



PRESIDENT'S  
SUSTAINABILITY COMMISSION  
COLORADO STATE UNIVERSITY

## SUSTAINABILITY STRATEGIC PLAN

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

The purpose of this Sustainability Strategic Plan is threefold:

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

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

- Academics and Research
- Administration and Planning
- Engagement
- Operations

The President’s Sustainability Commission has created this Sustainability Strategic Plan for our entire university community to work towards together and we ask you to join us in our mission to promote and facilitate the effective integration of sustainability across all aspects of the University.

## ACADEMICS and RESEARCH

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

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

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

**Completed Goals:**

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

## ADMINISTRATION and PLANNING

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

<b>Goal #1: Transparent Financial Reporting</b>					
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>	
1.1	Create a financial transparency report for money managed by CSU (similar to what State Treasury provides publicly)	CFO/Lynn Johnson	2021 and ongoing	Publicly available report on CSU website	
<b>Goal #2: Increase positive sustainable investments</b>					
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>	
2.1	Continue to evaluate positive sustainable investments and establish some goals/milestones with the CSU Foundation for STARS 2.2 report.	CSU Foundation	2021	Goals/milestones will be discussed by Foundation Board in September 2021	
2.2	Utilize the CSU research database to generate a list of sustainability-related CSU ventures and spin-offs to share with the CSU Foundation to explore positive sustainable investments related to CSU.	CSU Foundation & CSU Ventures	2021	Discussion will be scheduled at a Foundation Board meeting once the list is received from PSC	
2.3	Collaborate with the CSU Foundation to expand investments in diversity, equity, and inclusion funds and businesses.	CSU Foundation	2021 and ongoing	Record investment expansions	
<b>Goal #3: Create funding mechanisms to grow sustainability infrastructure and initiatives</b>					
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>	
3.1	Support student efforts to establish sustainability-related student fees.	PSC	Ongoing	Approval of student fees	
3.2	Explore funding opportunities to pursue WELL Health-Safety Rating for CSU.	Brian Dunbar	2022	Funds identified and secured	

3.3	Collaborate with Advancement to engage donors on sustainability initiatives and projects.	PSC/Advancement	Ongoing	Track donor engagement for sustainability initiatives
<b>Goal #4: Support and Advocate for Living Wage and Affordable Housing Initiatives</b>				
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>
4.1	Continue to evaluate and maintain a living wage for all CSU employees (including part-time and student staff) in partnership with Classified Personnel Council, Administrative Professional Council, Faculty Council, and Human Resources.	Cabinet & EO/HR	Ongoing	Maintain living wage for all CSU staff
4.2	Support campus efforts to develop affordable housing initiatives for employees.	PSC	Ongoing	Forward progress on affordable housing for CSU employees
<b>Goal #5: Center Social and Environmental Justice in PSC Decision-Making and Initiatives</b>				
5.1	Collaborate with Native American Cultural Center and campus partners to incorporate more indigenous stories, contributions, and programs into sustainability initiatives (i.e., Earth Week, sustainability timelines, fact sheets, etc.).	Tonie	Ongoing	Examples of indigenous stories, contributions, and programs highlighted in sustainability initiatives
5.2	Collaborate with Housing & Dining Services and Rams Against Hunger to relaunch the Ram Food Recovery Program in a model that meets COVID-19 public health guidelines.	Tonie Miyamoto and Mary Liang	Spring 2021	Successful relaunch of Ram Food Recovery Program with COVID-19 restrictions
<b>Goal #6: Collaborate with CSU System Partners</b>				
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>
6.1	Collaborate with the CSU Systems Office to tell CSU's Sustainability story; Seek shared goals and exchange best practices with the other CSU campuses	Jocelyn Hittle	2021	Sustainability included in Systems website, newsletters, and/or materials

**Completed Goals:**

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

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

# ENGAGEMENT

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

<b>Goal #1: Improve and assess <u>employee</u> engagement in CSU sustainability efforts</b>				
	<b>Strategy</b>	<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>
1.1	<p>Recommend/develop opportunities for CSU employees to learn about or be actively engaged with CSU sustainability efforts and initiatives, trainings, peer-to-peer education, department/unit level sustainability committees, PDI sessions, campus events, providing "Sustainability 101 at CSU" through TOD, etc.</p> <p>(Supports related goals in Operations section)</p>	<p>PSC Members: Stacey Baumgarn, Mary Liang</p> <p>Partners: TILT, FM, PTS, TOD, Procurement, any dept. delivering employee trainings that incorporate sustainability</p>	Annually / Ongoing	Documented employee participation in trainings, committees, initiatives, and other activities and events
1.2	<p>Collect/track data on employees who participate in the "Assessing Sustainability Culture Survey" (a campus-wide faculty and staff focused survey that collects data on sustainability literacy, administered biannually by CSU Housing and Dining Services, in conjunction with IRR).</p> <p>Review survey results and analyze for additional strategies to increase employee sustainability awareness and culture at CSU.</p>	<p>PSC Members: All</p>	Biannually / Ongoing	<p>Biannual survey distributed to a representative sample of CSU employees</p> <p>Results analyzed, and strategies developed for future engagement efforts</p>
1.3	Develop a "Sustainability at CSU Handbook" for employees	<p>PSC Members: Allison Vitt, Andrew Warnock, SSC</p>	FY22	Handbook written and electronically distributed widely

<b>Goal #2: Improve and assess <u>student</u> engagement in CSU sustainability efforts</b>				
	<b>Strategy</b>	<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>
2.1	<p>Collect/track data on students who participate in the "Assessing Sustainability Culture Survey" (a campus wide student focused survey that collects data on sustainability literacy, administered biannually by ASCSU DEA).</p> <p>Review survey results and analyze for additional strategies to increase employee sustainability awareness and culture at CSU.</p>	<p>PSC Members: All</p>	Biannually / Ongoing	<p>Biannual survey distributed to a representative sample of CSU students</p> <p>Results analyzed, and strategies developed for future engagement efforts</p>
2.2	<p>Incorporate sustainability throughout Ram Welcome, and other major student-focused events.</p> <p>(Supports related goals in Operations section)</p>	<p>PSC Members: Mary Liang, ASCSU DEA</p> <p>Partners: Zero Waste Team, Orientation &amp; Transition Programs</p>	Annually	<p>Waste diversion results</p> <p>Survey all Ram Welcome booths and assess percentage of booths adopting "Sustainable Tabling" recommendations</p>
2.3	<p>Develop a university-wide database or reporting process to document, track, and assess:</p> <ul style="list-style-type: none"> <li>• student demographics and volunteer hours</li> <li>• percent of students who volunteer</li> <li>• total volunteer hours</li> </ul> <p>Create a volunteering "job board" on RamLink to list volunteer opportunities and encourage use of database through departments and other trainings.</p>	<p>PSC Members: All</p> <p>Partners: SLICE</p>	Ongoing	<p>Database created to track student volunteer hours and demographics</p> <p>Volunteer database created to list volunteer opportunities</p>



2.4	<p>Establish a community service/volunteer graduation requirement for undergraduate students, which is documented on an official transcript.</p> <p>Develop recommendation for PSC to present to CSU Administration.</p>	<p>PSC Members: All</p> <p>Partners: Provost, Registrar's Office, CSU Administration</p>	<p>Long Term / Aspirational</p>	<p>Documented campus commitment</p> <p>Ongoing documentation of service learning and volunteer hours on official transcript hours documented</p>
2.5	<p>Update and promote “Sustainability at CSU Handbook” for students.</p>	<p>PSC Members: ASCSU, SSC</p>	<p>Annually / Ongoing</p>	<p>Annual review of handbook and update as appropriate</p> <p>Ongoing electronic distribution of handbook</p>

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

	Strategy	Who is responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	<p>Develop best practice guidelines and certifications for sustainable university outreach, events, materials, and publications.</p> <p>Create pre/post-event questionnaires to prompt best practices and gauge successful implementation.</p>	<p>PSC Members: Stacey Baumgarn, Allison Vitt, ASCSU DEA</p> <p>Partners: CSU Events, Conference &amp; Event Services, LSC, etc.</p>	<p>Ongoing</p>	<p>Documentation of adopted best practices and certifications</p> <p>Guidance easily found on CSU websites</p>

3.2	<p>Develop recommendation for PSC to present to CSU Administration to strengthen the integration of requirements for Fair Labor Association, Workers Rights Consortium, and/or Fair-Trade criteria into university apparel procurement (where absent).</p> <p>(Supports related goal in Operations section)</p>	<p>PSC Members: Stacey Baumgarn</p> <p>Partners: Athletics, Book Store, Procurement Office, Student Organizations</p>	Ongoing	Updated contract language to include procurement best practices
3.3	<p>Sharing sustainability news, information, and how-to:</p> <ul style="list-style-type: none"> <li>• Gather and add list of channels to share sustainability news / messaging / engagement (a subset of: <a href="https://socialmedia.colostate.edu/social-media-directory/">https://socialmedia.colostate.edu/social-media-directory/</a>)</li> <li>• Write articles about CSU sustainability efforts for CSU SOURCE, CSU Life, The Rocky Mountain Collegian, and other publications to highlight success stories.</li> <li>• Diversify the type and number of success stories written to incorporate all aspects of sustainability.</li> <li>• Outreach as appropriate or partner with sustainability related student organizations <a href="https://green.colostate.edu/student-organizations/">https://green.colostate.edu/student-organizations/</a></li> </ul> <p>(Supports related goals in Operations section)</p>	<p>PSC Members: Mary Guiden, Stacey Baumgarn, ASCSU DEA, SSC</p> <p>Partners: External Relations (Kate Jeracki with CSU Life), Collegian, KCSU</p>	Ongoing	<p>Created list, maintained as current</p> <p>Number of articles written, published, and categorized by subject keywords</p>

### Completed Goals:

- Ongoing – Successful bi-annual distribution of student and employee sustainability culture survey. Assessment and results can be seen here: <https://green.colostate.edu/assessment/>.
- Ongoing – SOURCE, CSU Life, and Collegian articles written and published. Currently tagged as “Sustainability”. More to be captured.
- Summer 2020 – Provided three “Sustainability at CSU” orientation sessions for interested incoming students and their families.
- FY20 – presented 14 “Sustainability 101 at CSU” sessions to campus audiences.
- Fall 2019 – Incorporate land acknowledgement question into student and employee sustainability culture survey.
- Fall 2020 – Developed a "Sustainability at CSU Handbook" for students (posted on websites).
- Jan. 2019 – Created and began delivery of a monthly “Sustainability 101 at CSU” training and information session.
- 2018 & 2019 – Created three campus sustainability guides (posted at <https://green.colostate.edu/campus-sustainability-guides/>): Zero Waste Event Guide, Sustainable Tabling Guide, and the Sustainable Printing Guide

- (Since) 2018 – Initial success with engagement and integration of sustainability practices to “green” Ram Welcome.
- (Since) 2017 – Published two reports of student community service and volunteering participation in 2017 and 2019 for STARS 2.1 reports.
- 2016 – First created and distributed a student-focused (distributed by ASCSU), and employee-focused (distributed by IRR) campus sustainability surveys that demonstrate national best practices in assessing campus sustainability culture (as a separate survey from the Sustainability Literacy Assessment).
- 2016 (and for subsequent STARS reports) – Determined the % of Under Armor apparel with the university logo that meets Fair Labor Association, Workers Rights Consortium, or Fair-Trade certification.

# OPERATIONS

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

<b>Goal #1: Support Energy &amp; Water Efficiency Measures in Buildings/Infrastructure</b>				
<i>Energy use (electricity and natural gas) is by far the largest contributor to the university's GHG emissions. Utility costs for energy &amp; water are some of the largest operational expenses. This goal supports CSU's goal of achieving carbon neutrality by 2050.</i>				
	<b>Strategy</b>	<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>
1.1	<p>High Performance and Inclusive Building Standards and Design:</p> <ul style="list-style-type: none"> <li>Support continuing efforts to 3<sup>rd</sup> party certify all new construction and major renovations (LEED, Green Globes, Energy STAR etc.) with a focus on energy performance and overall IAQ</li> <li>Provide additional support to implement energy &amp; water efficiency and IAQ strategies in existing buildings. Pursue certification of existing buildings to benchmark energy, water and IAQ performance.</li> <li>Support standards developed by the Inclusive Physical and Virtual</li> </ul>	Carol/Stacey /Brian/Tom/ Aaron	Ongoing	<p>Number of 3<sup>rd</sup> party certified buildings. Track EUI (kBtu/SF) and monitor trend</p> <p>University Policy requiring LEED/other certification requirements for new and existing buildings</p>
1.2	<p>Water Efficiency</p> <ul style="list-style-type: none"> <li>Improve water efficiency of both treated and raw water applications on campus</li> <li>Support wider adoption of grey water usage in Colorado</li> <li>Convert treated water use to untreated water use where applicable (leverage water rights of College Lake)               <ul style="list-style-type: none"> <li>Reduce usage of treated water (for irrigation / cooling towers)</li> <li>Water efficient landscapes with smart irrigation</li> </ul> </li> </ul>	Carol	Ongoing	<p>Performance in STARS credit areas related to indoor and outdoor water use intensity</p> <p>WUI (water use index), a metric of water use per sf</p>
1.3	Support conservation/behavioral engagement (supports related goals in Engagement section)	Stacey	Ongoing	Tracking of conservation and behavioral engagement campaigns

1.4	<p>Communications:</p> <ul style="list-style-type: none"> <li>• Develop communications strategy for a broad range of sustainability efforts.</li> <li>• Invest and encourage a sustainability culture within CSU colleges and units. Develop a road show to share the story. Include specifics like High Performance Buildings, Airline Travel, ESRP, CSU Moves Online Transportation Module, Carbon Neutrality from 2050 to 2040, etc. (supports related goals in Engagement section)</li> </ul>	Carol/Stacey	Ongoing	Number of people engaged
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## Goal #2. Resource Utilization

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

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

## Goal #3. Greening Transportation and Fleet Operations

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

	Strategy	Who is responsible?	When should this be accomplished?	What measure(s) will tell us if we are successful?
3.1	Support reduction in GHG emissions from airline travel paid for by the university. Strategies include: <ul style="list-style-type: none"> <li>• Reducing trips</li> </ul>	Air Travel Subcommittee	FY22	Reduction in emissions as measured by the annual GHG inventory

3.2	Support the expansion of the vehicle restriction policy to an “emissions free” zone. Communicate and implement a no idling guideline campus wide – applicable to CSU vehicles and campus vendors and visitors	Facilities PTS	FY23	Resigning of smoke free zone and enforcement of vehicles encroaching or idling
3.3	Support Greening the Fleet through: <ul style="list-style-type: none"> <li>• Support a full utilization of CSU fleet vehicles</li> <li>• Support opportunities to increase efficiencies, introduce alternative fueled vehicles, right-size the fleet, and reduce GHG emissions</li> <li>• Pursue green fleet certification</li> <li>• Pursue strategies like distributed fleet to reduce reimbursements for use of personal vehicles for university business</li> <li>• Additional EV chargers to support employees and distributed fleet</li> <li>• Leverage Fleet Study completed in FY21 to guide conversion of fleet</li> </ul>	Carol/Stacey/Aaron/Tiffany	FY22	Reduce impact of fleet on GHG inventory through improved average mpg of campus fleet vehicles  Reduction of reimbursements for mileage.
3.4	Support the reduction of commuting <ul style="list-style-type: none"> <li>• Improve commuting mode split to reflect an increased adoption of alternative transportation options</li> <li>• Participate in CDPHE rulemaking to support Employer Commuter Reduction Plan</li> <li>• Support the establishment of the West Elizabeth BRT</li> <li>• Support the pursuit of moving our Bicycle Friendly University designation from Platinum to Diamond (the highest level)</li> <li>• Support advancing the goal of Carbon Neutrality from 2050 to 2040</li> </ul>	Aaron	Annual and ongoing	PSC set targets. PTS to lead implementation  Progress toward CAP goals regarding transportation  Improved STARS score related to commuting
3.5	Continue to improve alternative transportation initiatives for any/all events held at the on-campus stadium	Aaron	Ongoing	Successful implementation of bike valet, Bike to the Game, and other sustainable transportation options at new stadium
<b>Goal #4. Sustainable Food</b> <i>Work toward becoming a pioneering leader among academic institutions in sustainable food procurement that support positive economic, environmental, and social impacts for farmers, ranchers, and Colorado communities.</i>				
<b>Strategy</b>		<b>Who is responsible?</b>	<b>When should this be accomplished?</b>	<b>What measure(s) will tell us if we are successful?</b>

4.1	<p>Measure the economic, environmental, and social impacts of our food procurement practices</p> <ul style="list-style-type: none"> <li>• Support continued annual Nitrogen Footprint calculation</li> <li>• Utilizing the FY19 Nitrogen Footprint as a baseline, establish and adopt a nitrogen reduction goal for CSU</li> <li>• Work with CSU's Food Systems group to develop specific goals related to social justice, economic development, and environmental outcomes</li> </ul> <p>Join related initiatives focused on sustainable institutional food procurement</p>	HDS, Eco Leaders, Stacey, Jill Baron, Matt W.	Ongoing	<p>Developed set of sustainable food procurement guidelines</p> <p>Nitrogen Footprint and nitrogen reductions compared to FY19 baseline</p>
4.2	<p>Pursue partnerships to establish food procurement initiatives that support producers and purveyors that support our environmental, conservation, and social justice goals</p> <ul style="list-style-type: none"> <li>• Pursue partnerships within the university and among suppliers to develop standards to meet increasing sustainability and equity standards</li> <li>• Develop a consortium of like-minded institutions to increase our leverage with purveyors</li> <li>• Build partnerships with Extension and others to connect producers across our state with educational materials about food production practices</li> <li>• Explore an optional fee to support sustainable procurement</li> </ul>	Matt W /Becca Jablonksi	Ongoing  2023	Increased procurement of local and third-party certified foods (and improving STARS performance in food credit areas)

**Completed Goals:**

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

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