum | | | | |
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| | **Strategy** | **Who is responsible?** | **When should this be accomplished?** | **What measure(s) will tell us if we are successful?** |
| 1.1 | Carry out an inventory of current sustainability content, as defined by learning objectives in course syllabi, to identity gaps (missing pillars) and collect overarching learning outcomes/objectives. | Tony Rappé, Zahra Al-Saloom, Teaching Subcommittee | Summer 2021/Fall 2021 | Data will inform efforts to provide sustainability content for all CSU students |
| 1.2 | Collaborate with Department and College efforts in their implementation of sustainability student learning outcomes (SLOs) by providing example SLOs from other departments and colleges and serve as a sounding board for their efforts. | PSC and Teaching Subcommittee | Spring 2022 | All colleges will have sustainability SLOs |
| 1.3 | Investigate the development of an on-line non-credit sustainability course (roughly 15 short modules) to be completed by all CSU students either as self-study or as a part a first-year seminar. We will explore the feasibility of hosting this course in Canvas and the viability of having Institutional Research, Planning and Effectiveness curate the results. Future requests for funding will be informed by the outcomes from 1.1 and 1.2. | Teaching Subcommittee, in collaboration with TILT, Institutional Research, and central IT | Spring 2022 | Investigation will inform planning for 2022 academic year |

| 1.4 | Continue the PSC-SoGES Sustainability Curriculum Innovation Grant program by: i) summarizing results/outcomes for FY21 RFP and ii) requesting $50,000 for SoGES to continue and grow the program in 2022. The additional funds will be used to expand the number of proposals funded and offer larger sums to multi-collaborator proposals. Link: https://myemail.constantcontact.com/Announcing-the-2021-Sustainability-Curriculum-Innovation-Grant-Recipients.html?soid=1107630230415&aid=wgutaNmYJZ0<br>Work to secure a commitment for future funding so the announcement can be provided by December 2021 and the resulting work spread over both semesters of 2022. | Teaching Subcommittee, SoGES | 2022 Academic year | Expansion of Sustainability Curriculum Innovation Grant program |
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| **Goal #2:  Conduct research in accordance with university sustainability best practices** | | | | |
| 2.1 | Promote the CSU Green Labs Program to departments and research units on campus: share educational resources developed by the Operations sub-committee with laboratory intensive departments and research groups | PSC | 2022 Academic Year | Campus community receives information promoting the CSU Green Labs Program |
| 2.2 | Promote the environmentally and socially responsible procurement policy in research by sharing the policy details with all colleges link: http://policylibrary.colostate.edu/policy.aspx?id=513 | PSC | 2022 Academic Year | Campus community receives information promoting the environmentally and socially responsible procurement policy |

**Completed Goals:**
- Created a subcommittee of sustainability curriculum and teaching experts.
- Met with Provost, Academic Associate Deans, and SoGES Curriculum Committee to discuss sustainability infusion across the curriculum.
- Collected and shared best practice examples of university-wide sustainability learning outcomes with the Provost's Office.
- Sustainability included in the draft University Learning Outcomes document that was prepared by a Task force of the Committee on Teaching and Learning (CoTL).
- Creation of CSU Green Labs Program.

# ADMINISTRATION and PLANNING

This section seeks to advance goals related to the institution's sustainability efforts from an administration and long-range planning lens. Related categories in STARS include areas such as Coordination & Planning, Diversity & Affordability, Investment & Finance, and Wellbeing & Work. The PSC goals in this section require collaboration and participation from many partners including but not limited to the CSU Executive Leadership Team, CSU Advancement, the CSU Foundation, Human Resources, Employee Councils, Vice President for Diversity, Student Diversity Programs and Services, and others.

### Goal #1: Transparent Financial Reporting

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 1.1 | Create a financial transparency report for money managed by CSU (similar to what State Treasury provides publicly) | CFO/Lynn Johnson | 2021 and ongoing | Publicly available report on CSU website |

### Goal #2: Increase positive sustainable investments

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 2.1 | Continue to evaluate positive sustainable investments and establish some goals/milestones with the CSU Foundation for STARS 2.2 report. | CSU Foundation | 2021 | Goals/milestones will be discussed by Foundation Board in September 2021 |
| 2.2 | Utilize the CSU research database to generate a list of sustainability-related CSU ventures and spin-offs to share with the CSU Foundation to explore positive sustainable investments related to CSU. | CSU Foundation & CSU Ventures | 2021 | Discussion will be scheduled at a Foundation Board meeting once the list is received from PSC |
| 2.3 | Collaborate with the CSU Foundation to expand investments in diversity, equity, and inclusion funds and businesses. | CSU Foundation | 2021 and ongoing | Record investment expansions |

### Goal #3: Create funding mechanisms to grow sustainability infrastructure and initiatives

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 3.1 | Support student efforts to establish sustainability-related student fees. | PSC | Ongoing | Approval of student fees |
| 3.2 | Explore funding opportunities to pursue WELL Health-Safety Rating for CSU. | Brian Dunbar | 2022 | Funds identified and secured |

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| 3.3 | Collaborate with Advancement to engage donors on sustainability initiatives and projects. | PSC/Advancement | Ongoing | Track donor engagement for sustainability initiatives |

## Goal #4:  Support and Advocate for Living Wage and Affordable Housing Initiatives

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 4.1 | Continue to evaluate and maintain a living wage for all CSU employees (including part-time and student staff) in partnership with Classified Personnel Council, Administrative Professional Council, Faculty Council, and Human Resources. | Cabinet & EO/HR | Ongoing | Maintain living wage for all CSU staff |
| 4.2 | Support campus efforts to develop affordable housing initiatives for employees. | PSC | Ongoing | Forward progress on affordable housing for CSU employees |

## Goal #5:  Center Social and Environmental Justice in PSC Decision-Making and Initiatives

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| 5.1 | Collaborate with Native American Cultural Center and campus partners to incorporate more indigenous stories, contributions, and programs into sustainability initiatives (i.e., Earth Week, sustainability timelines, fact sheets, etc.). | Tonie | Ongoing | Examples of indigenous stories, contributions, and programs highlighted in sustainability initiatives |
| 5.2 | Collaborate with Housing & Dining Services and Rams Against Hunger to relaunch the Ram Food Recovery Program in a model that meets COVID-19 public health guidelines. | Tonie Miyamoto and Mary Liang | Spring 2021 | Successful relaunch of Ram Food Recovery Program with COVID-19 restrictions |

## Goal #6: Collaborate with CSU System Partners

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 6.1 | Collaborate with the CSU Systems Office to tell CSU's Sustainability story; Seek shared goals and exchange best practices with the other CSU campuses | Jocelyn Hittle | 2021 | Sustainability included in Systems website, newsletters, and/or materials |

**Completed Goals:**
- Established and launched the CSU Sustainability Fund, sponsored by PSC, in Fall 2020.
- Redesigned the Green.Colostate.Edu website and won a national design award, 2020.
- Land Acknowledgement prominently featured on Green.colostate.edu website, 2020.

- Increased positive sustainability investments and was recognized by AASHE in the 2020 Sustainable Campus Index as a Top Performer in the Investment & Finance category.
- Incorporated sustainability into the University Strategic Plan and created topic-focused subcommittees within PSC (academics, research, engagement, facilities, and administration) to drive ongoing progress.
- Created a Sustainability Strategic Plan that directly supports goals within the University Strategic Plan.
- Completed a snapshot of current progress towards living wage for faculty and staff (using STARS criteria from MIT Living Wage Calculator for Larimer County).
- Supported $30k base salary for all CSU full-time staff members (implemented in Fall 2018).
- Established and documented on a public website the charge and membership of the CSU committee for investor responsibility.

# ENGAGEMENT

The Engagement section brings forward goals inclusive of both campus engagement and public engagement. These may be oriented around students, employees, the people of the state of Colorado, or beyond. To achieve these goals, the Engagement sub-committee utilizes partnerships from across the institution, and in some instances, external partners, including but not limited to SLICE, TILT, Orientation & Transition Programs, Facilities Management, Housing & Dining Services, Parking & Transportation Services, MarComm, Procurement, Athletics, Extension, ASCSU, multiple student organizations, and others.

| **Goal #1: Improve and assess _employee_ engagement in CSU sustainability efforts** | | | | |
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| | **Strategy** | **Who is responsible?** | **When should this be accomplished?** | **What measure(s) will tell us if we are successful?** |
| 1.1 | Recommend / develop opportunities for CSU employees to learn about or be actively engaged with CSU sustainability efforts and initiatives, trainings, peer-to- peer education, department / unit level sustainability committees, PDI sessions, campus events, providing "Sustainability 101 at CSU" through TD, etc.<br><br>Promote CSU GRN – the CSU Green Ram Network. A peer-to-peer educator network – offering sustainability education to campus at the office, unit, or college level. (Initially based on "Sustainability 101 at CSU" offered by Stacey Baumgarn)<br><br>(Supports related goals in Operations section)<br><br>Campus Partners: TILT, FM, HDS, PTS, TD, Procurement, and any dept. delivering employee trainings that incorporate sustainability | PSC Champions: Stacey Baumgarn, and Mary Liang | Annually / Ongoing<br><br>Ongoing recruitment and training of CSU GRN educators | Documented employee participation in trainings, committees, initiatives, and other activities and events |
| 1.2 | Collect/track data on employees who participate in the "Assessing Sustainability Culture Survey" (a campus-wide faculty and staff focused survey that collects data on sustainability literacy, administered biannually by PSC, in conjunction with IRISS).<br><br>Review survey results and analyze additional strategies to increase employee sustainability awareness and culture at CSU. | PSC Champion: Kirstie Tedrick | Biannually / Ongoing | Biannual survey distributed to a representative sample of CSU employees<br><br>Results analyzed, and strategies developed for future engagement efforts |

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| **1.3** | Develop and publicize a "Sustainability at CSU Handbook" for employees. | PSC Champion: Emily Schmieding | Annually / Ongoing | Handbook created, updated, and electronically distributed |
| **1.4** | Collect / track data on number of employee volunteer hours through the "paid leave for volunteer work" program, announced in Sept. 2023. | PSC Champion: Mary Liang | Annually / Ongoing | Maintain baseline / increase number of volunteer hours annually |

**Goal #2: 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? |
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| **2.1** | Collect/track data on students who participate in the "Assessing Sustainability Culture Survey" (a campus wide student focused survey that collects data on sustainability literacy, administered biannually by ASCSU Department of Environmental Affairs and PSC, in conjunction with IRISS).<br><br>Review survey results and analyze additional strategies to increase student sustainability awareness and culture at CSU. | PSC Champion: Kirstie Tedrick | Biannually / Ongoing | Biannual survey distributed to a representative sample of CSU students<br><br>Results analyzed, and strategies developed for future engagement efforts |
| **2.2** | Incorporate sustainability throughout Ram Welcome, and other major student-focused campus events.<br><br>(Supports related goals in Operations section)<br><br>Campus Partners: ASCSU Department of Environmental Affairs, Zero Waste Team, and Orientations & Transition Programs | PSC Champions: Mary Liang, and Kirstie Tedrick | Annually | Waste diversion results<br><br>Survey all Ram Welcome booths and assess percentage of booths following "Sustainable Swag Guide" recommendations |
| **2.3** | Develop a university-wide database or reporting process to document, track, and assess:<br>• student demographics and volunteer hours<br>• percent of students who volunteer<br>• total volunteer hours<br><br>Create a sustainability-focused volunteering "job board" on RamLink to list volunteer opportunities and encourage use of databases through departments and other trainings.<br><br>Campus Partners: SLICE, and Institutional Research | PSC Champion: | Long-term / Aspirational | Database created to track student volunteer hours and demographics<br><br>Volunteer database created to list volunteer opportunities |

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| **2.4** | Establish a community service / volunteer graduation requirement for undergraduate students, which is documented on an official transcript. Develop recommendation for PSC to present to CSU Administration.<br><br>Campus Partners: SLICE, Provost, Registrar's Office, and CSU Administration | PSC Champion: Emily Schmieding | Long Term / Aspirational | Documented campus commitment<br><br>Ongoing documentation of service learning and volunteer hours on student's official transcript with hours documented |
| **2.5** | Update and publicize the "Platinum Guide" book – a sustainability at CSU handbook for students.<br><br>Campus Partners: ASCSU Department of Environmental Affairs, and the Student Sustainability Center | PSC Champion: Andrew Warnock | Annually / Ongoing | Annual review of handbook and updated as appropriate<br><br>Ongoing electronic distribution of handbook |
| **2.6** | Collect and track data on student participation in on-campus sustainability activities / events. And, student-led sustainability initiatives / events. | PSC Champion: | Aspirational | Annual review of data from SLICE office / RamLink |

**Goal #3: Further integrate sustainable best practices into CSU events, materials, trademark licensing, and partnerships**

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 3.1 | Develop / maintain best practice guidelines and certifications for sustainable university outreach, events, materials, and publications. Including but not limited to:<br><br>• Zero Waste Event Guide<br>• Sustainable Swag Guide<br>• Sustainable Printing Guide<br>• Green Tailgating Guide<br>• Guide for Sustainable Transportation to Events at CSU<br><br>Create pre/post-event questionnaires to prompt best practices and gauge successful implementation.<br><br>Campus Partners: ASCSU Department of Environmental Affairs, Zero Waste Team, Procurement, CSU Conference & Event Services, Parking & Transportation Services, and the Lory Student Center | PSC Champions: Stacey Baumgarn, Kirstie Tedrick, and Emily Schmieding | Ongoing | Documentation of adopted best practices and certifications<br><br>Guidance easily found on CSU websites |
| 3.2 | Develop recommendation for PSC to present to CSU Administration and Procurement Services to strengthen the integration of requirements for Fair Labor Association, Workers Rights Consortium, and/or Fair-Trade criteria into university apparel procurement (where absent).<br><br>(Supports related goal in Operations section)<br><br>Campus Partners: Athletics, Book Store, Procurement, and numerous student organizations | PSC Champion: Stacey Baumgarn | Ongoing | Updated contract language to include procurement best practices |

| 3.3 | Sharing sustainability news, information, and how-to:<br>• Gather and add list of channels to share sustainability news / messaging / engagement (a subset of https://socialmedia.colostate.edu/social-media- directory/).<br>• Write articles about CSU sustainability efforts for CSU SOURCE, CSU Life, The Rocky Mountain Collegian, and other publications to highlight success stories.<br>• Diversify the type and number of success stories written to incorporate all aspects of sustainability.<br>• Outreach as appropriate or partner with sustainability related student organizations https://green.colostate.edu/student-organizations/<br><br>(Supports related goals in Operations section)<br><br>Campus Partners: ASCSU Department of Environmental Affairs, MarComm, the Collegian, HDS Communications & Sustainability, and KCSU | PSC Champion: Emily Schmieding | Ongoing | Created list, maintained as current<br><br>Number of articles written, published, and categorized by subject keywords |
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## Completed Goals:

- Fall 2023 – Successfully partnered with IRISS, utilizing PSC funding, to administer both Assessing Sustainability Culture Surveys, one focused on students (Goal 2.1) and one for employees (Goal 1.2).
- Fall 2023 – launched a "Green Tailgating Guide" – posted at: https://green.colostate.edu/campus-sustainability-guides/.
- Spring 2023 – launched the "Platinum Guide" – a guide to living and learning sustainably at CSU. An update to the original (2019) "Daily Sustainability Planner." Distributed to students at the CSU Earth Day Festival and posted online.
- 2022 – 43 articles published in SOURCE tagged with sustainability.
- FY22 – Launched CSU GRN – the CSU Green Ram Network. A peer-to-peer educator network – offering sustainability education to campus at the office, unit, or college level. (Initially based on "Sustainability 101 at CSU" offered by Stacey Baumgarn). Recruited initial cohort of CSU GRN – CSU employees, peer-to-peer sustainability educators in fall 2021. Trainings presented by and outreach by CSU GRN participants began spring 2022.
- Fall 2021 – Updated Campus Sustainability Guides (posted at: https://green.colostate.edu/campus-sustainability-guides/).
- Ongoing – Successful bi-annual distribution of student and employee sustainability culture survey. Assessment and results can be seen here: https://green.colostate.edu/assessment/.
- Ongoing – SOURCE, CSU Life, and Collegian articles written and published. Currently tagged as "Sustainability". More to be captured.
- Summer 2020 – Provided three "Sustainability at CSU" orientation sessions for interested incoming students and their families.

- FY20 – presented 14 "Sustainability 101 at CSU" sessions to campus audiences.
- Fall 2019 – Incorporate land acknowledgement question into student and employee sustainability culture survey.
- Fall 2020 – Developed a "Daily Sustainability Planner" a sustainability handbook for CSU students – posted on websites.
- Jan. 2019 – 2022 – Created and began delivery of "Sustainability 101 at CSU" training and information session.
- 2018 & 2019 – Created three campus sustainability guides (posted at https://green.colostate.edu/campus-sustainability-guides/): Zero Waste Event Guide, Sustainable Tabling Guide, and the Sustainable Printing Guide.
- (Since) 2018 – Initial success with engagement and integration of sustainability practices to "green" Ram Welcome.
- (Since) 2017 – Published two reports of student community service and volunteering participation in 2017 and 2019 for STARS 2.1 reports.
- 2016 – First created and distributed a student-focused (distributed by ASCSU), and employee-focused (distributed by IRR) campus sustainability surveys that demonstrate national best practices in assessing campus sustainability culture (as a separate survey from the Sustainability Literacy Assessment).
- 2016 (and for subsequent STARS reports) – Determined the % of Under Armor apparel with the university logo that meets Fair Labor Association, Workers Rights Consortium, or Fair-Trade certification.

# OPERATIONS

This section outlines goals related to reducing the environmental impacts of CSU operations. Related STARS categories include Air & Climate, Buildings, Energy, Food & Dining, Grounds, Purchasing, Transportation, Waste, and Water. To achieve the goals in this section, many layers of collaboration need to align and intersect. Partners in these efforts include but are not limited to Facilities Management, Housing & Dining Services, Procurement, Parking & Transportation Services, Fleet Services, Integrated Solid Waste, Outdoor Services, student organizations, and more.

**Goal #1: Support Energy & Water Efficiency Measures in Buildings/Infrastructure**

*Energy use (electricity and natural gas) is by far the largest contributor to the university's GHG emissions. Utility costs for energy & water are some of the largest operational expenses. This goal supports CSU's goal of achieving carbon neutrality by 2050.*

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
|---|---|---|---|---|
| 1.1 | High Performance and Inclusive Building Standards and Design:<br>• Support continuing efforts to 3rd party certify all new construction and major renovations (LEED, Green Globes, Energy STAR etc.) with a focus on energy performance and overall IAQ<br>• Provide additional support to implement energy & water efficiency and IAQ strategies in existing buildings. Pursue certification of existing buildings to benchmark energy, water and IAQ performance.<br>• Support standards developed by the Inclusive Physical and Virtual | Carol/Stacey /Brian/Tom/ Aaron | Ongoing | Number of 3rd party certified buildings. Track EUI (kBtu/SF) and monitor trend<br><br>University Policy requiring LEED/other certification requirements for new and existing buildings |
| 1.2 | Water Efficiency<br>• Improve water efficiency of both treated and raw water applications on campus<br>• Support wider adoption of grey water usage in Colorado<br>• Convert treated water use to untreated water use where applicable (leverage water rights of College Lake)<br>  ○ Reduce usage of treated water (for irrigation / cooling towers)<br>  ○ Water efficient landscapes with smart irrigation | Carol | Ongoing | Performance in STARS credit areas related to indoor and outdoor water use intensity<br><br>WUI (water use index), a metric of water use per sf |
| 1.3 | Support conservation/behavioral engagement (supports related goals in Engagement section) | Stacey | Ongoing | Tracking of conservation and behavioral engagement campaigns |

| 1.4 | Communications:<br>• Develop communications strategy for a broad range of sustainability efforts.<br>• Invest and encourage a sustainability culture within CSU colleges and units. Develop a road show to share the story. Include specifics like High Performance Buildings, Airline Travel, ESRP, CSU Moves Online Transportation Module, Carbon Neutrality from 2050 to 2040, etc. (supports related goals in Engagement section) | Carol/Stacey | Ongoing | Number of people engaged |

## Goal #2. Resource Utilization

*While recycling and zero waste are very important goals, it is imperative to focus first on reducing waste and choosing better options through purchasing and operations policies. This goal supports CSU's goal of achieving carbon neutrality by 2040.*

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
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| 2.1 | Promote the Green labs to departments and research units on campus: share educational resources developed by the Operations sub-committee with laboratory intensive departments and research groups | PSC | 2022 Academic Year | Campus community receives information promoting the Green labs program |
| 2.2 | Promote the environmentally and socially responsible procurement policy in research by sharing the policy details with all colleges link: http://policylibrary.colostate.edu/policy.aspx?id=513 | PSC | 2022 Academic Year | Campus community receives information promoting the environmentally and socially responsible procurement policy |

## Goal #3. Greening Transportation and Fleet Operations

*Airline travel & commuting are the 3rd and 4th highest contributors to the university's GHG emissions inventory. This goal supports CSU's goal of achieving carbon neutrality by 2040.*

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
|---|---|---|---|---|
| 3.1 | Support reduction in GHG emissions from airline travel paid for by the university. Strategies include:<br>• Reducing trips | Air Travel Subcommittee | FY22 | Reduction in emissions as measured by the annual GHG inventory |

| | Strategy | Who is responsible? | When should this be accomplished? | What measure(s) will tell us if we are successful? |
|---|---|---|---|---|
| 3.2 | Support the expansion of the vehicle restriction policy to an "emissions free" zone. Communicate and implement a no idling guideline campus wide – applicable to CSU vehicles and campus vendors and visitors | Facilities PTS | FY23 | Resigning of smoke free zone and enforcement of vehicles encroaching or idling |
| 3.3 | Support Greening the Fleet through:<br>• Support a full utilization of CSU fleet vehicles<br>• Support opportunities to increase efficiencies, introduce alternative fueled vehicles, right-size the fleet, and reduce GHG emissions<br>• Pursue green fleet certification<br>• Pursue strategies like distributed fleet to reduce reimbursements for use of personal vehicles for university business<br>• Additional EV chargers to support employees and distributed fleet<br>• Leverage Fleet Study completed in FY21 to guide conversion of fleet | Carol/Stacey/Aaron/Tiffany | FY22 | Reduce impact of fleet on GHG inventory through improved average mpg of campus fleet vehicles<br><br>Reduction of reimbursements for mileage. |
| 3.4 | Support the reduction of commuting<br>• Improve commuting mode split to reflect an increased adoption of alternative transportation options<br>• Participate in CDPHE rulemaking to support Employer Commuter Reduction Plan<br>• Support the establishment of the West Elizabeth BRT<br>• Support the pursuit of moving our Bicycle Friendly University designation from Platinum to Diamond (the highest level)<br>• Support advancing the goal of Carbon Neutrality from 2050 to 2040 | Aaron | Annual and ongoing | PSC set targets. PTS to lead implementation<br><br>Progress toward CAP goals regarding transportation<br><br>Improved STARS score related to commuting |
| 3.5 | Continue to improve alternative transportation initiatives for any/all events held at the on-campus stadium | Aaron | Ongoing | Successful implementation of bike valet, Bike to the Game, and other sustainable transportation options at new stadium |
| **Goal #4. Sustainable Food** *Work toward becoming a pioneering leader among academic institutions in sustainable food procurement that support positive economic, environmental, and social impacts for farmers, ranchers, and Colorado communities.* | | | | |
| | **Strategy** | **Who is responsible?** | **When should this be accomplished?** | **What measure(s) will tell us if we are successful?** |

| 4.1 | Measure the economic, environmental, and social impacts of our food procurement practices <ul><li>Support continued annual Nitrogen Footprint calculation</li><li>Utilizing the FY19 Nitrogen Footprint as a baseline, establish and adopt a nitrogen reduction goal for CSU</li><li>Work with CSU's Food Systems group to develop specific goals related to social justice, economic development, and environmental outcomes</li></ul> Join related initiatives focused on sustainable institutional food procurement | HDS, Eco Leaders, Stacey, Jill Baron, Matt W. | Ongoing | Developed set of sustainable food procurement guidelines<br><br>Nitrogen Footprint and nitrogen reductions compared to FY19 baseline |
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| 4.2 | Pursue partnerships to establish food procurement initiatives that support producers and purveyors that support our environmental, conservation, and social justice goals <ul><li>Pursue partnerships within the university and among suppliers to develop standards to meet increasing sustainability and equity standards</li><li>Develop a consortium of like-minded institutions to increase our leverage with purveyors</li><li>Build partnerships with Extension and others to connect producers across our state with educational materials about food production practices</li><li>Explore an optional fee to support sustainable procurement</li></ul> | Matt W /Becca Jablonksi | Ongoing<br><br><br>2023 | Increased procurement of local and third-party certified foods (and improving STARS performance in food credit areas) |

**Completed Goals:**
- 2020 – Two grants to support expanding the composting site were received in FY21
- 2020 – completed FY19 baseline Nitrogen Footprint inventory
- 2019 – Achieved recertification as a Platinum Bicycle Friendly University
- 2019 – Over 100 water bottle filling stations on CSU campuses
- 2018 – Student led Zero Waste Team has made significant inroads in achieving waste reduction on game days (Football and Men's Basketball)
- 2018 – Bike-in themed football game
- 2018 – Achieved Bee Campus USA certification
- 2017 – Established the Pollinator Friendly Campus Committee as a subcommittee of the President's Sustainability Commission
- 2017 – CSU Facilities Management enhanced the Integrated Pest Management Program (IPM) to support Bee Campus USA certification
- Chemical Distribution Center – underway

- Implemented a way-finding system on campus. Developed Construction Standard for roadways, sidewalks, and trails that includes ADA and wayfinding standards.
- Drafted a memo from PSC to encourage the integration of more electric vehicles into the CSU fleet
- 2016 – Supported the successful proposal to the University Facility Fee Advisory Board to establish an on-site composting facility on the Foothills Campus
- 2016 – CSU Athletics joined the Green Sports Alliance
- 2015 – Endorsed the City of Fort Collins Road to Zero Waste Plan and served as an active partner in implementation
- Since FY13 – An Energy Reserve Fund, managed by an Energy Team in Facilities Management, has implemented approximately $1,000,000/year of energy and water efficiency projects. Set up as a revolving fund, the project portfolio has an average 20% ROI/year