



Connecticut College  
Campus Sustainability Plan  
2018 – 2028, Phase 1 Update

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## About Connecticut College

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

The College submitted its second Sustainability, Tracking, Assessment and Rating System (STARS) report in July 2021 and achieved a Gold rating.



# From the President

Connecticut College has a long and distinguished history of environmental conservation and stewardship, a legacy that was greatly strengthened through a renewed focus on sustainability. In 2018, Connecticut College produced the original Campus Sustainability Plan and first participated in the Association for the Advancement of Sustainability in Higher Education program Sustainability, Tracking, Assessment, Rating System (STARS). We achieved a Silver rating, which highlighted the strong tradition of sustainable work on campus and identified areas where we could strengthen our efforts. Encouraged by this success, the College established even greater sustainable goals outlined in the 2018 Campus Sustainability Plan. In 2021, the College submitted our second set of data to the STARS program and earned a Gold rating, placing us among a small, select group of leadership institutions. The College's success grew from a well-conceived planning process that continues to influence our sustainable path.

Connecticut College's work towards reducing environmental impacts and addressing social injustice is solidly grounded in two critical documents. The College's strategic plan, *Building on Strength*, includes a number of goals and objectives designed to develop our commitment to environmentally responsible, economically viable, and socially just policies and practices. This Campus Sustainability Plan Phase 1 Update, offers a comprehensive report on the actions that the College has completed and will continue to pursue to achieve its ambitious sustainability objectives. As the situation with global warming and social equity continues to degrade worldwide, the Connecticut College community has reaffirmed its commitment to a sustainable future on- and off-campus through ambitious pledges and actions as detailed in this report. In this updated plan, we are formalizing our commitment to eliminating net carbon emissions by 2030. This important goal embodies the acceptance of our obligation beyond the campus boundaries to recognize the value and dignity of humans worldwide. Our ultimate goal is to model good global citizenship that recognizes our desire and responsibility to take sustainable action that benefits all of humanity.

The mission of Connecticut College is to put the liberal arts into action. This revised Campus Sustainability plan provides a careful evaluation of progress since 2018 and a renewed roadmap for the next phase of action to ensure success to collective action. I look forward to working with every member of this community on achieving its most worthy goals.

A handwritten signature in black ink, appearing to read "Katherine Bergeron". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Katherine Bergeron, President

# Sustainability Milestones

Connecticut College Arboretum established	<b>1931</b>	<b>1911</b> Connecticut College founded to provide higher education to women
Human Ecology (now Environmental Studies) major first offered	<b>1969</b>	<b>1952</b> Bolleswood Natural Area designated for long-term ecological studies
Campus wide recycling program begins (one of the first in the nation)	<b>1970</b>	<b>1969</b> Environmental Model Committee established
Goodwin-Niering Center for the Environment established	<b>1993</b>	<b>1973</b> Unity House founded to support multicultural students
Earth House established	<b>1994</b>	<b>1994</b> First environmental coordinator hired
25 -year carbon offset agreement signed with Reforest the Tropics	<b>1999</b>	<b>1996</b> Holleran Center for Community Action and Public Policy established
Sustainability Fellows Program begins	<b>2012</b>	<b>2001</b> Renewable Energy Fund (now Sustainable Projects Fund) established
Suzi Oppenheimer '56 Faculty Director of Sustainability position created	<b>2014</b>	<b>2012</b> New London Hall reopens with geothermal system and receives LEED Gold certification
Campus Sustainability Task Force convened	<b>2017</b>	<b>2013</b> Office of Sustainability established
Campus Sustainability Plan adopted by the College	<b>2018</b>	<b>2016</b> First Dean of Institutional Equity and Inclusion hired
First student-designed solar array installed	<b>2021</b>	<b>2018</b> Silver rating earned for first campus STARS report
Goal of achieving carbon neutrality by 2030 adopted	<b>2022</b>	<b>2021</b> Gold rating earned for second STARS report

# Progress Summary

Over the past three years we have made a great deal of progress on our campus sustainability goals, but we know that there remain many large challenges to tackle. Unlike our previous annual reports, this Phase 1 Update contains a status report on each action item in the Campus Sustainability Plan instead of just highlights. We encourage you to explore the report to see what progress has been made and where more work is needed to reach our goals. Below, we summarize the key highlights from Phase 1 and the upcoming priorities for Phase 2. We are excited to continue working with you to advance sustainability on campus.

## Selected Highlights from Phase 1

### *Goal 1.5: Develop a Climate Action Plan*

The Future of Energy Action Plan (FEAP) has laid out a **path to achieving net zero Scope 1 and Scope 2 greenhouse gas emissions**. The analyses undertaken as part of this plan were critical for understanding how balance a reasonable timeline for carbon neutrality with the need for quick and ambitious action. This work will underpin our major steps towards our new **2030 carbon neutrality goal**.

### *Goal 2.1: Educate students, faculty and staff about sustainability*

Each year since 2018, the College has adopted an **annual sustainability theme** to direct focus to a specific issue. Working with academic departments and other offices on campus, the Office of Sustainability has incorporated the theme into coursework, programming, and concrete action on campus.

### *Goal 2.2: Increase awareness of sustainability policies, practices and accomplishments at the College*

The College achieved a **STARS Gold** rating in July 2021. We will continue to use STARS as a benchmarking tool and will submit for a rating again in 2024.

### *Goal 2.5 Expand and strengthen reciprocal partnerships with sustainability related community organizations*

### *Goal 3.3: Increase the amount of local, organic and fair trade food served on campus*

The hiring of a **permanent faculty position** focused on sustainable agriculture and the **expansion of Sprout Garden** has allowed for more collaboration with courses, community organizations and Dining.

### *Goal 4.2: Improve the health and sustainability of the Arboretum campus landscape*

A reorganization brought **Grounds under the umbrella of the Arboretum** to align all horticultural landscape management under a single unit and to capitalize on the Arboretum's strengths in botanic garden management.

### *Goal 5.3: Promote an equitable work environment*

Since the adoption of this plan many **new communication channels have been opened to promote faculty/staff dialogue and equity**. This includes the monthly Faculty and Staff Meetings and new collaborations between the Faculty Steering and Conference Committee (FSCC) and Staff Council.



Students participating in various sustainability campaign events.

## Additional Highlights

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While we have focused our efforts mainly on the goals and action items outlined below, we have also taken on some exciting new initiatives that weren't envisioned when this plan was adopted. These include:

- Professor Chad Jones and Rocky Ackroyd '83 developed an innovate course through which students learn how to design and install a solar array. Their first project was installed on the Service Building in May 2021.
- The President's Sustainability Council officially adopted a Bottled Water Policy in 2021 that prohibited the sale and provision of bottled water on campus except in very limited circumstances. To support the policy, we also installed new water bottle filling stations across campus and conducted water testing to re-confirm the safety of campus tap water.
- Outdoor trash and recycling containers were replaced with Big Belly units in January 2022. These new units send automatic alerts to Grounds when they are full or need repair, drastically cutting down the time spent servicing the outdoor containers.
- A team of Sustainability Fellows worked with Dining Services to develop a pilot program for reusable takeout containers that launched in March 2022.

## Phase 2 Priorities

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### *Goal 1.2: Increase energy efficiency and conservation at the College*

We had hoped to install **building level meters** for all large campus buildings as part of Phase 1, but we did not make any significant progress. This is a key priority for Phase 2 because building level meters allow us to confirm that **energy efficiency upgrades** are working as planned, to engage in educational campaigns with building occupants, and identify mechanical issues quickly. Planned for Phase 2, and remaining a top priority, is completing over \$2 million of energy efficiency projects that we expect will decrease our greenhouse gas emissions by 11%.

### *Goal 1.3: Develop renewable energy and clean energy alternatives on campus*

**Expanding the use of renewable energy** on campus was planned for Phase 2 and remains critical for achieving greenhouse gas emissions reductions. We are currently pursuing potential locations for a 1MW solar array that could be installed on campus and provide approximately 10% of our electrical needs. We made a first step towards this goal with the installation of a 53kW array on the Service Building in 2021.

### *Goal 4.1: Renovate facilities and landscapes with sustainability at the forefront of design decisions\**

A large number of renovations, asset reinvestment and landscape projects are planned for the next four years providing an opportunity to truly remake this campus through sustainable design. We will continue to push for incorporating **innovate green design** into these projects and for the proper implementation of the **Sustainable Building Policy**. *\*this reflects new wording recommended in this update*

### *Goal 4.3: Expand and develop programs to support the use of sustainable forms of transportation*

Encouraging **alternative transportation and biking** will be critical to reducing our Scope 3 greenhouse gas emissions. We plan to approach this through a variety of methods – encouraging the use of electric vehicles, encouraging carpooling, and collaborating with the FlexWork@Conn committee to support remote work. We are also working to strengthen Spokespeople to create a true campus bike share that can be used both for semester-long bike rentals and short-term rentals for day trips.

### *Goal 5.1: Use our investments to support a just and sustainable society*

Establishing a **Committee of Investor Responsibility** was a goal in Phase 1 that we did not make significant progress on. Aligning our investments with our sustainability goals will demonstrate our strong commitment to social justice as well as environmental sustainability.

# Energy and Climate

## *Achieve carbon neutrality by 2030.*

Energy use impacts both air quality and greenhouse gas emissions, negatively impacting both the environment and communities. Shifting to cleaner energy sources and decreasing energy usage will enable Connecticut College to reduce its environmental and social impacts while providing financial benefits over time. In the past decade, the College has updated its central steam plant and installed geothermal wells to heat and cool New London Hall, leading to a decrease in greenhouse gas emissions. In May 2017 we joined with hundreds of academic institutions, municipalities, and businesses to show our support for the Paris Climate Agreement when President Bergeron signed the We Are Still In pledge. After the United States rejoined the Paris Climate Agreement in 2021, President Bergeron reaffirmed this commitment by signing the America is All In pledge.

Since this plan was written in 2018, we have accelerated our timeline for greenhouse gas emissions reductions twice. First, in 2020 the College updated our target reduction to 45% by 2030. Now in 2022, recognizing that the need for climate action has become even more urgent, and with support from the Board of Trustees, the College has adopted a new goal of reaching carbon neutrality in 2030. Specific projects and a timeline for achieving this goal have been laid out in a new Future of Energy Action Plan (FEAP) that will work in concert with this existing plan. Some action items have been reworded or added based on this new action plan. We are proud of the progress we have made, and we know there is much more work to be done in this priority area.

Goals	Action Items	Progress
1.1 Utilize more efficient forms of energy generation	1.1.1 Install efficient on-site electricity generation and interconnect campus to form a microgrid	1.1.1 A natural gas fuel cell was installed in October 2019. While this system did not include a microgrid as originally planned, it did provide a small reduction in greenhouse gas emissions from our past electricity provider. This reduction was mainly in the form of Scope 3 Transmission and Distribution (T&D) Losses.

## Goals

## Action Items

## Progress

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1.2 Increase energy efficiency and conservation at the College through systems upgrades and by increasing awareness of energy issues among students, faculty and staff	1.2.1 Undertake at least \$750,000 in energy efficiency projects by 2025, focusing on lighting and other projects with short payback time	1.2.1 Over \$2M has been committed to energy efficiency projects identified in our new Future of Energy Action Plan (FEAP). These projects include LED lighting, steam trap replacements, and the enhanced use of building management systems to control temperature. We expect implementation to take place across FY22 and FY23.
	1.2.2 Use building level data to identify times when low-use buildings can be "closed" to conserve energy	1.2.2 Some preliminary work on this action item was done as part of the FEAP. Focus in the plan is on building management (temperature set-points, automatic set-backs etc...). More work remains to be done to determine the feasibility of consolidating building usage after business hours and during breaks. The FlexWork@Conn committee will be critical to this effort.
	1.2.3 Consolidate building use to reduce the number of smaller, less efficient buildings	1.2.3 The College has sold several small houses to faculty and staff members. Since the plan was adopted, our building footprint has decreased by almost 22,000 square feet.
	1.2.4 Implement existing Sustainability Building Guidelines for all renovation and building projects over \$1 million	1.2.4 A new Sustainable Building Policy, that requires meeting or exceeding LEED Silver and Sustainable Sites Initiative requirements was adopted in October 2020. Aspects of this policy have been implemented for the Palmer renovation.
	1.2.5 Add smart submeters to all buildings over 5,000 square feet and publicize the data	1.2.5 We have not made progress in this area and this is a top priority for action in Phase 2.



## Goals

## Action Items

## Progress

1.3 Develop renewable energy and clean energy alternatives on campus

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

1.3.1 As part of the FEAP campus-wide geothermal, biomass and full electrification were investigated as replacements for the steam heating system. The report finds biomass to be the most promising replacement to the burning of natural gas in our steam plant.

The FEAP also proposes a 2MW on-campus solar array alongside a virtual power-purchase agreement for solar to cover the remaining electrical usage.

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

1.3.2 We estimate that a 2MW solar array would decrease emissions by 4%. Other smaller rooftop arrays on campus, like the Service Building solar array (described below), also have the potential to contribute to emissions reductions.

Conversion of the heating system to biomass, or another renewable energy source, would result in a 40% emissions reduction.

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

1.3.3 Dialogue with Facilities has begun about where rooftop solar would be possible and how we can plan for solar when we do roof replacements.

There have not been any parking lot projects since the plan was adopted, but solar carports have been investigated for a variety of locations.

Goals	Action Items	Progress
1.4 Permanently protect the Connecticut College Arboretum for both habitat conservation and carbon sequestration	<p>1.4.1 Permanently protect at least 400 acres of the Arboretum through deed restrictions or other legal means</p> <p>1.4.2 Conduct assessment of carbon sequestration in the Arboretum and retire offset credits</p>	1.4 An assessment of the Arboretum parcels available for conservation was undertaken in 2020. We estimate that approximately 450 acres could be legally protected as part of a carbon offset project. Further progress on this action item remains a priority for Phase 2.
1.5 Develop a detailed Climate Action Plan based on this plan		<p>1.5 The College contracted the Stone House Group out of Bethlehem, PA, to develop a utility master plan (now called FEAP) starting in spring 2021. They conducted an audit of all our building mechanical systems, reviewed electricity and fuel use data, and analyzed a variety of options for heating, cooling and electricity. They also worked with two Connecticut College student interns over the summer who did a lighting audit and data analysis. While their report is not a complete Climate Action Plan (it does not address Scope 3 emissions), it does lay out specific steps and a timeline for achieving net zero energy-related carbon emissions by 2030.</p> <p>The Environmental Model Committee will continue to work on recommendations for reducing and/or eliminating Scope 3 emissions.</p>

## Energy and Climate Highlight: Service Building Solar Project

In May 2021, a group of students, faculty, staff and alumni installed a 53kW, 130 panel solar array on the roof of the Service Building. This installation was the culmination of an individual study course offered in the spring of 2020, taught by Professor Chad Jones. The students in the course were mentored by Rocky Ackroyd '83, owner of the solar company GreenSun, as they worked to plan, design and install a solar array on campus. Through their work over more than a year, the students gained an understanding of solar technology, project planning, local building regulations and solar array installation. The system provides about 2/3 of the electricity needed at the Service Building. Funding for the project was provided by the Sustainability Revolving Fund, which will be paid back by the electrical cost savings over a period of eight years and by selling the Renewable Energy Credits for 15 years.



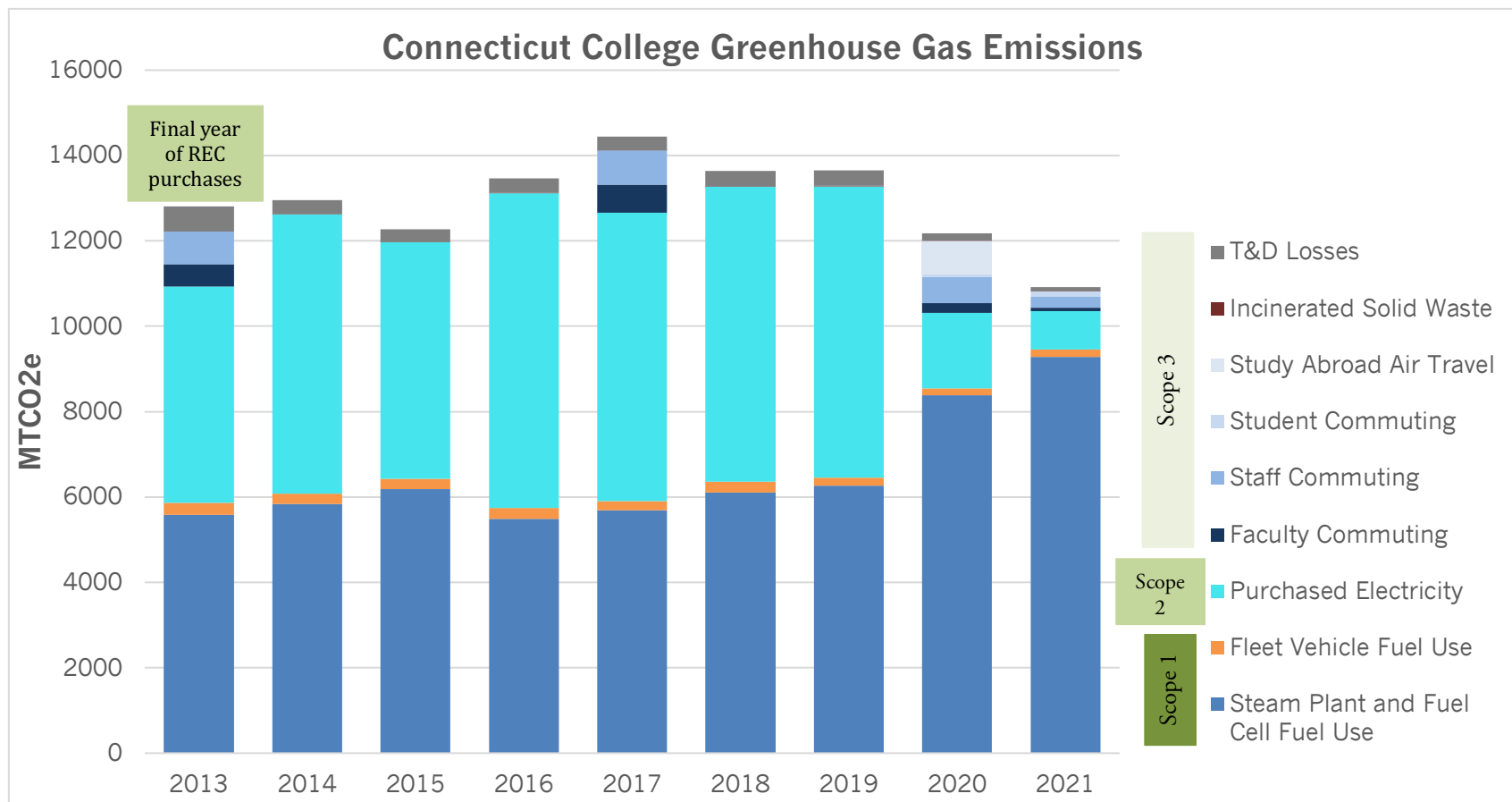
## Current Greenhouse Gas Emissions

Tracking and publicizing our energy use and greenhouse gas emissions is one of the goals outlined in this plan. Written annual reports, including emissions and energy use data, were sent out to the campus community in 2019 and 2020. This update will serve as the 2021 annual report. The Faculty Director of Sustainability and the Director of Sustainability have also been presenting bi-annually at Faculty and Staff Meetings to share data, progress and upcoming projects. Data is always available upon request for use in courses or research.

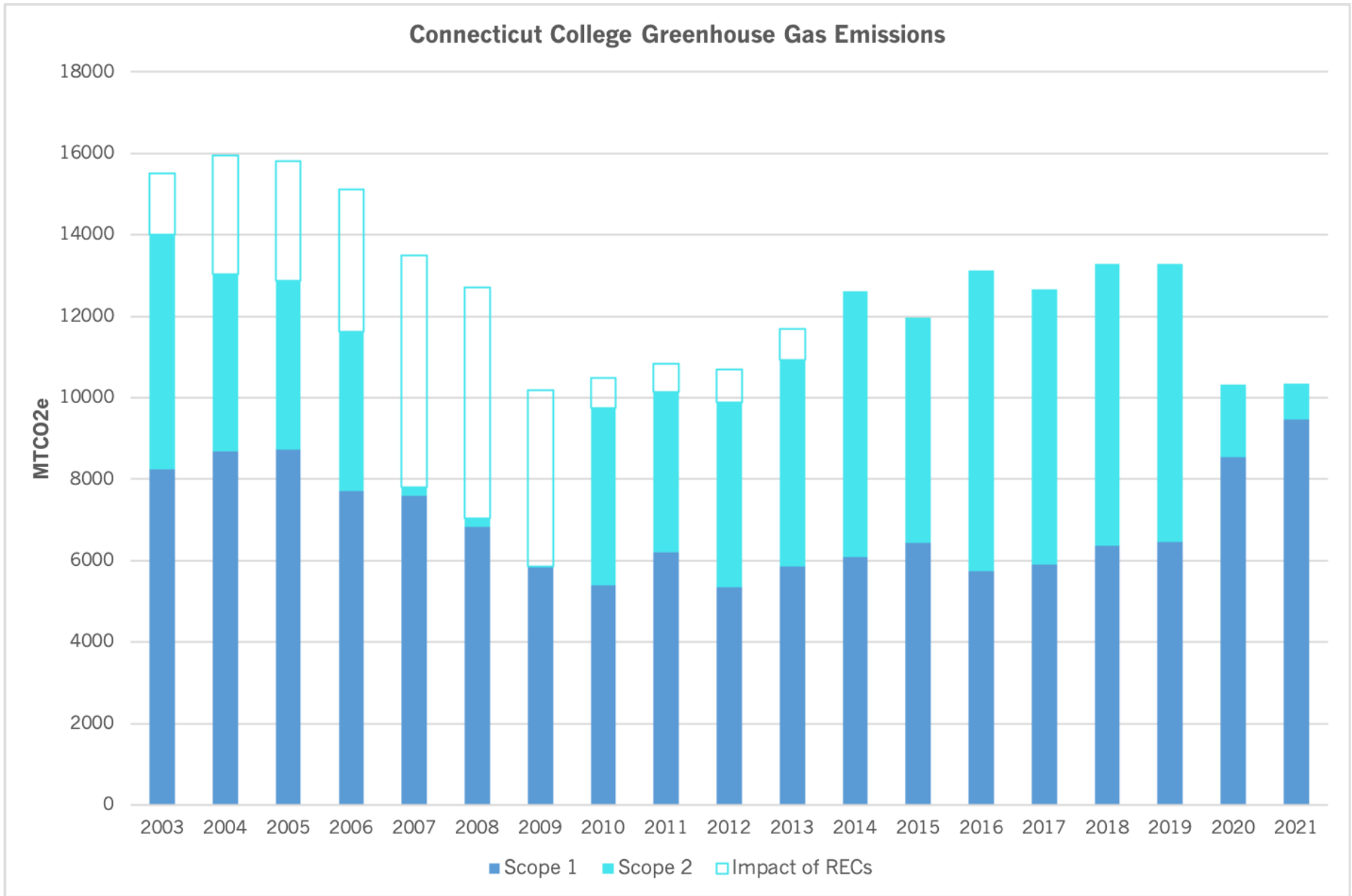
The chart on the next page shows our campus greenhouse gas emissions, estimated to the best of our ability, from 2013 to 2021. Noted next to the legend are the different “scopes” of emissions. Scope 1 emissions are those that are directly caused by the College’s operations – this includes fuel burned in our steam plant, fuel used in the fuel cell, and gasoline and diesel used in our campus fleet. Scope 2 emissions are caused by our purchase of electricity from the grid. You will notice that after the installation of the fuel cell, more of our emissions shift to Scope 1 from Scope 2 because we are producing electricity directly. Scope 3 emissions are those emissions caused by College-related activities, but that we do not directly control. We have done calculations for Scope 3 emissions related to commuting, study abroad, solid waste, and transmission and distribution losses. We hope to include business travel and purchasing related emissions in the future.

From 2003-2013 the College purchased Renewable Energy Credits (RECs), funded by a student fee, to offset a fluctuating amount of our purchased electricity. From 2007-2009, these RECs eliminated almost all of our Scope 2 emissions. In 2013, they reduced our Scope 2 emissions by around 13% from what they would have been without that purchase. The REC program was ended in 2013 with votes from SGA and EMC and those funds were transformed into the Sustainable Projects Fund (SPF). The hope was to use the SPF to support actions with direct reductions in greenhouse gas emissions instead of addressing them indirectly through RECs.

Over the past two years we have had fewer people on campus than would be typical, making it hard to base future emissions projections on these years. In FY2020, we had an almost complete campus shutdown for approximately four months. In FY2021, we saw a gradual return to campus by students, faculty and staff. As expected, we did see a very slight increase in Scope 1 and 2 emissions in FY2021 which we mainly attribute to having a more populated campus for the entire year. Fewer commuters and no study abroad in FY2021 significantly decreased our Scope 3 emissions.



The graph below shows the campus Scope 1 and Scope 2 emissions since 2003, when the REC purchasing program began. The empty boxes show the reduction in emissions associated with the REC purchases.



# Academics and Education

*Integrate sustainability into the campus culture.*

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

Two key efforts in this area are the Sustainability Literacy and Culture Survey, which has now been offered twice in its current form, and a catalogue of sustainability inclusive courses from across departments. The course inventory found 260 courses, offered by 27 different departments, that were either sustainability focused or sustainability inclusive. This represents 14% of the total number of courses offered. To increase the number of sustainability focused courses and the number of departments offering these courses, the Office of Sustainability has started offering a sustainability course development grant. Two courses supported by the grant were taught in 2021-2022 and one course is currently in development for Fall 2022. More details about the survey results can be found on page 13.

Goals	Action Items	Progress
2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice	2.1.1 Implement diversity, cultural literacy and sustainability training for all new faculty and staff, phase in training for current employees and enhance current trainings for students  2.1.2 Implement a peer-to-peer sustainability education program for faculty and staff	2.1.1 The College made an online diversity training course offered by EverFi mandatory for students, faculty and staff in 2021.  The Office of Sustainability created a handout with basic information about sustainability on campus that is included in the HR welcome packet for new employees.  2.1.2 A new Green Office Certification launched in August 2021. Admission, the Office of Sustainability and the Goodwin-Niering Center for the Environment were the first offices certified. Five more offices are currently in progress. Our plan is to expand

## Goals

## Action Items

## Progress

2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice – *continued*

2.1.2 Implement a peer-to-peer sustainability education program for faculty and staff - *continued*

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

the Green Office Liaison role into a true peer to peer program for staff and faculty over time.

2.1.3 A new Sustainability Literacy and Culture survey has been offered in fall 2019 and 2020. It will next be offered in 2022. Overall, the results of the literacy portion of the assessment show that our campus community has a basic understanding of current environmental and sustainability issues. Between 2019 and 2020, we saw an increase in correct responses for 10 of the 15 questions, we saw an increase in both correct and incorrect responses for all three of the “select all” questions, and we saw a decrease in correct responses for two questions.

The culture portion of the survey shows strong support for sustainability across all groups at the College. In 2020, 81% of students and 85% of faculty and staff said sustainability was very or extremely important to them (an increase for both groups of 5% from 2019). Over 90% of students, faculty and staff agreed or strongly agreed that it was important to them that the College prioritize sustainability in decision making.

## Goals

## Action Items

## Progress

2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice – *continued*

2.1.4 Have a major sustainability awareness campaign each academic year

2.1.4 The Office of Sustainability has successfully implemented an annual sustainability campaign each year since the adoption of the plan. With each year we have increased our collaborations across campus and the number of events. The campaign themes have been:

2018-2019 Pass on Plastic

2019-2020 Putting the Liberal Arts into Climate Action

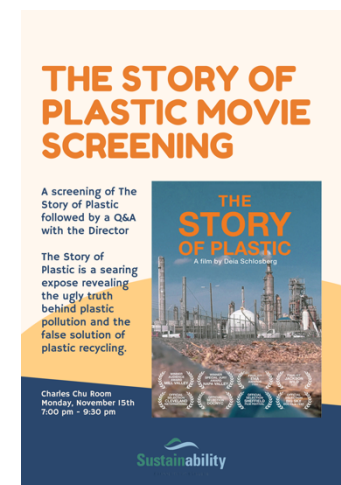
2020-2021 Nourishing Community

2021-2022 Pass on Plastic

Example event posters are shown below.

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

2.1.5 Connecticut College adopted a ban on single use plastic water bottles for campus events. A Camels Hump portable water station was purchased to provide water at large events like Floralia, Commencement and Fall Weekend.



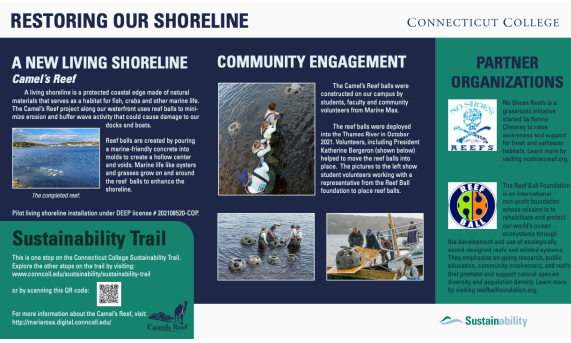


## Goals

## Action Items

## Progress

### 2.2 Increase awareness of sustainability policies, practices and accomplishments at the College



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

2.2.2 Prepare an annual sustainability report that includes progress toward goals

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

2.2.4 Achieve a STARS Gold rating by 2021

2.2.1 A new Sustainable Building Policy was adopted by the President's Sustainability Council in October 2020. This and other sustainability policies can be found on the sustainability website under Resources for Faculty and Staff.

2.2.2 An Annual Sustainability Report was written and shared with the campus community in 2019 and 2020. This Phase 1 Update represents the 2021 annual report.

2.2.3 The first four Sustainability Trail signs were installed in summer 2021. They are located at Admission, Tempel Green (geothermal wells), the Nierderman Garden, and Sprout Garden. An additional sign will be installed this year to highlight the new Camel's Reef. Designs can be seen to the left.

2.2.4 The College submitted its second STARS report in July 2021 and earned a Gold rating. We received a total of 69.06 points, an increase of 19.6 points from 2018. Our biggest point increases came from Curriculum, Campus Engagement and Sustainable Purchasing credits.

### 2.3 Incorporate sustainability more broadly into the curriculum

2.3.1 Incorporate learning objectives related to sustainability into Connections and/or individual majors

2.3.1 The Social Difference and Power requirement, adopted in 2020, is related to sustainability, but is not sustainability focused. For STARS it was reported as a "sustainability supportive" learning outcome. Work should continue in this area.

## Goals

## Action Items

## Progress

2.3 Incorporate sustainability more broadly into the curriculum - *continued*

2.3.2 Develop a recurring, week long summer workshop for faculty interested in including sustainability more fully in their courses

2.3.2 Work on this action item is expected in Phase 2.

2.3.3 Develop a network of alumni working in sustainability-related fields willing to connect with the College through sustainability projects and courses

2.3.3 The Office of Sustainability produced an inaugural Annual Sustainability Newsletter that was received by group of over 800 alumni in August 2021.

Six alumni working in sustainability have been engaged as mentors for the SUS293 Applications of Sustainability course in Spring 2021 and 2022.

Rocky Ackroyd '83 is currently mentoring the second group of students designing an on-campus solar array through a class with Chad Jones. More information about their first project is on page 10.

2.3.4 Develop a first-year seminar (FYS) module on sustainability that engages students with the campus' sustainable features

2.3.4 Two FYS modules were developed and offered to classes in 2018 and 2019. A presentation titled "Sustainability at the College and Beyond," covered the concept of sustainability, projects on campus, and how students can get involved. The other was a sustainability scavenger hunt.

The structure of the FYS program was changed in Fall 2021. The Office of Sustainability will continue to offer support for individual FYS upon request, but the development of modules does not fit well in the revised model.

## Goals

## Action Items

## Progress

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2.4 Provide access to the College's sustainability-related data for use in courses	2.4.1 Develop a system for tracking and reporting sustainability data and make these data accessible to the campus community	2.4.1 Key sustainability data including greenhouse gas emissions, energy use, solar array outputs, and waste is now shared in our annual reports. All data reported to STARS is publicly available through their platform. We have also worked with several faculty to provide more detailed sustainability data for use in their courses.
	2.4.2 Adopt the model of "campus as a living lab" to incorporate building design and construction, energy use, and other sustainability data into coursework	2.4.2 As part of our STARS report, we did a survey of "campus as a living lab" projects. We reported projects in 12 of 14 areas. Projects included a student who analyzed potential solar locations with GIS, students who worked with the New London Sustainability Council, and a dance class that developed a dance focused on social sustainability that
2.5 Expand and strengthen reciprocal partnerships with sustainability related community organizations	2.5.1 Assess and document current sustainability partnerships, with an initial focus on food related programs	2.5.1 While no formal assessment was conducted, FRESH New London and the local tribal nations have been identified as key partners.
	2.5.2 Use completed assessment to choose key existing or potential community partners in the areas of food, education and social innovation and further develop these partnerships	2.5.2 We recommend rewording this to read "Enhance global-local engagement opportunities in the areas of sustainable food, education, and social innovation" to match the Civic Action Plan.
	2.5.3 Implement the College's Civic Action Plan	2.5.3 We recommend removing this action item and focusing on two specific actions from the Civic Action Plan that are the other action items in this area.
	2.5.4 Develop processes for including community stakeholders in campus construction and infrastructure projects	2.5.4 Based on current priorities, work on this action item is now planned for Phase 3.

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## Goals

## Action Items

## Progress

2.5 Expand and strengthen reciprocal partnerships with sustainability related community organizations - *continued*

2.5.5 Establish a full-time position to coordinate and develop partnerships in the area of food, assist with the advising of the Sprout Garden and teach related courses in the Botany Department

2.5.5 A two-year Visiting Professor of Botany position, with a focus on Sustainable Agriculture, was created in 2019 and Eric Vukicevich started in this position that July. The position has been converted to a tenure-track position, providing for continued support of Sprout Garden. This ongoing support is critical for maintaining the connection between Sprout and the curriculum and for increasing food production. More details about Professor Vukicevich's work are below.

## Academics and Education Highlight: Sprout Garden Expansion

Sprout Garden was established in 2004 by students living in Earth House and is now centrally located behind the Crozier Williams College Center. Sprout expanded greatly in scope with the hiring of a new Visiting Professor of Sustainable Agriculture, Eric Vukicevich, in 2019. Professor Vukicevich added a new field (shown to the right) to Sprout, more than doubling its size. Then, in 2021, a second hoop house was added using funding from the Sustainable Projects Fund. These two projects allowed Sprout to greatly increase production and extend the growing season further into the academic year. The photo on the far right shows students in a Botany course harvesting sweet potatoes from the field.

For the past two summers, Sprout has partnered with FRESH New London on a sliding-scale Community Supported Agriculture (CSA) program that served over 150 people in the community.

Tess Beardell '21 added an informational kiosk (shown to the right) to the garden as her senior capstone project. This kiosk shares information about seasonal produce, the history of Sprout and farming in New London County.



# Campus Operations

*Reduce the environmental impact of the College's operations.*

Operating a campus necessarily comes with an environmental impact from the everyday use of buildings and resources. The more than 2,600 daily users of our campus create 800 tons of waste, use 35 million gallons of water, and consume more than 620,000 meals in our dining halls each year. The goals in this focus area are intended to reduce the consumption of these resources at the College and to redirect our purchasing toward more sustainable food, goods and services. The specific action items outlined below were meant only as first steps toward reducing our environmental impact.

Two recent projects, that were not specified in this plan, will have a large impact on waste reduction at the College. The first is a Bottled Water Policy that went into effect on August 1, 2021 that prohibits the sale and provision of bottled water on campus. This policy removed bottled water from retail locations and vending machines and prohibits departments from purchasing it for events. To support this policy, the Office of Sustainability adopted the annual theme Pass on Plastic to help educate the community about the need to reduce the use of disposable plastics. We also had water testing done on samples from several taps on campus to try and alleviate any fears about using campus tap water (results, which support the safety of campus tap water, can be found at the end of this report). This spring we will be piloting reusable takeout containers for Harris Dining Hall with approximately 100 students. After a year and a half of heavy disposable container use due to COVID, we believe this will have a significant impact on waste on campus. The goal is to roll this program out to all students in Fall 2022.

Goals	Action Items	Progress
3.1 Reduce total waste by 20 percent by 2028 from a 2017 baseline	3.1.1 Install standard, highly visible signage at all paired recycling and trash bins	3.1.1 Standard recycling and trash signage has been installed in Crozier-Williams and Shain Library. Further rollout was limited by the Covid pandemic, but expansion to more locations is planned for the future.
	3.1.2 Minimize the use of paper towels in bathrooms by removing paper towel dispensers and installing hand driers where appropriate	3.1.2 A limited pilot of a more absorbent paper towel was conducted by Custodial Services to see if that lead to people using less.  Due to COVID restrictions, we have actually increased the use of paper towels to replace hand dryers. This is an important public health measure. We expect work on this action item to resume later in Phase 2 or in Phase 3.

## Goals

## Action Items

## Progress

3.1 Reduce total waste by 20 percent by 2028 from a 2017 baseline - *continued*

3.1.3 Follow green building standards for construction and demolition waste recycling on all construction and renovation projects

3.1.3 A waste plan was submitted for the Palmer Renovation and disposal is being tracked. As of July 2021, 56% of the waste from the renovation had been recycled (~101 tons). Materials being recycled include concrete, metal and cardboard.

3.1.4 Expand the reach of the Office Swap program by establishing a permanent office-supply closet and by creating a catalog in the forthcoming eProcurement system

3.1.4 Office Swap is now the first catalog displayed in the CTW OneSource Marketplace. In the first year in this system, Office Swap orders increased by 400%.

3.1.5 Implement food-waste tracking software in the dining halls

3.1.5 A food waste tracking system, called Phood, was used in Harris from January - May 2019. The key finding was that the vast majority of food waste is post-consumer (student plate waste), so our main point of intervention should be education of consumers.

Ongoing software issues with Phood lead us to discontinue use. The findings from 2019 will continue to guide efforts to reduce waste.

3.1.6 Maximize the efficiency of existing catering resources by providing the office with the right of first refusal for catering at on-campus events, and better communicate how to properly submit orders to prevent over-ordering

3.1.6 We are suggesting a rewording of this action item to “Educate campus community members and visitors about the impact of food waste and the variety of ways that they can minimize waste from their on-campus events.” Work on this revised action item will be need to be ongoing.

## Goals

## Action Items

## Progress

3.1 Reduce total waste by 20 percent by 2028 from a 2017 baseline - *continued*

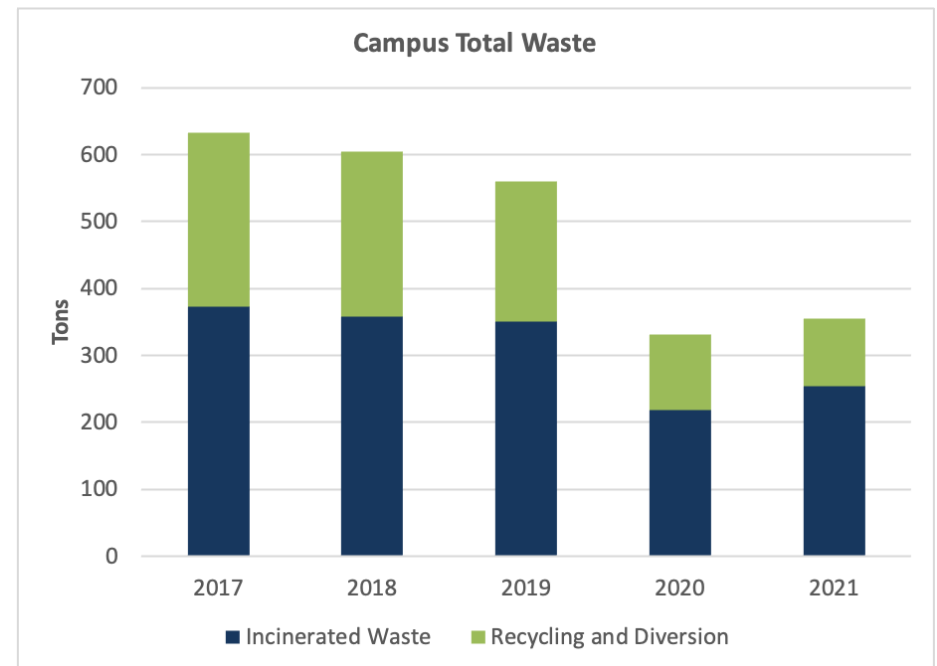
3.1.7 Set up a system for collecting small amounts of compost from events, student-run coffee shops and independent living facilities

3.1.7 A group of students first piloted offering compost to independent living and coffee shops in Spring 2018 with funding from the Sustainable Projects Fund. The program was fully launched in Fall 2019 and has been managed by the Office of Sustainability and student volunteers. Approximately 1,000 lbs of compost are collected through this effort each semester.

## Progress Towards Reducing Total Waste

Over the past two years we saw a dramatic decrease in our total campus waste due to fewer people living and working on campus full time. During this period, we also saw a decline in our recycling rate – so while we have less waste overall, a higher percentage is going to the incinerator. Some of this decrease in recycling is clearly related to having fewer people on campus – less grease from the dining hall going to biodiesel and fewer items collected for donations during Give ‘N Go – but there also appear to be collection issues that are impacting proper recycling disposal on campus. For example, there are not always paper bags lining every recycling bin and we hear mixed reports about recycling collection in offices. These issues need to be addressed as we return to more “normal” operations. It is hard to make future predictions based on FY2020 and 2021, but we expect to see some increase in waste for FY2022 with a more fully populated campus.

An exciting waste project that was completed this year was the installation of 12 Big Belly stations for outdoor trash and recycling collection. Five of these stations have solar-powered trash compactors to expand capacity in highly trafficked areas. All of the stations will automatically alert Grounds staff when they need to be emptied or if there is maintenance needed. These alerts will significantly reduce the amount of time Grounds spends on monitoring and emptying outdoor waste containers.



Goals	Action Items	Progress
<p>3.2 Reduce water consumption on campus by 5 percent by 2023 and 8 percent by 2028 from a 2017 baseline</p>	<p>3.2.1 Replace the dishwashing machine in Harris with a newer, more efficient model</p>	<p>3.2.1 This remains a priority for Phase 2.</p>
	<p>3.2.2 Adapt or replace toilets, faucets and showerheads with low-flow fixtures</p>	<p>3.2.2 Completion of the conversion to all low-flow fixtures across campus is planned for the 2022-2023 fiscal year.</p>
	<p>3.2.3 Implement an education campaign around water conservation</p>	<p>3.2.3 We are recommending this action item be delayed to Phase 3 to coincide with more building-level water metering.</p>
	<p>3.2.4 Install water meters on residential buildings to track the impact of water conservation projects and education campaigns</p>	<p>3.2.4 We are recommending this action item be delayed to Phase 3 as we focus our efforts over the next few years on energy use reductions.</p>
	<p>3.2.5 Collect rainwater and/or greywater for irrigation, landscaping and gardening</p>	<p>3.2.5 We are recommending this action item be re-worded to read “Integrate rainwater collection into upcoming Crozier-Williams renovation to provide irrigation for Sprout Garden.”</p>
<p>3.3 Increase the amount of local, organic and fair trade food purchased across campus to 10 percent by 2023 and 20 percent by 2028 from a 2017 baseline of 5.86 percent</p>	<p>3.3.1 Increase Dining Services food budget to accommodate purchasing more locally or regionally grown, organic and fair-trade food</p>	<p>3.3.1 This remains a priority for Phase 2.</p>
	<p>3.3.2 Formalize a partnership between the Sprout Garden and Dining to produce specific items for the dining halls, such as herbs</p>	<p>3.3.2 Sprout has been selling food to Dining and Catering regularly since 2019. In FY20, Sprout earned \$734.39 from these sales. The addition of ongoing faculty expertise and a second hoop, have increased capacity to grow produce during the academic year.</p>



## Goals

## Action Items

## Progress

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

3.4.1 Gather information to establish a baseline for what percentage of goods the College purchased in FY2018 were sustainable and/or fair labor

3.4.1 A baseline of sustainable purchases for paper, cleaning supplies, custodial paper supplies and electronics was created as part of our 2021 STARS report. More work is needed to develop a baseline for other office supplies and to look more deeply into fair labor standards.

3.4.2 Include sustainability education in the Procurement Services training program

3.4.2 The Sustainable Procurement Policy is reviewed in p-card training and in CTW OneSource trainings. It is also posted in multiple locations on the college website.

3.4.3 Establish and use recognized "green" and "recycled" symbols and designations in the proposed eProcurement system and make those items the default option

3.4.3 Leaf and recycling symbols (chasing arrows) are used to designate environmentally preferable products in CTW OneSource catalogues. More work remains to be done to properly label items, as the designations can still be confusing.

There is a hard stop on purchasing any paper without at least 30% recycled content. There is a note in CTW OneSource about the Bottled Water Ban. A hard stop for bottled water will be implemented this year.

3.4.4 Include sustainability initiatives in supplier quarterly business review meetings and investigate opportunities to reduce packaging and lower emissions by redesigning delivery schedules with supply partners

3.4.4 Procurement continues to engage with existing supplies on sustainability – including WB Mason and Base Technology. New suppliers are asked about sustainable practices during onboarding.

3.4.5 Join the Fair Labor Association or Workers Rights Consortium

3.4.5 After further investigation of the impact of joining these groups, we recommend removing this action item.

# Planning and Construction

*Embed sustainability in the campus landscape, buildings and infrastructure.*

The College landscape has been continually changing since its founding over a century ago. Over the next 10 years and beyond, we expect that the campus will continue to evolve with new buildings, infrastructure and landscapes. A key piece of this sustainable development will be increasing and improving accessibility for pedestrians, bicyclists and those with limited mobility. Equally important will be making long-term plans to ensure the continued health and vitality of our tree canopy and natural landscapes. The goals in this focus area are intended to ensure that growth and change on campus is done sustainably.

We expect the next three years to be a period of significant transformation for our campus buildings and landscapes. There are key sustainability focused projects planned, some of which are noted below, but it will also be extremely important that sustainable design drives the comprehensive plans.

Goals	Action Items	Progress
4.1 Create sustainable residential facilities – With many campus infrastructure and building projects anticipated over the next three years, we recommend re-wording this goal to read “Renovate facilities and landscapes with sustainability at the forefront of design decisions”	4.1.1 Transform Earth House and other existing residences into sustainable houses that can serve as models for innovative ideas	4.1.1 This remains a priority for Phase 2.
	4.1.2 Incorporate green design into a new apartment-style residence hall on main campus that can serve as a model of green building and living	4.1.2 Based on planned projects we recommend re-wording this action item to read “Incorporate innovative green design into all construction and renovation projects.”
4.2 Improve the health and sustainability of the arboretum campus landscape	4.2.1 Enhance collaboration between Grounds Management and the Arboretum to make best use of resources and expertise	4.2.1 Starting in summer 2020 a re-organization was initiated that extracted the Grounds Management unit out of facilities and placed them under the organizational umbrella of the Arboretum. The intention of this re-organization was to align all horticultural landscape management under a single unit

## Goals

## Action Items

## Progress

4.2 Improve the health and sustainability of the arboretum campus landscape - *continued*

4.2.1 Enhance collaboration between Grounds Management and the Arboretum to make best use of resources and expertise - *continued*

and to capitalize on the Arboretum's strengths in botanic garden management. In Summer 2021 the Arboretum hired their inaugural Director of Horticulture who is responsible for managing all 750 acres of the Colleges landscape with the Horticulture team. The Horticulture Team continues to grow by developing employees' skills and expertise in sustainable landscape management and welcoming new members onto the team with experience in public horticulture.

4.2.2 Develop and implement a long-term campus vegetation management plan for invasive species and the tree canopy

4.2.2 With the hire of the College's first-ever Director of Horticulture (DoH) in summer 2021, the Arboretum has been busy re-evaluating landscape management practices. The DoH has been observing landscape management practices and has started to develop the framework for a comprehensive Landscape Management Plan. The Landscape Management Plan will detail landscape maintenance protocols and break the campus up into a variety of management zones. These zones will receive tailored maintenance plans depending on the type of vegetation present on the site. In addition, the Landscape Management Plan documents are being developed to help refine campus-wide vegetation management protocols. Examples of these protocols include Integrated Pest Management plans, a Hazard Tree Assessment Plan, and the development of Standard Operating Procedures for routine landscape maintenance.

## Goals

## Action Items

## Progress

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4.2 Improve the health and sustainability of the arboretum campus landscape - <i>continued</i>	4.2.3 Make efforts to improve the quality of stormwater runoff and to reduce the amount of runoff  4.2.4 Reduce the amount of landscape that needs high levels of maintenance	4.2.3 This remains a priority for landscaping and renovation projects in Phases 2 and 3. We are currently exploring a partnership with the Lyman Allen Museum to address runoff from the South Parking Lot.  4.2.4 As part of the Landscape Management Plans that are being developed a critical eye is being cast on maintenance levels. As the plans develop, efforts are being undertaken to identify zones where high levels of maintenance can be reduced without a loss of aesthetic beauty or landscape functionality. There are currently plans to start identifying parts of campus where turfgrass can be removed and replaced with meadows. Meadows support insect/pollinator habitat and reduce mowing to once or twice a year. For new garden development, plants are being selected that are hardy to the site and provide ecosystem services along with minimal annual maintenance. The Arboretum has a long history of utilizing ecological landscape management practices and is using this expertise to develop landscape management plans that focus on sustainability.
4.3 Expand and develop programs to support the use of sustainable forms of transportation	4.3.1 Expand the number of staff and faculty who carpool by providing vanpools, carpool matching and/or carpooling incentives	4.3.1 We are recommending that this action item be reworded to read: “Use a variety of methods to reduce the amount of greenhouse gas emissions associated with commuting including telework, carpooling and EV incentives.”

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## Goals

## Action Items

## Progress

4.3 Expand and develop programs to support the use of sustainable forms of transportation - *continued*

4.3.2 Install an electric charging station with solar array on campus to encourage the campus community to invest in zero emissions vehicles

4.3.2 Three dual-port ChargePoint charging stations were donated by Bruce Becker 'P22 and two were installed in July 2021. One unit was installed in the Horizon House visitors lot and another was installed in the Hillel House parking lot. The installation of the third unit and the purchase and installation of additional units are planned for this year to take advantage of current financial incentives offered by Eversource.

4.3.3 Implement a campuswide bike share program in collaboration with the City of New London

4.3.3 A potential collaboration with the City of New London and P3 Global Management on a bike share fell apart in 2019 and the city has not renewed its efforts to start a program. We recommend refocusing our efforts onto campus and combining this action item with a rewording of 4.3.4.

4.3.4 Enhance support for Spokespeople to improve and expand their semester-long bike rentals and bike repair program into a true campus bike share

4.3.4 Spokespeople has been brought under the Office of Sustainability and a paid Team Leader has been working to revive the program. Improvements have been underway in their storage space and several bikes have been loaned out for the 2021-2022 academic year. We have also partnered with the Holleran Center to set aside five bikes to be used by students who would like to bike to community partner locations.

4.3.5 Create better bike facilities such as more accessible bike racks, covered areas for bike parking and tire pumps at central bike racks

4.3.5 A project, funded by the Hale Gift, is underway to replace all the outdoor bike racks on campus. Five locations will have racks designed by Artists for Humanity and

## Goals

## Action Items

## Progress

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4.3 Expand and develop programs to support the use of sustainable forms of transportation - *continued*

4.3.5 Create better bike facilities such as more accessible bike racks, covered areas for bike parking and tire pumps at central bike racks – *continued*

all others will have complementary stainless steel circle racks. Covered racks have been proposed for 6 locations, including a large covered bike parking area near Blaustein.

4.3.6 Add new sidewalks to expand connectivity, especially around parking areas to keep pedestrians off of the roadways

4.3.6 A new sidewalk and raised crosswalk has been added to connect the campus with the Arboretum entrance. The sidewalk was then extended north along Williams St. to connect to the Waterford sidewalk and crossings have been improved both north and south of the College. Bike lanes and sharrows have also been added. The project was a collaboration between the College and New London.

4.3.7 Audit the campus fleet for opportunities to invest in hybrid and/or electric vehicles or reduce the size of the fleet

4.3.7 A student team in the Office of Sustainability began working on this project at the start of the Spring 2022 semester.

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4.4 Increase campus accessibility for those with limited mobility

4.4.1 Consolidate student and guest facing offices into buildings with elevators to make them fully accessible

4.4.1 The elevator added to Fanning during the Hale Career Center renovation has made the class deans' offices, the president's office and more classroom space fully accessible.

4.4.2 Create more accessible common spaces and indoor and outdoor seating for classes, lunch, and small group meetings

4.4.2 Many outdoor gathering spaces were added during COVID and we hope that they will continue to be utilized going forward.

4.4.3 Invest in the capacity to provide temporary accessibility to spaces so that students, faculty or staff with injuries do not need to be moved

4.4.3 This remains a priority for Phase 2.

# Administration

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

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

The past two years have posed incredible challenges and forced rapid changes in the way that we work and learn. The College has taken many steps to support staff and faculty including remote work and a COVID leave bank that could be used for sickness, required isolation, caring for sick family members, or to care for children when schools or daycares closed due to COVID. The College also organized vaccine and booster clinics to expand access to students, faculty and staff. That so many faculty and staff worked remotely during this period has shown that many paper based processes could be modified and that flexible work locations are possible moving forward.

Goals	Action Items	Progress
5.1 Use our investments to support a just and sustainable society	5.1.1 Create a Committee of Investor Responsibility to advise the Board of Trustees on ethical and sustainable investing and complete proxy votes on behalf of the College	5.1.1 The Investment Committee of the Board of Trustees is currently reviewing possible structures and membership.
	5.1.2 Develop a sustainable investment policy and/or include sustainability considerations in existing investment policies	5.1.2 This is a top priority for Phase 2 and we hope to accelerate progress in this area.

## Goals

## Action Items

## Progress

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

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

5.2.1 Unprecedented budget pressures over the past several years have delayed the feasibility of allocating some of the fuel cell savings to the Revolving Fund. Growing the Revolving Fund in a variety of ways remains a high priority in Phase 2.

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

5.2.2 Advancement is currently developing language for the sustainability priorities campaign bucket.

Since the adoption of the Campus Sustainability Plan, the Revolving Fund grew from \$50,000 to over \$170,000. While this is falling well short of our goal, it was able to fund the installation of the rooftop solar array on the Service Building.

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5.3 Promote an equitable work environment

5.3.1 Administer bi-annual campus climate survey to students, faculty and staff

5.3.1 The Higher Education Data Sharing Consortium (HEDS) Diversity and Equity Campus Climate Survey was administered for the first time in Spring 2021 with a plan to continue administering it regularly.

5.3.2 Promote Faculty/Staff equity through coordinated information sharing and decision-making

5.3.2 Monthly Faculty and Staff Meetings, which bring the two groups together for information sharing engage around 200 people. These meetings have been virtual since March 2020, making them even more accessible to staff from across the College.

The Faculty Steering and Conference Committee (FSCC) voted in 2021 to require at least one meeting per semester with Staff Council to improve communication and planning on shared interests.



## Goals

## Action Items

## Progress

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5.3 Promote an equitable work environment – <i>continued</i>	5.3.3 Develop programs to recruit and support staff members from underrepresented groups	5.3.3 A support network for staff of color meets monthly to discuss relevant topics pertaining to their work within the campus community.  New faculty from underrepresented groups attend an orientation program where they are matched with mentors from the senior faculty. More work remains to be done to support these groups.
	5.3.4 Implement paid parental leave for staff	5.3.4 The Paid Parental Leave Policy, effective as of June 1, 2018, provides four weeks of full-pay parental leave to eligible staff members.
5.4 Improve the efficiency of our workforce and reduce paper use	5.4.1 Switch from paper timesheets to an online payroll and timesheet system	5.4.1 An online timesheet system was launched in August 2020 using ETR Dayforce.
	5.4.2 Create a phase-out plan to reduce the number of personal printers by at least 50 percent	5.4.2 A new desktop printer policy was adopted in June 2020 that eliminated almost all personal desktop printers from campus and replaced them with a new fleet of shared multi-function devices, all of which are Energy Star certified. The only desktop printers remaining are those that are connected to lab equipment or are needed for other specialized purposes. 24 printers were donated to Norwich Public Schools and over 100 more were donated to the non-profit L.E.A.R.N.
	5.4.3 Provide materials electronically as a default and use tools, such as a document management system, to reduce the number of paper-based processes	5.4.3 The remote work brought on by the COVID pandemic meant that many new electronic processes were developed. Compared to 2019, sheets printed have decreased by 61%.

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## Goals

## Action Items

## Progress

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

5.5.1 Create a Sustainability Advisory Committee to advise on holistic sustainability projects and goals

5.5.1 The President's Sustainability Council was formed in Fall 2019 and has been meeting bi-annually since December 2019. The Sustainability Council is charged with furthering the sustainability goals described in the College's Strategic Plan and Campus Sustainability Plan, approving policy recommendations from other committees, selecting the annual campus sustainability theme, and ensuring effective communication of the College's sustainability efforts.

5.5.2 Move the Office of Sustainability to a central campus location

5.5.2 This remains a recommendation for raising the profile of the Office of Sustainability, but it is not a high priority.

5.5.3 Update the sustainability website with current goals and resources for students, faculty and staff and audit how sustainability appears on other College pages

5.5.3 The sustainability website underwent a large update in August 2018 and annual updates have been made since that time.

5.5.4 Advance staff position to Director, Office of Sustainability to more accurately reflect the functional structure of the office

5.5.4 This promotion was approved by the Strategic Position Review Committee (SPRC) on February 17, 2022.

5.5.5 Add a Program Coordinator position to supervise student Sustainability Fellows

5.5.5 This remains a priority for Phase 3. Increasing the bandwidth of the Office will be important for attempting to achieve a STARS Platinum rating by 2030.

# Implementation Plan

When we wrote this plan in 2018, we knew that achieving these goals would require the work of many people and departments across campus over a period of ten years. The sequencing that was laid out in the original plan was based on what we knew at the time about funding, capacity and what we believed we needed to implement to achieve STARS Gold in 2021. The implementation plan below has been updated to reflect what action items have been completed (green), are in progress (yellow), or have not been started (red). It has also been updated to reflect the recommended new wording of several action items. These new wordings have been noted with an \*.

We have also moved action items that require ongoing or annual action to a new section at the end of the timeline labeled “ongoing.” We hope that this better reflects that much of the work of sustainability is never done and is a continual process. Ongoing projects have been marked in green if *substantial* progress has been made and we have reason to anticipate ongoing annual action. They have been marked in yellow if only small steps have been taken to institutionalize the action.

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

Phase		Action Item	Coordinating Office
Phase 1 (2018-2021)	Spring 2018	1.3.3 Include solar/green roofs in Master Plan	Facilities, Sasaki
		3.4.2 Include sustainability in Procurement Services trainings	Procurement Services
		3.4.4 Include sustainability in supplier review meetings	Procurement Services
		5.4.2 Reduce use of personal printers by 50%	F&A, OoS
		5.5.3 Update the sustainability website	OoS, Communications
	Summer 2018	1.2.5 Add submeters to campus buildings	Facilities, OoS
		2.3.4 Develop sustainability focused FYS module	OoS, Dean of First Years
		3.1.5 Implement food-waste tracking software	Dining Services, OoS
		3.3.2 Formalize partnership between Sprout Garden and Dining	Dining Services, OoS
		3.4.1 Establish a baseline for sustainable purchases	Procurement Services
		4.2.1 Enhance collaboration between Grounds and Arboretum	Grounds, Arboretum
		5.3.4 Implement paid parental leave for staff	HR
	Fall 2018	1.5 Develop a Climate Action Plan	EMC, OoS
		2.2.1 Update and publicize sustainability policies	OoS, EMC
		2.2.3 Install sustainability signage	OoS, Communications
		3.1.1 Install standardized, highly visible recycling signage	OoS, Communications
		3.1.2 Minimize the use of paper towels	Facilities, OoS
		3.1.4 Expand the reach of the Office Swap program	OoS
		3.1.7 Set up a system for collecting small amounts of compost	OoS
3.4.3 Make sustainable products the default in the eMarketplace		Procurement Services	
5.2.2 Advertise Revolving Fund to donors		Advancement	

	Spring 2019	5.1.1 Create a Committee of Investor Responsibility	F&A, Board of Trustees, OoS
		5.5.1 Create a Sustainability Steering Committee	OoS, EMC
	Summer 2019	1.1.1 Install fuel cells	Facilities
		2.1.2 Develop employee peer-to-peer sustainability program	OoS
		2.3.1 Create sustainability learning objectives	OoS, Dean of the College
		2.3.2 Host summer workshop for faculty	OoS, Dean of the Faculty
		5.1.2 Develop a sustainable investment policy	F&A, Board of Trustees, OoS
	2019-2020	1.3.1 Assess renewable energy options	OoS, Facilities
		2.5.1 Assess current sustainability community partnerships	Community Partnerships, OoS
		2.5.2 Develop key sustainability community partnerships	Community Partnerships, OoS
		2.5.5 Establish Sprout/Botany position	Botany, OoS
		4.3.7 Audit campus fleet for efficiency	Facilities
	2020-2021	2.2.4 Achieve STARS Gold	OoS
		5.4.1 Implement online timesheets and payroll system	F&A
	Phase 2 (2022-2025)	1.2.1 Undertake \$750K in energy efficiency projects	Facilities, OoS
1.2.2 Identify low-use times for buildings		Facilities	
1.3.2 Implement selected renewable energy option		Facilities	
1.4.1 Permanently protect the Arboretum		Arboretum, Board of Trustees	
1.4.2 Assess carbon sequestration credits for Arboretum		Arboretum, OoS	
2.5.4 Include community in infrastructure planning		Facilities	
3.2.1 Replace the dishwashing machine in Harris		Dining, Facilities	
3.2.2 Install low flow fixtures to maximize water efficiency		Facilities	
3.2.5 Collect rainwater or greywater		Facilities	
3.3.1 Increase Dining budget		Dining, F&A	
4.1.1 Transform a residential building into a sustainable house		Facilities, REAL	
4.2.2 Develop and implement a vegetation plan		Grounds, Arboretum	
4.2.3 Make efforts to reduce stormwater runoff		Grounds, Arboretum	
4.2.4 Reduce the amount of high-maintenance landscape		Grounds	
4.3.2 Install electric vehicle charging stations		Facilities, OoS	
4.3.5 Create better bike facilities		Facilities, Spokespeople, OoS	
4.3.6 Add new sidewalks to expand pedestrian connectivity		Facilities	
4.4.2 Create more accessible gathering spaces		Facilities, Accessibility Services	
4.4.3 Increase the capacity to fulfill accessibility needs		Facilities, Accessibility Services	
5.2.1 Allocate utility savings from fuel cell to Revolving Fund		F&A	
5.5.2 Move the Office of Sustainability to a central location	OoS, Facilities		
5.5.4 Advance staff position to Director, Office of Sustainability	F&A, HR		
Phase 3 (2025-2028)	4.4.1 Consolidate offices into accessible buildings	Facilities	
	3.2.4 Install water meters on residential buildings	Facilities	
	3.2.3 Implement a water conservation campaign	OoS	
	5.5.5 Add Program Coordinator to Office of Sustainability	OoS, HR	

<b>Ongoing Projects</b>	1.2.4 Implement Sustainable Building Guidelines	Facilities
	2.4.1 Track and report sustainability data	OoS
	2.1.1 Sustainability training for new students and employees	OoS, DIEI, Student Engagement
	2.1.4 Have a sustainability awareness campaign	OoS
	5.3.2 Promote Faculty/Staff equity	FSCC, Staff Council
	2.1.3 Administer sustainability literacy survey	OoS, Institutional Research
	2.2.2 Prepare an annual sustainability report	OoS
	4.3.1 Reduce commuting related emissions*	OoS
	5.3.1 Administer a bi-annual campus climate survey	Institutional Research, HR
	2.4.2 Adopt the model of "campus as a living lab"	OoS, Dean of the Faculty
	3.1.3 Recycle construction and demolition waste	Facilities
	2.1.5 Include sustainability in existing events	OoS, REAL, DoS
	3.1.6 Maximize catering efficiency	Events and Catering, F&A
	4.3.4 Transform Spokespeople into a true bike share program*	OoS, Student Engagement
	5.3.3 Recruit and support staff from underrepresented groups	DIEI
	2.3.3 Develop network of sustainability alumni	OoS, Alumni Engagement
	2.5.1 Enhance global-local sustainable engagement	Holleran Center
	5.4.3 Provide materials electronically as a default	OoS
	4.1.2 Renovate with sustainability at the forefront of design*	Facilities, OoS
	1.2.3 Consolidate building use	Facilities

## Tracking and Reporting

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

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

# Acknowledgements

The Campus Sustainability Plan was developed through a year-long planning and feedback process led by the Campus Sustainability Planning Task Force. The members of the Task Force worked in five subgroups to develop the recommendations that ultimately became the goals and action items in this plan. The five subgroups were: Energy and Climate, Academics and Education, Planning, Design and Construction, Food, Waste, Water and Purchasing, and Administration. We would like to thank the Task Force for their hard work this year that made this plan a reality.

We would also like to acknowledge the suggestions and feedback we received from the campus community during our two open forums and from our Sustainability Fellows. Thank you to everyone who provided input.

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## President's Sustainability Council 2021-2022

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