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# **Campus Sustainability Council Goals and Recommendations to the President**

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January 7<sup>th</sup>, 2019

CAMPUS SUSTAINABILITY COUNCIL  
COLORADO COLLEGE  
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## Color Legend

- Black – Original Text from FY15
- Green – Completed
- Blue – New Text from FY16 Onwards

## Executive Summary

The Colorado College Campus Sustainability Council, appointed each academic year by President Jill Tiefenthaler, was asked to form broad goals relating to sustainability for our campus at the beginning of the 2015-16 academic year. The charge for the 2018-2019 academic year is to further revise and update these goals. By the recommendation of the Steering Committee the council divided into six sub-committees based on their areas of work and expertise, interest, ability to impact, and work already in progress. Those four sub-committees are: Conservation Campaigns, Investment, Operations, and STARS & Sustainability Planning. Over the course of the first semester, the sub-committees reviewed the college's STARS report and State of Sustainability Update recommendations in order to develop and propose impactful goals for the council to recommend to the President.

Each sub-committee proposed three to four goals that the Steering Committee then reviewed. In that review, it was determined that the proposed goals all broadly supported three main goals that the Steering Committee supports and recommends. Those main goals are as follows:

- Achieve Carbon Neutrality by 2020 as previously committed to in the Campus Climate Commitment (Formerly the ACUPCC). The Steering Committee recommends the following schedule, with the judicious use of carbon offsets in the interim:**
  - Scope 2 Neutrality by 2020<sup>1</sup>
    - Via RECs and/or Power Purchase Agreement and/or direct ownership
  - Scope 1 Neutrality by 2025<sup>2</sup>
  - Scope 3 Neutrality by 2030<sup>3</sup>
    - All offsets locally based or owned by CC
- Reach STARS Platinum by 2020**
  - Simultaneously increase Sierra Cool Schools Ranking
- Increase Sustainability Funding to \$1 Million**
  - Increase funding by any significant amount annually

The individual actions recommended by the sub-committees reinforce these goals and have quantified to the extent possible the necessary involvement, steps toward implementation, foreseeable budget requirements, outcomes towards the main goals, and other possible implications. These actions may change from year to year depending on council makeup, institutional focus, campus interest, available funding, and other reasons.

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<sup>1</sup>Scope 2 emissions are emissions resulting directly from use of purchased electricity

<sup>2</sup> Scope 1 emissions are all emissions owned, generated, and controlled by the college (i.e. - fleet vehicles, central heating plant, etc.)

<sup>3</sup>Scope 3 emissions for the purpose of the college's inventory includes student, faculty, and staff commuting,, air travel, other directly financed travel, solid waste, waste water, office paper purchases, and electrical transmission and distribution losses.

## Completed Goals and Achievements Since 2016

Since the establishment of goals in the 2015-2016 academic year, many of the individual goals have been accomplished. For other goals, some important steps toward completion have been made. Below are some of the accomplishments from the initial recommendations to the president.

### Completed Goals:

- INVESTMENTS
  - ✓ Institutionalize the proxy voting committee and process.
- ACADEMICS & GREEN SCIENCES
  - ✓ Create a database to compile faculty and student research and publications regarding sustainability.
- ADDITIONAL ACTIONS
  - ✓ Provide funding for a full-time paraprofessional or manager in the Office of Sustainability.

### Accomplished Steps Toward Goal Completion:

- OPERATIONS
  - ✓ Inclusion of Sustainability Position/job Descriptions.
  - ✓ Ensuring the new waste/recycle system is incorporated into the new Center for Immersive Learning & Engaged Teaching/Tutt Library renovation.
  - ✓ Complete the first phase of the Waste Minimization and Recycling Improvement Program.
- INVESTMENTS
  - ✓ Creation and development of sustainable investing guidelines.
- COMMUNITY ENGAGEMENT
  - ✓ Creation of a database to track volunteer hours and community partners.
  - ✓ Expand volunteer program through the Office of Sustainability.
  - ✓ Create a monthly reporting procedure for Office of Sustainability team leaders to catalog projects and efforts, and provide successful information.
- ACADEMICS AND GREEN SCIENCES
  - ✓ Streamlining the process of Sustainability Course Designations for more participation.
  - ✓ Assess transportation data from the Environmental Program to estimate the carbon footprint of fieldwork.
  - ✓ Monitor energy use of large equipment and set priorities for replacement.\
  - ✓ Email students, faculty, and staff with monthly reports detailing individual print performance.
- CONSERVATION CAMPAIGNS
  - ✓ Define what a CC “green event” is and develop criteria.
  - ✓ Adapt UC Boulder’s Green Office Program for CC and launch Green Office Program.

## OPERATIONS

❖ **OPERATIONS ACTION #1:** Per proposed funding schedule, increase annual R&R sustainability projects funding by \$250,000, or any significant amount, until \$1 million in annual funding is reached

### ○ INVOLVEMENT

- The Office of Sustainability
- Campus Sustainability Council
- College Administration
- Facilities Services

### ○ STEPS AND IMPLEMENTATION

- **Implement the annual capital budget allocation of \$250,000 for sustainability projects in FY13-14**
- **Increase this amount by \$250,000 or any significant amount, annually until the allocation of the \$1 million is achieved for investing in reducing the carbon footprint emissions of existing facilities as proposed initially**
  - **Begin incrementally increasing funding for sustainability projects in FY19**
  - **The college has very successfully integrated sustainable design solutions into annual capital projects, major renovations, and new construction since 2014 per the college's sustainable Facility Design Guidelines Manual and the Sustainable Operations & Maintenance Guidelines Manual**
  - **Quantify savings from sustainability projects and redirect towards this increased funding**

### ○ BUDGET

- The annual sustainability projects funding has been \$250,000 for FY14, FY15, FY16, FY17, FY18 and is projected to be the same amount for FY19, unless otherwise directed
  - **Incrementally increase the existing \$250,000 budget by any significant amount annually until the allocation of the \$1 million is achieved**

### ○ OUTCOMES

- Stimulate and accelerate the achievement of the college's attainment of carbon neutrality
- Validation that Colorado College is committed to its Strategic Plan, seriously "walks-the-talk", and merits being recognized as a national leader in environmental sustainability
  - Individual sustainability-funded projects will aid in reaching STARS Platinum

### ○ IMPLICATIONS

- Since the 2008 baseline year, utility cost avoidance has been nearly \$4 million
- Additional annual sustainability projects funding would achieve greater cost avoidance

❖ **OPERATIONS ACTION #2:** Sustainable replacement of obsolete facility energy systems: Initiate a process for completing sustainable design studies for replacing energy consumption systems in existing facilities where the systems are beyond end-of-useful life

○ INVOLVEMENT

- The Office of Sustainability
- Campus Sustainability Council
- College Administration
- Facilities Services

○ STEPS AND IMPLEMENTATION

- One strategy *Rocky Mountain Institute* has pioneered is what is known as “zero over time”; The idea is getting existing buildings to net zero energy over time by investing in deep energy efficient retrofits at major points in the life-cycle of a building, when the HVAC systems or major exterior elements need to be replaced
- Facilities Services would identify existing building systems that are obsolete, energy intensive/wasteful, and beyond end-of-useful life
- Facilities Services would determine the condition and operational functionality of existing building systems in order to prioritize those systems most at risk for unplanned failure, or requiring major emergency repairs, or requiring imminent replacement
- Facilities Services, working with engineering consultants, would prepare a strategic plan for specific existing buildings that would identify best-fit energy efficient replacement systems, which would provide opportunities to avoid emergency in-kind replacements; reduce overall building energy-use intensity/carbon footprint; and provide optimal economic life-cycle operational cost savings over the remaining life of the building
- Facilities Services would coordinate with the college administration to identify adequate funding resources for annual phased upgrades and replacement of obsolete, energy intensive/wasteful, and beyond end-of-useful-life systems in existing buildings

○ BUDGET

- With adequate annual sustainability projects funding levels, professional engineering consultants would be contracted to prepare strategic plans for specific buildings; design optimal energy efficient upgrades and replacements of systems; determine incremental annual phasing designed for minimal impact to building usage; and provide optimal maximum life-cycle operating cost savings
  - The current annual capital budget allocation for sustainability projects is \$250,000, which provides \$50,000 in funding for Campus Sustainability Council projects and \$200,000 for campus projects
  - As noted in Operations Action #1, it is requested that the college “increase this amount by \$250,000 or any significant amount, annually until the allocation of

the \$1 million is achieved for investing in reducing the carbon footprint emissions of existing facilities as proposed initially”

- With adequate annual Renewal & Replacement (R&R) capital program funding, major building system replacements could be implemented through annual phasing
  - The annual R&R capital program funding was funded at an adequate level; at or exceeding \$3.4 million, from FY09 through FY15, then reduced to approximately \$3 million in FY16, after completion of the campus mandated ADA improvements program
  - The annual R&R allocations between FY17 and FY19 have been approximately \$3.07 million. If the R&R capital program were funded at the previous \$3.4 million level or more, the college would be better positioned to invest in renewal and replacement of existing building obsolete and beyond end-of-life systems
  - The cost savings from each project investment would provide annual life-cycle operational cost savings to support funding of continued annual building systems renewal and replacement project phasing

#### ○ OUTCOMES

- Stimulate and accelerate the achievement of the college’s attainment of carbon neutrality
- A proactive strategic plan and annual phased implementation of renewal and replacement of obsolete, energy intensive/wasteful, and beyond end-of-useful life building systems would reduce the risk of unplanned system failures and disruption of the college academic programs
- Renewal and replacement of obsolete, energy intensive/wasteful, and beyond end-of-useful life building systems would improve existing building operational functionality/quality and improve environmental comfort levels
- Renewal and replacement of obsolete, energy intensive/wasteful, and beyond end-of-useful life building systems would reduce annual building operating and maintenance costs
  - The annual savings could be reinvested in the R&R capital planning program to sustain the much-needed phased existing building system renewal and replacement program

#### ○ IMPLICATIONS

- Replacement of building HVAC systems and other energy consuming systems that are obsolete and beyond end-of-life with high performance systems would extend the life of existing buildings and improve the reliability and environment quality for faculty, staff, & students
- Increased energy efficiency will contribute to utility cost avoidance savings and reduce overall building operating and maintenance costs

- Cost savings resulting from the obsolete and beyond end-of-life building systems replacement should assist in providing for additional annual increases in R&R capital funding to address needed building systems renewal upgrades and replacements

○ ADDITIONAL DOCUMENTS

- After building spree, college maintenance spending hits 11 year high – [Click HERE](#)

❖ **OPERATIONS ACTION #3:** Prioritize the installment and upkeep of native and xeriscape landscapes

○ INVOLVEMENT

- The Office of Sustainability
- Campus Sustainability Council
- Campus Design Review Board
- Facilities Services

○ STEPS AND IMPLEMENTATION

- Implement standards for high performing buildings and landscapes to guide the college's efforts on future projects
- Target areas on campus for xeriscaping conversion based on the presence of water-intensive species, underutilized areas, and aesthetic appeal
- Fund at least one xeriscape project annually through the grounds budget (facilities services) or the CSC or a combination of both
- The college has already successfully integrated xeriscaping in various locations on the campus, this effort will further unify these isolated areas

○ BUDGET

- Dedicate at least \$1,000 towards xeriscaping and native landscaping installments and improvements annually

○ OUTCOMES

- Reduce water consumption, use of lawn fertilizers, and water utility bills.
- Display the college's ethos of sustainability to members of the CC community and beyond
  - Contribute to a cohesive landscape aesthetic and image across the campus
  - Native and xeriscaping projects will aid in reaching STARS Platinum

○ IMPLICATIONS

- Since the adoption of the Higher-Performance Sustainability Design Procedures, the College has continued to install water intensive species life Kentucky bluegrass
- Making native and xeriscaping projects a funded priority of the CSC and Facilities Services will guide future landscaping efforts put forth by the college



## ❖ OPERATIONS ACTION #4: Improve accessibility to sustainable transportation

### ○ INVOLEMENT

- The Office of Sustainability
- Campus Sustainability Council
- Facilities Services
- Bike Share
- Bike Co-Op
- [Colorado College Campus Safety](#)

### ○ STEPS AND IMPLEMENTATION

- [Develop and maintain relations between Mountain Metro Transportation Authority, the City of Colorado Springs, the CC Bike Co-Op, and CC's Campus Safety and Parking team](#)
- Increase campus participation in alternative transportation through cooperative events, program incentives, bike-to-work days, etc.
- By FY19, phase-in free electric vehicle charging with the purchase of a semester or annual parking pass in any campus parking lot
- [Allocate at least 2% of spaces in all new or improved campus parking lots or decks to electric vehicle charging stations to meet a growing demand\\* for EVs](#)
  - *\*Current data states 0.7% own and drive an electric car in the US. Predicted 20%-30% increase by 2030*
- [Initiate and maintain involvement in Colorado Springs city PikeCycle program](#)

### ○ BUDGET

- [Initial \\$20,000 allowance to purchase and install two dual-charging electric vehicle stations](#)
- [Budget at least \\$5,000 in every major parking renovation or installation \(40+ spaces\) for electric vehicle charging stations](#)

### ○ OUTCOMES

- [Promoting alternative travel modes and electric vehicle infrastructure will Improve Scope 3 emissions](#)
- [Improved electric vehicle infrastructure will better prepare the college for the shift towards EVs that is already occurring](#)
- Reduce faculty commuting and improve Scope 3 emissions
- Increased STARS performance from reduced Scope 3 emissions and available transportation alternatives

### ○ IMPLICATIONS

- Increase overall sustainable transportation use on campus
- Provide transportation options to students, faculty, and staff who don't have access to other transportation options

❖ **OPERATIONS ACTION #5:** [Continue waste minimization and recycling improvement programs; Waste diversion bins should be implemented in approximately 30 major buildings campus-wide with design adjustments as appropriate for individual buildings by 2020](#)

○ INVOLVEMENT

- The Office of Sustainability
- Residential Life
- Student Eco-Reps
- Facilities Services
- Sustainability Specialist (Landscaping and Grounds)
- Bon Appetit
- Sodexo Staff
- Bestway Disposal

○ STEPS AND IMPLEMENTATION

- [Continue campus-wide replacement of unlabeled gray trash and blue recycle containers in individual rooms to new labeled landfill/trash containers, blue single-stream recycle containers, and green compost containers](#)
- Improve sorting, collection, and pickup processes through better material handling techniques and coordination between parties
  - [Ensure the new waste/recycle system is incorporate into the new Center for Immersive Learning & Engaged Teaching/Tutt Library renovation](#)
  - [Prioritize high-use buildings and formulate an implementation plan to achieve 30 converted campus buildings](#)
  - [Audit the Worner Campus waste pilot project to determine its effectiveness](#)

○ BUDGET

- Using an average allowance of \$15,000 per building for 30 major buildings, the total project cost for implementation campus-wide could be as much as \$450,000
  - [Complete first annual phase of \\$150,000](#)
  - Continue with two more annual phases of \$150,000 each
  - Each building solution will be custom designed and costs determined before implementation

○ OUTCOMES

- Improvements for Scope 3 carbon neutrality

○ IMPLICATIONS

- The college waste stream going into the landfill is actually about 80% recyclable materials
- Room for considerable improvements in waste diversion through education and better processes for waste minimization and proper recycling of waste materials

- According to a student study (Lindsay Miller), there was a 13.1 % reduction in landfill waste with a comparable increase in recycling diversion accredited to the new custom designed MAX-R recycling cabinets in common areas

❖ **OPERATIONS ACTION #6:** Ensure the Office of Sustainability is/continues to be involved in the sustainable design of new building construction

- INVOLVEMENT
  - The Office of Sustainability
  - Campus Planner
  - Design Review Board (DRB)
- STEPS AND IMPLEMENTATION
  - **Create a document with guidelines for sustainable building construction and maintenance: [Facility Higher Performance Sustainability Design Procedures Manual](#)**
  - Integrate guidelines into new construction projects
  - Include a sustainability representative on the DRB
- BUDGET
  - N/A
- OUTCOMES
  - More sustainable and energy efficient buildings
  - Cost savings from sustainability being emphasized at project inception instead of through retrofitting
- IMPLICATIONS
  - Consider future emissions of new construction throughout design phase

❖ **OPERATIONS ACTION #7:** Inclusion of sustainability in position/job description

- INVOLVEMENT
  - The Office of Sustainability
  - Human Resources
  - Office of the President
- STEPS AND IMPLEMENTATION
  - **All job descriptions have been updated as of FY17 to the following language as they become vacant or go through a revision based on job duties**
    - *Demonstrate environmental sustainability by using college resources wisely and supporting the college's sustainability initiatives and innovation*
  - Work to incorporate sustainability, in some capacity, into all job descriptions campus wide

- The inclusion of sustainability into a job description can be tailored if it better suits the position, but should represent the original language proposed by the Office of Sustainability outlined below...
    - *Actively support the college's sustainability goals through this position and through the office/department, this position resides in by using college resources wisely and improving efficiency where possible; and fostering a community that supports a thriving human experience while honoring the economic, social, and environmental narratives of the greater communities our campus resides within.*
  - The college administration and Trustees would likely need to discuss this proposal and its consistency with the Strategic Plan Recommendation 5
- BUDGET
    - N/A
  - OUTCOMES
    - Contribute to STARS rating
    - Contribute to Strategic Plan Recommendation 5: Workplace Excellence
  - IMPLICATIONS
    - Innovative step in improving the sustainable culture and involving the entire college community
    - Engage the college employees in demonstrating the commitment of the college community to the core value related to nurturing an ethic of environmental sustainability
    - The students and local community would observe, experience, learn, and participate with college employees in changing the culture and setting examples for integrating sustainable practices into everyday work and living activities
    - Those positions with specific responsibilities for achieving sustainability related performance goals would have those relevant duties listed by supervisors

## INVESTMENTS

### ❖ **INVESTMENTS ACTION #1:** [Institutionalize the proxy voting committee and process](#)

- INVOLVEMENT
  - Student Co-Chair
  - Faculty/Staff Co-Chair
- STEPS AND IMPLEMENTATION
  - Develop guidelines to recommend proxy votes based upon
    - Voting record – historical record on past voting trends on issues pertaining to sustainability
    - Compile data on individual companies to make available to voting members
  - Development of proxy voting engagement strategy
    - Standardize strategy to engage companies on specified issues
    - Streamline communication and voting process
    - Coordinate proxy voting timelines and procedures through Assistant VP of Finance
- BUDGET
  - No budget needed; investment subcommittee already exists through the Campus Sustainability Council
- OUTCOMES
  - Improve STARS rating
- IMPLICATIONS
  - Provide mechanisms to ensure that notices are reviewed and voted on according to established guidelines, including socially responsible guidelines
  - Engage stakeholders who may not otherwise be in a position to participate in proxy voting processes

### ❖ **INVESTMENTS ACTION #2:** [Investigate Portfolio 21 Fund performance under management of Colorado College Investment club](#)

- INVOLVEMENT
  - Campus Sustainability Council Investment Subcommittee
  - CC Investment Club
- STEPS AND IMPLEMENTATION
  - Establish guidelines for Environmental, Social, and Governance (ESG) investments
  - Engage with Faculty and Assistant VP of Finance throughout this educational and sustainable project

- Use any profits to establish a grant/research position to study CC's overall investments with an eye towards sustainability

○ BUDGET

- Portfolio 21

○ OUTCOMES

- Improve STARS ratings
- Learn the possibilities and benefits of responsible investing
- Provide support for sustainable work or study to lower-income students

○ IMPLICATIONS

- Potential to increase donor funds if sustainable investment options exist
- Opportunity to investigate and increase investments in socially responsible fund

❖ **INVESTMENTS ACTION #3:** Creation of a Sustainable Investment Advisory Committee after study of Portfolio 21 performance

○ INVOLVEMENT

- Could involve a number of people and groups depending on final strategy
  - Assistant VP of Finance
  - Senior VP of Finance
  - Individual Board Members
  - Investment subcommittee (CSC)
  - Investment Club Faculty Advisor

○ STEPS AND IMPLEMENTATION

- Identify channels and develop timelines for making investment recommendations, what the proper procedure is for recommending (changing investments, new investments, etc. and their timelines)
  - Identify appropriate parties
  - Develop charge and reporting structure to advance responsible investments
- Creations and development of sustainable investment guidelines
- Define “responsible investments” and advise the board

○ BUDGET

- N/A

○ OUTCOMES

- Improve STARS ratings

○ IMPLICATIONS

- Implications on all of the divestment conversations and discussions
- Shift from divestment to a socially responsible investment

- Educational opportunity for students to gain experience in investing

#### ❖ **INVESTMENTS ACTION #4:** [Create a sustainably invested sidecar endowment](#)

- INVOLVEMENT
  - [Board of Trustees](#)
  - [President of CC](#)
  - [Office of Finance](#)
  - [Office of Advancement](#)
- STEPS AND IMPLEMENTATION
  - [Board of trustees votes to establish this sidecar endowment](#)
    - [A designated account is created by the Office of Finance](#)
  - [The President and Office of Advancement highlight this fund within their capital campaigns](#)
  - [The Board of Trustees asks Monticello Associates to recommend managers for the fund](#)
    - [As the fund grows better managers can be accessed](#)
- BUDGET
  - [Minimal to none outside of the capital campaign gifts](#)
- OUTCOMES
  - [Allows for donors to give to a responsibly invested fund](#)
  - [Improves STARS rating](#)
  - [Returns can be monitored in comparison with overall endowment](#)
- IMPLICATIONS
  - [If returns are acceptable some endowment funds can be shifted to the sidecar endowment](#)
  - [Encourages donors excited about responsible investing](#)

#### ❖ **INVESTMENTS ACTION #5:** [Hire an impact/ESG/sustainable investment firm to invest a portion of the endowment with](#)

- INVOLVEMENT
  - [Board of Trustees](#)
  - [President of CC](#)
  - [Office of Finance](#)

- STEPS AND IMPLEMENTATION
  - Board of Trustees asks Monticello Associates to recommend impact/ESG/sustainable investment managers
  - While maintaining appropriate levels of risk and appropriate return, the Board of Trustees votes on which investment firms to hire and how much money to invest with them
    - There is no monetary goal to allow flexibility but the more the better
    - The endowment funds currently invested with ESG Energy and Yorktown Energy Partners (major fossil fuel investors currently managing some of the endowment) would be good funds to allocate to these new managers
- BUDGET
  - N/A
- OUTCOMES
  - Improves STARS rating
  - Potential for increased endowment returns and lowered long-term risk
- IMPLICATIONS
  - Moves away from divestment to focus on positive investing
  - CC begins to align endowment practices with on campus sustainability goals

❖ **INVESTMENTS ACTION #6:** The Sustainable Investment Advisory Committee and the Board of Trustees collaboratively write a socially responsible investment byline to be included within the endowment investment policy

- INVOLVEMENT
  - Board of Trustees
  - Sustainable Investment Advisory Committee
- STEPS AND IMPLEMENTATION
  - Sustainable Investment Advisory Committee and interested board members draft a potential socially responsible investment byline
    - The focus of this should be on how endowment investment practices consider the pressing issue of climate change
  - The board of trustees votes to include this within the endowment investment policy
- BUDGET
  - N/A
- OUTCOMES
  - Improves STARS rating
  - Future managers are hired with this byline considered
    - Leads to a more socially responsible endowment overall



○ IMPLICATIONS

- CC begins to align endowment practices with on campus sustainability goals
- While maximizing returns should be the ultimate goal of the endowment, this will also ensure that the implications of the investments are considered

## ENGAGEMENT

### ❖ **ENGAGEMENT ACTION #1:** [Track student community engagement hours and create reporting outlet for public accountability and transparency](#)

- INVOLVEMENT
  - CCE
  - Communications Office
  - Outdoor Education
  - Office of Sustainability
  - BreakOut
  - Community Partners
- STEPS AND IMPLEMENTATION
  - [Create or find a database to track volunteer hours and community partners](#)
  - Track volunteer hours in each office, department, program, and unit
  - [Work with the CCE to access student engagement hours reported through Summit](#)
  - [Utilize Summit as a tracking resources for Office of Field Study, Outdoor Education, and Break Out events as well](#)
  - [Create single repository for all aggregated Summit data on student community engagement hours and make accessible to the public](#)
- BUDGET
  - [Funds may be required to add new Summit features and/or create system for data aggregation](#)
- OUTCOMES
  - Improve STARS rating
- IMPLICATIONS
  - Grow and encourage volunteer base
  - Create awareness of differing social status and relevant social and environmental issues in Colorado Springs
  - Foster positive relationship with outside community

### ❖ **ENGAGEMENT ACTION #2:** [improve communication about Colorado College's sustainability efforts to Colorado Springs community and community partners](#)

- INVOLVEMENT
  - Office of Sustainability Marketing/Communications Intern
  - Communications Office
  - Public media outlets (i.e Colorado Springs Gazette, Colorado Springs Independent, KRCC Radio)

○ STEPS AND IMPLEMENTATION

- Utilize projects like library and East Campus Project to mobilize student involvement
- Utilize multiple social media platforms such as Facebook, Instagram, and the Colorado College website to increase visibility of Office of Sustainability and CSC projects
- Expand volunteer program through Office of Sustainability
- Create a monthly reporting procedure for Office of Sustainability team leaders/CSC co-chairs to catalog projects and efforts, and provide successional information
- Use online sustainability tour to promote broader efforts of the Office of Sustainability
- Establish a clear line of communication with the student trustee
- Collaborate with journalists at public media outlets to publicize Colorado College sustainability efforts to a wider audience
- Invite community members to attend sustainability programming on campus by advertising through public media outlets
- Host campus sustainability tours open to the public on a blockly basis, and advertise tours through public media outlets, rather than through channels typically only accessed by the campus community

○ BUDGET

- Catering budget to create a welcoming environment for community members attending on-campus sustainability programming

○ OUTCOMES

- Through increased visibility of ongoing sustainability efforts, create opportunities for collaboration with off-campus partners to improve STARS community engagement performance

○ IMPLICATIONS

- Remove barriers to campus-wide participation in sustainability efforts
- Increase Office of Sustainability and Sustainability Council presence on campus
- Promote student involvement with sustainability efforts
- Create project accountability
- Improve off-campus perception of CC through increase transparency and collaboration
- Improved communication and collaboration with off-campus partners such as Colorado Springs Utilities has the potential to improve STARS energy performance as well

❖ **ENGAGEMENT ACTION #3:** [Host collaborative events through the Office of Sustainability, Campus Sustainability Council, and other on- and off- campus organizations to discuss important sustainability issues with stakeholders from the community](#)

○ INVOLEMENT

- Office of Sustainability

- Campus Sustainability Council
  - Office of Sustainability Community Engagement Intern
  - Community Partners
- STEPS AND IMPLEMENTATION
    - Host open house-type event first block each year recapping prior-year's progress
    - Announce co-chairs and projected efforts for the year
    - Host community forum discussion once per semester on sustainability topics, with speakers from relevant community organizations to guide discussion
    - Utilize community forum to discuss importance of various sustainability topics to community stakeholders, and ways in which Colorado College can contribute to city or community sustainability efforts
    - Use eighth block meeting as celebration and final feedback gathering forum
- BUDGET
    - Catering budget dependent on projected number of attendees
    - Budget for speaker fees, if requested
- OUTCOMES
    - Improve community engagement STARS category
- IMPLICATIONS
    - Increase Office of Sustainability and Sustainability Council presence on and off campus
    - Promote student involvement and public engagement with sustainability efforts.
    - Improve relationships with off-campus community partners and stakeholders by listening and responding to community concerns and priorities
    - Create opportunities for positive collaboration with community partners
    - Position Colorado College as key figure in city sustainability efforts by hosting widely attended community forums on sustainability issues

## ACADEMICS & GREEN SCIENCES

### ❖ **ACADEMICS ACTION #1:** Continue to develop the list of courses applicable for the sustainability minor

- INVOLEMENT
  - Associate Dean of the Faculty
  - Office of Sustainability Academics and Curriculum Development Intern
  - CC Faculty
  
- STEPS AND IMPLEMENTATION
  - Re-format the sustainability designation application to present a minimal burden to faculty
  - Have Office of Sustainability Curriculum Intern comb course catalog for obvious courses and seek faculty approval for tagging as T1 or T2
  
- BUDGET
  - Intern time for identifying potential courses
  
- OUTCOMES
  - Improve STARS rating under curriculum
  
- IMPLICATIONS
  - This is a critical step in creating a robust Sustainability Minor at CC
  - Provide students with a sustainability literacy as part of their education

### ❖ **ACADEMICS ACTION #2:** Provide necessary support to the Sustainability Minor

- INVOLEMENT
  - Office of Sustainability
  - Academics Subcommittee
  - Curriculum Development Intern
  - Dean's Office
  
- STEPS AND IMPLEMENTATION
  - The subcommittee will reevaluate the status of the minor
    - This will involve reopening the dialogue with people who were involved previously, including the Dean's Office and the Office of Sustainability Curriculum Development team
  - As the minor approval process progresses, we would like to collaborate with Associate Dean of Faculty and others involved

- BUDGET
  - N/A
- OUTCOMES
  - Broader participation further improves STARS performance
- IMPLICATIONS
  - Development of broader stakeholder base and increased involvement in minor development and refinement process

❖ **ACADEMICS ACTION #3:** Create a database to compile faculty and student research and publications regarding sustainability

- INVOLVEMENT
  - STARS Intern
  - Communications
  - ITS
  - CC Faculty
  - Library Staff
- STEPS AND IMPLEMENTATION
  - Create a site that lists research papers, and publications by CC students and faculty specific to sustainability
  - This could be done internally by Communications Intern or potentially with ITS or with library staff
- BUDGET
  - Intern time
- OUTCOMES
  - Increase STARS rating
- IMPLICATIONS
  - Beneficial to the Office of Sustainability, admissions, students seeking thesis advisors, alumni, etc.

❖ **GREEN SCIENCE ACTION #1:** Make Olin Hall's replacement/renovation a net zero laboratory building

- INVOLVEMENT
  - Science faculty
  - Technical directors
  - Project architects

- Facilities department
- Green Science Committee

○ STEPS AND IMPLEMENTATION

- Develop concrete goals for energy intensity for existing and future buildings (this could be a separate goal)
  - The most important step is for the administration to adopt the aim of net zero or the highest level of energy efficiency possible for the new science building that replaces Olin Hall (and for all new building projects)
  - [Research existing green labs](#)
  - Instill a culture of sustainable behaviors in labs across campus

○ BUDGET

- Budgets for net-zero energy buildings depend on end-use, but are significantly less if the building is designed as a system to achieve net-zero from the beginning, rather than as an add-on
- Lifecycle costs are drastically reduced in most cases, even when considering up-front capital costs

○ OUTCOMES

- Significant step closer to the goal of carbon neutrality
- Boost STARS ratings in the “buildings and operations” category and distinguish us from other institutions

○ IMPLICATIONS

- Reductions in energy use leads to ecological sustainability by limiting carbon emissions
- Energy reductions lead to economic savings
- Opportunities for education about sustainability and environmental issues

❖ **GREEN SCIENCE ACTION #2:** Develop effective communication between science faculty and facilities department personnel, in order to maximize the efficiency of energy use in existing lab buildings without compromising research or teaching

○ INVOLVEMENT

- Science Department
- Facilities Services
- Green Labs Subcommittee

○ STEPS AND IMPLEMENTATION

- Develop concrete channels of communication and feedback mechanisms regarding proposed energy and facilities changes in lab spaces in order to solicit information from end users

- BUDGET
  - N/A
- OUTCOMES
  - Expedite and facilitate the reduction of Scope 1 and 2 emissions to reach carbon neutrality
- IMPLICATIONS
  - Increase efficiency of lab spaces
  - Reduce callbacks and return-to-previous-state requests that require additional facilities personnel time
  - Improve relations between Facilities Services and faculty

❖ **GREEN SCIENCE ACTION #3:** Research and implement measures to reduce the carbon footprint of field science, with the long-term goal of offsetting carbon emissions from field science

- INVOLVEMENT
  - Field science departments
  - Campus Sustainability Council
  - Office of Sustainability
  - Office of Field Study
- STEPS AND IMPLEMENTATION
  - **Assess transportation data from the Environmental Program to estimate the carbon footprint of fieldwork**
  - Work with faculty in the Environmental Program to reduce the carbon footprint of field trips and field research where possible
  - Monitor effects, and expand best practices to all field science programs
  - Research possibilities for ecologically legitimate carbon offsets, preferably local and with pedagogical value
- BUDGET
  - Reductions could vary in cost, ranging from cheap measures such as introducing recycling/compost collection during field trips to significantly more expensive steps, such as adding more “veggie vans” to our transportation fleet
  - Offsets may actually be cheaper overall, given that carbon footprint of field science for the environmental program is fairly small (ranging from 1 to 4 metric tons of CO<sub>2</sub> per semester)
  - We will explore funding options through Campus Sustainability Council, the EcoFund, individual departments, and other sources
- OUTCOMES
  - Reduce Scope 1 and 2 emissions to reach carbon neutrality



- IMPLICATIONS
  - Ecological impacts of reducing/offsetting carbon emissions
  - Enhance CC's unique field trip program, educational potential in reducing and/or offsetting these emissions
    - A local carbon offset program could be used as a teaching tool in courses
  - Collaboration with faculty and students will encourage creativity and innovation

❖ **GREEN SCIENCE ACTION #4:** Reduce the energy use of laboratory science

- INVOLVEMENT
  - Science Department
  - Facilities Department
  - Green Labs Subcommittee
- STEPS AND IMPLEMENTATION
  - **Monitor energy use of large equipment and set priorities for replacement**
  - Promote a pilot program for supplementing the costs of replacing broken instruments with more efficient models using savings from utility budget funds and/or dedicated funds from an increased sustainability budget
  - Investigate the possibility of developing a revolving fund in which energy savings can be recouped by departments and used to fund future projects
- BUDGET
  - Dependent on audit findings and capital equipment costs.
    - We will apply for funding through the Campus Sustainability Council and other sources as well as discuss with administration a revolving fund to pay for equipment through utility savings
- OUTCOMES
  - This contributes to the goal of carbon neutrality by 2020
- IMPLICATIONS
  - Emission reductions
  - Supplementing department funds can have significant effects in terms of reducing the energy required by large lab equipment

## CONSERVATION CAMPAIGNS

❖ **CONSERVATION ACTION #1:** Reduce the number of pages printed on campus on a year-to-year basis.

### ○ INVOLVEMENT

- ITS:
- Conservation Campaigns Subcommittee
- Communications
- [Leadership](#)

### ○ STEPS AND IMPLEMENTATION

- [Contact Chad Schonewill and David white to discuss capabilities of reporting technology](#)
- Develop promotional Materials
  - Screens in Worner
  - [Printing Tip website page](#)
  - Signage near printer
  - [Emails to students, faculty, and staff with monthly reports detailing individual print performance \(# of pages printed, % reduction .increase compared to previous block, individual performance v. CC average. etc\)](#)
  - [Add reports to emails by including amount of CO2 produced from printing, highest # of pages printed in a day, and printing tip within the email](#)
- Begin month-to-month trend tracking
  - [Discern when/why printing peaks occur](#)
  - Develop programs/materials to tackle specific peak times
  - [Determine which departments/staff/faculty are printing the most and if there are ways we can reach out to them](#)
- [Get a clear statement from leadership that we want to reduce printing](#)

### ○ BUDGET

- Promotional materials

### ○ OUTCOMES

- Bolster STARS performance
- Contribute savings that can be used to substantiate sustainability expenditures towards goal of increasing sustainability funding

### ○ IMPLICATIONS

- Substantial reductions on paper consumption
- Save money on paper and ink
- Reduce printer maintenance
- Increase awareness of individual printing habits, especially as compared to other societal norms and access

❖ **CONSERVATION ACTION #2:** Finished development of criteria for Green Evens Program and create an accessible interface to create Green Events

- INVOLEMENT
  - Sodexo
  - Bon Appetit
  - College Events
  - Campus Activities
  - ITS
  - CCSGA
  
- STEPS AND IMPLEMENTATION
  - Define what a CC “green event” is and develop criteria
  - Refine and generalize existing criteria to allow event to select 12 to 16 possible criteria
    - Add technology to exiting criteria
  - Consult College Events and Campus Activities about feasibility and possible funding
  - Apply to 10 events
  - Increase threshold as Green Events becomes normalized
  - Creation of an easy Green Events application that CCSGA and the Student Events Summit can send out, also add the link to Events Management
  - Create platforms in which the OoS can promote Green Events or provide other incentives
  - Volunteers to attend the Student Events Summit to help students fulfill Green Events criteria
  
- BUDGET
  - Additional waste bins, t-shirts for monitors, promotional materials
  - Reusable metal cups for Llamapalooza
  
- OUTCOMES
  - Bolster STARS performance
  
- IMPLICATIONS
  - Improve waste diversion and sustainable purchasing at campus events
  - Remove barriers to campus-wide participation in sustainability efforts

❖ **CONSERVATION ACTION #3:** Certify 40 Green Offices and refine criteria to promote further material and energy efficiency

- INVOLEMENT
  - Conservation Campai Communications Department
  - Academic department chairs
  - Administrative office directors
  - Eco-RAs

- [Office of Sustainability](#)

- STEPS AND IMPLEMENTATION

- [Review UC Boulder's Green Office Program and adapt criteria for CC](#)
- [Collaborate with the Communications Office to design a sign or plaque for certified offices and promotional materials for campaign](#)
- [Launch program](#)
- Collaborate with Communications Office to create promotional material for campaign
  - Develop a communications plan to increase participation
- Discuss criteria with department chairs, solicit suggestions

- BUDGET

- Promotional materials
- Certification signs and plaques

- OUTCOMES

- Bolster STARS performance

- IMPLICATIONS

- Reduction in waste, energy use, etc.
- Improve sustainable living habits in residential halls
- Increase education around low-impact living
- Remove barriers to campus-wide participation in sustainability efforts

❖ **CONSERVATION ACTION #4:** Launch the Green Room Certification program and certify at least 100 student residences

- INVOLEMENT

- Office of Sustainability
- Residential Life
- Eco-RAs

- STEPS AND IMPLEMENTATION

- [Build off program launched 3<sup>rd</sup> block of 2015](#)
- Continue promotional efforts through the Office of Sustainability
- [Review and revise program at end of the year](#)

- BUDGET

- Promotional materials
- Raffle for \$50 gift at end of each semester
- Hall meal for >1/2 certified halls
- Certification signs

- OUTCOMES
  - Bolster STARS performance
  - Reduction in waste, energy use, etc. for Scopes 1, 2, and 3 towards carbon neutrality goal
- IMPLICATIONS
  - Reduction in waste, energy use, etc.
  - Improve sustainable living habits in residential halls
  - Increase education around low-impact living
  - Remove barriers to campus-wide participation in sustainability efforts

❖ **CONSERVATION ACTION #5:** Develop and implement education campaign around proper use of waste center bins and waste sorting

- INVOLVEMENT
  - Office of Sustainability
  - Residential Life
  - Eco-RAs
  - Sodexo
  - Bestway
- STEPS AND IMPLEMENTATION
  - Build off program launched 3<sup>rd</sup> block of 2015
  - Continue promotional efforts through the Office of Sustainability
  - Review and revise program at end of the year
  - [Develop an easily accessible “waste database” that includes items and their proper disposal](#)
  - [Having uniform waste, recycling and compost bins, labels and signage across campus](#)
  - [More education campaigns](#)
- BUDGET
  - Promotional materials
  - [Stickers for bins](#)
  - [Small compost bins for apartments and small houses](#)
  - [Compostable bin bags](#)
- OUTCOMES
  - Bolster STARS performance
  - Reduction in waste for Scope 3 towards carbon neutrality goal
- IMPLICATIONS
  - Reduction in waste

- Improve sustainable living habits in residential halls
- Increase education around low-impact living
- Remove barriers to campus-wide participation in sustainability efforts

## STARS & SUSTAINABILITY PLANNING

### ❖ **STARS GOALS #1:** [Become members of the Workers' Rights Consortium and the Fair Labor Association](#)

- INVOLEMENT
  - Colorado College Administration
  
- STEPS AND IMPLEMENTATION
  - Bring this to the attention of the administration
    - Why are we not already a part of one (or both) of these? Almost all other schools of CC's caliber are affiliates of these organizations
  - Choose one of the two organizations to join
  - Complete the affiliation process
  
- BUDGET
  - Each organization requires fees, but these would hopefully be paid by the CC administration, probably not the CSC.
  
- OUTCOMES
  - 2 full points in the STARS report in future years
  - We would join the list of affiliates along with universities and colleges that are on the same level as CC
  
- IMPLICATIONS
  - These organizations make sure that all Colorado College gear that bears the CC logo is manufactured in safe and healthy work environments through ethically sound practices
  - Shows the CC cares about how everything that has the CC logo is manufactured
  - Puts us in company that we should keep with other colleges of our caliber

### ❖ **STARS GOALS #2:** [Write to AASHE to explain why we deserve the points we are missing from the LEED certification](#)

- INVOLEMENT
  - Facilities
  - Office of Sustainability
  - Director of Office of Sustainability
  
- STEPS AND IMPLEMENTATION
  - Work with facilities to craft a letter explaining the specifics of how our buildings are doing well sustainably

- Explain why we decided to forego the LEED certification to pursue different sustainability measures that were deemed important.
- Ask if any exceptions have been given in previous years to other institutions.

○ BUDGET

- N/A

○ OUTCOMES

- Potential three points additional to STARS report

○ IMPLICATIONS

- That we will not lose points for pursuing sustainable construction that we deem more beneficial than the LEED system

❖ **STARS GOALS #3:** [Annually compile individual reports for each subcommittee detailing initiatives to improve STARS ratings for the following year](#)

○ INVOLVEMENT

- CSC Subcommittees

○ STEPS AND IMPLEMENTATION

- Create a worksheet with the biggest point deficits according to the Ghost worksheet
- Identify aspects of all Intern positions and Subcommittees that points could be increased
- Write a report for each subcommittee with details

○ BUDGET

- N/A

○ OUTCOMES

- Greater understanding between subcommittees
- Allows subcommittees to plan their efforts in order to maximize our STARS score

○ IMPLICATIONS

- That the STARS report is important to each subcommittee
- Whether or not they focus their efforts on projects to help the STARS score is up to them



## ❖ **STARS GOALS #4:** [Annually identify four innovation credits](#)

- INVOLVEMENT
  - Specific members of the CSC STARS Subcommittee
  - Facilities
  - Office of Sustainability Director
  - Office of Sustainability Interns
  
- STEPS AND IMPLEMENTATION
  - Identify which sustainability projects we wish to highlight in the STARS report from the previous year
  - Ask for input from other members of the CSC
  
- BUDGET
  - N/A
  
- OUTCOMES
  - Maintain the four points that we have received in prior years
  
- IMPLICATIONS
  - That this part of the STARS report falls into the hands of the Subcommittee each year, with the help of the STARS intern

## ADDITIONAL GOALS

### ❖ **ADDITIONAL GOALS #1:** Local school energy efficiency and/or renewable energy projects

- CSC continues to support the spirit of this initiative, but is not currently pursuing this as a formal recommendation
  
- INVOLEMENT
  - Office of Sustainability Director
  - Facilities
    - Energy manager
  - Sustainability Council
  - Steering Committee
  - School District Administration
  
- STEPS AND IMPLEMENTATION
  - Engage school district
  - Identify appropriate building/project
  - Develop legal framework for ownership of environmental benefits & project payback
  - Design and install project
  - Communicate innovative strategy to build on success
  
- BUDGET
  - Varies depending on project type and scope; \$10k-\$2M
  
- OUTCOMES
  - Ownership of verifiable carbon offsets towards carbon neutrality
  - STARS Innovation points
  
- IMPLICATIONS
  - Creates community engagement
  - Projects can be selected to provide financial payback and ROI
  - Innovative solution that serves as a nationally innovative model
  - Independent of utility company/grid connection implications

### ❖ **ADDITIONAL GOALS #2:** Create a sustainability category within the college-wide policy list

- INVOLEMENT
  - Office of Sustainability
  - Sustainability Council
  - STARS intern
  - President's Office
  - Board of Trustees (as required)

- STEPS AND IMPLEMENTATION
  - Solicit President's Office with recommendation for implementation
  - Analyze needs and actions and draft framework accordingly
  - Create sustainability grouping
- BUDGET
  - Intern time
- OUTCOMES
  - External metrics like STARS and the Climate Commitment reward written policy
  - Ensures STARS accountability points are achieved
  - Will create ease and efficiency when trying to implement STARS related projects, increasing ratings
- IMPLICATIONS
  - Communication of commitment
  - Continuity of procedures

❖ **ADDITIONAL GOALS #3:** Provide funding for a full-time paraprofessional or manger in the Office of Sustainability

- INVOLEMENT
  - Office of Sustainability Director
  - Associate Dean of the Faculty
  - Human Resources
- STEPS AND IMPLEMENTATION
  - Create an official job description
  - Locate funding
    - Formal budget request is pending
  - Perform job search
- BUDGET
  - Salary
    - Paraprofessional: ~\$25 k/yr plus fringe benefits, FICA, etc. ~\$35 k total
    - Manager: ~\$45 k/yr plus fringe benefits, FICA, etc. ~\$81k total
- OUTCOMES
  - Additional program staff would affect carbon neutrality goal and STARS Platinum goal through increased time to focus on and coordinate these efforts
- IMPLICATIONS

- Provide full-time assistance to sustainability director to oversee growing sustainability efforts across campus
- Ability to continue growth of sustainability efforts across campus
- Improve ability to focus on and achieve carbon neutrality and STARS Platinum
- Paraprofessional position would create an interim career-track position that sets a trajectory and provides professional experience and references beyond the current sustainability intern positions
- Paraprofessional position creates a peer bridge between students and Sustainability Director
- Permanent manager position would allow for continuity in operations
- Program growth further removes barriers to participation

## ADDITIONAL DOCUMENTS

- ❖ **OPERATIONS ACTION #2 DOCUMENT:** After building spree, college maintenance spending hits 11 year high
  - By: James Patterson, Published by Education Drive, Dec. 20, 2018

### *Dive Brief:*

- Colleges' capital investment into existing facilities is at its highest in more than a decade, reaching nearly \$5 per gross square foot in 2017, and more will be needed — even as many colleges face enrollment declines and chronic budget gaps, according to a new report by Sightlines that pulled data from 360 campuses.
- Institutions scrambled to add new buildings in the years following the Great Recession to lure more students, but this "arms race" could leave many colleges "with swollen campus footprints and declining tuition revenues."
- Higher education has had two periods marked by high levels of building construction in the past 125 years, one from 1950 to 1975 and one from 2000 to today. Over the next decade, buildings from both of these periods will require a large amount of capital investment, "whether or not the resources to meet that demand exist," the report notes.

### *Dive Insight:*

Backlogs of needed building maintenance are projected to increase as colleges fail to generate the necessary funds for what the report calls "the largest demand for capital investment that higher education has ever seen."

Other recent reports have warned of similar problems. Colleges and universities have overspent on new construction beyond what enrollment levels required, creating a backlog of maintenance, according First American. The lender suggests that budget squeezes are also keeping some colleges from developing appropriate security measures, implementing new technology on campus and slowing their uptake of energy efficiency measures that would save money over time.

Colleges are already feeling the effects from maintenance backlogs. Missouri's public institutions, for example, need more than \$1.4 billion to fix more than 2,400 buildings, according to a report from the state's higher education department. The agency noted that common issues include failing pipes, crumbling sidewalks, and carpets full of holes.

Likewise, Iowa State University recently found that it has \$436 million in backlogged repairs — findings one campus official called "scary."

And on the West Coast, University of California System campuses have an estimated \$4 billion backlog in maintenance that is resulting in overcrowded campuses and deteriorating roofs and cooling systems, while the California State University System has a similar deferred maintenance backlog of \$3.7 billion.

**Recommended Reading:**  SIGHTLINES 2018 State of Facilities in Higher Education