

Western Washington University Sustainability Action Plan 2017





The production of this plan was coordinated by Western's Office of Sustainability, guided by the Sustainability Advisory Committee and informed by many student, staff, faculty, and off-campus contributors.

Table of Contents

Recognition of Place	1
Letter from the President	2
Introduction to the Sustainability Action Plan	3
The Vision	3
Sustainability Action Plan History	3
Sustainability Aims to Protect People and Planet	3
Academics	5
Curriculum and Research	5
Vision	5
Introduction	5
Goals and Objectives	6
Key Performance Indicators	11
Engagement	12
Campus and Community Engagement	12
Vision	12
Introduction	12
Goals and Objectives	13
Key Performance Indicators	19
Student Life	20
Vision	20
Introduction	20
Goals and Objectives	21
Key Performance Indicators	28
Operations	29
Built Environment	29
Vision	29
Introduction	29
Goals and Objectives	30
Key Performance Indicators	37
Dining Services	38
Vision	38
Introduction	38

Goals and Objectives.....	39
Key Performance Indicators.....	46
Grounds	47
Vision	47
Introduction.....	47
Goals and Objectives.....	48
Key Performance Indicators.....	53
Procurement.....	54
Vision	54
Introduction.....	54
Goals and Objectives.....	55
Key Performance Indicators.....	60
Transportation.....	61
Vision	61
Introduction.....	61
Goals and Objectives.....	62
Key Performance Indicators.....	73
Waste.....	74
Vision	74
Goals and Objectives.....	75
Key Performance Indicators.....	83
Planning and Administration	85
Investments	85
Vision	85
Introduction.....	85
Goals and Objectives.....	86
Key Performance Indicators.....	90
Appendix A: Glossary of Terms.....	91
Appendix B: WWU’s Strategic Goals	94
Appendix C: Monitoring and Reporting.....	95
Appendix D: Sustainability Tracking and Rating System™ (STARS)	96
Appendix E: Sustainability Timeline and Milestones	98
Appendix F: Engagement Process Overview	100

Appendix G: Affected Areas by Objective	101
Appendix H: Sustainability Advisory Committee	112
Appendix I: Contributors.....	113

Recognition of Place

We acknowledge that our campus is situated in a particular place with a unique ecological and cultural history. We are a quintessential Pacific Northwest campus, nestled resolutely between the deep waters of the Salish Sea and the rugged peaks of the North Cascades. We inhabit the land of the Coast Salish people. They lived here long before our institution was founded, and they continue to call this land home.

Letter from the President

Western has been a leader in many areas of sustainability since it established the nation's first College of the Environment, Huxley, in 1969. Our students voted to collectively fund the purchase of Renewable Energy Credits in 2005, making Western the first campus in the US to offset 100% of its carbon emissions from electricity usage with a self-imposed student fee. In 2007 Western became one of the first 50 signatories to the American College and University President's Climate Commitment. In 2015 Western established the Institute for Energy Studies, an interdisciplinary program that brings together science, technology, public policy, business and economics to prepare graduates to address the complex issues in sustainable energy. This year, the Sierra Club recognized Western as one of the top 30 sustainable schools in the US. Western continues to innovate through its academic programs, student-led initiatives to bring in local food to the dining halls, and staff enterprises to create innovative solutions to antiquated practices.

With this tradition of environmental leadership, one might ask why Western needs a Sustainability Action Plan. Our vision is for sustainability to be something that all members of the Western community can embrace and put into practice here on campus, as well as in their home lives and communities. As we expand our understanding of the impact of human activities on the world, our perception of what it means to be sustainable grows.

Another reason for Western to adopt a Sustainability Action Plan is to honor the way sustainability is interconnected with our core values around social and economic justice. While living wages and social justice may seem distantly connected to carbon emissions and recycling, a sufficiently global and informed perspective reveals that a truly sustainable world must be as just as it is green.

Western's path to a sustainable future will be determined by our students, staff, and faculty, and it must be bold. This Sustainability Action Plan is the product of voices from all sectors of the University, and I am grateful for the passion, commitment, and hope that they have invested in this comprehensive and aspirational document. It reflects our values and vision, not only for what we hope Western will become, but for the kind of world we want to live in and help create.

Sincerely,

A handwritten signature in black ink, reading "Sabah Randhawa". The signature is fluid and cursive, with the first name "Sabah" and last name "Randhawa" clearly distinguishable.

Sabah Randhawa
President

Introduction to the Sustainability Action Plan

The Vision

Western Washington University graduates will be instilled with an appreciation and understanding of the impact of human choices on people around the world and the planet itself. Those graduates will be force-multipliers, taking their knowledge and passion to the home and workplace, promoting, influencing, and encouraging responsible, sustainable, and ethical practices in all aspects of their lives.

Sustainability Action Plan History

This Sustainability Action Plan is both a strategic and tactical document that brings together a number of important initiatives and plans across campus, including Western's Climate Action Plan, the Sustainability Academy's White Paper, and Western's Sustainability Tracking and Rating System (STARS) report. The purview of the SAP includes ten areas of activity that reflect the framework of STARS, the standard for campus sustainability assessment.

In 2014, the Campus Sustainability Advisory Committee was charged by President Shepard to critically review the Presidents' Climate Commitment and 2010 Climate Action Plan and offer prioritized recommendations to fulfill Western's obligations with regard to those commitments.

This Sustainability Action Plan addresses the continuing need for programs that improve and enhance Western's brand of sustainability, sets a vision for growing the intellectual and curricular scope of our influence, while continuing to operate in a budget constrained environment. The plan identifies goals, strategies, metrics, and benchmarks that collectively will keep Western at the forefront of sustainable universities.

To produce the plan, the Committee engaged the entire campus through a series of public meetings, participatory seminars, and ongoing surveys. Students, faculty, and staff provided over 1,800 comments and suggestions that are integrated into both the strategic goals and the recommended actions and metrics that will contribute to realizing those goals. To ensure the broadest involvement in the process, the Committee formed ten teams focused on nearly every function of the university. Participation was open to volunteers, however efforts to recruit team members also focused on individual expertise, interest, and diversity.

Some of the recommendations within the SAP are immediately actionable, while others will require new technology and/or changes to the economic picture. Many recommendations will have to compete in our resource allocation process and may not be funded in time to meet some of the articulated aspirational goals.

Sustainability Aims to Protect People and Planet

While some would argue that current climate conditions are simply a result of natural climactic cycles, the evidence is irrefutable that human activities directly contribute to the types of emissions that are associated with climate change. Global warming is now recognized as one of the most important threats to ecological sustainability and human civilization. Global surface temperatures are on the rise, snow packs and glaciers are melting, and ocean levels are rising.

These changes are also impacting social equity across the globe, aggravating climate-sensitive diseases and inhibiting the abilities of developing nations to enhance the quality of life for their citizens. The strategies included in Western's Climate Action Plan must not only reduce greenhouse gas emissions, but also meet the

needs of low-income communities. Part of sustainability is consideration of economic equity and social justice. Historically, we have seen poor people throughout the world and in our community suffer the most from both the impacts and the suggested mitigations of environmental threats and catastrophes. Our plan must make social justice a priority.

As such, the solutions our community proposes and implements must be sensitive to a broader set of societal concerns. Addressing climate change locally is not only an opportunity to reduce greenhouse gas emissions, but also an opportunity to build a positive, community-based movement which results in increased empowerment, civic pride, and improved quality of life.

Academics

Curriculum and Research

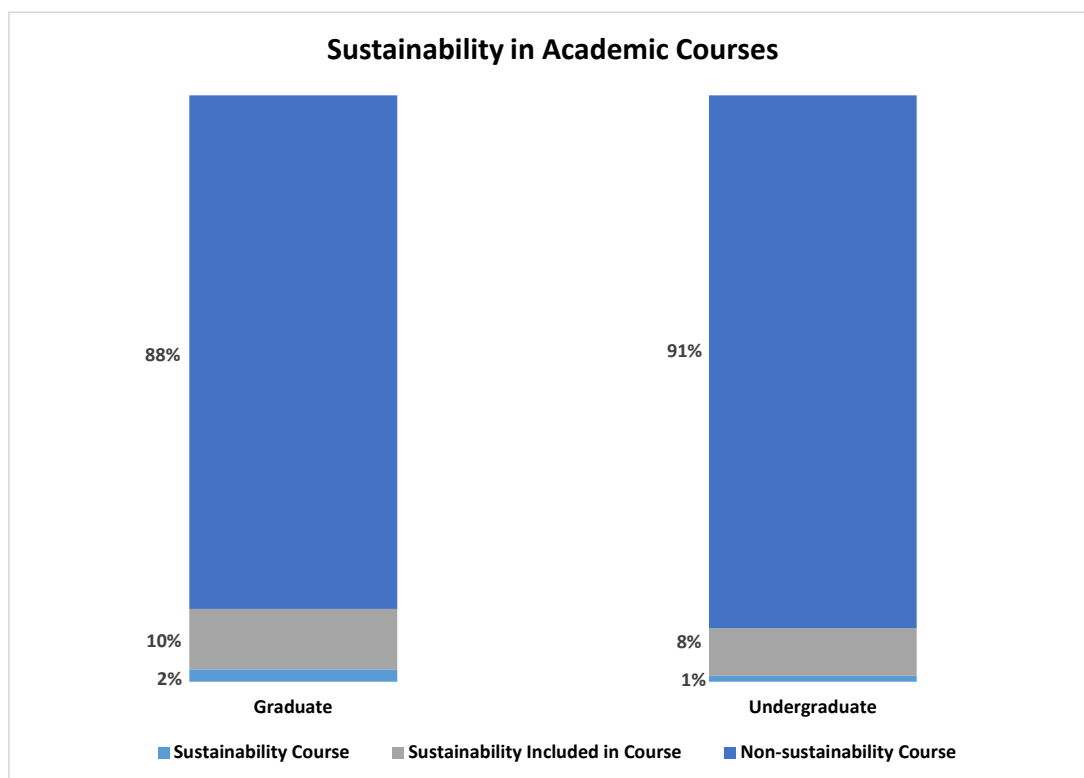
Vision

Western curricula and research support social, economic, and environmental sustainability through diverse perspectives.

Introduction

As an institution of higher learning, Western is a leader in sustainable thought and action. We exemplify this through our integration of operations and curricular activities. We strive to demonstrate stewardship by promoting sustainability literacy, cultural and scientific knowledge of natural systems, and community engagement. Embedded within these is the intention to promote a better understanding of social and environmental justice frameworks in both academic theory and practice.

Courses and academic programs related to sustainability currently exist in every college at Western. The courses and programs focus on issues—directly or indirectly—to sustainability-related inquiry, innovations, and solutions. They are the result of independent interest, generated mostly by individual faculty members. In the past, many of these curricular initiatives worked in isolation from other colleges and departments; however, in recent years, complementary opportunities for both faculty and students to participate in cross-disciplinary opportunities have occurred.



In 2008, an informal association of Western faculty committed to promoting sustainability learning throughout the university formed the *Sustainability Academy* and began their work of defining, uncovering, and supporting sustainability education efforts at Western. Below are some highlights of these curricular efforts at Western, which include programs, initiatives, courses, and learning centers.

In December 2008, the Sustainability Academy identified sustainability content in current courses and proposed curricular models for the development of a course sequence in sustainability literacy. Since then, more than 100 faculty and staff have attended events supporting sustainability activities on Western's main campus in Bellingham. One outcome of these primarily informal networks was the creation of a Sustainability Studies Curriculum Committee. It was this committee, along with input from others throughout the university community, that a new *Sustainability Studies Minor* was created, and began enrolling students in the fall 2015. This minor formalizes learning channels and exposes students to key sustainability topics and issues.

The Sustainability Literacy sequence includes three sections, listed as Sustainability Literacy I, II, and III. The sequence runs consecutively, with the courses building on one another. However, students familiar with sustainability concepts or interested in incorporating sustainability concepts into their chosen major area may also take them individually.

This curricular model builds the sequence around a compelling narrative that includes selected material, addressing the natural, social/behavioral, humanities, and technological frameworks. Specifically, *natural sciences* explore how geophysical systems work. *Life sciences* explore how living systems work interdependently with the physical world. *Social and behavioral sciences* explore how people behave interdependently with the natural world. *Humanities* explore the values, cultures, and ethics, which guide individual and group behavior. *Systems and technology* explore approaches and resolutions to intra- and inter-system problems.

Along with this curricular initiative, the Sustainability Academy created a position to meet the goals of supporting communication, matching complementary interests, facilitating and teaching partnerships, developing curricular models, and collaborating with community efforts and resources to create the backbone of research and teaching that would drive the work of the Sustainability Program. The result of this effort was the creation of a 0.5 FTE Academic Program Director in Sustainability.

Goals and Objectives

Goal 1: Western's curricula provide all students opportunities to nurture and create the conditions for a thriving society, economy, and environment (SEE).

- Rationale: As part of a liberal education and the foundation of Western's strategic goal to foster and promote life-long learning and success in an ever-changing world, we aim to not only develop and explain theories, but to change things for the better.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Affinities: Campus & Community Engagement – Goal 4; Student Life – Goals 2 and 3
- Objective 1.1: Increase enrollment to 50 students by 2022 in the Sustainability Studies minor.
 - Rationale: Sustainability Studies is an interdisciplinary program, offering students a more holistic view of the relationships between society, economy, and environment.
 - Strategies:
 - Strategy 1.1.1: Recruitment of students at Transitions and SummerStart.
 - Strategy 1.1.2: Strategize with Community Engagement and Equity, Inclusion, and Diversity faculty and staff.
 - Strategy 1.1.3: Provide (hire) additional academic advising.

- Tactic 1.1.3.1: Recruit advisors to the Sustainability Minor from a spectrum of departments across the university.
 - Strategy 1.1.4: Develop marketing plans to increase declarations to the sustainability minor.
 - Tactic 1.1.4.1: Identify connections between minors that relate to sustainability.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Provost and Vice President for Academic Affairs
 - New Student Services/Family Outreach
 - Academic Program Director, Sustainability Studies Minor
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - STARS Credits: AC2, AC3, AC9, EN2
- Objective 1.2: Every major has curricular options that include sustainability content by 2020.
 - Rationale: Sustainability content in every major provides all students with the opportunity to understand and apply sustainability concepts and practices, no matter their field of study.
 - Strategies:
 - Strategy 1.2.1: Conduct an inventory of academic offerings to determine the strengths and growth opportunities for sustainability courses.
 - Strategy 1.2.2: Recruit faculty for participation in the Sustainability Fellows program, which encourages faculty to develop sustainability modules into curriculum.
 - Strategy 1.2.3: Assist faculty with including more student learning outcomes that have a sustainability focus.
 - Strategy 1.2.4: Identify and develop criteria to determine what constitutes sustainability content, e.g. STARS metrics.
 - Tactic 1.2.4.1: Identify the appropriate reporting mechanism for collecting data.
 - Strategy 1.2.5: Revisit/explore incorporating a new GUR requirement in sustainability.
 - Strategy 1.2.6: Explore integrating sustainability in senior capstone requirements.
 - Strategy 1.2.7: Reimagine the Sustainability Academy.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Undergraduate Education
 - All Department Chairs
 - Provost's Council
 - Alignment with WWU Strategic Goals: 2, 4
 - STARS Credits: AC1, AC2
 - Objective 1.3: Identify and promote opportunities for engaged learning in the area of sustainability by 2020.
 - Rationale: Engaged learning provides students real world, experiential learning opportunities that benefit the local, regional, and global communities.
 - Strategies:
 - Strategy 1.3.1: Identify sustainability-related activities and organizations that create opportunities for engaged learning (e.g. Internships, service learning).
 - Tactic 1.3.1.1: Work with Center for Service Learning and Front Door to Discovery to promote these opportunities.
 - Strategy 1.3.2: Identify and promote various pedagogies that involve engaged learning and develop capacity to expand the opportunities.
 - Strategy 1.3.3: Identify faculty who engage in experiential learning opportunities.
 - Strategy 1.3.4: Identify baseline of current experiential learning opportunities.

- Affected Areas:
 - Director, Center for Service Learning
 - Community Engagement Fellows
 - Vice President for Undergraduate Education
 - Provost and Vice President for Academic Affairs
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - STARS Credits: AC2, AC5, EN13
- Objective 1.4: Expand sustainability related student research opportunities [Independent Study Projects (ISP)] to all interested students by 2020.
 - Rationale: Independent projects and research provide students with the opportunity to customize and apply their learning around sustainability.
 - Strategies:
 - Strategy 1.4.1: Identify the baseline of sustainability related independent study projects and research.
 - Strategy 1.4.2: Create an online library for existing sustainability-related research.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Undergraduate Education
 - Individual Faculty and Respective Deans
 - Associated Students
 - Alignment with WWU Strategic Goals: 2, 4
 - Affinity with other chapters: Student Life
 - STARS Credits: AC2, AC10

Goal 2: Western supports scholarship and teaching that contribute to the understanding and promotion of sustainability.

- Rationale: Support for scholarship and teaching around sustainability ensures faculty are engaged in relevant sustainability issues.
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinities: Campus & Community Engagement – Goal 1
- Objective 2.1: Commit resources to promote Washington Higher Education Sustainability Conference (WAHESC) by 2020.
 - Rationale: Engage Western with other institutions involved with sustainability in order to improve sustainability activities at all regional institutions.
 - Strategies:
 - Strategy 2.1.1: Offer funding (scholarships) for students to attend annual regional conferences provided by WAHESC or Oregon Higher Education Sustainability Conference (OHESC).
 - Strategy 2.1.2: Provide registration stipend, using departmental funds to travel to conference(s).
 - Strategy 2.1.3: Work with WAHESC members to provide permanent staffing for the organization.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Alignment with WWU Strategic Goals: 1, 2, 4, 5
 - STARS Credits: AC10, EN9

- Objective 2.2: Provide funding for three (3) faculty and staff across disciplines to attend conferences that promote sustainability beginning 2018. [E.g.: WAHESC, OHESC and the Association for the Advancement of Sustainability in Higher Education (AASHE)]
 - Rationale: Conferences about sustainability allow for collaboration and idea sharing, increasing staff and faculty expertise, and improving Western's sustainability outcomes.
 - Strategies:
 - Strategy 2.2.1: Provide registration stipend, using departmental funds to travel to conference(s).
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Individual Departments, Faculty, and Respective Deans
 - Vice Provost for Research
 - Director, Office for Research and Sponsored Programs
 - Alignment with WWU Strategic Goals: 3, 4, 5
 - STARS Credits: AC10, EN9
- Objective 2.3: Establish internal funding for sustainability research starting summer of 2019.
 - Rationale: Internal funding encourages faculty to pursue research in sustainability.
 - Strategies:
 - Strategy 2.3.1: Make a total of \$15K available for up to five faculty to work on sustainability research projects.
 - Strategy 2.3.2: Work with Provost to identify funding options.
 - Strategy 2.3.3: Work with Foundation to identify donor options for funding.
 - Strategy 2.3.4: Establish an application process for sustainability research funding.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Vice Provost for Research
 - Director, Office for Research and Sponsored Programs
 - Alignment with WWU Strategic Goals: 1, 2, 4, 5
 - Affinity with other chapters: Campus & Community Engagement
 - STARS Credits: AC9, AC10

Goal 3: Western recruits and retains faculty and staff who focus on sustainability.

- Rationale: Sustainability is one of our institution's core values, therefore building a cadre of faculty and staff to engage in sustainability is a priority.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Affinities: Student Life – Goal 3
- Objective 3.1: Maintain annual funding of a total of \$10K for up to ten Sustainability Fellows.
 - Rationale: Interdisciplinary collaboration shares pedagogical approaches for teaching sustainability.
 - Strategies:
 - Strategy 3.1.1: Continue to request/receive funding from Provost's office.
 - Strategy 3.1.2: Identify other funding opportunities outside of the university.
 - Tactic 3.1.2.1: Work with Foundation officer to identify grants, proposals, and donors.
 - Strategy 3.1.3: Provide resources to advise fellows and other interested faculty.
 - Affected Areas:

- Provost and Vice President for Academic Affairs
 - Vice Provost for Undergraduate Education
 - Academic Program Director, Sustainability Studies Minor
 - Western Foundation
- Alignment with WWU Strategic Goals: 1, 3, 4, 5
- STARS Credits: AC10
- Objective 3.2: Create a tenure-track faculty line devoted to sustainability by next biennium (2019-2021).
 - Rationale: A tenure-track faculty line enhances the prestige and visibility of sustainability as a university commitment.
 - Strategies:
 - Strategy 3.2.1: Identify appropriate department to house this position.
 - Strategy 3.2.2: Write position description.
 - Strategy 3.2.3: Identify funding for this position.
 - Tactic 3.2.3.1: Decision package.
 - Tactic 3.2.3.2: Donor solicitation.
 - Tactic 3.2.3.3: However the position is funded the monies should include \$10,000 for library resources, as is now standard for decision package hires.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - WWU Foundation
 - Provost's Council
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - STARS Credits: N/A
- Objective 3.3: Increase faculty capacity to offer sustainability-related curriculum by 2019.
 - Rationale: In support of objective 1.3, increasing faculty capacity improves sustainability-related curriculum across majors provides students with the opportunity to understand and apply sustainability concepts and practices.
 - Strategies:
 - Strategy 3.3.1: Continue/enhance Sustainability Fellows.
 - Strategy 3.3.2: Offer professional development for instructors to incorporate sustainability into the curriculum.
 - Strategy 3.3.3: Identify staff/fellows to create professional development curriculum.
 - Strategy 3.3.4: Identify staff/fellows to teach professional development workshops/course(s).
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Provost's Council
 - All Department Chairs
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinity with other chapters: Student Life
 - STARS Credits: AC7

Goal 4: Western is home to an Institute for Sustainability (IS).

- Rationale: Having a centralized location for sustainability teaching, research, and engagement strengthens our collective progress and success, and promotes collegiality.
- Alignment with WWU Strategic Goals: 1, 5

- Objective 4.1: Develop a five-year strategic plan for the Institute of Sustainability by 2019.
 - Rationale: A strategic plan sets direction and establishes priorities for the institute.
 - Strategies:
 - Strategy 4.1.1: Create a Sustainability Advisory Board who will develop the strategic plan.
 - Strategy 4.1.2: Complete a SWOT analysis, utilizing the Academic Program Director, working with the Sustainability Advisory Board.
 - Affected Areas:
 - Office of Sustainability
 - Vice Provost Undergraduate Education
 - Associated Students Vice President
 - Other All-University programs (Leadership, International Studies, etc.)
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - STARS Credits: N/A

- Objective 4.2: Begin fundraising campaign for Institute of Sustainability in 2019.
 - Rationale: External funding is critical to creating our institute. Given limited resources, identifying sustainability-related support (e.g. Foundation) will help fulfill our goals.
 - Strategies:
 - Strategy 4.2.1: Reach out to the University and the Foundation to create a fundraising strategy for Institute of Sustainability, to provide a direct line for local businesses interested in funding sustainability.
 - Affected Areas:
 - WWU Foundation
 - Provost's Council
 - Director, Science Mathematics and Technology Education (SMATE)
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - STARS Credits: N/A

Key Performance Indicators

- Total number of students enrolled in the Sustainability Minor annually.
- Sustainability Literacy Assessment.
- Number of sustainability-specific courses offered, and number of courses offered that include sustainability.
- Number of academic departments that offer at least one sustainability course and/or course that includes sustainability.
- Number of academic departments that include at least one faculty or staff member that conducts sustainability research.
- Number of immersive experiences that include sustainability, including number of students participating.

Engagement

Campus and Community Engagement

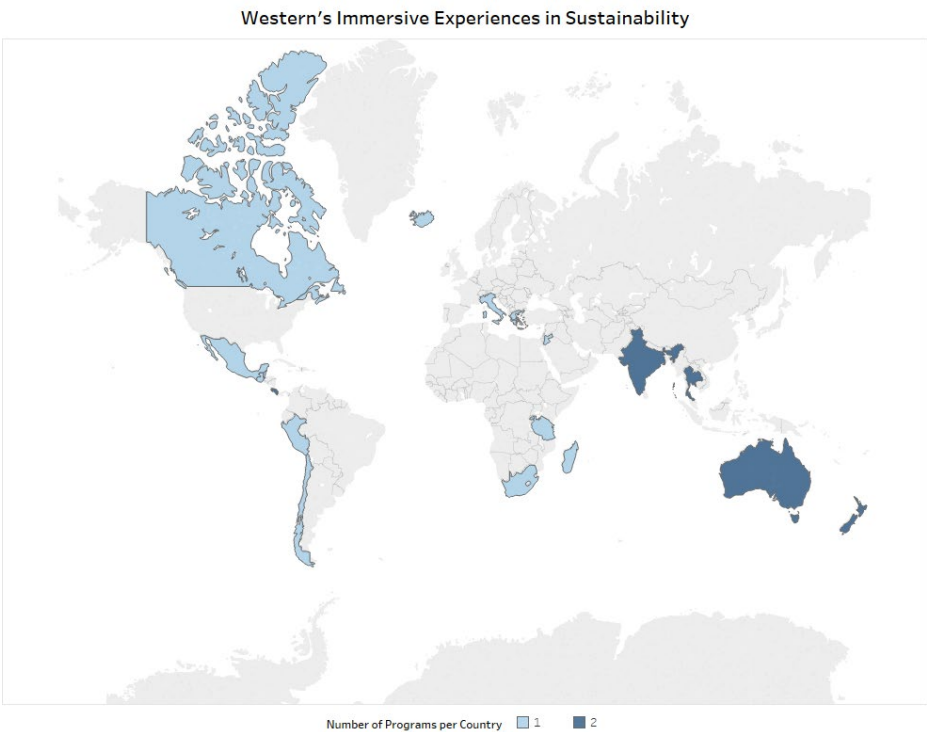
Vision

Western builds, supports, and sustains equitable and mutually-enhancing relationships throughout our campuses, our communities, the Salish Sea region, and the world.

Introduction

Western is poised to expand and more fully formalize its efforts to engage the people on our campuses and our in communities to create a more sustainable world. For many decades, Western has played an important role in preparing students and conducting research to address local, regional, and global environmental challenges.

In recent years, multiple programs have emerged that reflect our efforts to ethically and effectively connect university resources with campus and community-based sustainability efforts. Campus efforts include the Sustainability Action Fund, Outback Farm, and Move-out Madness. Local and regional efforts include numerous service-learning courses such as the Urban Transitions Studio, Huxley College on the Peninsulas, and our leadership, in both the Washington Higher Education Sustainability Coalition and Salish Sea Ecosystem Conference. Worldwide efforts include supporting community-based natural disaster preparedness through the Resilience Institute, study abroad programs focusing on community health in East Africa, and climate change adaptation in the Himalayas. Faculty and staff across the university also support sustainability efforts on all scales through their ongoing research and teaching, participation in natural resource governance, and advocacy.



Our success in creating such a wide variety of programs, often through grassroots efforts, has created our key challenge. We now face the exciting and important task of coordinating, formalizing, and systematically documenting these wide-ranging and diffuse efforts. This will allow us to ensure that our efforts (1) work in

synergy, (2) express a cohesive culture of sustainability, (3) are clearly communicated to our stakeholders and our peer institutions, and (4) are ethical and respectful of all communities we serve. The goals outlined below require only modest resource investments, but will yield major returns in the quality of education offered to our students, and the magnitude of our collective impact on building a sustainable world.

Goals and Objectives

Goal 1: Western is internally organized to support university and community engagement to advance sustainability.

- Rationale: Being better organized and more cohesive in our efforts, our community partners will be able to navigate our campus and utilize our resources more effectively.
- Alignment with WWU Strategic Goals: 1, 3, 4, 5
- Affinities: Curriculum & Research, Student Life
- Objective 1.1: Complete a university-wide public engagement alignment process to enhance Western's structure and function for public engagement by fall 2019.
 - Rationale: A systematic process will ensure that all aspects of public engagement are considered, and demonstrate the university's commitment to continuing to build holistic community relationships.
 - Strategies:
 - Strategy 1.1.1: Follow a well-established alignment protocol, such as the methods described in, *Becoming an Engaged Campus: A Practical Guide for Institutionalizing Public Engagement*, by Carole A. Beere, et al. (2011).
 - Strategy 1.1.2: Establish memoranda of understanding with other Salish Sea Region higher education institutions regarding shared commitments related to community engagement.
 - Strategy 1.1.3: Ensure the support and participation of the provost, university president, and local political leaders.
 - Strategy 1.1.4: Request specific state funding to support implementation of the plan that results from the alignment process.
 - Affected Areas:
 - Vice President for University Relations and Marketing
 - Vice Provost for Undergraduate Education
 - Director, Center for Service Learning
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5
 - Affinity with other Chapters: Student Life
 - STARS Credits: EN10, EN11
- Objective 1.2: Commit to a university-wide system for qualitative and quantitative assessment of public engagement efforts by fall 2019.
 - Rationale: Committing to regular assessment allows the university to identify what is and is not working and to make appropriate modifications for improvements.
 - Strategies:
 - Strategy 1.2.1: Research existing web-based systems to assess functionality and cost effectiveness.
 - Strategy 1.2.2: Establish a clear system for how information is to be gathered, analyzed, and disseminated.
 - Affected Areas:
 - Vice President for University Relations and Marketing

- Vice Provost for Undergraduate Education
 - Director, Center for Service Learning
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - STARS Credits: N/A
- Objective 1.3: Follow recommendations of alignment process to incentivize community engagement for faculty, staff, and students throughout the university beginning fall 2021.
 - Rationale: Providing incentives ensures there are constant reminders that public engagement is a central university value.
 - Strategies:
 - Strategy 1.3.1: Include community engagement in Unit Evaluation Plans (UEPs), staff position descriptions, and personnel evaluations.
 - Strategy 1.3.2: Establish a small grant program supporting outreach and engagement.
 - Strategy 1.3.3: Enable interdisciplinary team teaching of community-engaged courses.
 - Strategy 1.3.4: Create student-led courses focused on local community issues.
 - Strategy 1.3.5: Support interdisciplinary teams of students, staff, and faculty working together on particular community issues (e.g. homelessness, water quality, waterfront development) over the long-term (multi-year/ongoing).
 - Strategy 1.3.6: Establish community engagement awards for students, staff, faculty, and collaborative teams.
 - Affected Areas:
 - Vice President for University Relations and Marketing
 - Vice Provost for Undergraduate Education
 - Director, Center for Service Learning
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5
 - Affinity with other chapters: Curriculum & Research
 - STARS Credits: EN1, EN13

Goal 2: Western's culture and community engagement efforts reflect a strong commitment to sustainability.

- Rationale: Western serves as a model for institutional effectiveness, innovation, diversity, and sustainability.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Affinities: Curriculum & Research, Student Life
- Objective 2.1: Redevelop student, staff, faculty, and visitor orientation programs to emphasize Western's commitment to education for sustainability beginning spring of 2017.
 - Rationale: Orientation programs provide opportunities for people new to the university to develop an appreciation and understanding of the communities and ecosystems in which they are a part, from local to global.
 - Strategies:
 - Strategy 2.1.1: Establish an annual multi-day tour of region for new staff and faculty.
 - Strategy 2.1.2: Provide funding for Western staff and faculty to participate in community-based professional development opportunities related to sustainability.
 - Strategy 2.1.3: Provide walking and biking tours, including maps, of Bellingham and region for new students.
 - Strategy 2.1.4: Infuse campus tours for visitors with information about regional geography/ecology, sustainability features of campus, and our commitment as stewards of region.
 - Strategy 2.1.5: Develop support programs for the families/partners of new staff and faculty.
 - Affected Areas:

- Vice President for Business and Financial Affairs
 - Vice President for Enrollment and Student Services
 - Vice Provost for Undergraduate Education
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinity with other chapters: Student Life
 - STARS Credits: EN2, EN4, EN8
- Objective 2.2: Expand courses and co-curricular programs for first-year students that teach about local and regional sustainability issues through community engagement beginning fall 2018.
 - Rationale: Through courses and co-curricular programming, new students develop an appreciation and understanding of the communities and ecosystems in which they are a part, from local to global.
 - Strategies:
 - Strategy 2.2.1: Include *Civic Engagement/Introduction to Salish Sea Region* course as part of First-year Interest Groups (FIGs) curriculum and residence hall programming.
 - Strategy 2.2.2: Expand Viking Launch/WOOT to be accessible to more first-year students.
 - Strategy 2.2.3: Offer a wider range of place-based experiences, programs, and engagement opportunities.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Vice Provost Undergraduate Education
 - Alignment with WWU Strategic Goals: 1, 2, 3, 5
 - Affinity with other chapters: Curriculum & Research, Student Life
 - STARS Credits: EN3
- Objective 2.3: Improve interpretation of Western-owned grounds to enhance understanding and appreciation of the unique cultural and environmental history of the area by 2020.
 - Rationale: As an institution of higher education, we have the obligation and opportunity to educate everyone who steps on our campus grounds. Improved interpretation provides visual reminders that we are in a unique place and have an obligation and opportunity to care for it.
 - Strategies:
 - Strategy 2.3.1: Create a large 3D-map of region in a prominent location on campus that people can walk on and use to teach and learn.
 - Strategy 2.3.2: Install art/signage that celebrates and recognizes Coast Salish cultures and history.
 - Strategy 2.3.3: Improve interpretation and program opportunities within Sehome Arboretum to honor the environmental history and ecology.
 - Strategy 2.3.4: Explore expansion of planting native species on campus
 - Strategy 2.3.5: Use grounds as a way to teach about local ecology.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Alignment with WWU Strategic Goals: 3, 5
 - Affinity with other chapters: Student Life
 - Connection to other chapters: Grounds
 - STARS Credits: EN4

- Objective 2.4: Establish sustainability-related interactive experiences, cooperatively designed and supported by WWU and community partners, to help build relationships among members of Western, and with the broader community by 2019.
 - Rationale: Cooperatively designed experiences break down barriers between the campus and community, providing experiential reminders of the university's commitment to public engagement. We depend on each other to achieve sustainability.
 - Strategies:
 - Strategy 2.4.1: Organize group-based events for staff to use community service days.
 - Strategy 2.4.2: Organize events for positive interactions between students living off campus with their neighbors and neighborhood(s).
 - Strategy 2.4.3: Improve accessibility, level of use, and program offerings at Lakewood and Viqueen Lodge.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Director, Center for Service Learning
 - Vice Provost for Extended Education
 - Director, Center for International Studies
 - Alignment with WWU Strategic Goals: 2, 3, 4, 5
 - Affinity with other chapters: Student Life
 - STARS Credits: EN3, EN13

- Objective 2.5: Create a system for continually learning about (listening and dialoguing) evolving local to global sustainability opportunities and challenges by 2020.
 - Rationale: Opportunities and challenges evolve quickly and we want ensure we are leveraging our resources in the best place(s).
 - Strategies:
 - Strategy 2.5.1: Ensure Western representation is present at formal and informal public meetings relevant to evolving local to globally sustainable opportunities.
 - Strategy 2.5.2: Establish a "Community Engagement Council" composed of community leaders who inform WWU about perceived needs.
 - Strategy 2.5.3: Improve processes by which the public is able to communicate ideas for how Western can apply its expertise and collaborative approach in ways that strengthen communities beyond the campus.
 - Strategy 2.5.4: Continue to develop the Community Engagement Fellows program to include local community leaders.
 - Affected Areas:
 - Director, Center for Service Learning
 - Vice Provost for Extended Education
 - Provost and Vice President for Academic Affairs
 - Director, Center for International Studies
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 1, 2, 3, 5
 - Affinity with other chapters: Student Life
 - STARS Credits: EN10, EN14

- Objective 2.6: Support the efforts of regional campuses to enhance their sustainability activities.
 - Rationale: Sharing information on campus sustainability activities at Western with our regional consortium helps all campuses, including our own.
 - Strategies:

- Strategy 2.6.1: Research potential for external support (i.e. grants, donors, membership fees) for Washington Higher Education Sustainability Consortium.
- Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Director, Office of Sustainability
 - Director, Front Door to Discovery
 - WWU Foundation
 - Whatcom Community College
 - Bellingham Technical College
- Affinity with WWU Strategic Goals: 4,5
- STARS Credits: EN11

Goal 3: Western's sustainability resources are easily accessed by the public.

- Rationale: Western's resources are a community asset.
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinities: Student Life
- Objective 3.1: Enhance web materials that enable the public to access sustainability resources beginning fall 2017.
 - Rationale: Western is a public institution and has the opportunity to share its sustainability resources more widely through its website.
 - Strategies:
 - Strategy 3.1.1: Create a clear path for inquiries on the WWU homepage; make it easier for people to ask questions about how to connect and work with Western's resources.
 - Strategy 3.1.2: Provide clear instructions for how visitors can access Western using multiple transportation modes.
 - Strategy 3.1.3: Create virtual tour of highlighted University projects.
 - Strategy 3.1.4: Create a one-stop University-wide events page for communicating to the public about campus-sponsored events.
 - Tactic: Includes AS, Clubs, Academics, Co-Curricular – All of it! E.g.: "What's happening at Western?"
 - Affected Areas:
 - Vice President for University Relations and Marketing
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5
 - Connection to other chapters: Transportation
 - STARS Credits: EN4
 - Objective 3.2: Increase use of vibrant, visible, and accessible venues across the Salish Sea Region for community sustainability events beginning fall 2018.
 - Rationale: Increased accessibility provides opportunities for greater sharing of information and research, including the university's access to the community knowledge and experience base.
 - Strategies:
 - Strategy 3.2.1: Establish versatile spaces that can be used for performances, forums, film screenings, etc.
 - Strategy 3.2.2: Create new programming/courses that are available to both WWU students and the public.
 - Strategy 3.2.3: Create evening courses that are held downtown to reach new demographics of students (older, working, parents).

- Strategy 3.2.4: WWU staff and faculty will identify and utilize shared public spaces for the purpose of engaging the campus with the community.
- Affected Areas:
 - Director, Center for Service Learning
 - Vice Provost for Extended Education
 - Provost and Vice President for Academic Affairs
- Alignment with WWU Strategic Goals: 1, 3, 4, 5
- Affinity with other chapters: Student Life
- STARS Credits: EN3, EN10, PA7

Goal 4: Western engages respectfully with Coast Salish Peoples in recognition that the university occupies traditional Coast Salish lands.

- Rationale: Western's positive engagement with the Coast Salish Peoples demonstrates our commitment to respect their autonomy, knowledge and practices, and legal rights.
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinities: Curriculum & Research, Student Life, President's Task Force on Equity, Inclusion, and Diversity
- Objective 4.1: Create a university-wide tribal advisory committee to advise the president and university community on issues such as curriculum, campus life and gathering spaces, interactive facilities and operations, and engagement opportunities by 2018.
 - Rationale: Those with intimate cultural knowledge are the best advisors. It is important to have a clear process for people to utilize for sharing ideas and challenges. This committee is essential to realize the benefits of a tribal liaison.
 - Strategies:
 - Strategy 4.1.1: Identify 8-15 faculty, staff, student, tribal, and other community members to serve on advisory committee.
 - Strategy 4.1.2: Explore best practices used by other universities with similar advisory committees.
 - Affected Areas:
 - University President
 - Director, Ethnic Student Center
 - State of Washington Office of Native Education, Program Supervisor
 - Faculty Advisor, Native American Student Union
 - Native American Student Union
 - Coast Salish Representative(s)
 - Associate Vice President for Academic Affairs
 - President, Associated Students
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - Affinity with other chapters: Curriculum & Research, Student Life
 - Affinity with President's Task Force on Equity, Inclusion, and Diversity and objectives
 - STARS Credits: EN3, EN10, PA3, PA6
 - Objective 4.2: Establish a permanent tribal liaison position to build relationships between Western and the Coast Salish communities by 2018.
 - Rationale: Genuine relationships are possible only with this culturally-appropriate point person. Other Washington State schools are successfully supporting a position of this kind in intercultural relationship building.
 - Strategies:
 - Strategy 4.2.1: Consult with local tribes regarding best functions of this position.
 - Strategy 4.2.2: Explore best practices utilized by other universities with similar positions.

- Affected Areas:
 - University President
 - Native American Student Union
 - Director, Ethnic Student Center
 - State of Washington Office of Native Education, Program Supervisor
 - Faculty Advisor, Native American Student Union
 - Coast Salish Representative(s)
 - Associate Vice President for Academic Affairs
 - President, Associated Students
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - Affinity with President's Task Force on Equity, Inclusion, and Diversity and objectives
 - STARS Credits: EN10, PA6
- Objective 4.3: Expand and enhance institutional partnerships and collaborations with tribal institutions beginning fall 2017.
 - Rationale: We share students and a commitment to this region.
 - Strategies:
 - Strategy 4.3.1: Build on the model that Huxley College of the Environment is developing with NWIC.
 - Strategy 4.3.2: Explore creation of an enrollment reciprocity agreement with NWIC.
 - Strategy 4.3.3: Support the implementation of Since Time Immemorial curriculum.
 - Strategy 4.3.4: Begin conversation with Tulalip Trade School.
 - Affected Areas:
 - Associate Vice President for Academic Affairs
 - Provost and Vice President for Academic Affairs
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinity with other chapters: Student Life
 - Affinity with President's Task Force on Equity, Inclusion, and Diversity and objectives
 - STARS Credits: EN10, EN11, PA6

Key Performance Indicators

- Application for President's Honor Roll for Community Engagement.
- Number of formal community partnerships.
- Number of collaborative efforts around sustainability with other institutions.

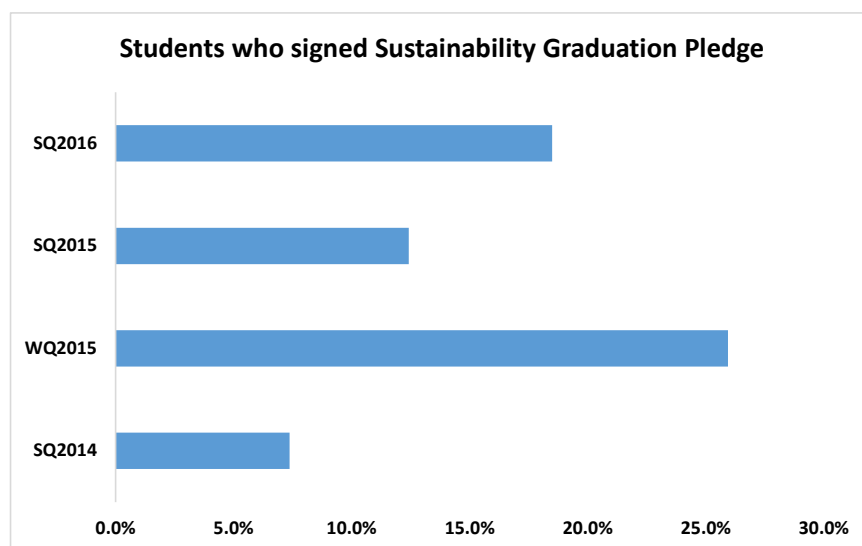
Student Life

Vision

Western inspires graduates who create a sustainable world by integrating social, economic, and ecological justice (SEE) practices into their lives.

Introduction

Student learning and leadership take place in both the curricular and co-curricular worlds at Western Washington University. The co-curricular environment, the world outside the classroom, is a place where many students take their classroom learning and develop the knowledge, skills, and abilities they will carry with them throughout life. In fact, it is the engagement through student leadership and action for sustainability that has been a hallmark of the Western experience.



Over the years, students have seen the need for leading with their minds, actions, and investments. In 1971, a small group of Huxley students and the University Central Stores started one of the first campus recycling programs in the country; that led to the 1976 decision by the Western Associated Students to financially and programmatically incorporate the Recycle Center into the student portfolio of programs. In 2005, students were instrumental in developing and supporting fees for Western sustainability, the Green Energy Fee (now the Sustainable Action Fund), an opportunity for students, staff, and faculty to submit grants to enhance the sustainability of Western; and in 2007, the Alternative Transportation Fee. In 2014, Students for Sustainable Water developed the Water Bottle Initiative, banning the sale of bottled water on campus.

Within the Associated Students of Western, students created and continue to shape the Environmental and Sustainability Programs office that supports the student-led Environmental Center and The Outback (a student-created and focused community and forest garden on campus). Students for Sustainable Food took the lead to have the Real Food Challenge, a national movement to create healthy, fair, and green food systems, incorporated into Western's dining hall system. Students for Renewable Energy are also at the forefront of pushing the Western Foundation to look at and move from non-renewable energy options in its investments. This movement of sustainability-focused student leadership and action is the strong foundation on which to build the future of students' learning, leadership, and life at Western.

Historically, our sustainability conversations and efforts have focused on the environment and have not included equity and social justice. While much has been accomplished in the name of social justice through other venues, it has not been included in the sustainability conversation and to say it has would be to co-opt the work. Our responsibility going forward is to inter-connect the work being done as social justice, economic justice, and ecological justice. Sustainability is the outcome of all these justice activities. Institutionally, we are only beginning the conversations and learning how to engage.

This Student Life chapter describes the cultivation of dynamic and supportive living and learning environments where students engage as leaders and learners in creating a sustainable future at WWU. The core goal areas focus on increasing all students' sustainability-based literacy, attaching the Western experience to a broader and systemic context, and creating and enhancing opportunities that lend to campus-based research and praxis, the intentional development of learning through engaged research outside the classroom. The outcome will be Western graduates that create change and integrate sustainability practices into their lives and careers by shaping social, economic, and ecological (SEE) sustainability throughout the world.

Goals and Objectives

Goal 1: Students have a solid foundation for understanding cultural and global interdependence.

- Rationale: The success of every activity or career path depends on healthy people and planet. To be a model for institutional effectiveness and sustainability, we must connect our actions to positive and adverse impacts and solutions on local and global communities.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Objective 1.1: Increase participation in programs that connect students to sustainability in the local, regional, and global community beginning fall 2017.
 - Rationale: Understanding local to global connections is imperative to creating lasting change that positively affects the lives of all peoples and the health of the planet.
 - Strategies:
 - Strategy 1.1.1: Determine numbers of students currently participating and the types of programs in which they are participating.
 - Strategy 1.1.2: Create intentional connections with international students around SEE justice outside the US, creating the dialogue around sustainability and environmental issues.
 - Strategy 1.1.3: Incorporate SEE justice conversations into faculty-led service learning projects abroad, including bringing those experiences back for presentation to the Western campus and community.
 - Strategy 1.1.4: Identify and implement activities to engage more students in the Western READS program.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Extended Education
 - Dean, Huxley College
 - Director, Office of University Residences
 - Director, Center for International Studies
 - Director, Viking Union Student Activities
 - Director, Office of Sustainability
 - Director, Ethnic Student Center
 - Associated Students Vice President for Student Life
 - Associated Students Vice President for Activities
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5

- STARS Credits: AC5, EN3
- Objective 1.2: All first-year Western students, including transfers, will engage in co-curricular programs around social, economic, and environmental (SEE) justice as part of their first year of experience at Western, beginning fall 2020.
 - Rationale: First-year experiences build the foundation for a culture of sustainability. It is inclusive, providing support for all first year students, freshman, and transfer, diversifying thought and opportunity, broadening scope.
 - Strategies:
 - Strategy 1.2.1: Engage in multidisciplinary discussions about a central theme and participate in a common moment to catalyze and embody the understanding of themes such as social justice, economic justice, and environmental justice (water, global climate change, or hunger).
 - Tactic 1.2.1.1: Art, poetry, and other creative forms.
 - Strategy 1.2.2: Develop co-curriculum with learning outcomes, focused on multicultural social equity, economics, and the environment.
 - Affected Areas:
 - Associate Provost for Undergraduate Education
 - Director, Office of University Residences
 - Director, New Student Services & Family Outreach
 - Coordinator, Campus Community Coalition
 - Coordinator, Associated Students Outdoor Center (WOOT)
 - Alignment with WWU Strategic Goals: 2, 3, 4, 5
 - Affinity with other chapters: Campus & Community Engagement
 - STARS Credits: EN3
- Objective 1.3: Begin and/or enhance collaborations with other local education institutions in developing and supporting SEE justice co-curriculum: local schools, Whatcom Community College (WCC), Northwest Indian College (NWIC), and Bellingham Technical College (BTC) by 2020.
 - Rationale: Collaborating with other local education institutions provides the opportunity to share varied perspectives and expertise in the development of sustainability co-curriculum, diversifying thought and opportunity, broadening scope.
 - Strategies:
 - Strategy 1.3.1: Develop a shared co-curriculum with learning outcomes with our partners, focused on multicultural SEE justice.
 - Strategy 1.3.2: Increase *Compass 2 Campus* program so every WWU student has the opportunity to participate in a mentoring experience, and every K-12 student will have the opportunity to receive mentoring.
 - Strategy 1.3.3: Engage in mutual and reciprocal co-curricular learning opportunities with local institutions.
 - Tactic 1.3.3.1: Service learning.
 - Tactic 1.3.3.2: Campus tours.
 - Tactic 1.3.3.3: Joint projects in city/county/at campuses.
 - Tactic 1.3.3.4: Distance learning at WWU campuses.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Extended Education
 - Dean, College of Education
 - Director, Center for Service Learning
 - Coordinator, Campus Community Coalition

- Director, Compass 2 Campus
- Alignment with WWU Strategic Goals: 4, 5
- Affinity with other chapters: Campus & Community Engagement
- STARS Credits: EN3, EN10, EN11, EN13

Goal 2: Through structured community and campus-based co-curricular learning experiences, students gain knowledge and insight of sustainability in practice.

- Rationale: Connecting education, research, theory, and action, experiential learning in educational models strengthens the knowledge and experience base of all parties involved, from students, staff, and faculty, to community members.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Objective 2.1: Enhance and increase co-curricular opportunities for student participation in campus-based sustainable practices beginning fall 2017.
 - Rationale: Developing a curriculum of the co-curricular enhances experiential learning in educational models, to connect theory and action.
 - Strategies:
 - Strategy 2.1.1: Identify current opportunities to establish a baseline, number of people involved, who is participating.
 - Strategy 2.1.2: Use the baseline to set annual metrics.
 - Strategy 2.1.3: Clearly identify the roles and interconnectivity of the Associated Students Environmental and Sustainability Programs, Office of Sustainability, University Residences, Fairhaven College, and other co-curricular efforts, partners, and collaborators.
 - Strategy 2.1.4: Develop formal supportive and reciprocal partnerships with volunteer and civic organizations.
 - Tactic 2.1.4.1: Offer co-curricular experiences every year.
 - Strategy 2.1.5: Provide appropriate resources, training, and practice to enhance and increase co-curricular sustainability literacy among students.
 - Tactic 2.1.5.1: Sustainability Reps – experience as peer advisors/peer-to-peer educators for resident students.
 - Strategy 2.1.6: Designate a sustainability coordinator for the Viking Union.
 - Strategy 2.1.7: Designate a sustainability coordinator within each Associated Students club.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Associate Dean for Students
 - Dean, Fairhaven College
 - Director, Office of Sustainability
 - Director, Associated Students Environmental and Sustainability Programs
 - Associated Students Vice President for Student Life
 - Program Coordinator, Sustainability Reps
 - Alignment with WWU Strategic Goals: 3, 4, 5
 - Affinity with other chapters: Campus & Community Engagement
 - STARS Credits: EN1, EN3, EN10, EN13
- Objective 2.2: Increase student participation in service learning and civic engagement that connects to SEE sustainability beginning fall 2017.
 - Rationale: As an institution of higher education, we work to help solve the largest problems in the region. Understanding community needs and creating mutually beneficial relationships with

- our community connects theory and action, providing experiential learning in educational models, thus developing a curriculum of the co-curricular.
 - Strategies:
 - Strategy 2.2.1: Determine numbers of students currently participating and the types of programs in which they are participating.
 - Strategy 2.2.2: Enhance student awareness, knowledge, and participation in sustainably focused civic engagement opportunities.
 - Tactic 2.2.2.1: Incorporate more partnerships with campus resources of sustainability groups.
 - Strategy 2.2.3: Increase student participation in community service projects.
 - Strategy 2.2.4: Develop co-curricular, sustainably focused, service/civic engagement program in our region.
 - Strategy 2.2.5: Create honors/awards programs for sustainably-focused, civically engaged students.
 - Strategy 2.2.6: Develop civic engagement center within the co-curricular.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Dean for Students
 - Dean, Huxley College
 - Director, InterDisciplinary Entrepreneurship in Action (IDEA) Institute
 - Deans, All Colleges
 - Director, Center for Service Learning
 - Director, Career Services
 - Coordinator, Learning Environment Action Discovery (LEAD) Program
 - Director, Associated Students Environmental and Sustainability Programs
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinity with other chapters: Campus & Community Engagement; Curriculum & Research
 - STARS Credits: EN3, EN13
- Objective 2.3: Improve sustainability literacy throughout co-curricular learning beginning in 2018.
 - Rationale: We are creating and building a shared ethos through a common thread of SEE sustainability language.
 - Strategies:
 - Strategy 2.3.1: Incorporate sustainability education into every student employee training program.
 - Tactic 2.3.1.1: Research existing best practices.
 - Strategy 2.3.2: Assess current practices, identify best practices, prioritize tasks, and measure outcomes.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Deans, All Colleges
 - Director, Office of University Residences
 - Director, Office of Sustainability
 - Director, Associated Students Environmental and Sustainability Programs
 - Anybody who does sustainability related programming
 - Alignment with WWU Strategic Goals: 3
 - Affinity with other chapters: Curriculum & Research
 - STARS Credits: AC2, AC6, EN3

- Objective 2.4: Increase the number and quality of opportunities for undergraduate and graduate students to engage in co-curricular SEE sustainability focused projects, research, and grants beginning 2020.
 - Rationale: Increasing opportunities for the application of learning to real world challenges improves sustainability outcomes for the campus and the larger community, local to global.
 - Strategies:
 - Strategy 2.4.1: Develop student fellowships/assistantships within co-curricular areas to support research in all colleges.
 - Tactics: Engage with various departments – collaborative/cross-campus grants/projects.
 - Strategy 2.4.2: Finish implementation of SAF task force changes in 2016-2017.
 - Strategy 2.4.3: Reach out to graduate students through specific targeting/publicity.
 - Strategy 2.4.4: More widely publicize/celebrate completed projects.
 - Strategy 2.4.5: Establish use of best practices in research methods and reporting, and use past research.
 - Strategy 2.4.6: Have tier 1, 2, and 3 grants be proposed or finished within the academic year.
 - Strategy 2.4.7: Connect students with campus operations (facilities) to capture synergy of students' hopes for sustainability in place.
 - Strategy 2.4.8: Refine the experience within, and improve student access to, the Outback Experiential Learning site.
 - Tactic 2.4.8.1: Hire a non-student position to create administrative structure and leadership continuity to the Outback program.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Research
 - Deans, All Colleges
 - Vice President for Business and financial Affairs
 - Director, Facilities Management
 - Director, Office of Sustainability
 - Coordinator, Sustainability Action Fund
 - Associated Students Vice President for Student Life
 - Student Clubs
 - Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
 - Affinity with other chapters: Curriculum & Research
 - STARS Credits: AC5, AC8, AC10, EN3, EN4, EN5
- Objective 2.5: Increase and further develop co-curricular education and outreach programs targeting sustainable living practices by 2018.
 - Rationale: Developing habits through learning opportunities gives students both knowledge and practical experience to take into the community while in college and beyond.
 - Strategies:
 - Strategy 2.5.1: Reach and affect the activities of students in their living situations.
 - Tactic 2.5.1.1: Develop a sustainability focused advocacy group, club, etc., to reach all off-campus students.
 - Tactic 2.5.1.2: Develop a sustainability focused living/learning community in on-campus housing as part of WWU's living laboratory.
 - Tactic 2.5.1.3: Designate appropriate resources to lead and support the Sustainability Reps program.
 - Affected Areas:

- Vice President for Enrollment and Student Services
- Associate Dean for Students
- Director, Office of University Residences
- Fairhaven Co-op
- Director, Office of Sustainability
- Program Coordinator, Sustainability Reps
- Sustainability Reps
- Campus Community Coalition
- Director, Associated Students Environmental and Sustainability Programs
- RE Sources for Sustainable Communities
- Sustainable Connections
- Alignment with WWU Strategic Goals: 3, 4, 5
- Affinity with other chapters: Campus & Community Engagement
- STARS Credits: AC8, EN3, EN4, EN5

Goal 3: Social, Economic, and Ecological (SEE) sustainability principles are integrated in student career and lifelong practices.

- Rationale: Active minds, changing lives; students will take sustainability principles and practices with them into their personal lives and work.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Objective 3.1: Cultivate student capacity and efficacy in creating positive change in SEE sustainability by 2025.
 - Rationale: We are a change-maker institution. "We are who we've been waiting for." -- June Jordan, Poet
 - Strategies:
 - Strategy 3.1.1: Develop co-curriculum on political engagement for SEE change.
 - Strategy 3.1.2: Refine student roles in policy development and institutional governments, and participation within.
 - Strategy 3.1.3: Increase student involvement with SEE sustainability committee and SAC.
 - Strategy 3.1.4: Develop 'Local to Global' educational campaigns through Environmental and Sustainability Programs.
 - Strategy 3.1.5: Environmental and Sustainability Programs, with campus partners, develops and implements sustainable behavior campaigns for students.
 - Strategy 3.1.6: Foster environmental engagement through activism.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Associate Dean for Students
 - Coordinator, Sustainability Action Fund
 - Board of Directors, Associated Students
 - Director, Associated Students Environmental and Sustainability Programs
 - Associated Students Vice President for Student Life
 - Student Clubs
 - Alignment with WWU Strategic Goals: 2, 3, 4, 5
 - Affinity with other chapters: Campus & Community Engagement
 - STARS Credits: EN3, EN14
- Objective 3.2: Increase the number of pathways into SEE sustainability-based careers available to WWU students beginning fall 2017.

- Rationale: We are building the mechanisms to move beyond Western and create a legacy in which Western alumni have knowledge and experience in social, economic, and environmental sustainability.
 - Strategies:
 - Strategy 3.2.1: Determine current baseline of pathways into SEE sustainability-based careers.
 - Strategy 3.2.2: Identify and/or create professional development opportunities.
 - Strategy 3.2.3: Support/create/enhance a *Sustainability Career and Internship Fair*.
 - Strategy 3.2.4: Develop on- and off-campus partners to host internships and job shadowing opportunities.
 - Strategy 3.2.5: Develop alumni relationships/conduits/connections with those engaged in sustainability-based careers or civic engagement.
 - Strategy 3.2.6: Enhance services for interdisciplinary and sustainability careers.
 - Tactic 3.2.6.1: Increase support for individual and interdisciplinary college-based career services.
 - Affected Areas:
 - Vice President for University Relations and Marketing
 - Vice President for University Advancement
 - Vice President for Enrollment and Student Services
 - Provost and Vice President for Academic Affairs
 - Senior Director, Alumni Relations and Advancement Communications
 - All Colleges/Deans
 - Director, Academic and Career Development Services
 - Director, Academic Advising Center
 - Associate Director, Admissions
 - Director, Career Services Center
 - Director, Institute for Energy Studies
 - Director, Vehicle Research Institute
 - Director, Young Alumni
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5
 - Affinity with other chapters: Campus and Community Engagement
 - STARS Credits: EN3, EN10
- Objective 3.3: Graduating students have a demonstrated commitment to lifelong SEE sustainability by 2035.
 - Rationale: Our graduates' reputation and legacy is their positive, sustainability-oriented impact on systems and communities throughout the world. Western's sustainability identity amongst its peers is strong.
 - Strategies:
 - Strategy 3.3.1: Conduct alumni surveys or integrate into any existing alumni surveys, example: WELS.
 - Tactic 3.3.1.1: Graduating students are able to articulate a set of lifelong sustainability practices upon leaving Western as demonstrated in survey results.
 - Tactic 3.3.1.2: Develop a metric for measuring post-college choices in sustainability-related careers.
 - Strategy 3.3.2: Integrate sustainable life planning into senior capstone projects.
 - Strategy 3.3.3: Support a *Graduate Pledge for Sustainable Futures*-type program, created by the Associated Students Environmental and Sustainability Programs, approved by the Associated Students Board.
 - Affected Areas:

- Vice President for University Advancement
- Vice Provost for Research
- Director, Office of Survey Research
- Director, Associated Students Environmental and Sustainability Programs
- Senior Director, Alumni Relations and Advancement Communications
- Alignment with WWU Strategic Goals: 1, 3, 4, 5
- STARS Credits: EN3

Key Performance Indicators

- Number of conferences, speaker series, symposia, or similar events related to sustainability that have students as the intended audience.
- Number of students participating in sustainability-related themes chosen for themed semesters, years, or first-year experiences.
- Number of students participating in sustainable life-skills programs offered.
- Number of sustainability-focused student employment opportunities.
- Number of students taking the graduation pledge to consider social and environmental responsibility in future job and other decisions.

Operations

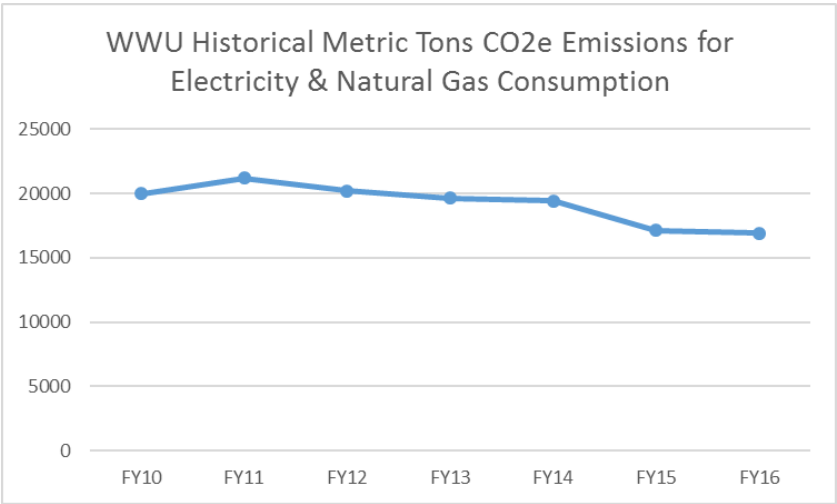
Built Environment

Vision

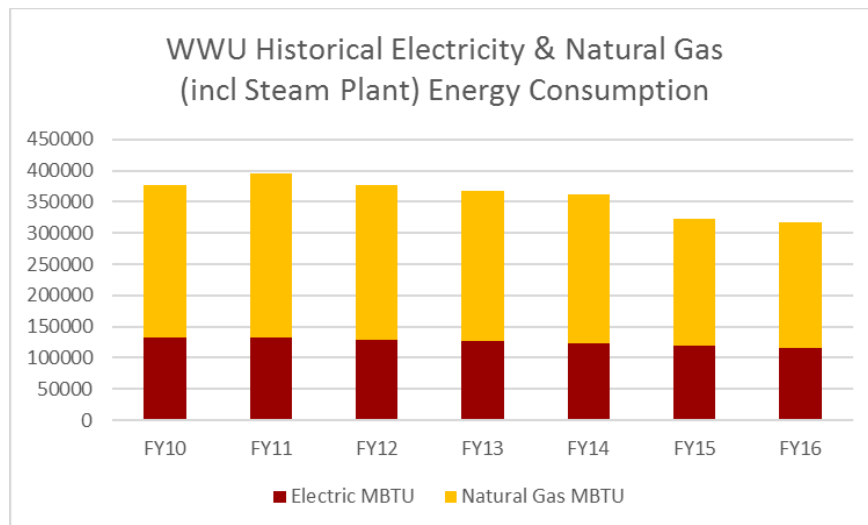
Western realizes outstanding resource efficiency and carbon neutrality in its facilities portfolio.

Introduction

WWU accepts the scientific evidence that societal uses of energy resources are changing planetary climatic conditions. We acknowledge our role as a community and regional leader and mentor of young minds. As such, we seek to facilitate reduction in conventional energy consumption to lessen the impact of climate change. That facilitation can only occur through leadership by example; i.e., making dramatic alteration to our own energy consumption and employing those technologies that will advance us toward carbon neutrality.



This chapter identifies strategic goals for managing energy resources within the built environment—which is responsible for about 70% of university carbon emissions—necessary to achieve carbon neutrality. The basis for these goals has been well established through past conservation efforts and implementation of zero emission, renewable technologies. From 2011-2015, Western completed a round of self-directed building efficiency upgrades that resulted in 833,000 kWh/yr. in energy reductions and \$336,000 in energy-efficiency incentives from Puget Sound Energy. Accomplished with in-house personnel and contractors through any number of projects, large and small, these projects are representative of the sophistication in talent Western has to drive conservation and efficiency to an industry leading performance level. Further support comes from university adoption of a “Revolving Energy Fund” (REF) which provides seed money for ongoing building efficiency efforts. This is supported through grants, such as PSE’s incentive payments, and the savings generated as a result of those projects.



Furthermore, new building automation, environmental, and lighting technologies are gaining market acceptance. Our in-house talent can exploit these technologies to push-the-envelope on conventional building performance. This will require tactical investment and clever use of a broad spectrum of funding resources, including the REF.

Accomplishing our carbon neutrality goals will require campus-wide engagement of faculty, staff, and students. To demonstrate its commitment to carbon neutrality in energy supply, WWU executed an agreement with its electrical provider, Puget Sound Energy (PSE), to receive power from 100% renewable sources. This agreement requires WWU to pay a renewable surcharge on its monthly billing. The surcharge reimburses the life-cycle cost on a new PSE sponsored wind farm for energy needed to meet all campus electrical requirements. The agreement term is 20 years and goes into effect January 1, 2019, when grid-delivery from the wind project is slated to begin.

This chapter will be a living document, evolving as new techniques and technologies become known, accepted, and available. Campus buildings will become living laboratories with faculty, staff, and students working cooperatively to create high performance built environments. Western’s new Institute for Energy Studies, along with Facilities Management and Facilities Development & Capital Budgets, will play prominent roles in leading this collaborative effort.

Goals and Objectives

Goal 1: Carbon Neutrality: Reduce the carbon intensity of university energy supply sources and achieve 100% net university carbon reduction.

- Rationale: Climate change is a social, economic, and environmental justice issue that includes viability of life. We are a part of the solution.
- Alignment with WWU Strategic Goals: 1, 5
- Objective 1.1: In the short term, identify and implement financially viable carbon reduction projects to reduce carbon emissions by 15%, per state requirements, by 2020.
 - Rationale: Beginning with financially viable carbon reduction projects will provide us with the opportunity to make the most easily-achievable strides, while allowing for funding, new methods and technologies to emerge.
 - Strategies:

- Strategy 1.1.1: Identify specific carbon reduction projects.
 - Strategy 1.1.2: Maximize the use of available financial incentives, subsidies and grants to improve the economic performance of campus energy-efficiency investments.
 - Strategy 1.1.3: Continue to improve campus building energy efficiency, making use of new and emerging technologies, subsidies, and grants as they become available.
 - Strategy 1.1.4: Participate in legislative discussions around carbon taxing.
 - Strategy 1.1.5: Work with state campuses to explore multi-campus carbon emission reduction projects for capital funding.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN11, OP1, OP3
- Objective 1.2: In the mid-term, where reduction is not yet technologically feasible, seek and commit to credible carbon offsets for all continuing direct hydrocarbon use by 2030.
 - Rationale: Eliminating hydrocarbon is not yet technologically-viable.
 - Strategies:
 - Strategy 1.2.1: Purchase carbon offsets that are clearly additional and based on sustainable technology and practices.
 - Strategy 1.2.2: Develop surplus renewable energy production for export to the grid in order to reduce university emissions.
 - Strategy 1.2.3: Participate in legislative discussions around carbon taxing.
 - Strategy 1.2.4: Identify who will recommend policy or guidelines that define what kinds of carbon offsets are considered acceptable for Western.
 - Strategy 1.2.5: Work with state campuses and other potential partners to explore a buying cooperative for offset purchases.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN11, OP1
 - Objective 1.3: In the long term, achieve carbon neutrality by 2035, firstly through reduction and secondly through offset.
 - Rationale: Climate change is a social, economic, and environmental justice issue that impacts viability for life. We are a part of the solution.
 - Strategies:
 - Strategy 1.3.1: Fully upgrade steam plant for peak efficiency.
 - Strategy 1.3.2: Maximize renewable energy supply to campus electrical, heating, and lighting loads.
 - Strategy 1.3.3: Offset remaining net carbon emissions to achieve carbon neutrality.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management

- Director, Facilities Development and Capital Budget
- Alignment with WWU Strategic Goals: 1, 5
- STARS Credits: OP1, OP3

Goal 2: Maximize cost-effective energy efficiency investments in university buildings, while steadily improving building performance and occupant comfort and health.

- Rationale: Maximizing cost-effective energy efficiency investments saves the university money over the long term by lowering expenses, while also tending to the needs of the people who work, study, and play here.
 - Alignment with WWU Strategic Goals: 1, 5
- Objective 2.1: Continue to reduce the need for new construction by prioritizing the use of current facilities.
 - Rationale: The greenest building is the one that is already built, yielding fewer environmental impacts than new construction. Reuse is better than replacement.
 - Strategies:
 - Strategy 2.1.1: Execute a capital investment plan for efficient campus space utilization.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP3
 - Objective 2.2: Develop energy performance targets and sustainable design standards by 2018.
 - Rationale: We can reduce energy use only if we are measuring it and setting goals for improvement.
 - Strategies:
 - Strategy 2.2.1: Apply to all future new construction and capital renovation projects.
 - Strategy 2.2.2: Routinely review campus standards and guidelines to include and update sustainable means, methods, and products.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP4
 - Objective 2.3: Minimize light pollution while maximizing energy efficiency in exterior lighting by 2025.
 - Rationale: Light pollution affects human and other species' health and well-being negatively, while wasting energy. Furthermore, minimizing light pollution will also allow us to meet current Dark Sky standards.
 - Strategies:
 - Strategy 2.3.1: Complete an all-campus upgrade of exterior lighting to meet full Dark Sky compliant standards.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget

- Alignment with WWU Strategic Goals: 1, 5
- STARS Credits: OP5
- Objective 2.4: Adopt policies or guidelines designed to minimize energy use and emissions from non-fixed assets such as refrigerators, freezers, custodial, and other mobile equipment by 2025.
 - Rationale: Formal policies and guidelines will direct us in establishing priorities based on overall efficiency rather than prioritizing only short-term costs.
 - Strategies:
 - Strategy 2.4.1: Adopt best-available, off-the-shelf technology for energy efficiency and to electrify combustion-powered equipment.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - Connection to other Chapters: Dining Services
 - STARS Credits: OP3, OP11
- Objective 2.5: Employ clean, renewable energy sources on- or off-campus to offset existing and new demands by 2030.
 - Rationale: Utilizing the most ecologically sound technologies provides opportunities for the university to decrease its environmental footprint.
 - Strategies:
 - Strategy 2.5.1: Target at least 25% of campus electrical, heating, and lighting load for energy offset by 2019.
 - Strategy 2.5.2: Target at least 50% of campus electrical, heating, and lighting load for energy offset by 2019.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP3, OP5
- Objective 2.6: Design a university plan to support deep, holistic renovations and energy efficiency investments by 2035.
 - Rationale: Fundamental changes occur when they are well-considered and formalized.
 - Strategies:
 - Strategy 2.6.1: Target all building systems for upgrade that will achieve deeper savings, longer lifetimes, lower net costs, more advanced technology, and greater HVAC capacity where practical/safety concerns are addressed.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP3, OP11

- Objective 2.7: Design, construct, renovate, and operate buildings using a closed-loop process involving minimal to no waste in all processes by 2035.
 - Rationale: True sustainability is only achievable with closed-loop systems.
 - Strategies:
 - Strategy 2.7.1: Improve both environmental performance and occupant experience.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
- Alignment with WWU Strategic Goals: 1, 5
- STARS Credits: OP3, OP4, OP20

Goal 3: Green Building Certification: Acquire third party certification of the environmental performance of new and existing university buildings through the USGBC's LEED certification or equivalent process.

- Rationale: Green Building Certification is a recognized standard in sustainable facilities and is a tool for advocacy and funding. Other standards, such as Living Building Challenge, may be substituted as deemed necessary at the time of project implementation.
- Alignment with WWU Strategic Goals: 1, 5
- Objective 3.1: Complete the USGBC's LEED Gold certification or equivalent for all new and fully renovated university buildings starting in 2018.
 - Rationale: We want to go beyond the recognized state standard SILVER standard to demonstrate leadership in reducing our carbon footprint. LEED standards cannot be achieved with partial renovations, but we are cognizant of positive impacts.
 - Strategies:
 - Strategy 3.1.1: Exceed state requirements and certify all buildings currently in design or projected to be under design within the next three years.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Institute for Energy Studies
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP3, OP4, OP11

Goal 4: Utilize accepted Low Impact Development (LID) practices as standard to reduce rainwater/storm-water volume, improve outgoing water quality, and make on-campus use of collected rainwater.

- Rationale: Water is a social, economic, and environmental justice issue. Implementing best practices in water management is integral to a healthy Bellingham Bay, Coast Salish Sea ecosystem, and the people who live in our region and beyond.
- Alignment with WWU Strategic Goals: 1, 5
- Objective 4.1: Apply LID to all new construction, major renovation and other projects that increase paved surface area or otherwise significantly change university grounds by 2035.
 - Rationale: Water is a social, economic, and environmental justice issue. Good practices in water management is integral to a healthy Bellingham Bay, Coast Salish Sea ecosystem, and the people who live in our region and beyond.
 - Strategies:

- Strategy 4.1.1: Shall be strictly-adhered to internally and externally.
- Strategy 4.1.2: Utilize biomimicry to the greatest extent possible.
- Strategy 4.1.3: Harvest rainwater for appropriate, direct use.
- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Urban Design Studio
- Alignment with WWU Strategic Goals: 1, 5
- Connection to other Chapters: Grounds, Transportation
- STARS Credits: OP23

Goal 5: Build and maintain publicly accessible databases of energy use, water consumption, and carbon emissions for all university buildings.

- Rationale: Publicly available information provides transparency and allows for advocacy and accountability.
- Alignment with WWU Strategic Goals: 1, 5

- Objective 5.1: Build and maintain a publicly-accessible database of available information for ongoing energy consumption and emissions for all university buildings by 2018.
 - Rationale: Publicly available information provides transparency and allows for advocacy and accountability.
 - Strategies:
 - Strategy 5.1.1: Apply best practices in monitoring and benchmarking, while providing transparency to campus community and useful building data to students and faculty, consistent with internal and external systems and standards.
 - Tactic 5.1.1.1: Make building data available on a central sustainability website.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Vice President for University Relations and Marketing
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4
- Objective 5.2: Build and maintain a publicly accessible database of available information for ongoing water consumption for all university buildings by 2018.
 - Rationale: Publicly available information provides transparency and allows for advocacy and accountability.
 - Strategies:
 - Strategy 5.2.1: Apply best practices in monitoring and benchmarking, while providing transparency to campus community and useful building data to students and faculty, consistent with internal and external systems and standards.
 - Tactic 5.2.1.1: Make building data available on a central sustainability website.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Vice President for University Relations and Marketing
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4

- Objective 5.3: Build and maintain a publicly accessible database of available information for ongoing carbon emissions for all university buildings by 2018.
 - Rationale: Publicly available information provides transparency and allows for advocacy and accountability.
 - Strategies:
 - Strategy 5.3.1: Apply best practices in monitoring and benchmarking, while providing transparency to campus community and useful building data to students and faculty, consistent with internal and external systems and standards.
 - Tactic 5.3.1.1: Make building data available on a central sustainability website.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Vice President for University Relations and Marketing
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4

Goal 6: Develop an active learning, living laboratory within Western's built environment.

- Rationale: As an educational institution, our efforts support active learning and changing lives, and application of knowledge from students' coursework to real-world environmental and clean energy problem-solving on campus and in the community.
- Alignment with WWU Strategic Goals: 1, 3, 5
- Objective 6.1: Expand support for courses and co-curricular programs for students that teach about local and regional stewardship solutions through skill development and campus and community engagement beginning fall 2017.
 - Rationale: Students will learn, understand, and practice ways to solve environmental problems in communities and ecosystems.
 - Strategies:
 - Strategy 6.1.1: Establish active learning internships, independent-study projects, and capstone course experiences, building on coursework in energy and stewardship, to involve students, adequately prepared, in energy efficiency and waste reduction initiatives in campus facilities.
 - Strategy 6.1.2: Develop living laboratory experiences to increase students' knowledge and hand-on skillsets by designing instrumentation and problem-solving exercises in existing campus buildings, equipment, and facilities.
 - Tactic 6.1.2.1: Facilitate field trips/tours of the steam plant.
 - Tactic 6.1.2.2: Expand the ways we make energy use on this campus visible.
 - Strategy 6.1.3: Engage the Sustainable Communities Partnership.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Provost and Vice President for Academic Affairs
 - Sustainability Curriculum Committee
 - Director, Facilities Management
 - Alignment with WWU Strategic Goals: 1, 3, 5
 - Affinity with other Chapters: Campus & Community Engagement, Curriculum & Research, Student Life
 - STARS Credits: AC8

Key Performance Indicators

- Energy consumption in British Thermal Units (BTU) per Total Gross Square Feet (GSF).
- Energy consumption in One Million British Thermal Units (MMBTU) per Student Full-time Equivalent (FTE).
- Carbon Footprint in metric tons per Total GSF.
- Carbon Footprint in metric tons per Student FTE.
- Electrical Consumption in kWh per Total GSF.
- Electrical Consumption in kWh per Student FTE.
- GSF per Student FTE (*Average*).
- Water Use in gallons per Total GSF (*Annual*).
- Water Use in gallons per Student FTE per Day (*Daily*).

Dining Services

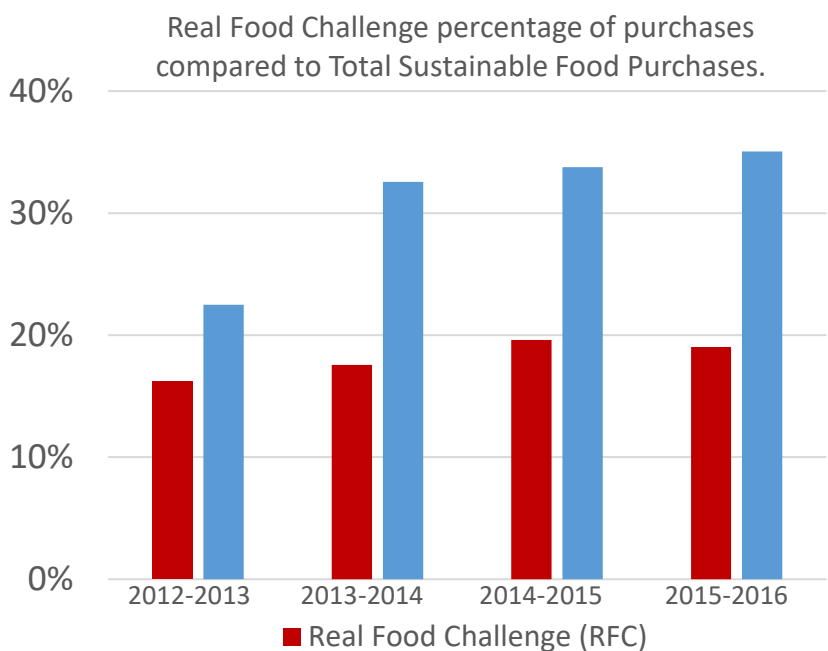
Vision

Western provides healthy, delicious meals that reflect diverse cultures, encourage learning about the impacts of consumer food choices, and support socially- and economically-just, and ecologically-responsible food production and delivery systems.

Introduction

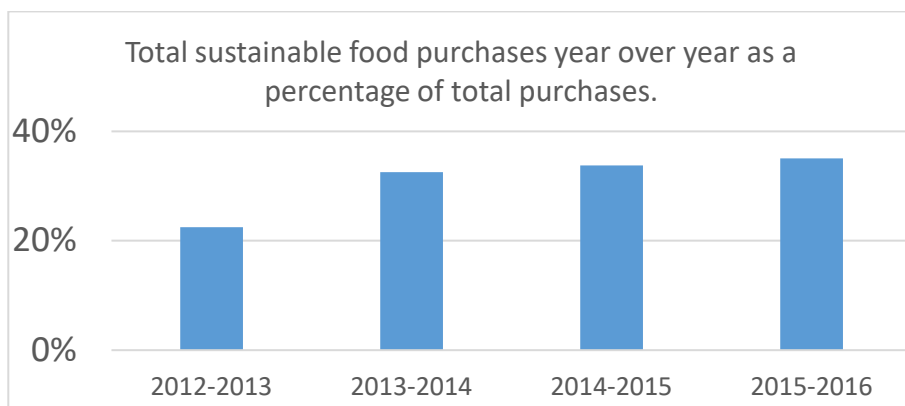
Western strives to be a leader in sustainable food service practices through implementing goals and policies that keep ambitions high and progress continual in all service areas, including purchasing, production efficiencies, waste reduction, and energy consumption and monitoring. Western recognizes the importance of balancing human needs, a healthy economy, and the limits of nature—all unified and affecting one another. Social equity not only encompasses student costs, but also addresses the social and economic impacts of our purchasing choices on the surrounding local and regional community.

In recent years, sustainability efforts have progressed quickly in University Dining Services (UDS), including replacing equipment with energy and water efficient appliances, and using eco-friendly cleaning practices and products. UDS employs a student intern whose primary job is assisting dining management in tracking and measuring progress, executing sustainability initiatives and opportunities, and interfacing with the Office of Sustainability.



Western signed the Real Food Challenge in April 2016. We are currently serving 18% real food as defined by the 2015 standard in place at the time of signing, with the goal of 25% real food by 2020. Additionally, the WWU Food Systems Advisory Working Group, composed of students, faculty, and staff, has defined sustainable food for our campus as a combination of real food and regional and community-based foods; 32.5% of UDS food purchases currently meet this expanded definition. Community-based and regional producers, growers, and farms we support include Edaleen Dairy, Draper Valley Farms, Central Bean Co., Knutson farms, Ralph's

Greenhouse, and Pacific Seafood. Other local partners include Avenue Bread, Erin Baker's, The Bagelry, Chuckanut Foods, and Tony's coffee.



Food waste management, including the full implementation of tray-less dining in all dining halls, has led to a 30% decrease in post-consumer waste. The FoodPlus! Program collects compostable items in both pre- and post-consumer wastes at most UDS locations on campus. Sanitary Service Company transports this food waste to Green Earth Technology in Lynden, where the contents are turned into to high-quality gardening compost. Standard Biodiesel collects and converts all used vegetable oil from campus.

Over long weekends and holidays, UDS donates perishable and overstock food to local organizations. Last year alone a total of 1,945 pounds of food were donated to the Bellingham Food Bank and the Bellingham Lighthouse mission through our partnership with the Food Donation Connection.

Our greatest challenge will be to assess our current dining structure and make the appropriate modifications that will not only create more environmentally-sustainable operations, but more socially- and economically-equitable food offerings.

Goals and Objectives

Goal 1: Research and explore new and emerging technologies, practices, and policies to increase sustainable performance in existing and new dining facilities.

- Rationale: Maximizing performance efficiency requires us to source and implement current and future technologies, practices, and policies.
- Alignment with WWU Strategic Goals: 1, 3, 5
- Objective 1.1: Create a more efficient model to deliver food service to campus by 2019.
 - Rationale: A more efficient delivery system allows us to better serve our customer base and use resources for the greatest benefit of the campus community.
 - Strategies:
 - Strategy 1.1.1: Complete a dining facilities infrastructure assessment.
 - Strategy 1.1.2: Complete a food services delivery model assessment.
 - Strategy 1.1.3: As warranted by the results of these assessments, develop alternative food service delivery model(s).
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, Office of University Residences
 - Director, University Dining Services

- Alignment with WWU Strategic Goal: 5
- Connection to other Chapters: Built Environment
- STARS Credits: OP3
- Objective 1.2: Achieve sustainable maintenance and renovation practices, and equipment purchasing processes by 2035.
 - Rationale: Using only sustainable maintenance and renovation practices aligns with Western's commitment to energy and resource efficiency.
 - Strategies:
 - Strategy 1.2.1: Develop procurement guidelines for all dining services equipment that includes replacement with energy efficient models.
 - Strategy 1.2.2: Develop practices that extend the life of dining services infrastructure.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Director, University Dining Services
 - Director, Office of University Residences
 - Alignment with WWU Strategic Goal: 5
 - Connection to other Chapters: Built Environment
 - STARS Credits: OP3, OP11
- Objective 1.3: Reduce resource consumption (such as water, energy) by 10% of current baseline by 2035.
 - Rationale: Reducing resource consumption aligns with Western's commitment to energy and resource efficiency.
 - Strategies:
 - Strategy 1.3.1: Identify baseline metrics for each building and possibly the different entities within each building.
 - Strategy 1.3.2: Establish monitoring systems for water and energy (gas and electric).
 - Strategy 1.3.3: Establish methods to reduce energy consumption.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Director, University Dining Services
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 1, 3, 5
 - Connection to other Chapters: Built Environment
 - STARS Credits: OP3, OP5

Goal 2: Increase environmental best practices for dining service providers and vendors.

- Rationale: Using best practices increases our purchasing power and improves our vendor relationships.
- Alignment with WWU Strategic Goals: 3, 4, 5

- Objective 2.1: Ensure 100% goods' packaging that University Dining Services produces is compostable/recyclable by 2020.
 - Rationale: This is a formal step to becoming zero-waste.
 - Strategies:
 - Strategy 2.1.1: Assess what percentage of current packaging is compostable/recyclable.
 - Strategy 2.1.2: Partner with SSC and AS Recycling Center to understand recycle/composting infrastructure in Whatcom County.

- Strategy 2.1.3: Institute practices to use only packaging that is 100% compostable/recyclable.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, University Dining Services
 - Operations Supervisor, Recycling Center
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 3, 5
 - Connection to other Chapters: Waste
 - STARS Credits: EN10, OP19
- Objective 2.2: Increase local/regional food purchasing; WA, OR, ID, BC to 25% by 2020.
 - Rationale: Local purchasing supports Western's commitment to the community, regional economies, and best environmental practices.
 - Strategies:
 - Strategy 2.2.1: Identify a wider range of privately- or cooperatively-owned businesses to create local partnerships.
 - Strategy 2.2.2: Invite local producers to give out samples on campus and ask for feedback.
 - Strategy 2.2.3: Connect with more local producers, farms, companies, vendors, local restaurants.
 - Strategy 2.2.4: Identify and report on constraints regarding local and regional partnerships.
 - Strategy 2.2.5: Identify and implement cost neutral opportunities.
 - Strategy 2.2.6: Create a more flexible purchasing contract for dining service providers that allows for more local and regional foods.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, University Dining Services
 - Director, Office of University Residences
 - Alignment with WWU Strategic Goals: 3, 4, 5
 - STARS Credits: EN10, OP7, OP8
- Objective 2.3: Increase REAL food purchases to 25% by 2020.
 - Rationale: The University formally signed the Real Food Challenge in April 2016. We will continue working with student groups to meet our objective.
 - Strategies:
 - Strategy 2.3.1: Identify new opportunities for food procurement that meet the RFC criteria.
 - Strategy 2.3.2: Continue efforts with Food Hub and Cloud Mountain Farm Center.
 - Strategy 2.3.3: Highlight local ingredients and farms at meals more frequently.
 - Strategy 2.3.4: Maintain and seek partnerships with companies that emphasize ecologically-sound methods of food production.
 - Strategy 2.3.5: Identify and implement cost neutral opportunities.
 - Strategy 2.3.6: Create a more flexible purchasing contract for dining service providers that allow for more real food.
 - Strategy 2.3.7: Work with local institutions and other potential partners to explore a buying cooperative for sustainable products.
 - Affected Areas:
 - Vice President for Enrollment and Student Services

- Director, Housing
 - President, Associated Students
 - Board of Trustees
 - Director, University Dining Services
 - Residence Hall Association
- Alignment with WWU Strategic Goals: 3, 4, 5
- STARS Credits: EN10, EN11, OP7, OP8
- Objective 2.4: Implement a vendor environmental practices survey by 2020.
 - Rationale: Meeting Western's sustainability goals requires sourcing from current/new vendors that meet our social, economic, and environmental justice criteria.
 - Strategies:
 - Strategy 2.4.1: Research dining service procurement policies from other universities and colleges.
 - Strategy 2.4.2: Write a dining service procurement policy.
 - Strategy 2.4.3: Work with vendors to reduce their packaging and assist us with our zero-waste goals.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, University Dining Services
 - Director, Office of Sustainability
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP6

Goal 3: Provide resources and opportunities for the campus and community to increase understanding and engage in sustainable food practices.

- Rationale: Providing educational opportunities to the campus and community creates critical thinkers and encourages lifelong behavioral changes, supporting the role of the university.
- Aligns with WWU Strategic Goals: 3, 4, 5
- Objective 3.1: Continue educating campus and surrounding community about healthy and sustainable consumption practices.
 - Rationale: Providing educational opportunities to encourage campus and community creates critical thinkers and encourages lifelong behavioral changes around food choices, supporting the university's sustainability initiative.
 - Strategies:
 - Strategy 3.1.1: Utilize available materials to highlight practices, and update as appropriate.
 - Strategy 3.1.2: Hold community sustainability forums.
 - Strategy 3.1.3: Partner with the Outback on educational opportunities.
 - Strategy 3.1.4: Partner with residence hall Sustainability Reps.
 - Strategy 3.1.5: Educate students about where their food is grown/sourced.
 - Tactic 3.1.5: Create signage: i.e. this burger's water usage vs the veggie burger's water usage; water in almonds vs water in beef; etc.
 - Strategy 3.1.6: "Pack-out" ware education for all no host/server catering events.
 - Strategy 3.1.7: Create and deliver a "Weigh your Waste" campaign.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Dean, Fairhaven College
 - Director, University Dining Services

- Director, Office of Sustainability
 - Students for Sustainable Foods
 - Alignment with WWU Strategic Goals: 3, 4, 5
 - STARS Credits: EN4, OP8
- Objective 3.2: Develop a mutually-enhancing relationship between Outback and University Dining Services beginning in 2017.
 - Rationale: Mutually enhancing relationships support student educational opportunities and benefits the university as a whole.
 - Strategies:
 - Strategy 3.2.1: Identify opportunities to use food grown in The Outback in dining halls.
 - Strategy 3.2.2: Research food safety regulations to identify supports and limitations to incorporating food grown in The Outback.
 - Strategy 3.2.3: Partner with Sustainable Connections and Office of Sustainability for funds needed for additional growth and development.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Dean, Fairhaven College
 - Director, University Dining Services
 - Executive Chef, University Dining Services
 - Outback Student Coordinator, Associated Students
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: EN10, OP8
- Objective 3.3: Explore funding options to offset increased costs to students as UDS works to meet Real Food Challenge and other local and regional food commitments beginning in 2017.
 - Rationale: Supporting access to real food and maintaining a balance of cost equity for all students supports the university's equity and inclusion goals.
 - Strategies:
 - Strategy 3.3.1: Approach Foundation re: donors who might have interest.
 - Strategy 3.3.2: Go to the legislature with initiative to promote local agriculture through funding support for real food in university dining plans.
 - Tactic 3.3.2.1: Frame initiative as an economic incentive program for small-scale agriculture and local farming.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, Office of University Residences
 - Director, University Dining Services
 - Board of Directors, Associated Students
 - Board of Trustees
 - Alignment with WWU Strategic Goals: 3, 4, 5
 - STARS Credits: EN14, PA7
- Objective 3.4: Continue to engage with the local and regional community to develop a sustainable food system model that links local producers with larger consumer entities.
 - Rationale: We are working within the local community to identify and reduce the current bottlenecks that limit opportunities for larger scale consumers to collaborate with local producers.
 - Strategies:
 - Strategy 3.4.1: Continue efforts with Food Hub and Cloud Mountain Farm Center.

- Strategy 3.4.2: Highlight local ingredients and farms at meals more frequently.
- Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, University Dining Services
 - Food Working Group
 - Outback Student Coordinator, Associated Students
 - Food Hub
 - Cloud Mountain Farm Center
 - Small Business Association
 - Sustainable Connections
- Alignment with WWU Strategic Goals: 3, 4, 5
- STARS Credits: EN4, EN10, OP8

Goal 4: Become zero-waste in all campus dining locations.

- Rationale: Aligns with the waste goal for Western.
 - Alignment with WWU Strategic Goals: 4, 5
- Objective 4.1: Develop a recycling and compost program for all retail (dining) locations and their offices that results in zero waste by 2020.
 - Rationale: University Dining Services supports the goal of a zero waste Western.
 - Strategies:
 - Strategy 4.1.1: All retail (dining) offices on campus will earn Sustainable Office Certification through the Office of Sustainability.
 - Strategy 4.1.2: Encourage reusable mugs, silverware, and containers.
 - Strategy 4.1.3: Continue mandatory waste management training for all employees.
 - Strategy 4.1.4: Collaborate with Facilities and Zero Waste Western to align uniform waste receptacles across campus and signage for all products, including those purchased from retail sites.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Operations Supervisor, Recycling Center
 - Sanitary Service Company
 - Director, Office of Sustainability
 - Director, University Dining Services
 - Director, Facilities Management
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 4, 5
 - Connection to other Chapters: Waste
 - STARS Credits: OP8
 - Objective 4.2: Develop a recycling and compost program for all residential dining halls and their offices that results in zero waste by 2020.
 - Rationale: University Dining Services supports the goal of a zero-waste Western.
 - Strategies:
 - Strategy 4.2.1: All residential dining hall offices on campus will earn Sustainable Office Certification through the Office of Sustainability.
 - Strategy 4.2.2: Continue to improve waste education for consumers.
 - Strategy 4.2.3: Continue mandatory waste management training for all employees.
 - Affected Areas:
 - Operations Supervisor, Recycling Center

- Vice President for Enrollment and Student Services
 - Sanitary Service Company
 - Director, Office of Sustainability
 - Director, University Dining Services
 - Director, Facilities Management
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 4, 5
 - Connection to other Chapters: Waste
 - STARS Credits: OP8
- Objective 4.3: Develop a recycling and compost program for all catering sites and their offices that results in zero waste by 2020.
 - Rationale: University Dining Services supports the goal of a zero-waste Western.
 - Strategies:
 - Strategy 4.3.1: All catering offices on campus will earn Sustainable Office Certification through the Office of Sustainability.
 - Strategy 4.3.2: Encourage reusable mugs, silverware, and containers.
 - Strategy 4.3.3: Continue mandatory waste management training for all employees.
 - Strategy 4.3.4: Conduct a whole-life cost-analysis for compostable dining/flatware vs china at all catered events.
 - Strategy 4.3.5: Conduct an analysis of pack-out wares (aluminum pans, plastic trays) that are currently recyclable to determine if it is more efficient to use compostable or reusable wares.
 - Strategy 4.3.6: Collaborate with Zero Waste Western to ensure that all appropriate waste receptacles are available at all catered events.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Operations Supervisor, Recycling Center
 - Sanitary Service Company
 - Director, Office of Sustainability
 - Director, University Dining Services
 - Director, Facilities Management
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 4, 5
 - Connection to other Chapters: Waste
 - STARS Credits: OP8
 - Objective 4.4: Establish a monitoring system to identify base-line waste metrics by 2025.
 - Rationale: Base-line waste metrics allow us to identify the initiatives that will result in improving waste management reduction where/as needed.
 - Strategies:
 - Strategy 4.4.1: Determine realistic data-driven goals for waste reduction.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, University Dining Services
 - Director, Office of Sustainability
 - Operations Supervisor, Recycling Center
 - Coordinator, Zero Waste Western
 - Green Earth Technologies
 - Alignment with WWU Strategic Goal: 5

- Connection to other Chapters: Waste
- STARS Credits: OP8

Key Performance Indicators

- Total sustainable food purchases, in dollars, year over year as a percentage of total purchases.
- Real Food Challenge percentage of purchases compared to Total Sustainable Food Purchases.
- Real Food Challenge percentage of purchases compared to total food purchases.
- Local, regional, and community percentage of purchases compared to Total Sustainable Food Purchases.
- Local, regional, and community percentage of purchases compared to total food purchases.

Grounds

Vision

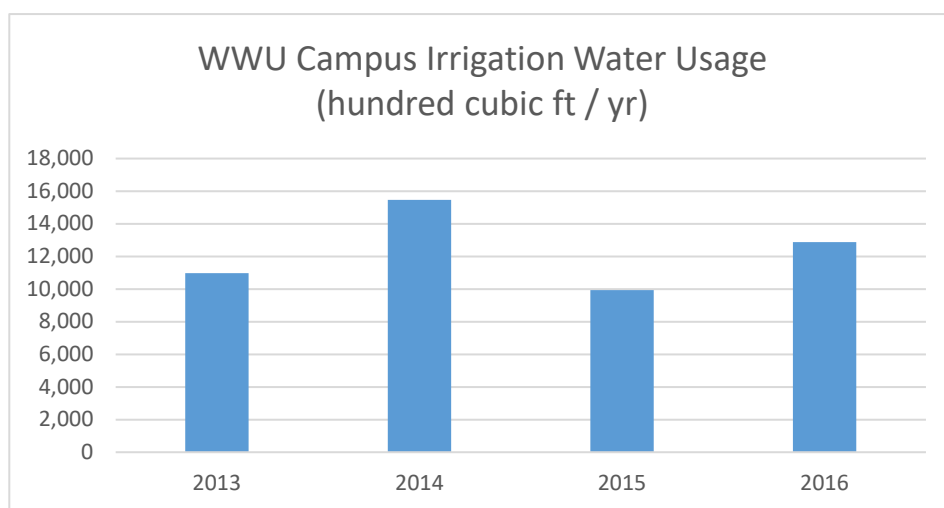
Western fosters awareness of sustainable practices through the wise management of natural resources and the protection of air and water quality.

Introduction

Western is situated in a unique ecological, geographic, and climatic setting between the Salish Sea and the Cascade Mountains. This setting offers an abundance of challenges and opportunities for the grounds maintenance program. Regional environmental priorities, such as the protection of salmon habitat, water conservation, and stormwater pollution prevention are intricately woven into the daily responsibility of maintaining a visually spectacular learning environment.

Multiple rain gardens were constructed during this last decade to detain and treat campus stormwater runoff. Bioswales were constructed in 2010 to treat all stormwater runoff from south campus. In 2012, the Facilities Management Department purchased a Vactor truck to maintain campus stormwater facilities.

The grounds maintenance program strives to be a steward of both the campus and the regional ecosystem by balancing competing priorities and constraints. The use of native plants and the need to reduce water and pesticide use is balanced against the desired appearance of campus and available funding for grounds maintenance.



Western has reduced annual consumption of pesticides for grounds maintenance. All campus gardeners have been trained in Integrated Pest Management (IPM) practices. Routine refresher training and continuing education is pursued for all staff, and we continue to track emerging trends in IPM.

Western has a growing on-campus composting program. A 2015 Sustainability Action Fund grant (formerly Green Energy Fee) funded the construction of composting bunkers near the Physical Plant. Additionally, the university maintains a collection of more than 70 species of trees. A walking tour of the tree collection is available at <http://treetour.wvu.edu/>.

Western believes that the grounds maintenance program can be an integral component of the educational mission and a living laboratory where students, faculty, and staff can thrive on campus grounds that are environmentally sustainable, regionally relevant, and quintessentially collegiate.

Goals and Objectives

Goal 1: Reduce the consumption of natural resources in grounds maintenance.

- Rationale: Maintaining the long-term health of Western's grounds requires us to use resources effectively and efficiently.
- Alignment with WWU Strategic Goals: 5
- Objective 1.1: Develop and implement the use of a preferred plant species list to reduce water consumption for each landscape type—formal, semi-formal, and native—by fall 2017.
 - Rationale: Taking into consideration our Landscape Master Plan and available maintenance dollars, using preferred plant species balances appearance and water consumption.
 - Strategies:
 - Strategy 1.1.1: Utilize in-house expertise to formalize the suite of plant materials appropriate for each landscape type.
 - Strategy 1.1.2: Complete GIS mapping of each landscape type.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice President for University Relations and Marketing
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP22
- Objective 1.2: Develop a dashboard of irrigation water consumption per irrigated area by fall 2017.
 - Rationale: Using an interactive software tool provides the opportunity to improve monitoring how much water we are using across various locations on campus, daily and cyclically, for comparison and future planning.
 - Strategies:
 - Strategy 1.2.1: Finalize irrigated area calculations via GIS mapping.
 - Strategy 1.2.2: Develop web interface for dashboard presentation.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: EN4, OP22
- Objective 1.3: Evaluate the viability of rain and soil moisture sensors to reduce excess water consumption starting fall 2017.
 - Rationale: Rain and soil moisture sensors, if financially viable, will increase our water use efficiency.
 - Strategies:
 - Strategy 1.3.1: Research technology vendors to estimate scope and price of need.
 - Strategy 1.3.2: Pursue university and/or grant funding to initiate project if viable.
 - Affected Areas:

- Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A
- Objective 1.4: Increase and enhance the use of compost and yard debris used on campus for moisture retention and weed suppression beginning 2018.
 - Rationale: Compost provides moisture retention, weed suppression, and eliminates the environmental and transport costs associated with purchasing mulch.
 - Strategies:
 - Strategy 1.4.1: Conduct baseline survey by 2018.
 - Strategy 1.4.2: Acquire chipper to support increase onsite recycling of brush material.
 - Strategy 1.4.3: Expand composting area at the Physical Plant as needed for additional capacity, as needed.
 - Strategy 1.4.4: Source other local waste streams suitable for incorporation into Western's compost operation, as demand requires.
 - Strategy 1.4.5: Establish outreach program to publicize the use of onsite composting to the campus community.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP19

Goal 2: Reduce air and noise pollution using sustainable landscape equipment.

- Rationale: Using green, reduced-emissions equipment creates a healthier, quieter campus for students, staff, faculty and the greater Bellingham community.
 - Alignment with WWU Strategic Goals: 1, 5
- Objective 2.1: Evaluate all equipment requests to determine whether a viable electric alternative exists beginning 2017.
 - Rationale: Regular evaluation permits us to take advantage of new electric equipment innovations as requests and efficiencies change over time.
 - Strategies:
 - Strategy 2.1.1: Stay current with emerging technology via trade shows and vendor contacts.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP2
 - Objective 2.2: Reduce carbon impact of vehicles and equipment to the Outdoor Maintenance shop as budget allows.
 - Rationale: As we replace older models, adding low carbon-impact vehicles and equipment to our inventory reduces our carbon footprint.
 - Strategies:

- Strategy 2.2.1: Work with Western's Vehicle Research Institute (VRI) on prototype electric grounds maintenance vehicle(s).
- Strategy 2.2.2: Stay current with emerging technology via trade shows and vendor contacts.
- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
- Alignment with WWU Strategic Goals: 5
- Connection to other chapters: Transportation
- STARS Credits: OP1, OP2, OP15

Goal 3: Reduce pesticide use through Integrated Pest Management.

- Rationale: Reducing pesticide use improves human and ecosystem health.
- Alignment with WWU Strategic Goals: 5
- Objective 3.1: Continuing education classes in Integrated Pest Management for all gardeners, annually.
 - Rationale: Professional development keeps our staff current with emerging methods and technologies.
 - Strategies:
 - Strategy 3.1.1: Ensure all gardeners take annual refreshers on IPM.
 - Strategy 3.1.2: Maintain contact with emerging IPM technology via trade shows and continuing education.
 - Strategy 3.1.3: Monitor emerging pest control technology via trade shows and continuing education.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP9
- Objective 3.2: Establish baseline of pesticide reduction by 2018.
 - Rationale: We can reduce pesticide use only if we are measuring it and setting goals for improvement.
 - Strategies:
 - Strategy 3.2.1: Using the Facilities Management computerized maintenance management system, create a unique work order number to track all pesticide purchases.
 - Strategy 3.2.2: Create a unified database of all pesticides used on Western's campus, including quantities purchased on an annual basis.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits:

Goal 4: Enhance stormwater treatment and reduce pollutant runoff from impervious surfaces across campus.

- Rationale: As a state institution, Western must stay current with emerging methods and technologies that allow us to most efficiently comply with Washington State Department of Ecology (DOE) regulations under our National Pollutant Discharge Elimination System (NPDES) permit.
- Alignment with WWU Strategic Goals: 1, 5
- Objective 4.1: Continue to protect water quality by complying with all DOE-required stormwater maintenance activities.
 - Rationale: As a state institution, Western must stay current with emerging methods and technologies that allow us to most efficiently comply with Washington State Department of Ecology (DOE) stormwater maintenance regulations.
 - Strategies:
 - Strategy 4.1.1: Enter unique ID's into the preventative maintenance database to track maintenance of individual stormwater control structures.
 - Strategy 4.1.2: Evaluate the expansion of bar coding to the tracking of maintenance for stormwater control structures.
 - Strategy 4.1.3: Establish an outreach program to publicize the importance of stormwater maintenance program to the campus community.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 1, 5
 - Connection to other chapters: Built Environment
 - STARS Credits: EN4, OP23
- Objective 4.2: Establish regular street-sweeping contract to reduce potential pollution runoff to surface waters by 2020.
 - Rationale: Reducing and/or preventing pollutants from entering stormwater is more efficient than treating contaminated stormwater.
 - Strategies:
 - Strategy 4.2.1: Work with contractors and equipment vendors to determine financial viability of this objective.
 - Strategy 4.2.2: Pursue university and/or grant funding to initiate project, if viable.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 1, 5
 - Connection to other chapters: Built Environment
 - STARS Credits: N/A

Goal 5: Provide education on sustainable practices and utilize campus grounds to foster environmental stewardship.

- Rationale: Facilities Management supports the educational mission of Western, and the campus grounds can be used to provide learning opportunities.
- Alignment with WWU Strategic Goals: 3, 5
- Objective 5.1: Continue goal of employing at least six (6) seasonal student employees in the Outdoor Maintenance shop.

- Rationale: Facilities Management supports the educational mission of Western and provides students with opportunities for real-world experience.
 - Strategies:
 - Strategy 5.1.1: Continue the existing recruitment and employment of student employees for seasonal work.
 - Strategy 5.1.2: Provide students with educational opportunities on sustainable grounds practices.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Vice President for Enrollment and Student Services
 - Manager, Student Employment Center
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: EN3
- Objective 5.2: Continue to improve the educational component of the student employee program.
 - Rationale: Monitoring and gauging the effectiveness of the program, including how well we meet Western's educational mission, provides us with the opportunity to serve our student employees better.
 - Strategies:
 - Strategy 5.2.1: Create and implement an exit interview questionnaire for departing student employees.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: PA12
 - Objective 5.3: Make available educational opportunities on and around Western-owned grounds to enhance understanding and appreciation of the unique environmental setting of Western and its relationship to other global ecosystems.
 - Rationale: Improved interpretation can provide educational opportunities related to both regional and global ecosystems.
 - Strategies:
 - Strategy 5.3.1: Use grounds as a way to teach about local and global ecosystems.
 - Tactic 5.3.1: Enhance interpretive signage for exhibits and plant species that represent both regional and global ecosystems.
 - Tactic 5.3.2: Add QR codes for the Western tree tour to facilitate educational opportunities.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Grounds Shop
 - Alignment with WWU Strategic Goals: 3, 5
 - Connection to other chapters: Campus & Community Engagement
 - STARS Credits: EN4

Key Performance Indicators

- Total annual water use for landscape irrigation (hundred cubic feet per year).
- Total annual amount of pesticides used (gallon per year for each product).
- Percent native plant purchase of total.
- Total fossil fuel consumption in all grounds equipment and vehicles.

Procurement

Vision

Western provides and promotes sustainable alternatives in the procurement of goods and services.

Introduction

Western's procurement department directly facilitates the acquisition of goods and services between suppliers and the university, ensuring those transactions occur within the guidelines of state regulations and university policy. Transactions include, but are not limited to, the purchase of furniture, hazardous materials, scientific equipment, and electronics (including computers and related equipment). Supplies and services are secured through purchase orders utilizing, as often as possible, pre-negotiated contracts with vendors who provide the very best overall value to the university.

Over the past years, significant progress has been made toward purchasing more environmentally-preferable products. In 2005, the State of Washington made available a Purchasing Reference Guide for Environmentally Preferable Purchasing; this guide was updated again in 2010. That year, then Governor Gregoire issued a state mandate requiring the preferred purchasing of gold rated EPEAT registered electronic products. A gold rating shows that the electronics are energy efficient, have minimal packaging and don't use environmentally sensitive materials among other advantages.

Western implemented a new online e-procurement purchasing portal in 2015/16, with local catalogs added to the portal in 2016. This new resource for the campus is a single one-stop shopping portal that focuses the university's spending for goods on pre-negotiated, favored vendors. Western will review expiring contracts starting in 2016/17, and add sustainable purchasing practice criteria to new contracts. Upon full implementation, this system will eliminate all paper transactions and through its use of sophisticated analytics tools, will be able to track all commodities purchased by the university. Furthermore, these efforts will complement the long standing commitment Purchasing and Business Services has dedicated to the campus.

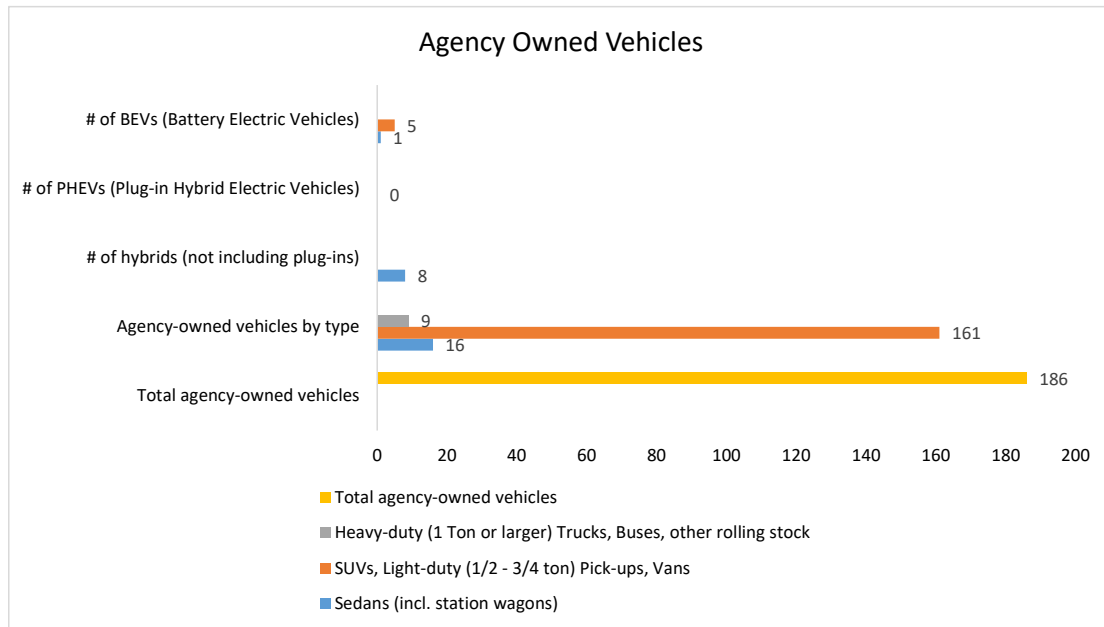
Through robust and effective e-waste processing (all old campus computers/monitors are broken down to their base elements and recycled), partnerships with environmentally aware vendors, obtaining "green" custodial supplies, the use of 100% recycled copy paper, and the repurposing of used office furniture, Procurement is now and will continue to be a stalwart proponent and partner for the university's sustainability initiative.

There are three areas of procurement on Western's campus not managed by Western's Business and Financial Affairs office. They include the Western's Associated Students Bookstore, Western Libraries, and Western Vehicle Procurement.

Western's AS Bookstore takes a whole store approach when it comes to sustainability. Bookstore Buyers work to ensure environmentally friendly options for all students whether through obtaining used books, reducing the demand for newer editions of print books, or offering E-books to students who are interested in reducing their environmental footprint. Books with no current market value that are donated by students, and non-returnable damaged goods, are sent to One Planet for recycling. Western students and employees may select from a variety of recycled paper products, utilizing soy ink, post-consumer paper, and recycled wire, as well as clothing manufactured using recycled plastic materials.

Western Libraries resource sharing, interlibrary loan, and document delivery services are well-utilized and appreciated. Western Libraries provided over 15,000 returnable materials through resource sharing methods in

2016 to faculty, staff, and students at Western, and it shared an equal number of Western Libraries materials with other libraries. Faculty and students consistently rate resource sharing services highly on library surveys; most recently 80% of respondents ranked the service satisfactory or very satisfactory. Western Libraries has made great head-way in providing access to electronic materials. Almost all subscriptions are now electronic, and electronic books are growing in popularity. While the transition to electronic journals is generally accepted and preferred over print, print books are still preferred over electronic books in some disciplines. Digital Rights Management issues, which create significant barriers to access and Inter-Library Loan (ILL), and the lack of user-friendly e-book interfaces also make print a crucial and continuing part of the Libraries' collections strategy. Despite these challenges, e-books have continued to grow, and Western Libraries now provides access to over 300,000 e-book titles.



Western currently owns over 180 vehicles including: Facilities Management fleet vehicles, Facilities Management leased vehicles, and department owned vehicles. In accordance with state mandates and Western's plan for sustainability, Western needs to focus efforts of procurement and life-cycle planning for all campus vehicles. This focus will allow for implementation of Electric Vehicles (EV's) and low emission vehicles where practicable while continuing to meet the needs of the university. The best way to focus these processes is through the experienced staff within Facilities Management Fleet Services.

Goals and Objectives

Goal 1: Encourage the use of sustainable businesses.

- Rationale: Utilizing sustainable businesses provides Western the opportunity to work with vendors who share similar ideas and a similar ethic to Western.
- Alignment with WWU Strategic Goals: 5
- Objective 1.1: Develop "Sustainable Purchasing Guidelines" within Procurement processes, inclusive of lifecycle accountability, vendor information, embodied energy and emissions, and social equity practices.
 - Rationale: Sustainable purchasing guidelines further enhance and develop our sustainable practices and accountability in line with the goals of the university.
 - Strategies:

- Strategy 1.1.1: Evaluate and develop new vendors; invite new vendors to participate in the Request for Proposal/Request for Quotation process.
 - Strategy 1.1.2: Research and locate state-registered small, minority owned businesses to include in the Proposal/Request for Quotation process.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11
- Objective 1.2: Acknowledge the importance of purchases from local and regional business.
 - Rationale: Purchasing from the local community provides us the opportunity to contribute positively to the local economy and increase social equity.
 - Strategies:
 - Strategy 1.2.1: Identify and utilize local vendors, especially small, minority-owned businesses.
 - Strategy 1.2.2: Enhance our sourcing processes and protocols.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Campus-wide
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A

Goal 2: Increase the percentage of use of sustainable products and natural resources throughout our supply chain.

- Rationale: Sustainable practices in our supply chain provide us the opportunity to align with the mission of the university and its commitment to sustainable practices.
 - Alignment with WWU Strategic Goals: 5
- Objective 2.1: Increase the use of recycled and reclaimed products.
 - Rationale: Campus demand for more recycled and reclaimed products continues to grow.
 - Strategies:
 - Strategy 2.1.1: Continue to research new opportunities and products that are manufactured with recycled or reclaimed materials.
 - Strategy 2.1.2: Work with state campuses and other potential partners to explore collective purchasing agreements.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Campus-wide
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: EN10, EN11, OP11

Goal 3: Increase the number of sustainable materials and supplies available in the bookstore for students and greater campus.

- Rationale: Students and the greater campus continue to increase demand for sustainable products.
- Alignment with WWU Strategic Goals: 5

- Objective 3.1: Increase percentage of purchases from local and regional businesses by 10% by fiscal year 2018.
 - Rationale: Purchasing from the local community provides Western the opportunity to contribute positively to the local economy.
 - Strategies:
 - Strategy 3.1.1: Identify and utilize local vendors, including small, minority-owned businesses.
 - Affected Areas:
 - General Manager, Associate Students Bookstore
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11

- Objective 3.2: Increase sustainable textbook options by 10% by fiscal year 2018.
 - Rationale: Sustainable options improve the environment by reducing the use of paper and its associated disposal, minimizes energy use in textbook production, and reduces greenhouse emission in transport.
 - Strategies:
 - Strategy 3.2.1: Continue to increase the availability of E-books.
 - Strategy 3.2.2: Continue to increase the availability of textbook rentals.
 - Affected Areas:
 - General Manager, Associated Students Bookstore
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11

- Objective 3.3: Develop key criteria to evaluate suppliers when we consider the introduction of new products and the replenishing of existing ones by fiscal year 2018.
(E.g. environmental sustainability, fair trade, local grown, and organic practices)
 - Rationale: Sustainable purchasing guidelines further enhance and develop our sustainable practices and accountability in line with the goals of the university.
 - Strategies:
 - Strategy 3.3.1 Train a staff person to create, implement, and monitor the system.
 - Tactic 3.3.1.1: Consider hiring a student in this position.
 - Affected Areas:
 - General Manager, Associated Students Bookstore
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11

- Objective 3.4: Continue to improve the visibility of the bookstore's sustainable offerings.
 - Rationale: Educational opportunities provide our campus constituents with a better understanding of what is available and the impact their purchases make.
 - Strategies:
 - Strategy 3.4.1: Provide on-the-spot sustainability information about the products sold.
 - Strategy 3.4.2: Update the website to include a webpage about the bookstore's sustainability practices.
 - Tactic 3.4.2.1: Include the key criteria we use to evaluate suppliers and overarching sustainability practices
 - Strategy 3.4.3: Update the website with the sustainability information about the products sold.
 - Affected Areas:
 - General Manager, Associated Students Bookstore

- Alignment with WWU Strategic Goals: 5
- STARS Credits: OP11

Goal 4: Prioritize methods of accessing library materials that have a smaller carbon footprint.

- Rationale: The libraries provide students, faculty, and staff with access to thousands of publications each year. Methods should be emphasized that are less resource-intensive than others.
- Alignment with WWU Strategic Goal: 5
- Objective 4.1: Encourage faculty to request and use materials purchased in e-form rather than paper.
 - Rationale: Library personnel generally order e-forms of books and journals when possible. However, faculty can request publications be purchased in paper instead.
 - Strategies:
 - Strategy 4.1.1: Librarians will encourage faculty in departments they work with to consider electronic formats.
 - Strategy 4.1.2: Librarians will discourage faculty in departments they work from ordering publications in dual formats (i.e. both paper and e-copies).
 - Affected Areas:
 - Director of Collections
 - Subject Librarians
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11
- Objective 4.2: Encourage faculty to use resource sharing opportunities like document delivery and Inter-Library Loan (ILL), rather than ordering materials.
 - Rationale: Publications that are available in other libraries in the Orbis Cascade Alliance can be delivered to Western Libraries users within four business days. If a publication is available in several member libraries, purchasing a copy may not be necessary.
 - Strategies:
 - Strategy 4.2.1: Librarians will encourage faculty in departments they work with to consider relying on borrowing rather than purchasing print materials that are available from several Orbis Cascade libraries.
 - Strategy 4.2.2: In order to reduce duplication of physical monographs, the Western Libraries will align its book collection with Western's curricular needs and the holdings of other Orbis Cascade Alliance member libraries.
 - Affected Areas:
 - Director of Collections
 - Subject Librarians
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP11
- Objective 4.3: Encourage publishers to use more sustainable materials in their publications.
 - Rationale: Paper and other materials used in books can come from more or less sustainable sources. Western can use its purchasing power to encourage better practices.
 - Strategies:
 - Strategy 4.3.1: The libraries will encourage publishers to promote greener printing practices, such as:
 - Vegetable-based inks
 - Acid-free paper
 - Postconsumer, recycled, or synthetic paper

- Forest Stewardship Council certified paper
 - Strategy 4.3.2: The libraries will post a statement on its website about its preference for sustainable publications, with a link to examples like the Green Press Initiative.
 - Strategy 4.3.3: The libraries will use its role in the Orbis Cascade Alliance to encourage other libraries to take similar stands.
- Affected Areas:
 - Director of Collections
- Alignment with WWU Strategic Goals: 5
- STARS Credits: OP11

Goal 5: Designate the Facilities Management Fleet Services as the institutional office responsible for coordinating and supporting all university vehicle (specialized, departmental, and fleet) purchase and life-cycle decisions.

- Rationale: This office will be accountable to make the university fleet more sustainable including;
 - Successfully meeting state mandates for vehicle emissions and related life cycle decisions.
 - Increasing hybrid and electric vehicle purchases where appropriate
 - Coordinating efforts between departments regarding sharing or co-owning vehicles
 - Alignment with WWU Strategic Goal: 5
 - Affinities: Transportation – Goals 3, 5
- Objective 5.1: Consolidate the coordination of university vehicle purchases and life cycle management by [date].
 - Rationale: Consolidation of vehicle purchasing and life-cycle management will allow for assistance in the evaluation of departmental needs, safety and maintenance quality assurance, proper record custodianship, and thoughtful disposal for all vehicles owned by Western.
 - Strategy 5.1.1: Channel funding for all vehicle procurement through Facilities Management Fleet Services to insure the most competitive purchase pricing is obtained.
 - Strategy 5.1.2: Expand the scope of Facilities Management Fleet Services through program statements, purchasing standards, organizational structure, and position responsibilities to recognize the campus-wide role.
 - Strategy 5.1.3: Provide internship/project based work study opportunities for students interested in sustainable fleet management to collaborate with Fleet Services staff to collect, analyze and report university metrics related to vehicle life-cycle management and utilization.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Department Leads
 - Alignment with WWU Strategic Goal: 5
 - Affinity with other Action Plan Chapters: Transportation
 - STARS Credits: OP15
 - Objective 5.2: Develop a vehicle procurement guide as part of the greater university e-procurement process by [date].
 - Rationale: A vehicle procurement guide to accompany the e-procurement process is one communication tool to ensure all vehicles considered for purchase by Western are in alignment with the Sustainability Action Plan, university policies, and to educate departments on how to proceed in the vehicle buying process.
 - Strategy 5.2.1: Direct university constituents exploring vehicle purchasing using the e-procurement process to engage with Fleet Services.

- Strategy 5.2.2: Create a University vehicle purchasing cycle that coincides with the state contract process for vehicles.
- Strategy 5.2.3: Identify ways to engage with departments considering purchases earlier in their exploration process.
- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Department Leads
- Alignment with WWU Strategic Goal: 5
- Affinity with other Action Plan Chapters: Transportation
- STARS Credits: OP15

Key Performance Indicators

- Percentage of recycled and reclaimed products (University Procurement).
- Percentage of purchases from local and regional businesses (University Procurement).
- Percentage of purchases from local and regional businesses (AS Bookstore).
- Percentage of sustainable textbook options: E-books and rentals (AS Bookstore).
- Annual percentage of faculty using materials purchased in e-form (Western Libraries).
- Annual percentage of faculty using resource sharing opportunities: document delivery and Inter-Library Loan (ILL) (Western Libraries).

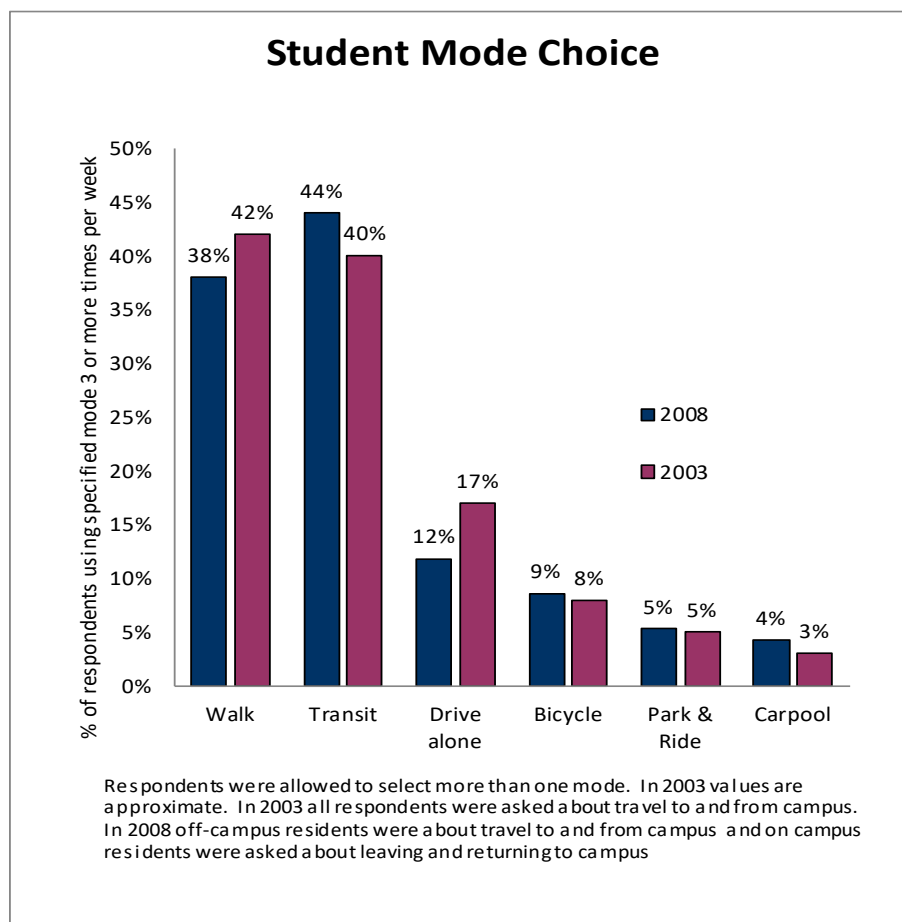
Transportation

Vision

Western enables and empowers everyone to choose safe, accessible, sustainable transportation throughout the campus, community, and the world.

Introduction

Western will continue to display its leadership in sustainable transportation by expanding development of its pedestrian and bicyclist infrastructure. The university has a long history of tackling community transportation concerns with innovative, people-focused solutions. Western responded to rapid student-body growth and related automobile-use in the 1980s by instituting a Transportation Demand Management Plan to reduce commuter vehicle traffic and parking overflow. This plan included controlled parking, reduced-cost bus passes for employees, a universal bus pass for students, increased Whatcom Transportation Authority (WTA) bus service, and encouragement of walking and biking. It also served as the blueprint for the Institutional Master Plan, implemented in 1999, which recognizes the need for the campus to be pedestrian-centered, with facilities prioritized for pedestrians, bicycles, public transit, and, lastly, cars.



Most walkways on Western's campus are now designated as shared-use by pedestrians and bicyclists, with some areas designated as walk-only zones during specified hours. Sustainable commuter travel to and from the campus and within the City of Bellingham, developed in conjunction with the WTA, provides support for urban

housing density, pedestrian protection, and bicycle safety. Continued communication and collaborative partnerships between Western, Bellingham, and the WTA will support the advancement of long-term community transportation sustainability and greenhouse gas reduction measures.

We now have the opportunity to renew our attention and resources beyond the current scope of Western's Transportation and Parking, to more fully integrate social, economic, and environmental sustainability in our planning and practices. While travel abroad supports Western's mission, air travel by faculty, out of state students, international students, and study abroad is a significant portion of Western's carbon emissions. Western continues working to reduce the impacts of its vehicle fleet, including Facilities Maintenance vehicles, as well as vans, cars, and trucks purchased and operated by various campus departments.

University-related airline travel, facilities operations vehicles, and campus motor vehicle fleet have not been considered in previous transportation program planning. Solutions for reducing Western's transport-related operational carbon footprint will require institutionalized mechanisms for measuring impacts and ensuring that the most efficient and lowest impact vehicles and modes of work-related transport are utilized, and improved upon as available technology improves. Instituting regularly scheduled surveys of commuter behavior, fleet metrics, and university-related air and ground travel will assist with identification and development of strategies for reducing and mitigating transportation impacts necessary to achieve carbon neutrality.

Goals and Objectives

Goal 1: Western recognizes its role as a member of the larger transportation community and engages in local, regional, and state transportation issues and solutions.

- Rationale: As a major trip generator, Western's active participation in transportation solutions is important to sustaining healthy partnerships within the community at large.
- Alignment with WWU Strategic Goals: 1, 2, 3, 4, 5
- Objective 1.1: Develop an integrated University Transportation Plan, including all components of campus transportation by fall 2018.
 - Rationale: This objective holistically encompasses the goals of the transportation chapter to reduce Western's carbon footprint; improve resiliency and disaster response; integrate parking into strategies for transportation demand management and shared facility's needs; and provide equitable and practical access to all.
 - Strategies:
 - Strategy 1.1.1: Conduct, analyze, and report on a campus-wide transportation and parking survey beginning spring 2018, with follow-up surveys every five (5) years.
 - Tactic: Incorporate off-campus parking into the survey.
 - Strategy 1.1.2: Designate a qualified transportation planner/coordinator to complete and implement the plan.
 - Strategy 1.1.3: Create a system for visitors to campus who attend orientations, conferences, programs, and other events that reduces single occupant vehicle (SOV) travel.
 - Strategy 1.1.4: Create a promotional system for visitors to campus who do arrive in passenger vehicles to get from parking lots to events sites, that includes walking and buses rather than renting shuttles.
 - Tactic 1.1.4.1: If shuttle rental is to be continued, explores ways to utilize, by fee, the late-night student shuttles.
 - Affected Areas:
 - Vice President for Business and Financial Affairs

- Director, Facilities Management
 - Vice President for University Relations and Marketing
 - Manager, Parking Services
 - Program Manager, Sustainable Transportation
 - Provost and Vice President for Academic Affairs
 - Director, Office of Survey Research
 - Whatcom Council of Governments
 - Washington Department of Transportation
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - STARS Credits: OP18
- Objective 1.2: Pursue Western representation on the City of Bellingham Transportation Commission for sharing data, providing input on planning processes, and cooperation on shared goals beginning in 2017.
 - Rationale: As a major trip generator, Western's active participation in transportation solutions is important to sustaining healthy partnerships within the community at large.
 - Strategies:
 - Strategy 1.2.1: Designate a staff position to serve as the board representative, ideally the Transportation Planner/Coordinator.
 - Strategy 1.2.2: Encourage Associated Student involvement with the City of Bellingham Transportation Commission, with representation as the desired outcome.
 - Strategy 1.2.3: Establish regular reporting from WWU representatives on the City of Bellingham Transportation Commission back to university committees, stakeholders and decision makers (such as Parking and Transportation Advisory Committee, Vice President for University Relations and Marketing, Vice President Business and Financial Affairs, Associated Students Alternative Transportation Committee, Director of Facilities Development, Sustainable Transportation Program Manager, etc.).
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice President for University Relations and Marketing
 - Director, Facilities Development and Capital Budget
 - Board of Directors, Associated Students
 - City of Bellingham
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - STARS Credits: EN10, EN14
 - Objective 1.3: Pursue an integrated relationship between Western and Whatcom Transportation Authority (WTA) executive and planning staff, and the WTA Board, establishing a framework for collaboration on current and future goals beginning in 2017.
 - Rationale: As the major trip generator in the community and region, Western's active participation in community transportation solutions is important to sustaining healthy partnerships with the community at large.
 - Strategies:
 - Strategy 1.3.1: Designate a staff position to serve as the Western liaison, ideally the Transportation Planner/Coordinator.
 - Strategy 1.3.2: Encourage Associated Student involvement with (WTA), with representation as the desired outcome.
 - Strategy 1.3.3: Establish regular reporting from campus WTA representatives to university committees, stakeholders and decision makers (such as Parking and Transportation Advisory Committee, Vice President for University Relations and Marketing, Vice President Business and Financial Affairs, Associated Students

- Alternative Transportation Committee, Director of Facilities Development, Sustainable Transportation Program Manager, etc.).
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice President for University Relations and Marketing
 - Director, Facilities Development and Capital Budget
 - Board of Directors, Associated Students
 - Whatcom Transportation Authority
 - Alignment with WWU Strategic Goals: 1, 4, 5
 - STARS Credits: EN10, EN14
- Objective 1.4: Include Western employee and student transportation options in community resilience and disaster preparedness planning, and in communication to the broader campus community by 2020.
 - Rationale: Transportation redundancy (having more than one option) is critical for institutional continuity during disasters and sustainable recovery following them. Transportation redundancy includes having multiple transportation or off-site work options, knowing what they are, and how to utilize them.
 - Strategies:
 - Strategy 1.4.1: Develop a menu of useable transportation options for daily access to the workplace, assuring that every employee has a plan for getting to work if their primary transport option is unavailable (their “Plan B”).
 - Strategy 1.4.2: Collaborate with Whatcom Transportation Authority, City of Bellingham, Public Safety, Bellingham Police Department, Red Cross, Whatcom County Community Emergency Response Team (CERT), and Western’s Office of Environmental Health & Safety. Identify high-use transportation routes that are likely to be impacted by disasters, such as bus routes crossing fragile bridge overpasses or floodable roadways, and identify alternate routes or transportation strategies for Western’s students, staff, faculty and visitors.
 - Strategy 1.4.3: Work with Western’s Office of Environmental Health and Safety to draft template language for alternate transportation routing announcements.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice President for University Relations and Marketing
 - Director, Facilities Development and Capital Budget
 - Director, University Police/Public Safety
 - Director, Environmental Health and Safety
 - Director, The Resilience Institute
 - Alignment with WWU Strategic Goals: 1, 3, 4, 5
 - STARS Credits: EN10, EN14
- Objective 1.5: Identify and measure the current efficacy of transportation options for equitable access to local institutions of higher education, including Western’s extension campuses by 2025.
 - Rationale: Equitable access to education is key to social and economic improvement.
 - Strategies:
 - Strategy 1.5.1: Communicate with local higher education sustainability coalition partners to develop a regional higher education transportation coalition (technical and community colleges and Northwest Indian College).
 - Strategy 1.5.2: Research and identify existing travel options between Western’s campuses and centers (Shannon Point, Everett, and Poulsbo).

- Strategy 1.5.3: Research and identify funding sources for providing transportation support for student and employees needing access to Western’s distance campuses and other local higher education campuses.
 - Strategy 1.5.4: Use found funds to improve transportation options between our main and satellite campuses.
 - Strategy 1.5.5: Create a menu of options and available trip plans for non-SOV connections between campuses.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Extended Education
 - Program Manager, Sustainable Transportation
 - Board of Directors, Associated Students
 - Whatcom Transportation Authority
 - Alignment with WWU Strategic Goals: 2, 4, 5
 - STARS Credits: EN4, EN11
- Objective 1.6: Begin advocacy at the state level for regional connectivity that supports reduced student reliance on automobile travel starting in fall 2017.
 - Rationale: Regional connectivity provides the opportunity for students to gain an education without the necessity of owning/operating an automobile.
 - Strategies:
 - Strategy 1.6.1: Work directly with the legislative liaison to educate and promote regional connectivity.
 - Tactic 1.6.1.1: Provide educational resources to the liaison.
 - Tactic 1.6.1.2: Work with other universities.
 - Tactic 1.6.1.3: Work with students to identify barriers to regional connectivity to take to discussions at the state level.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice Provost for Extended Education
 - Vice President for University Relations and Marketing
 - Program Manager, Sustainable Transportation
 - Board of Directors, Associated Students
 - Whatcom Transportation Authority
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN10, EN14

Goal 2: Improve safety for users of all transportation modes through education and infrastructure improvements, prioritizing by vulnerability.

- Rationale: Improving safety is the cornerstone of optimizing use of lower impact transportation modes.
- Alignment with WWU Strategic Goals: 3, 4, 5
- Objective 2.1: Adopt *Vision Zero* for campus by fall 2018.
 - Rationale: Improving safety education ensures understanding of safe behaviors and supports safe travel.
 - Strategies:
 - Strategy 2.1.1: Offer comprehensive transportation safety education and outreach [for all modes] to everyone on campus.

- Strategy 2.1.2: Expand support for the current Sustainable Transportation program, in order to continue and improve transportation safety-education programs.
 - Strategy 2.1.3 Improve wayfinding by utilizing current technology.
 - Strategy 2.1.4: Provide on campus purchasing options for safety gear for pedestrians, cyclists, and alternate wheeled vehicle commuters, including reflective material, low or no-cost lights, removable traction cleat-type walking gear, rain gear, etc.
 - Tactic 2.1.4.1: Encourage the Western Bookstore and/or Outdoor Center to carry these items.
 - Strategy 2.1.5: Develop messaging, programs, education, and enforcement efforts in collaboration with University Police, Environmental Health & Safety, University Residences, disAbility services, etc.
 - Strategy 2.1.6: Deliver comprehensive transportation orientation for all new and current employees.
 - Strategy 2.1.7: Deliver comprehensive transportation orientation/training opportunities for all new and current students.
 - Strategy 2.1.8: Deliver comprehensive transportation orientation/training opportunities for all vehicle operators including: commuters, delivery drivers, vendors, service and maintenance contractors, and university vehicle drivers.
 - Strategy 2.1.9: Measure and report effectiveness of safety education currently offered.
 - Strategy 2.1.10: Identify the staff hours necessary to fulfill this objective.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Environmental Health and Safety
 - Director, University Police/Public Safety
 - Program Manager, Sustainable Transportation
 - Director, Associated Students Outdoor Center
 - Board of Directors, Associated Students
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: EN4, OP18
- Objective 2.2: Identify and develop a list of pedestrian and bicycle access and safety improvements to campus infrastructure, including service roads by June 2018.
 - Rationale: Safety improvements to campus infrastructure ensures safe travel for everyone on and across campus.
 - Strategies:
 - General
 - Strategy 2.2.1: Evaluate options for marking paths through campus for various modes of travel. (See Cornell Cycling Policy for color-coding options.)
 - Strategy 2.2.2: Assess High Street to identify changes needed to accommodate all modes of transportation [by date].
 - Strategy 2.2.3: Prioritize improvements by vulnerability of users.
 - Pedestrians
 - Strategy 2.2.4: Coordinate with Grounds and Facilities Management to ensure that winter de-icing includes transportation access areas, including bus stops and shelters, and pathways leading from bus stops and bike parking to adjacent buildings
 - Tactic 2.2.4.1: Develop a map of these areas as a tool to plan for and complete de-icing when needed.
 - Strategy 2.2.5: Evaluate the City of Bellingham Pedestrian Plan for completeness of pedestrian facilities between Western and the adjacent neighborhoods.
 - Cyclists

- Strategy 2.2.6: Investigate with the intention to designate east/west exclusive bike corridor(s) and implement effective marking of the corridor.
- Strategy 2.2.7: Mark the surface of bike lanes and routes through campus.
- Strategy 2.2.8: Re-design street gates to allow cyclist access and increase visibility for motorists to the north end of High Street on the right-hand side of the road, between the sidewalk and the gates.
- Strategy 2.2.9: Evaluate the City of Bellingham Bicycle Plan for completeness of bicycle facilities between Western and the adjacent neighborhoods.
- Strategy 2.2.10: Coordinate with Facilities Management to evaluate and develop a plan for bike rack maintenance and replacement.
- Strategy 2.2.11: Ensure that sufficient and appropriate bike parking is implemented as part of all remodeling and new construction, by coordinating with Facilities Development, from the design phase through implementation.
- Strategy 2.2.12: Develop a plan for quarterly removal of abandoned bikes/locks.
- Strategy 2.2.13: Evaluate the feasibility of adding E-bike charging stations to campus bike infrastructure.
- Strategy 2.2.14: Evaluate the feasibility of a campus bike-share program, including E-bikes and standard bikes.
- Strategy 2.2.15: Develop an on-campus bike registry system for students and employees.

Alternative Wheeled Vehicle Users

- Strategy 2.2.16: Increase locations across campus to lock skateboards and scooters.

Motorized Vehicle Drivers

- Strategy 2.2.17: Address access points to East College Way from parking lots 17G, 10G, and 8G to minimize conflicts between all modes.

- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Provost and Vice President for Academic Affairs
 - Director, Environmental Health and Safety
 - Director, Facilities Management
 - Director, Facilities Development and Capital Budget
 - Director, disAbility Resources
 - Program Manager, Sustainable Transportation
 - Board of Directors, Associated Students
 - Director, Space Administration
- Alignment with WWU Strategic Goals: 4, 5
- Connection to other chapters: Built Environment, Grounds
- STARS Credits: EN10, OP18

Goal 3: Reduce climate impacts of employee and student Western-related ground travel.

- Rationale: As the major trip generator in the community and region, Western's active participation in community transportation solutions is important for equitable access, and greenhouse gas and traffic reduction.
- Alignment with WWU Strategic Goals: 1, 2, 3, 5
- Objective 3.1: Reduce employee drive alone commute rates by 10% annually over the next five (5) years improving bus, bicycle, walking, and carpooling options.
 - Rationale: Improving understanding of the social, economic, and environmental impacts of mode choice and the campus community's understanding of alternative transportation options provides employees with the knowledge and opportunity to reduce drive-alone commute rates.

- Strategies:
 - Strategy 3.1.1: Provide financial and staff support for transportation programs including but not limited to: Smart Trips, increased covered bike parking, providing each university employee a bus pass, bicycle confidence, and safety education.
 - Strategy 3.1.2: Develop and implement a multi-lingual menu to support mode shift that includes making information more accessible and incentivize alternative transportation, including online and in-person.
 - Strategy 3.1.3: Move the Sustainable Transportation Office to a more visible and accessible location with a storefront entrance that invites people to enter.
 - Strategy 3.1.4: Allocate resources to ensure that information is available during and beyond regular business hours.
 - Strategy 3.1.5: Provide a financial incentive to employees who reduce single-occupant vehicle commuting through primary use of any of the following modes: Pedestrians, cyclists, carpools, van pools, transit users.
 - Tactic 3.1.5.1: Collaborate with Whatcom Transportation Authority.
 - Tactic 3.1.5.2: Work with the administration to gain financial and institutional support for promoting and incentivizing alternative transportation choices.
 - Strategy 3.1.6: Use data from survey (strategy 1.1.1) to identify incentives for reducing single-occupant vehicle use.
 - Strategy 3.1.7: Assess the viability of telecommuting.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice Provost for Information Technology/CIO
 - Assistant Vice President for Human Resources
 - Director, Telecommunication Services
 - Public School Employees (PSE)
 - Washington Federation of School Employees (WFSE)
 - United Faculty of Western Washington (UFWW)
 - Program Manager, Sustainable Transportation
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4, OP17, OP18
- Objective 3.2: Reduce commuter student-driving rates by 10% annually for the next five years; improving bus, bicycle, walking, rideshare and car-share, and carpooling options.
 - Rationale: Improving understanding of the social, economic, and environmental impacts of mode choice and alternative options provides students with the knowledge and opportunity to reduce drive-alone commute rates.
 - Strategies:
 - Strategy 3.2.1: Provide regional trip plans to all new students.
 - Tactic 3.2.1.1: Include in New Student packets.
 - Tactic 3.2.1.2: Include in New Student orientations.
 - Tactic 3.2.1.3: Include in New Student telephone outreach.
 - Strategy 3.2.2: Provide education, encouragement, and incentives to students about walking, bicycling, busing, rideshare, car-share, and carpooling from off-campus to on campus.
 - Strategy 3.2.3: Provide adequate covered, secure, and easily accessible bike parking for all Western residence halls.
 - Strategy 3.2.4: Support transportation efficiency and equity for students with fewer alternative commute options.

- Tactic 3.2.4.1: Determine how to make bicycles available to students at a low cost, including but not limited to: investigate the possibility of reconditioning bikes abandoned on campus to be given to students; coordinate with local bicycle shops; subsidize helmets, lights, fenders, and locks.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Board of Directors, Associated Students
 - Program Manager, Sustainable Transportation
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4, OP16, OP18
- Objective 3.3: Reduce impacts of regional university-related ground travel 10% annually over the next five years.
 - Rationale: Reducing single-occupant vehicle travel regionally reduces expenses to the university and environmental impacts.
 - Strategies:
 - Strategy 3.3.1: Create tools to compare cost and time of travel options, including, but not limited to rail, bus, SOV, rideshare and car-share, and bicycle.
 - Tactic 3.3.1.1: Focus on the I-5 corridor between Portland and Vancouver, BC, where the greatest variety of options already exist.
 - Tactic 3.3.1.2: Expand solutions between I-5 corridor as options present themselves (e.g. rail).
 - Strategy 3.3.2: Annually update and distribute tools and information demonstrating the impacts of regional ground travel, including current and potential reductions.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice President for Business and Financial Affairs
 - Facilities Management Fleet Services
 - Specialist, Travel - TEM Services
 - Board of Directors, Associated Students
 - Program Manager, Sustainable Transportation
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4, OP16, OP18

Goal 4: Reduce climate impacts of Western-related air travel.

- Rationale: In 2011, Western-related air travel was approximately 17% of Western's total greenhouse gas emissions. Reaching our goal of being climate neutral by 2050 requires that we examine and reduce the impacts of Western-related air travel.
- Alignment with WWU Strategic Goals: 1, 3, 5
- Objective 4.1: Collect and make publicly available, data on all air travel by fall 2018.
 - Rationale: Effectively reducing greenhouse gas emissions requires measuring the impact of our current and future air travel. This data will help us identify which solutions are working and what practices we need to consider implementing; this includes air travel for students, staff, and faculty, both domestic and international.
 - Strategies:
 - Strategy 4.1.1: Make all university air travel data publicly available, including domestic and international travel for students.
 - Tactic 4.1.1.1: Create a format for communicating the information, example: Air Travel Dashboard Page.

- Strategy 4.1.2: Education Abroad – disseminate carbon impacts and solutions information online and via application process.
 - Strategy 4.1.3: Extended Education – disseminate carbon impacts and solutions information online and via application process.
 - Strategy 4.1.4: Travel Desk – disseminate carbon impacts and solutions information online and via application process.
 - Strategy 4.1.5: Research and identify an online calculator for Western use to determine the amount of CO₂ created by air travel.
 - Strategy 4.1.6: Measure and report on impacts (positive and negative) of international travel.
 - Strategy 4.1.7: Annually update and distribute an info graphic demonstrating the impacts of air travel, including current and potential reductions.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Vice President for Enrollment and Student Services
 - Provost and Vice President for Academic Affairs
 - Vice President for University Relations and Marketing
 - Vice President for University Advancement
 - Associate Vice President for Academic Affairs
 - Director, Education Abroad
 - Director, Institute for Global Engagement
 - Director, International Student and Scholar Services
 - Director, Center for Service Learning
 - Director, Office of Sustainability
 - Program Manager, Sustainable Transportation
 - Specialist, Travel - TEM Services
 - Director, Extended Education
 - Board of Directors, Associated Students
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4
- Objective 4.2: Provide options to travelers for off-setting carbon by 2020.
 - Rationale: Researching Washington State carbon offset purchasing rules and regulations will assist Western in reaching its goal of being climate neutral by 2050.
 - Strategies:
 - Strategy 4.2.1: Develop a menu of options and methods for reducing and/or mitigating the climate effects of air travel, with attention to social equity, economic feasibility, and human health.
 - Strategy 4.2.2: Provide recommendations for individuals with discretionary funds to use when voluntarily purchasing offsets for travel.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Director, Office of Sustainability
 - Program Manager, Sustainable Transportation
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: EN4
 - Objective 4.3: Pursue a carbon off-setting system that benefits the local community beginning in 2020.

- Rationale: Providing a method of purchasing renewable energy credits that creates a positive impact that directly benefits our local community is the next step after identifying carbon offset options.
- Strategies:
 - Strategy 4.3.1: Research and evaluate carbon offset systems for air travel to determine viability and cost.
 - Strategy 4.3.2: Research purchasing policies to determine current options, necessary policy changes, and at what level the changes need to be made (i.e. university policy, state regulations, etc.).
 - Strategy 4.3.3: Establish a university policy that defines funding for offsetting carbon emissions from air travel.
 - Strategy 4.3.4: Channel Air Travel carbon offset funding into solutions reducing Western's carbon footprint first, then the greater Bellingham Community, before choosing carbon reduction offset solutions located outside our region.
- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Specialist, Travel - TEM Services
 - WWU Legislative Liaison
 - Director, Office of Sustainability
 - Program Manager, Sustainable Transportation
- Alignment with WWU Strategic Goals: 1, 5
- STARS Credits: N/A

Goal 5: Annually decrease impacts of university fleet vehicles.

- Rationale: University fleet vehicles impact environmental justice, space, fossil fuel consumption, emissions, and cost to the university.
- Alignment with WWU Strategic Goals: 1, 5
- Objective 5.1: Reduce the GHG emissions of the university fleet [by 10%] by fall 2018.
 - Rationale: Reducing gas-powered vehicle use reduces carbon impacts, university costs, and space allocation.
 - Strategies:
 - Strategy 5.1.1: Implement a policy and procedures to ensure that all departments requiring off-campus trips have a university Zipcar account, making Zipcar an option for employee work trips.
 - Strategy 5.1.2: Complete and make available to all departments a list of all university fleet vehicles, their use and impact.
 - Tactic 5.1.2.1: Complete an inventory of all fleet vehicles; collect data on fuel use, cargo type, trip purpose, destinations and miles traveled.
 - Strategy 5.1.3: Evaluate fleet vehicle replacement options annually.
 - Strategy 5.1.4: Provide a bus pass for every employee, and information to departments on transit as an option for applicable work trips.
 - Strategy 5.1.5: Eliminate the use of personal vehicle work trips.
 - Strategy 5.1.6: Research and develop options and provide assistance, including funding, to encourage departments to use human-powered, electric-assist, electric-powered options for on and off-campus work trips.
 - Strategy 5.1.7: Provide regularly scheduled professional training for alternative modes of work-related transportation, including cost savings, instructions, and available options.

- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Director, Facilities Management
 - Director, Office of Sustainability
 - All Division Leads (each division owns their own vehicles)
 - Board of Directors, Associated Students
 - Facilities Management Fleet Services
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP15
- Objective 5.2: All Western-owned vehicles continually meet Washington State requirements for greenhouse gas emissions.
 - Rationale: Western complies with Washington State requirements.
 - Strategies:
 - Strategy 5.2.1: Establish full funding for vehicle replacement, informed by most current, least impact options available.
 - Strategy 5.2.2: Implement centralized purchasing and management for all university-owned vehicles, providing information and assistance for all departments.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Director, Facilities Management
 - All Division Leads (each division owns their own vehicles)
 - Board of Directors, Associated Students
 - Facilities Management Fleet Services
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP15
 - Objective 5.3: Collect information for all university fleet vehicle usage and energy consumption by 2018.
 - Rationale: Tracking both the performance of the vehicles and necessary travel in university operations allows us to develop better efficiency, and informs vehicle selection placement and fleet right-sizing.
 - Strategies:
 - Strategy 5.3.1: Provide resources for collecting, compiling and analyzing currently available trip data for all university vehicles.
 - Strategy 5.3.2: Implement a vehicle utilization tracking and data collection system throughout the campus fleet.
 - Tactic 5.3.2.1: Research vehicle telemetric systems, and create a report of the potential cost-savings and other benefits that would come out of implementing a WWU vehicle telemetric program.
 - Strategy 5.3.3: Evaluate where fleet vehicles, including electric and human powered units can be replaced or consolidated, for more efficient departmental use.
 - Strategy 5.3.4: Evaluating usage patterns of personal vehicles for university business with the goal of eliminating commute trips made using a personal vehicle.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Director, Facilities Management
 - Facilities Management Fleet Services

- Board of Directors, Associated Students
 - All Division Leads (each division owns their own vehicles)
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP15
- Objective 5.4: Carbon neutrality for every university-owned vehicle by 2035.
 - Rationale: Reducing our greenhouse gas emissions is part of Western’s Climate Commitment.
 - Strategies:
 - Strategy 5.4.1: Procure electricity generated from a renewable source or offset the carbon.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Business Services
 - Director, Facilities Management
 - Facilities Management Fleet Service
 - Board of Directors, Associated Students
 - All Division Leads (each division owns their own vehicles)
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP1

Key Performance Indicators

- Mode split [Commute trips by students, faculty, and staff has been collected periodically over the last few decades, using varying methodologies].
- University Fleet [Number and types of vehicle in fleet, including; Percentage of fleet that is zero emission vehicle (ZEV) and/or alternative fuel-powered].
- Out-of-area travel data [Total annual airline miles paid by university (incoming and outgoing); university-paid ground travel].
- Parking utilization data [Cars—collected annually; Bicycles—collected semi-weekly during academic core only].

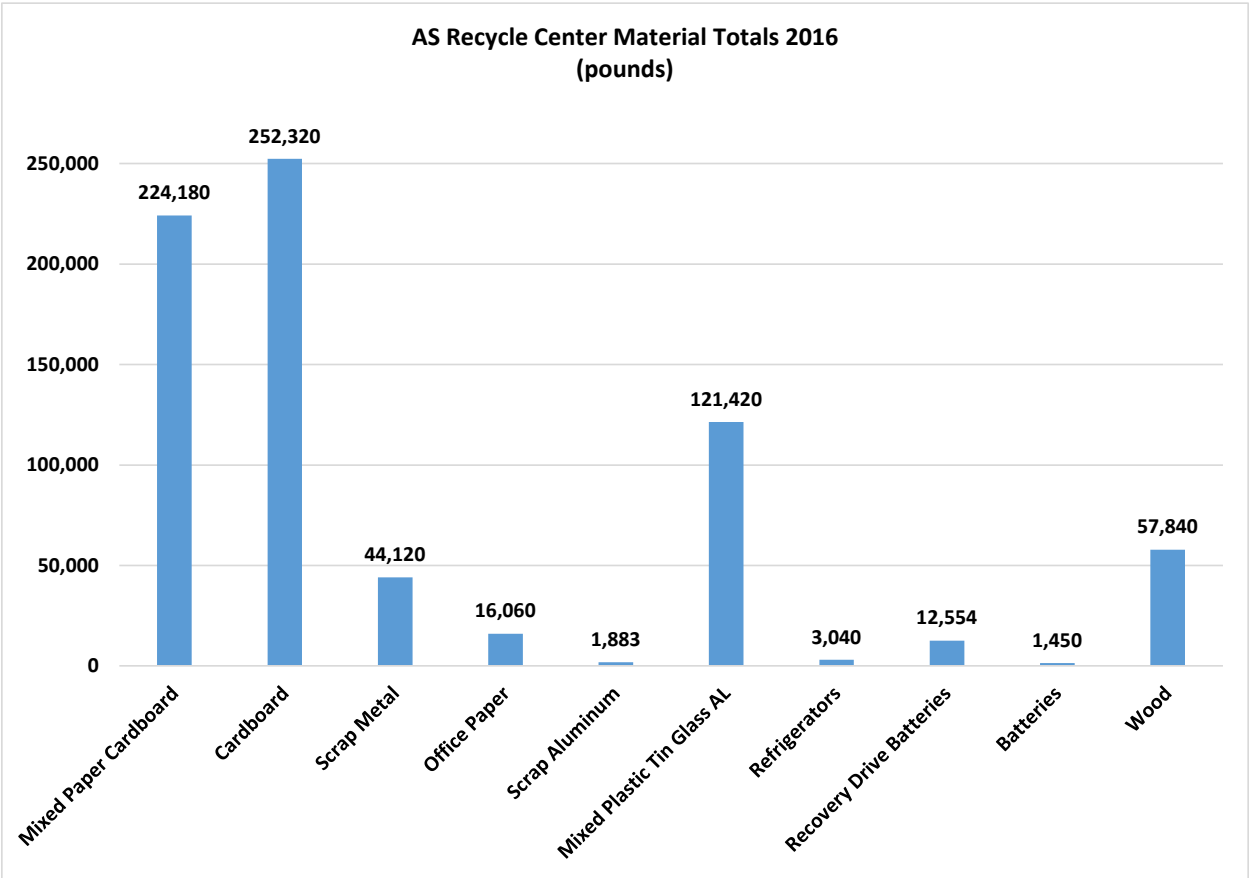
Waste

Vision

Western is a zero-waste institution through leadership, operations, education, and engagement.

Introduction

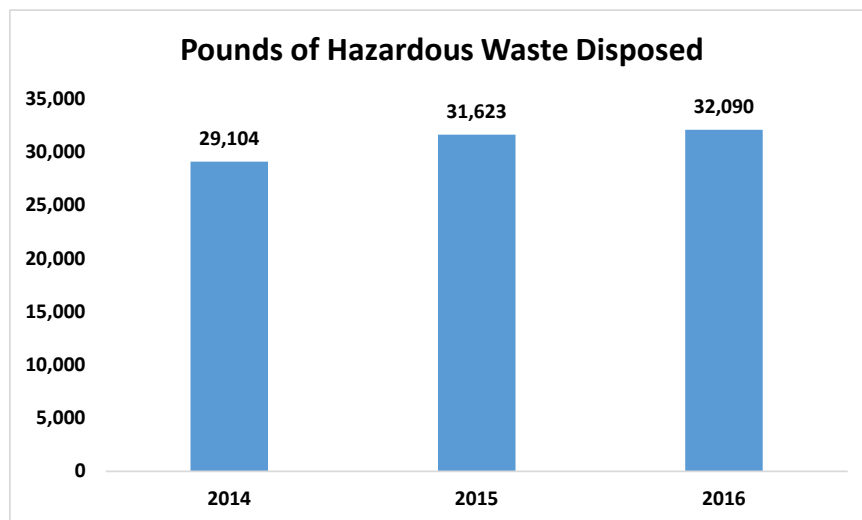
From procurement to disposal of materials, Western is committed to sustainable approaches for materials management. In order to minimize the universities’ human health and ecological consequences arising from waste management practices, this chapter outlines goals and strategies to incorporate sustainable practices into waste disposal. The ultimate goal is to achieve a zero-waste closed loop system where all inputs are either recycled, composted, reused, reprocessed, or remanufactured locally.



Western has a long history with waste management programs, evolving from grassroots organizations to much larger university funded programs. In 1971, a small group of Huxley students and the University General Stores started one of the first campus recycling programs in the country. The group of 10 students collected 233 lbs. of recyclables a day. In 1976, the Associated Students incorporated the Recycle Center. Today, a full-time coordinator heads a team of 15-20 students who collect ~4,000 lbs. of recyclables daily. The most recent data shows 72% diversion of recyclable material.

The management of hazardous and electronic waste at Western dates back to the formation of the Environmental Health & Safety (EHS) office in 1992. Since 2007, Western has seen an average 16.5% increase in hazardous waste generated. In 2002, EHS started to manage toxic materials in electronic waste prior to disposal.

Similar to Western's hazardous waste trend, electronic waste disposal has seen a rise, with an average 14.7% annual increase since 2007. Despite these increases, Western continues its commitment to responsibly disposing of waste and minimizing the health impact of its operations on humans and the environment.



Since 2009, audits have been performed on Western's Bellingham campus landfill waste stream, originally by the Air and Waste Management Association, and today by Zero Waste Western (ZWW), which was started in 2010 to provide waste reduction education and facilitate the Move-Out-Madness program on the Bellingham campus. The overall average of this data shows that our landfill waste stream totals 32% recyclable, 37% compostable, and 31% non-reusable/recyclable material. Also in 2009, WWU began using the FoodPlus! composting program offered through Bellingham's Sanitary Service Company. Compostable materials are collected in five of twenty-six academic buildings, and all dining halls. Two of nine residence halls offer opt-in compost collection programs to their residents. Following previous green landscaping practices at Western, the Campus to Compost program was implemented by the grounds crew in 2015 with funding through the Green Energy Fee.

In 2014, the Associated Students Board voted to support the Bottled Water Sales Ban (not yet a formal institutional policy) proposed by Students for Sustainable Water. In 2015, Zero Waste Western, in collaboration with the Recycle Center, installed an electronics-recycling bin for student use in the Associated Students Bookstore. Also in 2015, all residence halls began composting paper towels in bathrooms, and in 2016, the Viking Union also adopted this practice. In 2016, Facilities Management assembled, through a Sustainability Action Fund grant, four Big Belly sorting stations (landfill, recycling, and compost) in Red Square to replace sixteen stand-alone landfill and recycle bins.

Western currently faces a range of challenges as an institution. Multiple entities handle solid waste management. No uniform waste sorting education currently exists for students, on-campus residents, staff, and faculty. Sustainability Reps provide some waste management education in residence halls, but waste-tracking for residence halls does not exist.

Goals and Objectives

Goal 1: Create uniform waste collection receptacle standards across Western, providing compost, recycling, and landfill bins.

- Rationale: Consistent waste management standards across Western provides the opportunity to increase utilization, for everyone to participate in moving us closer to being a zero waste campus.

- Alignment with WWU Strategic Goals: 1, 3, 5
- Objective 1.1: Provide portable recycling and composting receptacles with appropriate signage for all events hosted on Western property and by Western-affiliated groups, beginning fall 2018.
 - Rationale: Consistent waste management across Western provides the opportunity for everyone to participate in reducing landfill waste, moving us closer to being a zero-waste campus.
 - Strategies:
 - Strategy 1.1.1: Develop outreach materials to share with event organizers.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Vice President for Business and Financial Affairs
 - Facilities Management Building Services
 - Coordinator, Sustainability Action Fund
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: EN4, OP19
- Objective 1.2: Eliminate paper towel waste by 2020.
 - Rationale: Eliminating paper towel waste reduces landfill waste, moving us closer to being a zero-waste campus.
 - Strategies:
 - Strategy 1.2.1: Continue and expand paper towel composting in all buildings.
 - Strategy 1.2.2: Replace paper towel dispensers in all appropriate locations with sanitary, energy-efficient hand dryers.
 - Strategy 1.2.3: Investigate the removal of paper towel dispensers in residence halls with the intention to implement hand towel hooks.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Facilities Management Building Services,
 - Director, Office of University Residences
 - Associate Director for Residence Life, Office of University Services
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP19
- Objective 1.3: Expand and improve collection of non-traditional recyclable materials beginning fall 2020.
 - Rationale: Improving collection of non-traditional recyclable materials reduces landfill waste, moving us closer to being a zero-waste campus.
 - Strategies:
 - Strategy 1.3.1: Create an official recycle and education program during move-in for residence halls (e.g. Styrofoam and plastic wrap).
 - Strategy 1.3.2: Expand on bookstore options for collection of additional waste products—batteries, personal electronics, and Terra Cycle products (e.g. chip bags, granola bar wrappers, and cigarette butts).
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Director, Viking Union
 - Director, Facilities Management
 - Student Activities Advisor, Associated Students
 - Alignment with WWU Strategic Goals: 1, 3, 5

- STARS Credits: OP19
- Objective 1.4: Divert waste from the landfill by providing opportunities for campus to recycle and compost effectively and efficiently by 2025.
 - Rationale: Creating a universal, efficient process for waste sorting and management moves us closer to being a zero-waste campus.
 - Strategies:
 - Strategy 1.4.1: Install four-part sorting stations in all buildings.
 - Tactic 1.4.1.1: Identify appropriate locations in all buildings, allowing for systems for regular collection and maintenance.
 - Tactic 1.4.1.2: Secure funding and availability of compost bag liners.
 - Strategy 1.4.2: Provide a recycle bin and compost bucket and appropriate bag with educational signage in every residential room.
 - Tactic 1.4.2.1: Secure funding and availability of compost bag liners.
 - Tactic 1.4.2.2: Add line item of compost bucket to move in/move out checklist.
 - Strategy 1.4.3: Provide a recycle bin and compost bucket with appropriate educational signage in every staff/faculty office.
 - Tactic 1.4.3.1: Explore alternatives to mini-bin/recycle-bin combo options.
 - Strategy 1.4.4: Update bin signage at least every five years to keep current with materials and regulations.
 - Strategy 1.4.5: Seek opportunities for innovation that reduces the need for plastic bags purchased for distribution on campus 10% annually over the next ten years.
 - Tactic 1.4.5.1: Work with University Dining Services to institute a policy eliminating plastic bags, including all dining vendors.
 - Tactic 1.4.5.2: Work with dining services to build a practice of not providing a plastic bag.
 - Tactic 1.4.5.3: Work with the bookstore to promote use of, and if necessary provide, durable, reusable bags.
 - Strategy 1.4.6: Create a purchasing policy that all paper cups purchased and provided on campus are compostable.
 - Strategy 1.4.7: Seek opportunities for innovation that reduces the need for paper cups on campus.
 - Strategy 1.4.8: Work with Vendor's Row to require compostable or recyclable packaging of all food and beverages served.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Facilities Management Building Services
 - Director, Viking Union
 - Student Activities Advisor, Associated Students
 - Faculty Senate
 - Public School Employees (PSE)
 - United Faculty of Western Washington (UFWW)
 - Washington Federation of School Employees (WFSE)
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP19
- Objective 1.5: Identify funding sources to expand Big Belly recycling program during the 2017-2019 biennium.

- Rationale: Funding to expand the Big Belly program will ensure Western maintains a uniform collection system that reduces labor and improves efficiency and effectiveness (see objective 2.9).
- Strategies:
 - Strategy 1.5.1: Complete assessment of pilot program of Big Belly recycling stations in Red Square.
- Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Coordinator, Sustainability Action Fund
- Alignment with WWU Strategic Goals: 5
- Connection to other chapters: Grounds
- STARS Credits: OP19

Goal 2: Institutionalize management practices and policies for waste collection.

- Rationale: Creating a universal, efficient process for waste sorting and management brings us closer to being a zero-waste campus.
- Alignment with WWU Strategic Goals: 1, 2, 3, 5
- Objective 2.1: Create mechanisms to connect the different departments that manage waste by fall 2020.
 - Rationale: Establishing a waste management hub creates a singular place where all waste related information is located and easy to access.
 - Strategies:
 - Strategy 2.1.1: Designate a permanent Zero Waste Western staff person to establish and oversee a centralized location for information on solid waste management.
 - Strategy 2.1.2: Identify opportunities for leading innovation—improving processes, creating a website, etc.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A
- Objective 2.2: Institute quarterly waste management meetings across stakeholders to address issues and propose improvements to waste reduction systems, by fall 2017.
 - Rationale: Developing a waste management team improves communication across all stakeholders, providing the opportunity for greater efficiency and effectiveness.
 - Strategies:
 - Strategy 2.2.1: Create the waste management team, identifying stakeholders, including custodians.
 - Strategy 2.2.2: Schedule team meetings for academic year 2017-2018.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Vice President for Business and Academic Affairs
 - Director, Facilities Management
 - Facilities Management Building Services
 - Director, Environmental Health and Safety
 - Director, University Dining Services

- Director, Office of University Residences
 - Associate Director for Residence Life, Office of University Residences
 - Director, Viking Union
 - Student Services Advisor, Associated Students
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 1, 2, 3, 5
 - Connection to other chapters: Dining Services
 - STARS Credits: PA1, PA3
- Objective 2.3: Formalize, with Facility Design and Capital Budget staff, Big Belly recycling stations as a university standard for outdoor bins by 2018.
 - Rationale: Formalizing Big Belly recycling stations establishes the campus standard, and ensures funding for consistency in all new outdoor waste containers and their installation.
 - Strategies:
 - Strategy 2.3.1: Complete assessment of pilot program of Big Belly recycling stations in Red Square.
 - Strategy 2.3.2: Work with Grounds and the Recycling Center to integrate the Big Belly system.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Director, Facilities Management
 - Alignment with WWU Strategic Goals: 1, 5
 - Connection to other chapters: Grounds
 - STARS Credits: OP19
- Objective 2.4: Formalize Western's Ban on Single-Use water bottle sales by fall 2017.
 - Rationale: After many campus discussions surrounding the issue of bottled water at Western, the university has decided to eliminate bottled water sales as soon as is practically possible.
 - Strategies:
 - Strategy 2.4.1: Work with Vice President for Business and Financial Affairs to finalize language for ban.
 - Strategy 2.4.2: Identify and provide solutions to help people in situations where they normally use single-use bottled water, like catered events, performances, graduation, etc.
 - Affected Areas:
 - Vice President for Business and Financial Affairs
 - Board of Directors, Associated Students
 - Students for Sustainable Water
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP19
- Objective 2.5: Create an engaged citizenry, consistent expectations, and student buy-in to waste reduction by fall 2020.
 - Rationale: Engaging individuals in managing waste ensures the university meets its collective waste goals and maintains a consistent inventory of waste receptacles.
 - Strategies:
 - Strategy 2.5.1: List compost and recycling bins on the resident hall move-in and move-out checklists.

- Strategy 2.5.2: Improve the effectiveness of collecting student waste at move-out, on- and off-campus (Move-Out-Madness).
 - Strategy 2.5.3: Improve Sustainability Reps role in waste reduction education at move in.
 - Strategy 2.5.4: Partner with non-profits to identify serviceable furniture and appliances for donation/ reuse.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Director, Office of University Residences
 - Associate Director for Residence Life, Office of University Residences
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: EN1, EN3
- Objective 2.6: Manage waste wisely at all events hosted on Western property and by Western-affiliated groups by fall 2020.
 - Rationale: Consistent waste management across Western provides the opportunity for everyone to participate in reducing landfill waste, moving us closer to being a zero-waste campus.
 - Strategies:
 - Strategy 2.6.1: Create a mandate for recycling and composting receptacles with appropriate signage.
 - Strategy 2.6.2: Add to event checklist.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Manager, Reservations/Event Services
 - Alignment with WWU Strategic Goals: 1, 3, 5
 - STARS Credits: OP19
- Objective 2.7: Initiate systematic waste data-collection beginning winter 2019.
 - Rationale: Enhancing waste data-collection helps us continue improving our waste management systems.
 - Strategies:
 - Strategy 2.7.1: Create a system for evaluating diversion rates.
 - Tactic 2.7.1.1: Have custodial, recycle center, and dining halls staff weigh waste as it comes out of their buildings.
 - Tactic 2.7.1.2: Post daily diversion rate above conveyor belts.
 - Strategy 2.7.2: Weigh waste, as it is collected. (This is a long-term strategy, requiring SSC to upgrade their trucks with scales in the dump-truck arms. This will allow us to measure how much we are diverting).
 - Strategy 2.7.3: Collaborate with all waste stakeholders on campus to determine best practices for data collection, verification, and analysis for improvements.
 - Strategy 2.7.4: Create a waste dashboard to store all data in one location, in ZWW office and online.

- Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Associate Vice President for Academic Affairs
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
- Alignment with WWU Strategic Goals: 5
- STARS Credits: EN10
- Objective 2.8: Implement a Zero Waste Certification program beginning winter 2020.
 - Rationale: Zero Waste Certification for administrative and academic office working groups will measure, improve, and provide recognition for daily practices that reduce waste.
 - Strategies:
 - Strategy 2.8.1: Fulfill objective 2.7.
 - Strategy 2.8.2: Work with Sustainable Office Certification program to develop this program.
 - Strategy 2.8.3: Adjust waste management collection tactics according to data collection.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Sanitary Services Company
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: OP22

Goal 3: Provide opportunities for waste reduction education to Western faculty, staff, students, and visitors on accepted waste reduction practices.

- Rationale: Education creates an informed citizenry, and a universal, efficient process for waste sorting and management.
- Alignment with WWU Strategic Goals: 1, 3, 5
- Objective 3.1: Continue to create and improve opportunities for students to be directly involved with Zero Waste Western.
 - Rationale: Direct involvement with Zero Waste Western creates an engaged citizenry, increasing student buy-in to waste reduction.
 - Strategies:
 - Strategy 3.1.1: During new student orientation, give a presentation about Zero Waste Western, including tips and ideas for participation.
 - Strategy 3.1.2: Increase class-raps to reach at minimum 10% of student population per academic year.
 - Strategy 3.1.3: Identify the events best suited for waste audits, sorting, and other activities, to reach at minimum 10% of student population per academic year.
 - Tactic 3.1.3.1: Establishing an intern program within zero waste western.
 - Tactic 3.1.3.2: Provide educational opportunities for on-campus groups that want to hold zero-waste events.
 - Strategy 3.1.4: Create a marketing campaign for waste reduction education.
 - Strategy 3.1.5: Enhance Sustainability Reps' role as peer educators to improve waste reduction.
 - Strategy 3.1.6: Design an online training module for waste sorting and reduction.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs

- Associate Vice President for Academic Affairs
 - Vice President for University Relations and Marketing
 - Vice President for Enrollment and Student Services
 - Vice President for Business and Financial Services
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Director, University Residences
 - Faculty Senate
 - Public School Employees (PSE)
 - United Faculty of Western Washington (UFWW)
 - Washington Federation of School Employees (WFSE)
 - Associate Director for Residence Life, Office of University Residences
 - Program Coordinator, Sustainability Reps
 - Alignment with WWU Strategic Goals: 1, 3, 5
 - STARS Credits: EN1, EN2, EN3, EN4
- Objective 3.2: Provide waste reduction training to all staff and faculty beginning in 2020.
 - Rationale: Improving staff training reduces contamination of recycled goods and reduces landfill waste.
 - Strategies:
 - Strategy 3.2.1: Identify resource gaps and barriers to efficient handling of waste.
 - Strategy 3.2.2: Evaluate current training processes to determine what exists and what is missing.
 - Affected Areas:
 - Vice President for Enrollment and Student Services
 - Vice President for Business and Financial Affairs
 - Facilities Management Building Services
 - Director, University Dining Services
 - Director, Office of University Residences
 - Associate Director for Residence Life, Office of University Residences
 - Director, Office of Sustainability
 - Coordinator, Zero Waste Western
 - Director, Viking Union
 - Operations Supervisor, Recycling Center
 - Alignment with WWU Strategic Goals: 3, 5
 - Connection to other chapters: Dining Services
 - STARS Credits: EN9

Goal 4: Reduce electronic and hazardous waste.

- Rationale: Creating less hazardous and electronic waste is healthier for our campus, community, and planet.
 - Alignment with WWU Strategic Goals: 1, 5
- Objective 4.1: Develop a framework for a university-wide, centralized chemical purchasing system by 2022.
 - Rationale: A centralized system increases efficiencies (e.g. when a common chemical is used amongst multiple labs), as well as minimizes disposal of unused chemical products.
 - Strategies:
 - Strategy 4.1.1: Evaluate university-wide chemical acquisition, including e-procurement, p-cards, etc.
 - Strategy 4.1.2: Create steering committee with lab managers and EHS.

- Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice President for Business and Financial Affairs
 - Director, Environmental Health and Safety
 - Director, Facilities Management
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP21
- Objective 4.2: Reduce quantity of hazardous academic lab waste per student by 2030.
 - Rationale: Co-mingling reduction helps us avoid unnecessarily creating hazardous waste (e.g. water mixed in with chemicals).
 - Strategies:
 - Strategy 4.2.1: Evaluate processes of hazardous waste generation and collection in academic labs.
 - Strategy 4.2.2: Educate generators in proper waste management practices of hazardous wastes.
 - Strategy 4.2.3: Reduce co-mingling of hazardous and non-hazardous wastes.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice President for Business and Financial Affairs
 - Director, Environmental Health and Safety
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP21
 - Objective 4.3: Improve university-wide usage and replacement of computers, especially in general use computer labs by 2022.
 - Rationale: Improved usage and replacement reduces electronic waste by reducing the purchase of unneeded/unused computers.
 - Strategies:
 - Strategy 4.3.1: Identify low-use computer labs through ATUS to determine need and utilization.
 - Strategy 4.3.2: Evaluate current procurement and replacement practices for computers.
 - Affected Areas:
 - Provost and Vice President for Academic Affairs
 - Vice President for Business and Financial Affairs
 - Vice Provost for Information Technology and CIO
 - Director of Space Administration
 - Alignment with WWU Strategic Goals: 1, 5
 - STARS Credits: OP21

Key Performance Indicators

- Compost (lbs. and tonnage) campus-wide.
- Recycling (lbs. and tonnage) campus-wide.
- Landfill (lbs. and tonnage) campus-wide.
- Hazardous waste (unit TBD) campus-wide.
- Electronics (lbs. and tonnage) campus-wide.
- Recycled Waste (tons) per Total GSF.
- Recycled Waste (tons) per Student FTE.

- Garbage (tons) per Total GSF.
- Garbage (tons) per Student FTE.

Planning and Administration

Investments

Vision

Western utilizes additional non-financial criteria such as environmental, social and governance scoring in its analysis of securities for its investment purposes.

Introduction

It is important to recognize that Western Washington University and the Western Washington University Foundation are separate and distinct entities, each governed by independent governing boards. In the case of the university, the Board of Trustees governs, with members appointed by the Governor of Washington State. In the case of the WWU Foundation, a board of directors oversees the business of the foundation, with nomination and election of members according to its by-laws.

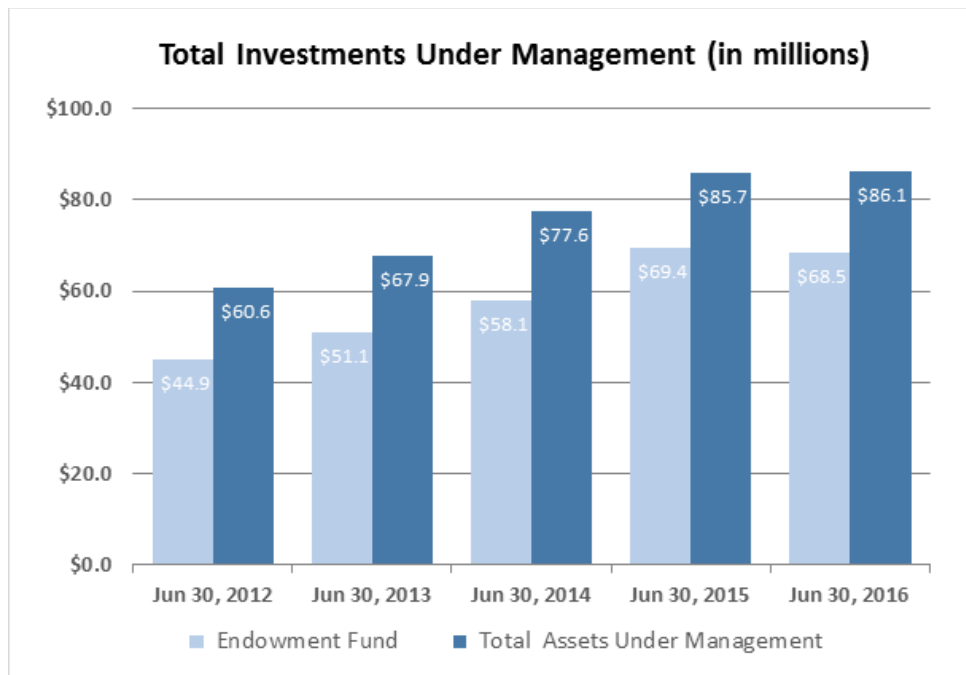
The purpose for clearly distinguishing the University from the Foundation is to emphasize that the Sustainability Action Plan has no direct influence on the governance of the Foundation. That being said, we will assume for the purposes of this document that it is within the purview of the Sustainability Action Plan to advocate for University leadership to engage with the Foundation Board to explore aligning Foundation Board actions more closely with University values in this area, through the consideration of additional criteria in the selection of investment assets.

In addition to long-term investments, universities also manage short-term investments which are expected to be used within one to twenty-four months, and are held in lower volatility investments like US treasuries or corporate bonds. Short-term investments by universities in Washington are governed by two entities: the State of Washington per RCW 39.59.020 and the Washington State Investment Board. These entities prohibit universities from investing in equities.

The WWU Foundation leverages a broader spectrum of investing options that may include stocks, bonds, private equity, and other alternative investments. This approach provides a more diverse portfolio that mitigates the risk of a potential market correction, while still providing rates of return that equal or exceed the market average for each investment class.

Due to the cost and complexity of this kind of portfolio construction, the selection and management of foundation portfolios is typically outsourced to a third-party investment advisor or manager. Seldom do institutions have sufficient in-house expertise to make these kinds of investment decisions; therefore advisors are hired to invest on behalf of the institution. In some investment advisement models, the advisors invest on behalf of a number of institutions at the same time in order to achieve economies of scale, thus lowering investment costs.

To facilitate such investment outsourcing, the institution provides to the advisor an investment policy statement (IPS). The purpose of the IPS is to outline the investment parameters the advisor must work within, and to identify the ranges of asset classes that the advisor may hold on the institution's behalf. Typically, the IPS is drafted primarily to ensure expected returns are reasonable given the risk of investment options selected and, more importantly, to ensure monies will be available to meet the needs of the institution's spending plans.



Over the past 30-40 years, institutions have occasionally chosen to screen out certain investments that do not align with their mission and values, or are related to social concerns that have become so obviously unacceptable the investment can no longer be justified. Past examples of these include investments in South Africa, Darfur, and most recently companies that hold and extract fossil fuel products. This process is commonly referred to as “divestment”.

Another approach to responsible investing that better fits some institutions and is gaining momentum considers environmental, social, and governance (ESG) aspects of the companies being considered for investment. Independent rating agencies are capturing this kind of information about companies under the conjecture that companies that do good are more apt to “perform better.” This conjecture seems to have some conceptual merit, but is still being proven out by large and small investment management firms, as well as by academic researchers seeking to assess the empirical basis for such claims. However, even if considering ESG criteria does not result in equal or greater returns, there may be some appeal for investors to be able to recognize and reward companies that are trying to do good both socially and environmentally, especially if it is in line with their organizational mission and values.

Thoughtful, deliberate, and achievable investment alternatives should be better understood by all key stakeholders of Western, including but not limited to students. Holding to its strong undergraduate liberal-arts foundation, Western is ideally suited to engage students in nuanced discussion and debate regarding pressing social and environmental matters, including divestment and/or ESG investment. This is an area in which both the University and the Foundation logically share a unified interest, and therefore can share a common commitment.

Goals and Objectives

Goal 1: Increase awareness and adoption of environmental, social, and governance (ESG) criteria in the selection of WWU investments.

- Rationale: Western defines sustainability in terms of ecological, social, and economic good. ESG criteria assists in achieving these ends through investment decision-making.
- Alignment with WWU Strategic Goals: 5

- Objective 1.1: Give due consideration to ESG criteria exercised by the companies and/or funds in which University investments are made.
 - Rationale: Using ESG criteria will allow for Western's sustainability values to be reflected through university investments.
 - Strategies:
 - Strategy 1.1.1: At the time that investments are being considered/made, ESG criteria will be referenced.
 - Strategy 1.1.2: Create a log for Western investments, including how ESG criteria was considered.
 - Affected Areas:
 - Associate Vice President for Business and Financial Affairs.
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: PA9
- Objective 1.2: Make investment holdings information publicly available, including but not limited to fund performance against ESG metrics (as available).
 - Rationale: Publicly available information provides transparency and allows for advocacy and accountability.
 - Strategies:
 - Strategy 1.2.1: Create web-based materials for sharing Western's investment holdings information and update annually.
 - Strategy 1.2.2: Include investments information in the annual sustainability report to campus.
 - Affected Areas:
 - Associate Vice President for Business and Financial Affairs.
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: PA10

Goal 2: Through its decision-making and communication processes, the university will ask the Foundation Board to consider including additional investment criteria, including ESG, in its selection of investments or investment managers, and communicate those decisions to the university community.

- Rationale: Using sustainable investing criteria within foundation decision-making will allow for the Foundation to join Western in demonstrating its commitment to sustainable practices.
- Alignment with WWU Strategic Goals: 5
- Objective 2.1: Support the Foundation in publicizing its Climate Aware Investment option to prospective donors, by the end of 2018.
 - Rationale: Widespread advertising of Western's Climate Aware Fund will allow more donors to exercise personal investment ethics as well as help Western to fundraise while recognizing our commitments to climate neutrality.
 - Strategies:
 - Strategy 2.1.1: Place information about the Western Climate Aware Fund on the Western Sustainability website and other sustainability-focused university websites.
 - Strategy 2.1.2: Integrate information about the Climate Aware Fund into outreach materials for the Office of Sustainability and other sustainability-minded programs.
 - Affected Areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: PA10

- Objective 2.2: Ask the Foundation Board to consider setting a goal to have a meaningful amount of endowment holdings invested in the Climate Aware Fund by June 30, 2021.
 - Rationale: A fiscal goal for Western's Climate Aware Fund allows the Foundation to take ownership in the area of sustainable investing.
 - Strategies:
 - Strategy 2.2.1: Send a letter from the President's Sustainability Advisory Committee to the Foundation, asking for consideration of Objective 2.2.
 - Affected Areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: TBD

- Objective 2.3: Ask the Foundation Board to consider requiring investment advisors to include ESG criteria as part of their due diligence process when hiring investment managers that may manage Foundation funds, either directly or indirectly, by the end of 2018.
 - Rationale: ESG criteria will help the Foundation to support sustainable practices.
 - Strategies:
 - Strategy 2.3.1: Send a letter from the President's Sustainability Advisory Committee to the Foundation, asking for consideration of Objective 2.3.
 - Affected Areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A

- Objective 2.4: Ask the Foundation Board to consider mandating that any investment advisor responding to an RFP be a signatory to (UNPRI) by the end of 2018.
 - Rationale: By signing on to the UNPRI, investment advisors will help the Foundation to support sustainable practices.
 - Strategies:
 - Strategy 2.4.1: Send a letter from the President's Sustainability Advisory Committee to the Foundation, asking for consideration of Objective 2.4.
 - Affected Areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A

- Objective 2.5: By the end of 2018, ask the Foundation Board to consider inclusion in any agreement with an investment advisor that if the advisor ceases to be a signatory to UNPRI or follow those principles, the Foundation may terminate the agreement.
 - Rationale: By maintaining status as a signatory of the UNPRI, investment advisors will help the Foundation to support sustainable practices.
 - Strategies:
 - Strategy 2.5: Send a letter from the President's Sustainability Advisory Committee to the Foundation, asking for consideration of Objective 2.5.
 - Affected areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A

- Objective 2.6: Ask the Foundation Board to consider, at such time as the Foundation makes investments itself, becoming a signatory to UNPRI.
 - Rationale: Commitment to the UNPRI will allow the Foundation to deepen its commitment to sustainable investing.
 - Strategies:
 - Strategy 2.6.1: Ask the Foundation to complete a draft application to UNPRI and provide to the Foundation board for approval.
 - Affected areas:
 - WWU Foundation
 - Alignment with WWU Strategic Goals: 5
 - STARS Credits: N/A

Goal 3: Students understand both Western's and the Foundation's investment processes.

- Rationale: As an educational institution, our efforts support active learning and changing lives, and the application of knowledge from student learning to real world investment options and implications
 - Alignment with WWU Strategic Goals: 3, 5
-
- Objective 3.1: Advance educational opportunities for greater student learning in the management and oversight of endowments and sustainable investing.
 - Rationale: Students will learn, understand, and practice fiscal management and investment strategies to solve social, economic, and environmental problems.
 - Strategies:
 - Strategy 3.1.1: Create new educational opportunities within existing curriculum, new course development, public forums, student club meetings, case competitions, service learning, or any other appropriate and efficacious learning circumstance.
 - Affected Areas:
 - WWU Foundation
 - Associate Vice President for Business and Financial Affairs
 - College of Business and Economics
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: AC2, AC8

 - Objective 3.2: Provide learning opportunities for students to evaluate the critical difference(s) between various types of sustainable investing and traditional investments.
 - Rationale: Students will learn, understand, and practice fiscal management and investment strategies to solve social, economic, and environmental problems.
 - Strategies:
 - Strategy 3.2.1: Create new educational opportunities within existing curriculum, new course development, public forums, student club meetings, case competitions, service learning, or any other appropriate and efficacious learning circumstance.
 - Affected Areas:
 - WWU Foundation
 - Associate Vice President for Business and Financial Affairs
 - College of Business and Economics
 - Alignment with WWU Strategic Goals: 3, 5
 - STARS Credits: AC2

Key Performance Indicators

- Total investments in management (in millions) (Western Washington University).
- Total investments in management (in millions) (WWU Foundation).
- Percentage of university investments meeting ESG criteria.
- Percentage of foundation investments meeting ESG criteria.

Appendix A: Glossary of Terms



As defined by the WWU Sustainability Committee, a sustainable WWU:

Protects local and global ecology, upholds social equity, creates economic vitality, and maintains human health.

100% clean and efficient vehicle: a road motor vehicle that produces no harmful impacts to the environment. *(Transportation)*

Alternate wheeled vehicles: skateboards, scooters, skates, and other non-street legal wheeled vehicles. *(Transportation)*

Biomimicry: emulating or mimicking nature to create better and more efficient structures for different architectural purposes. *(Built Environment)*

Carbon neutrality for vehicles: pertaining to or having achieved a state in which the net amount of carbon dioxide or other carbon compounds emitted into the atmosphere is reduced to zero because it is balanced by action to reduce or offset these emissions. *(Transportation)*

Carbon offset: a credit purchased from a carbon brokerage to compensate for the use of fossil fuel. Individuals, companies, institutions, or governments purchase carbon offsets to mitigate their own greenhouse gas emissions from transportation, electricity use, and other sources. For example, an individual might purchase carbon offsets to compensate for the greenhouse gas emissions caused by personal air travel. Offsets are created by supporting projects that conserve or create green energy. *(Built Environment; Transportation)*

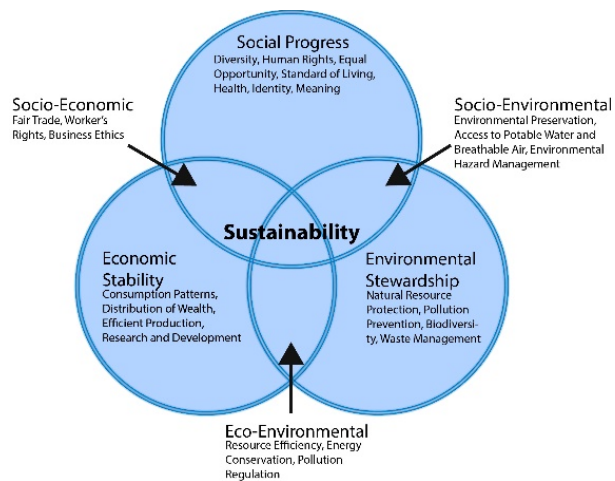
Closed loop process: a process that completely reuses, recycles, or composts all materials. *(Built Environment)*

Community engagement in UEP's: a separate category involving off-campus outreach/partnerships, and to more clearly define "service" as serving the university internally (e.g. serving on committees) *(Campus and Community Engagement)*

Community resilience and disaster preparedness planning: the sustained ability of a community to withstand and recover from adversity. *(Transportation)*

Co-curriculum: curriculum for the activities, programs, and learning experiences that complement what students are learning in academic courses. *(Student Life)*

Social, Economic, and Environmental sustainability (SEE): the three pillars of sustainability, whereby if one pillar is weak then the system as a whole is unsustainable. *(Curriculum and Research; Student Life)*



Four-part sorting stations: includes landfill, paper recycling, container recycling (plastic, glass, cans), and compost. (*Waste*)

Integrated Pest Management: an ecosystem-based strategy that focuses on long-term prevention of pests or their damage through a combination of techniques such as biological control, habitat manipulation, modification of cultural practices, and use of resistant varieties. (*Grounds*)

International Dark Sky Association: a 501(c)3 founded in 1988, and is dedicated to protecting the night skies for present and future generations. <http://darksky.org/> (*Built Environment*)

Irrigation dashboard: a tool to display real-time data of irrigation use across WWU main campus. (*Grounds*)

Low Impact Development (LID): a comprehensive land planning and engineering design approach with a goal of maintaining and enhancing the pre-development hydrologic regime of urban and developing watersheds. (*Built Environment*)

Move-Out-Madness: an event directed toward both students on campus and the Bellingham community. It is a materials exchange event following WWU's finals week. Students are to bring any unwanted household items. (*Waste*)

Pathways into sustainability-based careers: creating more jobs that are sustainability based—everyone should be thinking about what they have done to commit to a sustainable future and how to articulate that. (*Student Life*)

Pedestrians: all abilities, includes wheel-chairs, walkers, canes, crutches. (*Transportation*)

Public Engagement Alignment Process: a process through which a committee with representatives from across campus considers all major dimensions of operations through the prism of public engagement. The committee analyzes the extent to which each of these dimensions currently is aligned to support public engagement, and identifies changes needed to fully align each one. The committee then constructs a roadmap of actions that will move the university toward full alignment for public engagement. (*Campus and Community Engagement*)

Real Food: Real Food is a food system—from seed to plate—that fundamentally respects human dignity and health, animal welfare, social justice and environmental sustainability. It may also be called local, green, slow, or fair. <http://www.realfoodchallenge.org/about/realfood> (*Dining Services*)

Research: Includes scholarship and creative activity. (*Curriculum and Research*)

Sustainable landscape equipment: green, reduced-emissions equipment. (*Grounds*)

Sustainability Academy: open to any member of Western's faculty, staff, and administration, the academy strives to build upon Western's existing resources to better meet the growing student and faculty interests in sustainability education, and provide a focal point for research and teaching collaborations between university and community members. (*Curriculum and Research*)

Vision Zero: a multi-national road traffic safety project that aims to achieve a highway system with no fatalities or serious injuries in road traffic. (*Transportation*)

Waste sorting: the process by which waste is separated into different elements such as landfill, container recycle, mixed paper recycle, and compost. (*Waste*)

Waste reduction: the process of preventing the production of waste (not using something that will be tossed out after only a few uses, especially landfill material). (*Waste*)

Zero-Waste: a philosophy that encourages the redesign of resource life cycles so that all products are reused. No trash is sent to landfills and incinerators. The process recommended is one similar to the way that resources are reused in nature. (*Dining Services; Waste*)

Appendix B: WWU's Strategic Goals

1. Build upon Western's strengths to address critical needs in the State of Washington.
2. Expand student access to rigorous and engaging baccalaureate and graduate education.
3. Foster and promote life-long learning and success in an ever-changing world.
4. Apply Western's expertise and collaborative approach to scholarship, creativity, and research in ways that strengthen communities beyond the campus.
5. Serve as a model for institutional effectiveness, innovation, diversity, and sustainability.

Appendix C: Monitoring and Reporting

As the Sustainability Action Plan (SAP) is a living document which will likely change over the course of the next twenty years, we propose a regular reporting mechanism to keep campus informed of progress made and to inform future versions of each chapter. The Sustainability Advisory Committee (SAC) will work with administration to designate content leads for each of the SAP chapters. These leads will be responsible for providing an annual report to the Sustainability Advisory Committee, which will include progress made on current goals, key performance indicators, new developments under the purview of the chapter and suggestions for updates to the Sustainability Action Plan.

The Committee will author an annual Sustainability Report, which will also include progress made on goals, key performance indicators, and new developments from across the campus. This report will be provided to the Board of Trustees and made public online. Every two years, the SAC will issue an update to the SAP which will be sent to the university president for approval. The SAC will make efforts to involve the Western public in the creation of these updates.

Appendix D: Sustainability Tracking and Rating System™ (STARS)

*credit does not apply to all institutions

Institutional Characteristics

- IC 1 Institutional Boundary
- IC 2 Operational Characteristics

- IC 3 Academics and Demographics

Academics

Curriculum

- AC 1 Academic Courses
- AC 2 Learning Outcomes*
- AC 3 Undergraduate Program*
- AC 4 Graduate Program*
- AC 5 Immersive Experience*
- AC 6 Sustainability Literacy Assessment
- AC 7 Incentives for Developing Courses
- AC 8 Campus as a Living Laboratory*

Research

- AC 9 Research and Scholarship*
- AC 10 Support for Research*
- AC 11 Open Access to Research*

Engagement

Campus Engagement

- EN 1 Student Educators Program*
- EN 2 Student Orientation*
- EN 3 Student Life
- EN 4 Outreach Materials and Publications
- EN 5 Outreach Campaign
- EN 6 Assessing Sustainability Culture
- EN 7 Employee Educators Program
- EN 8 Employee Orientation
- EN 9 Staff Professional Development

Public Engagement

- EN 10 Community Partnerships
- EN 11 Inter-Campus Collaboration
- EN 12 Continuing Education*
- EN 13 Community Service*
- EN 14 Participation in Public Policy
- EN 15 Trademark Licensing*

Operations

Air & Climate

- OP 1 Greenhouse Gas Emissions
- OP 2 Outdoor Air Quality

Energy

- OP 5 Building Energy Consumption
- OP 6 Clean and Renewable Energy

Buildings

- OP 3 Building Operations and Maintenance*
- OP 4 Building Design and Construction*

Food & Dining

- OP 7 Food and Beverage Purchasing*
- OP 8 Sustainable Dining*

Grounds

- OP 9 Landscape Management*
- OP 10 Biodiversity*

Purchasing

- OP 11 Sustainable Procurement
- OP 12 Electronics Purchasing
- OP 13 Cleaning and Janitorial Purchasing
- OP 14 Office Paper Purchasing

Planning**Coordination & Planning**

- PA 1 Sustainability Coordination
- PA 2 Sustainability Planning
- PA 3 Participatory Governance

Diversity & Affordability

- PA 4 Diversity and Equity Coordination
- PA 5 Assessing Diversity and Equity
- PA 6 Support for Underrepresented Groups
- PA 7 Affordability and Access

Transportation

- OP 15 Campus Fleet*
- OP 16 Student Commute Modal Split*
- OP 17 Employee Commute Modal Split
- OP 18 Support for Sustainable Transportation

Waste

- OP 19 Waste Minimization and Diversion
- OP 20 Construction and Demolition Waste Diversion*
- OP 21 Hazardous Waste Management
- Water OP 22 Water Use
- OP 23 Rainwater Management

Investment & Finance

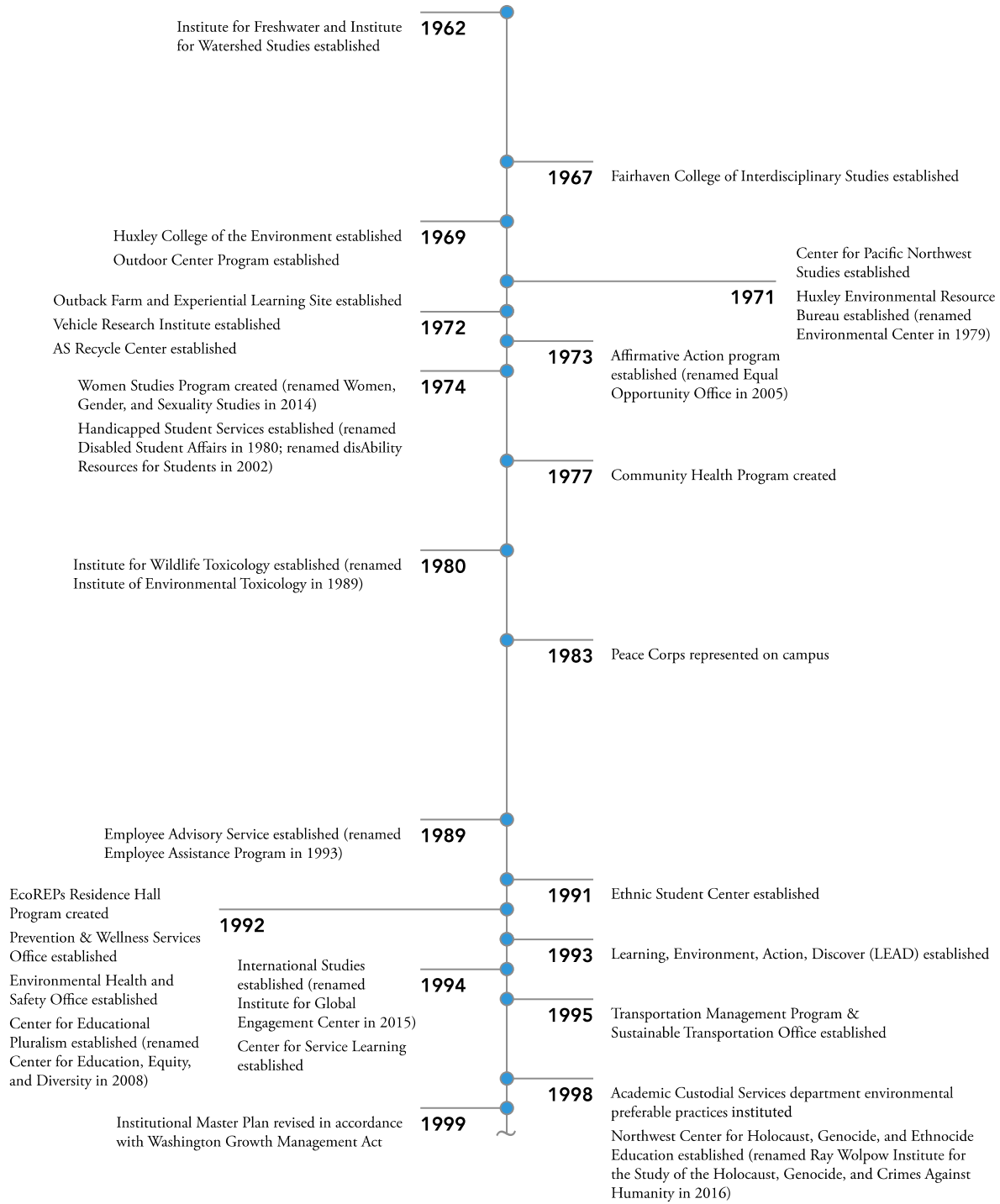
- PA 8 Committee on Investor Responsibility*
- PA 9 Sustainable Investment*
- PA 10 Investment Disclosure*

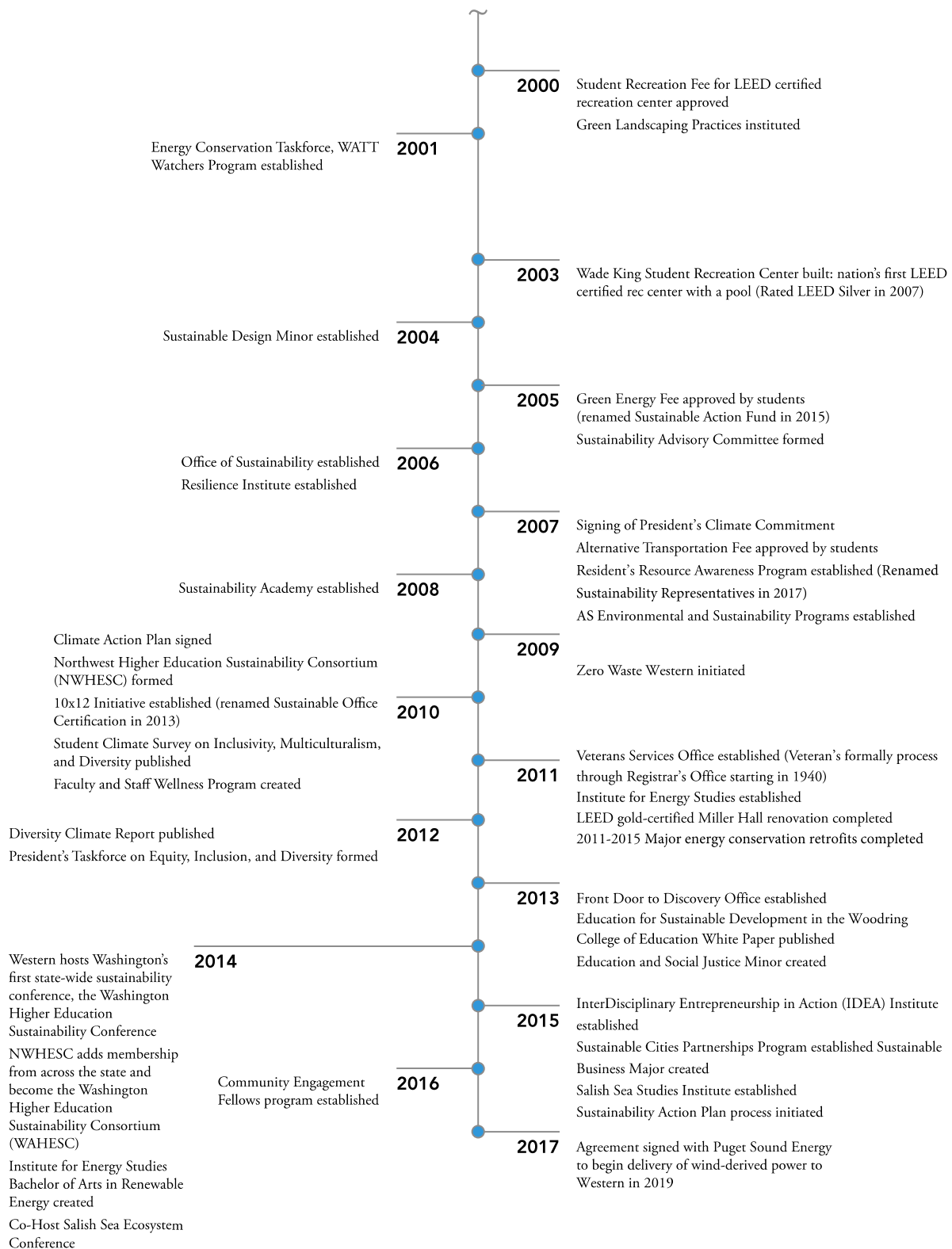
Wellbeing & Work

- PA 11 Employee Compensation
- PA 12 Assessing Employee Satisfaction
- PA 13 Wellness Program
- PA 14 Workplace Health and Safety

Appendix E: Sustainability Timeline

This sustainability timeline includes accomplishments from across campus, not particular to any one office or organization, demonstrating Western's vision of sustainability. Accomplishments below relate to credits within the national campus Sustainability Tracking and Rating System, a program of the Association Sustainability in Higher Education.





Appendix F: Engagement Process Overview

Completing Western's first twenty-year Sustainability Action Plan (SAP) required extensive engagement from students, staff, and faculty. After two years of development by ten content-specific teams, a wide range of non-sustainability-specific groups, and the Sustainability Advisory Committee, this plan has come to fruition. We worked not only with university-specific departments and committees, but with affiliated offices and departments on campus, as well as off-campus organizations, business and government agencies.

April 2014: The Office of Sustainability hosted a campus-wide input event to offer an opportunity for students, staff, and faculty to share their ideas for making a more sustainable Western.

January 2016: The Office of Sustainability hosted an administration input event to provide an opportunity for department decision makers and campus executives to comment on the first draft of the SAP.

April 2016: In conjunction with Earth Day, the Office of Sustainability hosted a second campus-wide input event to allow an opportunity for students, staff, and faculty to comment on the second draft of the SAP.

Spring 2017: Every chapter was reviewed by each chapter lead for content, including a review for social and economic equity topics in need of consideration. The final draft of the SAP was submitted to the Sustainability Advisory Committee for review and comments.

Summer 2017: Community input meetings have begun. They are an opportunity for local organizations, business, and governmental agencies, identified by each of the chapter teams, to discuss: a) where their goals overlap with ours and where we can collaborate, b) what strategies they think we can implement to reach our goal, and c) if there is something that we may have missed.

July 2017: President Sabah Randhawa and University Administration will have the opportunity to review and approve the final draft of the SAP.

Appendix G: Affected Areas by Objective

*Abbreviations defined at the end of this appendix.

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Academic Advising Center, Director			3.2							
Academic and Career Development Services, Director			3.2							
Admissions, Associate Director			3.2							
All-university Programs	4.1									
All Colleges, Deans			2.2 2.3 2.4 3.2							
Alumni Relations and Advancement			3.2							
Communications, Senior Director			3.3							
Assistant Vice President for Human Resources								3.1		
Associate Dean for Students			2.1 2.2 2.5 3.1							
Associate Vice President for Academic Affairs	2.1 2.2 2.3 3.3	4.1 4.2 4.3	1.2					4.1 2.5 2.6 2.7 3.1	2.1 2.5 2.6 2.7 3.1	
Associate Vice President for Business and Financial Affairs										1.1 1.2 3.1 3.2
Associated Students, Board of Directors			3.1		3.3			1.2 1.3 1.5 1.6 2.2 3.2 3.3 4.1 5.1	2.4	

Associated Students, Environmental and Sustainability Programs, Director	2.1
	2.2
	2.3
	2.5
	3.1
	3.3

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Associated Students, Outback Student Coordinator					3.2 3.4					
Associated Students, Outdoor Center Coordinator (WOOT)			1.2							
Associated Students, Outdoor Center Director								2.1		
Associated Students, Student Activities Advisor									1.3 1.4 2.2	
Associated Students, President	1.4	4.1 4.2			3.2					
Associated Students, Vice President	4.1									
Associated Students, Vice President for Student Life			1.1 2.1 2.4							
Associated Students, Vice President for Activities			1.1							
Associated Students Bookstore, General Manager							3.1 3.2 3.3 3.4			
Board of Trustees					2.3 3.3					
Business Services							1.1 1.2 2.1	4.2 4.3 5.1 5.2 5.3 5.4		
Campus Community Coalition, Coordinator			1.2 1.3 2.5							
Campus-wide							1.2 2.1			
Career Services, Director			2.2 3.2							
Center for International Studies		2.4 2.5	1.1							

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Center for Service Learning, Director	1.3	1.1	1.3					4.1		
		1.2	2.2							
		1.3								
		2.4								
		2.5								
		3.2								
College of Business and Economics							3.1			
							3.2			
College of Education, Dean			1.3							
Community Engagement Fellows	1.3									
Compass 2 Campus, Director			1.3							
Department Chairs	1.2									
	3.3									
Department Leads							5.1			
							5.2			
Division Leads								5.1		
								5.2		
								5.3		
								5.4		
disAbility Resources, Director								2.2		
Sustainability Reps			2.5							
Education Abroad, Director								4.1		
Environmental Health and Safety, Director								1.4	2.2	
								2.1	4.1	
								2.2	4.2	
Ethnic Student Center, Director		4.1	1.1							
		4.2								
Extended Education, Director								4.1		
Facilities Development and Capital Budget, Director				1.1				1.2		
				1.2				1.3		
				1.3				1.4		
				2.1				2.2		
				2.2						
				2.3						
				2.4						
				2.5						
				2.6						
				2.7						
				3.1						
				4.1						

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Facilities Management, Director		2.3	2.4	1.1	1.2	1.1		1.1	1.2	
				1.2	1.3	1.2		2.2	1.3	
				1.3	4.1	1.3		5.1	1.5	
				2.1	4.2	1.4		5.2	2.2	
				2.2	4.3	2.1		5.3	2.3	
				2.3		2.2		5.4	4.1	
				2.4		3.1				
				2.5		3.2				
				2.6		4.1				
				2.7		4.2				
				3.1		5.1				
				4.1		5.2				
				5.1		5.3				
				5.2						
				5.3						
				6.1						
Facilities Management Building Services									1.1	
									1.2	
									1.4	
									2.2	
									3.2	
Facilities Management Fleet Services								3.3		
								5.1		
								5.2		
								5.3		
								5.4		
Faculty	1.4									
	2.2									
Faculty Senate									1.4	
									3.1	
Fairhaven College, Dean			2.1		3.1					
			2.4		3.2					
Food Working Group					3.4					
Front Door to Discovery, Director		2.6								
General (anybody who does sustainability-related programming)			2.3							

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Grounds Shop						1.1 1.2 1.3 1.4 2.1 2.2 3.1 3.2 4.1 4.2 5.1 5.2 5.3				
Housing, Director					2.3					
Huxley College, Dean			1.1 2.2							
IDEA Institute, Director			2.2							
Institute for Energy Studies, Director			3.2	1.1 1.2 1.3 2.1 2.2 2.4 2.5 2.6 2.7 3.1						
Institute for Global Engagement, Director								4.1		
International Student and Scholar Services, Director								4.1		
LEAD Program, Coordinator										
Libraries, Director of Collections						4.1 4.2 4.3				
Libraries, Subject Librarians						4.1 4.2				
Native American Student Union, Faculty Advisor		4.1 4.2								
New Student Services/Family Outreach, Director	1.1		1.2							
Office for Research and Sponsored Programs, Director	2.2 2.3									
Office of Survey Research, Director			3.3					1.1		

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Office of Sustainability, Director	4.1	2.5	1.1	3.1	1.3			4.1	2.1	
		2.6	2.1		2.1			4.2	2.2	
		3.1	2.3		2.4			4.3	2.5	
			2.4		3.1			5.1	2.6	
			2.5		4.1				2.7	
					4.2				2.8	
					4.3				3.1	
					4.4				3.2	
Office of University Residences, Associate Director for Residence Life									1.2	
									2.2	
									2.5	
									3.1	
Office of University Residences, Director									3.2	
Office of University Residences, Director									1.2	
									2.2	
									2.5	
									3.1	
Parking Services, Manager									3.2	
Provost and Vice President for Academic Affairs										
Provost's Council										
Public School Employees (PSE)										
Recycling Center, Operations Supervisor										
Reservations/Event Services, Manager										
Residence Hall Association										
Sustainability Reps, Program Coordinator										

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Resilience Institute, Director								1.4		
Respective Deans	1.4									
	2.2									
SMATE, Director	4.2									
Space Administration								2.2	4.3	
Student Clubs			2.4							
			3.1							
Student Employment Center, Manager						5.1				
Students for Sustainable Food					3.1					
Students for Sustainable Water									2.4	
Sustainable Studies Minor, Academic Program	1.1									
Director	3.1									
Sustainable Transportation, Program Manager								1.1		
								1.5		
								1.6		
								2.1		
								2.2		
								3.1		
								3.2		
								3.3		
								4.1		
								4.2		
								4.3		
Sustainability Action Fund, Coordinator			2.4						1.1	
			3.1						1.5	
Sustainability Curriculum Committee				6.1						
Telecommunications Services, Director								3.1		
Travel - TEM Services, Specialist								3.3		
								4.1		
								4.3		
United Faculty of Western Washington (UFWW)								3.1	1.4	
									3.1	

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
University Dining Services, Director					1.1				2.2	
					1.2				3.2	
					1.3					
					2.1					
					2.2					
					2.3					
					2.4					
					3.1					
					3.2					
					3.3					
					3.4					
					4.1					
					4.2					
					4.3					
					4.4					
University Dining Services, Executive Chef					3.2					
University Police/Public Safety, Director								1.4		
								2.1		
University President		4.1								
		4.2								
Urban Design Studio					4.1					
Vehicle Research Institute, Director					3.2					
Vice President for Business and Financial Affairs	2.1	2.4	1.1	1.1	1.1			1.1	1.1	
	2.3		1.2	1.3	1.2			1.2	1.2	
			1.3	2.4	1.3			1.3	1.4	
			2.1		1.4			1.4	1.5	
			2.2		2.1			2.1	2.2	
			2.3		2.2			2.2	2.3	
			2.4		3.1			3.1	2.4	
			2.5		3.2			3.3	3.1	
			2.6		4.1			4.1	3.2	
			2.7		4.2			4.2	4.1	
			3.1		5.1			4.3	4.2	
			4.1		5.2			5.1		
			5.1		5.3			5.2		
			5.2					5.3		
			5.3					5.4		
			6.1							

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
Vice President for Enrollment and Student Services	1.1	2.1 2.2	2.1 2.5 3.1 3.2	BE	1.1 2.3 3.1 3.2	5.1		4.1	1.1 1.2 1.3 2.5 2.6 3.1 3.2	
Vice President for University Advancement			3.2 3.3					4.1		
Vice President for University Relations and Marketing		1.1 1.2 1.3 3.1	3.2	5.1 5.2 5.3		1.1		1.1 1.2 1.3 1.4 1.6 4.1	3.1	
Vice Provost for Extended Education		2.4 2.5 3.2	1.1 1.3					1.5 1.6		
Vice Provost for Information Technology/CIO								3.1	4.3	
Vice Provost for Research	2.2 2.3		2.4 3.3							
Vice Provost for Undergraduate Education	1.2 1.3 1.4 3.1 4.1	1.1 1.2 1.3 2.1 2.2 2.4								
Viking Union, Director									1.3 1.4 2.2 3.2	
Viking Union Student Activities, Director			1.1							
Washington Federation of School Employees (WFSE)								3.1	1.4 3.1	
WWU Foundation	3.1 3.2 4.2									2.1 2.2 2.3 2.4 2.5 2.6 3.1 3.2

Affected Areas (campus based)	CR	CCE	SL	BE	DS	G	P	T	W	I
WWU Legislative Liaison										4.3
Young Alumni, Director			3.2							
Zero Waste Western, Coordinator					4.1				1.4	
					4.2				2.1	
					4.3				2.2	
					4.4				2.5	
									2.6	
									2.7	
									2.8	
									3.1	
									3.2	

Abbreviations:

Curriculum and Research (CR), Campus and Community Engagement (CCE), Student Life (SL), Built Environment (BE), Dining Services (DS), Grounds (G), Procurement (P), Transportation (T), Waste (W), Investments (I)

Appendix H: Sustainability Advisory Committee

CO-CHAIR: John Furman,
Director, Facilities
Management

**CO-CHAIR: Steve
Hollenhorst,** Dean, Huxley
College

Eric Alexander, Associate
Dean for Student
Engagement & Director of
Viking Union, VU Operations

Edoh Amiran, Assistant
Professor, Mathematics

Carol Berry, Campus
Conservation & Sustainable
Transportation Program
Manager, Office of
Sustainability

Gary Bornzin, Retired
Faculty, Fairhaven College

Mark Brovak, Senior Director
and Chief Operations Officer,
University Advancement

Paul Cocke, Director of
Communications &
University Relations, Office
of Communications &
Marketing

Kellen Erb, Sustainability
Reps Program Coordinator
(2015-17)

Jade Flores, Student at Large
(2016-17)

Maddie Gavigan-Martin,
Sustainability Reps
Coordinator, Campus
Recreation (2015/16)

Henry Haro, Student at Large
(2016-17)

Leonard Jones, Director,
University Residences,
University Residences

Izzy Juell, Student at Large
(2016-17)

Jacob Keith, Student at Large
(2016-17)

Anna Kemper, AS ESP
Director, Associated Students
(2015-17)

Alice Lazzar-Atwood,
Student at Large (2015/16)

Eric Leonhardt, Associate
Professor, Engineering &
Design

Robert Lopresti, Librarian,
Environmental Sciences/CA-
US Studies/Gov. Info and
Maps

Elizabeth Mckitrick, AS,
Environmental Center
Coordinator

Sue Sullivan, Director,
Environmental Health and
Safety

Seth Vidana, Director, Office
of Sustainability

Grace Wang, Associate
Professor, Environmental
Studies

Dan Warner, Professor,
Accounting

Appendix I: Contributors

Built Environment

LEAD: Scott Dorough,
Campus Energy Manager,
Facilities Management

Eric Leonhardt, Associate
Professor, Engineering and
Design

Sue Sullivan, Director,
Environmental Health &
Safety

Rick Benner, Director,
Facilities/Development/Capital
Budget

Rebekah Paci-Green,
Assistant Professor,
Environmental Studies

Joel Swisher, Director,
Institute for Energy Studies,
Huxley College

Don Burgess, Associate
Professor, SMATE

Pete Stelling, Assistant
Professor, Geology

Terence Symonds, Associate
Director, University
Residences Facilities

John Furman, Director,
Facilities Management

Campus and Community Engagement

LEAD: Travis Tennessen,
Assistant Director, Center for
Service Learning

Wendelin Dunlap, Graduate
Student, Environmental
Education

Victor Nolet, Professor,
Secondary Education

Sura Al-Qudah, Assistant
Professor, Engineering &
Design

Steve Hollenhorst, Dean,
Huxley College

Carmen Rasmussen,
Coordinator CCC & New
Student Program Initiatives,
Enrollment & Student
Services

Nabil Kamel, Assistant
Professor, Environmental
Studies

Curriculum and Research

LEAD: Grace Wang,
Associate Professor,
Environmental Studies

Steve Hollenhorst, Dean,
Huxley College

Nick Stanger, Assistant
Professor, Environmental
Studies

Edoh Amiran, Assistant
Professor, Mathematics

Victor Nolet, Professor,
Secondary Education

John Tuxill, Associate
Professor, Fairhaven College

Dan Warner, Professor,
Accounting

Dining Services

LEAD: Stephen Wadsworth, Resident District Manager, University Dining Services

Abbie Abromovich, Student Sustainability Intern, University Dining Services (15/16)

Patrick Durgan, Executive Chef, University Dining Services

Steven Erbe, Executive Chef, University Dining Services

Brooke Patton, Student Sustainability Intern, University Dining Services (16/17)

John Purdie, Associate Director, Office of University Residences

Rosa Rice-Pelepko, Student, Students for Sustainable Food

David Ruble, Facilities Operations Manager, Office of University Residences

John Tuxill, Associate Professor, Fairhaven College

Dan Warner, Professor, Accounting

Grounds

LEAD: Chris Brueske, Assistant Director, Facilities Management

Gary Hodge, Grounds Supervisor, Facilities Management

Heidi Zeretzke, Lead Gardener, Facilities Management

Investments

LEAD: Craig Dunn, Wilder Distinguished Professor, Business and Sustainability

Mark Brovak, Senior Director and Chief Operations Officer

Scott Dorough, Campus Energy Manager, Facilities Management

Julianna Fischer, Students, Student for Renewable Energy

John Furman, Director, Facilities Management

Maddie Gavigan-Martin, Sustainability Reps Coordinator, Campus Recreation

Galen Herz, Student, Students for Renewable Energy

Steve Hollenhorst, Dean, Huxley College

Anna Kemper, AS Environmental & Sustainability Programs Director

Brian Sullivan, Assistant Vice President, Business and Financial Affairs

Seth Vidana, Director, Office of Sustainability

Procurement

LEAD: Pete Heilgeist,
Director Business Services,
Chief Procurement Officer,
Office of Business Services

Maureen Christman,
Procurement Specialist,
Purchasing

Peg Godwin,
Manager, A.S. Bookstore

Jack Herring, Central Services
Supervisor, Equipment
Inventory

Julie Larmore, Assistant
Director, Facilities Financial
and Business Services

Liz Linke, Office Assistant,
Business Services

Andrea Peterson, Associate
Dean of Libraries, Western
Libraries

Andrea Rodger, Contract
Specialist, Contract
Administration

Sarah Schmidt, Secretary
Senior, Business Services

Brian Sullivan, Assistant Vice
President, Business and
Financial Affairs

Hal Verrell, Assistant
Director, Purchasing

Samantha Zimmerman,
Program Specialist, Travel
Services

Student Life

LEAD: Eric Alexander,
Associate Dean for Student
Engagement & Director of
Viking Union, VU Operations

Carol Berry, Campus
Conservation & Sustainable
Transportation Program
Manager, Office of
Sustainability

Ticika Dominick, AS
Environmental and
Sustainability Programs,
Environmental Justice
Coordinator

Kellen Erb, Sustainability
Reps Program Coordinator

Maddie Gavigan-Martin,
Sustainability Reps
Coordinator, Campus
Recreation

Jack Herring, Dean,
Fairhaven College

Julia Henson, AS
Environmental Center
Coordinator

Anna Kemper, AS ESP
Director, Associated Students

Hillary Landers, AS
Environmental and
Sustainability Programs,
Community Outreach and
Volunteering Coordinator

Pete Lockhart, Assistant
Director Facilities
Management, Campus
Recreation

Greg McBride, Assistant
Director Viking Union
Facilities, Students Activities

Emma Palumbo, AS VP for
Student Life, Associated
Students

Dave Ruble, Facilities
Operations Manager
University Residences

Hannah Spencer, Student,
Students for Renewable
Energy and Sustainability
Reps

John Tuxill, Associate
Professor Fairhaven

Transportation

LEAD: Carol Berry, Campus Conservation & Sustainable Transportation Program Manager, Office of Sustainability

Jesse Atkins, Program Specialist, Facilities Management

Laura Bruhns, Secretary Lead, Student Outreach Services

Galen Herz, Student, Students for Renewable Energy

Jacob Kinser, Program Coordinator, disAbility Resources

Tom Krabbenhoft, Program Manager, Facilities Management

Eric Leonhardt, Associate Professor, Engineering and Design

Kay McMurren, Student Transportation Program Support Supervisor, Transportation Services

Krista Mantello, Program Support Supervisor, Education Abroad

Rachael Morris, Sustainable Transportation Program Assistant, Transportation Services

Travis Tennesen, Assistant Director, Center for Service Learning

Jillian Trinkaus, Sustainable Transportation Program Assistant, Sustainable Transportation

Ethan Wise, Student Alternative Transportation Coordinator, Associated Students

Samantha Zimmerman, Program Specialist, Travel Services

Waste

LEAD: Gwen Larned, Zero Waste Western Coordinator, Office of Sustainability; Student

Marisa Fernandez, AS Recycle Center Education Coordinator

Wayne Galloway, Manager Custodial Operations, Facilities Management

Dave Keeney, Safety Officer, Environmental Health and Safety

Molly Reetz, Zero Waste Western Assistant Coordinator, Office of Sustainability; Student

Sue Sullivan, Director, Environmental Health and Safety

Equity, Inclusion, and Diversity

Tim Costello, Director,
Center for Service Learning

Karen Dade, Associate Dean,
Woodring College of
Education

Nick Sanchez, Employment
Inclusion Manager, Human
Resources

Shar Sarte-Prince, Program
Manager, Special Education

Shari Robinson, Director,
Counseling Center

Additional Contributors

AUTHOR: Susanna Hamilton,
Sustainability Action Plan
Coordinator, Office of
Sustainability

EDITOR: Johnathan Riopelle,
Sustainability Action Fund
Coordinator, Office of
Sustainability

GRAPHIC DESIGN: Derek
Bryson, Graphic Designer,
University Communications
and Marketing