Elon University

Sustainability Master Plan 2015

Developed by the Office of Sustainability and 2014-2015 Environmental Advisory Council

Introduction

Elon University published its first Sustainability Master Plan in the spring of 2007. The overarching goal of the plan is 'to minimize our impact on the global environment by establishing a carbon neutral university.' Three goals were identified:

1. Elimination of net carbon emissions. The campus should have the goal of becoming carbon neutral within the next 30 years.
2. Inform the campus constituencies (faculty, students and staff) of the issues of sustainability from a variety of perspectives:
   a. Scientific information and implications
   b. Policy factors and implications
   c. Practical living accommodations and changes in behavior
   d. Economic costs and avoidances
3. Identify initiatives that can be undertaken to address the issues of sustainability on the campus

The plan includes over 50 specific recommendations to address the identified goals. At this time, most of those items are complete or underway in some manner. As a result, this updated plan was developed – Sustainability Master Plan 2015.

The guiding definition of sustainability for this plan is:

> *Sustainability explores the dynamic interconnections among environmental, social and economic systems in order to meet the needs of the present without compromising the ability of future generations to meet their own needs.*

This definition is based on the one published in *Our Common Future*, also known as the Brundtland Report, from the United Nations World Commission on Environment and Development (1987) and incorporates the three key elements of sustainability.

The Office of Sustainability and Environmental Advisory Council coordinated the development of this plan. To assist with the development, over 50 key stakeholders were identified and grouped into sixteen topic area focus groups. Each focus group met to discuss past successes and opportunities to further Elon's sustainability initiatives. Each focus group resulted in a set of objectives along with strategies for achieving them and assessment methodologies. These objectives and strategies informed the development of this Sustainability Master Plan. The specific strategies identified may change as needed during implementation. Those listed in the appendix of this Plan, along with a responsible party or parties, are a starting place rather than a defined path.

While many, but not all, of the objectives in this Plan address environmental sustainability, it is important to note that Elon is addressing and supporting social and economic sustainability, as well. For example, The Elon Academy (established in 2007) – a college access and success program for academically promising high school students in Alamance County with financial need and/or no family history of college – clearly supports social and economic sustainability. Another example is the first theme in the Elon Commitment Strategic Plan (published in 2009) – an unprecedented university commitment to diversity and global engagement – which also advances social and economic sustainability. These and several other programs and initiatives that seek to advance social and economic sustainability are not direct topics in this Plan; however, they contribute significantly to the University's overall sustainability efforts.

As a university committed to advancing sustainability on campus, Elon participates in the Sustainability Tracking, Assessment and Rating System (STARS), a transparent, voluntary program that allows colleges and universities to measure and report their sustainability performance. To facilitate monitoring and tracking of Elon's sustainability initiatives, the Sustainability Master Plan 2015 utilizes and is organized by the broad categories in STARS: Operations, Planning and Administration, Engagement and Academics.

Executive Summary

This Plan focuses on the next ten years and continues and builds upon the three primary goals of the initial Sustainability Master Plan by:

- Maintaining the goal of carbon neutrality by 2037,
- Enhancing and expanding programs to educate students, faculty and staff about sustainability and
- Continuing identification and implementation of strategies that support sustainable operations.

To advance the goal of carbon neutrality by 2037, a key focus within sustainable operations is energy reduction and the additional use of non-fossil fuel energy sources. While furthering sustainable operation efforts is essential to achieving Elon's sustainability goals, so too is increasing campus awareness of and engagement in sustainability programs and initiatives. Given this, strategies regarding increasing knowledge of and participation in programs and initiatives are found throughout this plan to signify the importance of these activities. Below is a short list of specific objectives from this plan:

- Increase the percentage of campus energy consumption that comes from non-fossil fuel sources, such as solar and geothermal
- Expand the food production capacity of the campus
- Partner with Dining Services to develop a comprehensive and robust program for local and sustainable purchasing, food options and waste reduction
- Expand the botanical gardens and collections and associated educational materials
- Reduce waste and increase the yearly waste diversion rate (i.e., reduce the percentage of waste sent to the landfill)
- Develop a long-range transportation plan that facilitates bicycle and pedestrian access
- Promote a culture of sustainability as part of the residential experience
- Strengthen and clarify sustainability objectives in the Core Curriculum
- Utilize the campus as a living laboratory for sustainability
- Further develop academic as well as education and outreach programs involving the Environmental Center at Loy Farm

This Plan's objectives and the strategies identified in the appendix will guide the University's sustainability initiatives over the next ten years and significantly advance progress toward carbon neutrality.

Objectives

This section of the plan contains all plan objectives identified for each broad category. For the specific strategies identified for each objective, go to the Appendix.

Operations

1. Reduce total energy consumption per gross square foot compared to a 2005 baseline
2. Increase the percentage of campus energy consumption that comes from non-fossil fuel sources, such as solar and geothermal
3. Expand the food production capacity of the campus
4. Partner with Dining Services to develop a comprehensive and robust program for local and sustainable purchasing, food options and waste reduction
5. Further develop and communicate sustainable purchasing practices for goods and services
6. Incorporate electronic processes to reduce costs where feasible
7. Expand and improve the campus' physical infrastructure that supports alternative transportation and student, faculty and staff safety
8. Enhance the University's transportation system in collaboration with the transportation system that is developed in the surrounding community/county
9. Assess the University's Sustainability Design Standards and Green Building Policy at least every five years to ensure the University's new construction and renovation projects are high-performance, sustainable facilities
10. Incorporate the following into new construction and major renovation projects:
    - A project team made up the following from the early design phase forward: University representatives, design team members, commissioning agents, consultants and building representatives
    - Energy modeling during the design phase so that it may inform the design and optimize energy efficiency
    - Life Cycle Cost Analysis (LCCA) during the design phase, especially with energy systems and new products and technologies
11. Consider construction of a building that embodies sustainable, responsible design, is off the grid and involves students in the design process; this facility could be used for lab and community outreach use and might also serve as a living and learning residential facility
12. Conduct a feasibility study of the Environmental Center at Loy Farm and the Lodge to determine appropriate future uses
13. Continue to improve the irrigation system by expanding the non-potable water system and enhancing efficiency
14. Expand the botanical gardens and collections and associated educational materials
15. Expand the tree management program
16. Reduce waste and increase the yearly waste diversion rate (i.e., reduce the percentage of waste sent to the landfill)
17. Reduce total potable water consumption per gross square foot compared to a 2005 baseline

18. Improve knowledge and practices among students, faculty and staff regarding the following topics: energy reduction and conservation, waste reduction and recycling such that individuals correctly sort waste materials into the proper bin, water conservation measures and existing campus alternative transportation programs

Planning & Administration

1. Establish a carbon neutral university by 2037 as identified in the initial Sustainability Master Plan (2006-2007)
2. Hire a waste reduction and recycling manager
3. Develop a land use master plan and revisit it at least every five years
4. Develop a site and circulation plan that eases navigation of campus facilities and coincides with the land use master plan
5. Develop a long-range transportation plan that facilitates bicycle and pedestrian access

Engagement

1. Utilize partnerships and Database Intern to increase awareness of funded sustainability programs
2. Increase the number of funded sustainability projects and develop a marketing plan and clear implementation process for all funded sustainability programs
3. Promote a culture of sustainability as part of the residential experience
4. Educate student organizations about sustainable practices and behaviors they can implement as a student organization
5. Communicate to departments, using the STARS (Sustainability Tracking, Assessment and Rating System) framework, how they can contribute to Elon's sustainability efforts
6. Use campus buildings and events to educate the campus community about sustainable practices
7. Connect service learning with identified community issues, which often relate to one or more aspect of sustainability (social, economic, environmental)
8. Increase understanding of service learning and its impact and deepen connections with service learning community partners
9. Enhance the use of stories and relatable language in sustainability communications
10. Utilize collaborative partnerships to expand the reach of sustainability communications both on and off campus

Academics

1. Strengthen and clarify sustainability objectives in the Core Curriculum
2. Promote and incentivize interdisciplinary collaboration regarding sustainability to help acknowledge/address and reduce cognitive dissonance between departments
3. Utilize the campus as a living laboratory for sustainability
4. Increase the visibility of existing academic sustainability-related efforts and strengthen them
5. Further develop academic as well as education and outreach programs involving the Environmental Center at Loy Farm

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Appendix

To view the specific strategies identified for each of the objectives, navigate to the appropriate category: Operations, Planning & Administration, Engagement, Academics.

Keep in mind, the strategies may change as needed during implementation. Those listed in this plan, along with a responsible party or parties, are a starting place rather than a defined path.

Operations

1. Reduce total energy consumption per gross square foot compared to a 2005 baseline
    a. Strategies
        i. Establish informed energy reduction targets by May 2016 that extend to 2025 (Physical Plant, Sustainability, PDCM)
        ii. Complete installation of building level direct connect meters for electricity, natural gas, domestic hot water and water use in each building on campus (Physical Plant)
        iii. Where economically feasible, incorporate utility metering (electricity, natural gas, domestic hot water and water) and controls into all new construction and major renovation projects (PDCM, Physical Plant)
        iv. Identify and prioritize energy conservation measures (ECMs), such as window replacements, LED lighting, retro-commissioning, insulation improvements, HVACR improvements, etc. (Physical Plant)
2. Increase the percentage of campus energy consumption that comes from non-fossil fuel sources
    a. Strategies
        i. Establish informed target percentages for non-fossil fuel sources by May 2016 that extend to 2025 (Physical Plant, Sustainability, PDCM)
        ii. Investigate and implement (as appropriate) opportunities to install additional geothermal, solar thermal and solar photovoltaic systems on campus (Physical Plant)
        iii. Expand the use of non-fossil fuel based energy in new construction and major renovation projects by requiring that project teams on projects of 8,000 square feet or larger assess at least two types of non-fossil fuel based energy during the energy model and LCCA process (PDCM, Physical Plant)
3. Expand the food production capacity of the campus
    a. Strategies
        i. Hire a Farm Manager to oversee farm operations (Center for Environmental Studies)
        ii. Construct a produce handling facility that will meet the Good Agricultural Practices (GAP) guidelines for GAP certification (Center for Environmental Studies, PDCM, Physical Plant)
        iii. Expand the production area to 3 to 5 acres under the Farm Manager's leadership (Center for Environmental Studies)

iv. Meet the requirements provided by Dining Services to provide produce to the dining halls under the Farm Manager's leadership (Center for Environmental Studies)
v. Develop a food distribution plan for the summer months that includes a service component under the Farm Manager's leadership (Center for Environmental Studies)
vi. Utilize the opportunity of having food grown on campus served in the dining halls to develop a comprehensive plan to increase the campus community's awareness of sustainable food systems (Center for Environmental Studies, Auxiliaries - Dining Services, Sustainability)
i. Explore the possibility of establishing a closed loop food system demonstration, which could include a hydroponics system or aquaculture (Center for Environmental Studies)

4. Partner with Dining Services to develop a comprehensive and robust program for local and sustainable purchasing, food options and waste reduction
    a. Strategies (Auxiliaries – Dining Services)
        i. Increase purchases of local and sustainable food and beverages to 25% by 2019-2020 (using STARS v2.0 criteria)
        ii. Provide consistent signage at dining facility stations that communicates the local and sustainable items being served
        iii. Provide diverse, complete-protein vegan and vegetarian options at all meals in more than one dining facility to support plant-based diets, which are often low carbon
        iv. Provide consistent signage at the dish for vegan and vegetarian options in all dining facilities
        v. Reduce waste through expanding composting efforts and other strategies as appropriate in partnership with Physical Plant
5. Further develop and communicate sustainable purchasing practices for goods and services
    a. Strategies
        i. Increase purchases of local (and regional) and sustainable goods and services (e.g., vendors, goods) (Purchasing, Auxiliaries)
            - Vendors: 250 miles – local, 500 miles – regional
            - Goods: 250 miles – local, 500 miles – regional (manufacture location at least, raw material extraction location if possible)
        ii. Investigate incorporating sustainability expectations and metrics into auxiliary contracts (e.g., beverage, bookstore, dining, laundry) (Auxiliaries, Sustainability)
        iii. Add a sustainability category to the vendor form (Purchasing, Sustainability)
        iv. Develop and publicize a database of sustainable vendors and/or vendors with sustainable products and services (Purchasing, Sustainability)
        v. Host a sustainable vendor fair in the fall or spring (Purchasing)
        vi. Increase awareness of the Sustainable Purchasing Guidelines through online and in-person opportunities for faculty, staff and students (Purchasing)

vii. Develop and publicize a surplus supplies program focusing on furniture and office supplies (Purchasing)
viii. Develop and implement a communications plan regarding sustainable practices (Purchasing, Auxiliaries each for own operations)
ix. Meet with primary printers utilized for publications on at least an annual basis to review the paper products available and request the availability of quality products with positive sustainability attributes (University Communications, Admissions)
x. Implement a standard practice of including information about the positive sustainability attributes of paper used for publications (University Communications, Admissions)

6. Incorporate electronic processes to reduce costs where feasible
    a. Strategies
        i. Develop and implement electronic business processes (e.g., e-payables) (Purchasing, Accounting, Auxiliaries, Technology)
        ii. Facilitate use of electronic textbooks (Auxiliaries)
        iii. Transition the Admissions application process to 100% paperless (Admissions, Technology)
7. Expand and improve the campus' physical infrastructure that supports alternative transportation and student, faculty and staff safety
    a. Strategies
        i. Continue to work with the Town of Elon and City of Burlington to expand sidewalks to/from and around campus with appropriate lighting and access (Physical Plant)
        ii. Work with the Town of Elon and City of Burlington to develop bike routes to/from and around campus with appropriate lighting and access (Physical Plant)
        iii. Continue to expand bike parking on campus with appropriate lighting and access (Physical Plant, PDCM)
        iv. Develop a BioBus replacement plan (Physical Plant)
        v. Continue to investigate and implement (when appropriate) low emission technologies and strategies for the University's fleet (Physical Plant)
        vi. Partner with faculty to engage students in doing research projects on alternative transportation strategies and submit results to the Student Sustainability Project Database (Physical Plant, PDCM, Campus Safety and Police, Student Life)
        vii. Submit alternative transportation project ideas to the Student Sustainability Project Database (Physical Plant, PDCM, Campus Safety and Police, Student Life)
8. Enhance the University's transportation system in collaboration with the transportation system that is developed in the surrounding community/county
    a. Strategies

i. Request that a member of the University's transportation group is included in the planning process for the transportation system that is developed in the surrounding community/county (Physical Plant, Student Life)

9. Assess the University's Sustainability Design Standards and Green Building Policy every five years to ensure the University's new construction and renovation projects are high-performance, sustainable facilities
    a. Strategies
        i. Assess LEED v4 (or current version of LEED) and Elon's current construction processes to determine what, if any, changes are needed to comply and how to incorporate these items into the Sustainability Design Standards and Green Building Policy (PDCM, Physical Plant)
        ii. Review ASHRAE 189.1 (or current ASHRAE equivalent) to determine what sections will be incorporated into the Sustainability Design Standards and Green Building Policy (PDCM, Physical Plant)
        iii. Ensure the Sustainability Design Standards and Green Building Policy address how sustainability will be incorporated and tracked in new construction and renovation projects that do not pursue a formal LEED certification (PDCM, Physical Plant)
10. Incorporate the following into new construction and major renovation projects: (PDCM)
    - A project team made up the following from the early design phase forward: University representatives, design team members, commissioning agents, consultants and building representatives (PDCM)
    - Energy modeling during the design phase so that it may inform the design and optimize energy efficiency
    - Life Cycle Cost Analysis (LCCA) during the design phase, especially with energy systems and new products and technologies
11. Consider construction of a building that embodies sustainable, responsible design, is off the grid and involves students in the design process; this facility could be used for lab and community outreach use and might also serve as a living and learning residential facility (PDCM, Physical Plant, Sustainability, Others – depending on intended use)
12. Conduct a feasibility study of the Environmental Center at Loy Farm and the Lodge to determine appropriate future uses (PDCM, Physical Plant, Center for Environmental Studies, Sustainability, Student Life)
13. Continue to improve the irrigation system by expanding the non-potable water system and enhancing efficiency
    a. Strategies
        i. Investigate and implement (if appropriate) the use of wireless soil sensors for athletic fields (Landscaping and Grounds)
        ii. When constructing new facilities, research the use of cisterns in areas that do not use stormwater for irrigation (PDCM, Landscaping and Grounds)

iii. Research the feasibility of using grey water (e.g., laundry water, HVAC condensation) for irrigation in new construction projects (PDCM, Landscaping and Grounds)
iv. Add a pond to the existing stormwater irrigation system (Landscaping and Grounds)

14. Expand the botanical gardens and collections and associated educational materials
    a. Strategies
        i. Develop a Native Plant Garden/Collection for display at the Environmental Center at Loy Farm (Landscaping and Grounds)
        ii. Increase the number of garden areas that serve as demonstration and educational opportunities (Landscaping and Grounds)
        iii. Evaluate different turf options using pilot plots (Landscaping and Grounds)
        iv. Hire additional Landscaping and Grounds staff to appropriately maintain existing and expanding acreage and programs (Landscaping and Grounds)
        v. Develop and implement a plan that communicates information about the plant collections on Elon's grounds and management practices (Landscaping and Grounds, Sustainability)
15. Expand the tree management program
    a. Strategies
        i. Conduct a tree inventory (Landscaping and Grounds)
        ii. Hire another Arborist to support an expanded tree management program (Landscaping and Grounds)
        iii. Develop and implement a Campus Tree Care Plan that includes estimates for associated yearly costs (Landscaping and Grounds)
16. Reduce waste and increase the yearly waste diversion rate (i.e., reduce the percentage of waste sent to the landfill)
    a. Strategies
        i. Hire a third party to conduct a waste audit of a representative sample of buildings to include an assessment of receptacle location and labels as well as waste production by building type (Physical Plant, Sustainability)
        ii. Utilize the results of the waste audit to develop informed targets for yearly waste reduction and diversion rates by May 2016 that extend to 2025.
        iii. Utilize the results of the waste audit to determine optimal receptacle placement and label strategies to ensure consistency throughout the campus
        iv. Continue to identify and implement opportunities to reduce waste through targeted recycling programs (e.g., used mechanical system filters, ceiling tiles, etc.) (Physical Plant)
        v. Research the feasibility, benefits and drawbacks of single stream recycling (Physical Plant)
        vi. Investigate and pilot compost collection options in residence halls and other campus buildings (Physical Plant, Sustainability)

vii. Research the feasibility of establishing a local composting site in collaboration with the County and other large waste generators (Physical Plant, Sustainability, interested faculty)
viii. Consider an inclusive recycling station that could be used by on and off campus students, faculty and staff (Physical Plant)
ix. Work with primary vendors to reduce packaging materials (Purchasing, Sustainability)
x. Evaluate options for improving the operations of the yard waste compost facility and implement as appropriate (Landscaping and Grounds)

17. Reduce total potable water consumption per gross square foot compared to a 2005 baseline
    a. Strategies
        i. Establish informed potable water use reduction targets by May 2016 that extend to 2025 (Physical Plant)
        ii. Continue to replace high flow/consuming fixtures (e.g., toilets) and appliances (e.g., washing machines) with more water efficient models (Physical Plant, Auxiliaries)
        iii. Ensure low flow fixtures and appliances are specified for all new construction and renovation projects (Physical Plant, PDCM)
        iv. Investigate the use of non-potable water sources for functions that do not require potable water (e.g., irrigation, toilet flushing, chiller make-up water) (Physical Plant, PDCM)
        v. Regularly, review and adjust water consuming systems to ensure proper operation and efficiency (e.g., assess hot water systems in residence halls every three years) (Physical Plant)
18. Improve knowledge and practices among students, faculty and staff regarding the following topics: energy reduction and conservation, waste reduction and recycling such that individuals correctly sort waste materials into the proper bin, water conservation measures and existing campus alternative transportation programs
    a. Strategies
        i. Develop and implement a communications plan (to include marketing strategies) on each of the following topics: energy reduction and conservation, waste reduction and recycling, water conservation measures and existing campus alternative transportation programs (Enterprise CarShare, Zimride, BioBus, Bike Rental Program, Airport Shuttles) (Plans to be co-developed by the departments that administer each program: Physical Plant, Sustainability, Student Life)
        ii. Develop a standard set of marketing strategies to utilize when a new program or initiative in one of the above identified topic areas is launched or an improvement is made to an existing program or initiative (Sustainability)
        iii. Partner with faculty to engage students in doing research projects regarding the above identified topic areas and submit results to the Student Sustainability Project Database (Physical Plant, Sustainability)

iv. Submit project ideas pertaining to the above identified topic areas to the Student Sustainability Project Database (Physical Plant, Sustainability)
v. Conduct and document pilot projects to test the effectiveness of specific measures or programs and impact on occupant behavior (where applicable) in the above identified topic areas (Physical Plant, Sustainability)
vi. Develop an inclusive Transportation web site that includes information on all campus alternative transportation programs as well as parking information (Physical Plant, Sustainability, Student Life, Campus Safety and Police - all will provide content, need to determine where it is housed and who updates it)

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Planning & Administration

1. Establish a carbon neutrality university by 2037 as identified in the initial Sustainability Master Plan (2006-2007)
    a. Strategies
        i. Assess the Climate Action Plan at least every five years (Sustainability – lead, Physical Plant with others as appropriate)
        ii. Identify opportunities to address study abroad emissions
2. Hire a waste reduction and recycling manager
    a. Strategies (Physical Plant, Sustainability)
        i. Utilize the results of the waste audit to determine the appropriate level of resources needed to meet the waste reduction and diversion targets
        ii. Review similar job descriptions from other NC institutions to develop a job description specific to Elon and submit a budget request accordingly
3. Develop a land use master plan and revisit it at least every five years
    a. Strategies
        i. Identify priority green spaces, areas for potential development, parking options and areas for future non-fossil fuel development (e.g., solar, geothermal) (PDCM - lead, Physical Plant, Campus Safety and Police, Sustainability)
4. Develop a site and circulation plan that eases navigation of campus facilities and coincides with the land use master plan
    a. Strategies
        i. Create a comprehensive outdoor lighting plan (Physical Plant - lead, PDCM, Campus Safety and Police, Sustainability)
        ii. Identify common and frequent pathways through and around the campus (PDCM - lead, Physical Plant, Campus Safety and Police)
        iii. Identify ways to structurally and/or visually connect facilities that are not contiguous to the center portion of the Elon campus (e.g., Francis Center, Lodge) (PDCM - lead, Physical Plant, Campus Safety and Police, Sustainability)
5. Develop a long-range transportation plan that facilitates bicycle and pedestrian access
    a. Strategies
        i. Connect to county and city opportunities related to bike, pedestrian and bus access (Physical Plant)

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Engagement

1. Utilize partnerships and Database Intern to increase awareness of funded sustainability programs
    a. Strategies (Sustainability)
        i. Partner with appropriate campus offices for program communications
        ii. Put all program information and application materials online
        iii. Create a program application deadline calendar and post it online in strategic places
        iv. Task the Database Intern with marketing the Student Sustainability Project Database to faculty, staff and students
        v. Task the Database Intern with gathering and entering into the Student Sustainability Project Database the project needs of faculty and staff, especially the Kernodle Center and Physical Plant
2. Increase the number of funded sustainability projects and develop a marketing plan and clear implementation process for them
    a. Strategies (Sustainability)
        i. Develop and implement a Compost Fund and Sustainability Leaders Mini Grant Program
        ii. Develop a marketing plan template and/or example
        iii. Utilize numerous outlets for marketing: email, E-net, social media, table tents, digital signage, related events, email listservs
        iv. Celebrate completed projects that receive funding
        v. Develop a program template and/or example that includes a checklist of criteria/requirements for those awarded funding
3. Promote a culture of sustainability as part of the residential experience
    a. Strategies
        i. Continue to strengthen the Eco-Reps program, specifically its collaboration with Residence Life and Greek Life and outreach to off campus students (Sustainability, Residence Life, Greek Life)
        ii. Utilize existing events (e.g., Survival Bingo, Midnight Meals, SUBCinema, etc.) that on campus students attend to share sustainability information as appropriate (Sustainability, Student Activities, Greek Life)
        iii. Integrate sustainability education into RA training (Residence Life, Sustainability)
        iv. Utilize prompts in residential buildings to encourage sustainable behaviors (e.g., turning off lights in laundry room, using cold water when doing laundry, etc.) (Sustainability, Residence Life, Greek Life)
        v. Establish Colonnades as a model neighborhood with high rates of sustainable practices and knowledge (Residence Life-AD for Colonnades, Colonnades Faculty Director, Sustainability)
        vi. Provide an option to buy sustainable items (e.g., drying rack, recycling bin, etc.) before arriving to campus (Residence Life, Greek Life, Sustainability)

vii. Identify additional opportunities during Orientation and the first few weeks students are on campus to integrate sustainability education and/or action as appropriate (New Student Orientation, Sustainability, Residence Life, Student Activities, Graduate Programs, Others as appropriate)

4. Educate student organizations about sustainable practices and behaviors they can implement as a student organization
    a. Strategies
        i. Update the Green Guide for Student Organizations and ensure all student organization presidents, treasurers and advisors receive communication about it (Sustainability, Student Activities, Greek Life)
        ii. Incorporate Elon's Sustainable Purchasing Guidelines into the session that student organization treasurer's attend (SGA, Student Activities, Greek Life, Sustainability)
        iii. Develop an interactive Sustainability for Student Organizations session that Eco-Reps can provide upon request (Sustainability, Student Activities, Greek Life)
        iv. Incorporate sustainability resources into the Advisors session during Planning Week (Student Activities, Sustainability)
        v. Develop and provide an advisor workshop on Sustainability for Student Organizations (Leadership, Sustainability, Student Activities, Greek Life)
5. Communicate to departments, using the STARS (Sustainability Tracking, Assessment and Rating System) framework, how they can contribute to Elon's sustainability efforts
    a. Strategies
        i. Develop a session for divisional meetings that shares relevant sustainability initiatives and programs and provides clear action steps they can take as a division to contribute to Elon's sustainability efforts (Sustainability)
        ii. Sustainability Leaders in each division report on progress of action steps annually to their Division and at a Sustainability Leaders session (Sustainability, Campus Divisions)
6. Use campus buildings and events to educate the campus community about sustainable practices
    a. Strategies
        i. Install permanent signage that educates building users about a building's sustainable features (e.g., low-flow plumbing fixtures, high efficiency lighting, energy efficient mechanical systems, etc.), beginning with LEED certified buildings (PDCM, University Communications, Sustainability)
        ii. Provide signage to communicate when an event is zero landfill or features local food (Auxiliaries - Dining Services, Event Organizers, Sustainability)
7. Connect service learning with identified community issues, which often relate to one or more aspect of sustainability (social, economic, environmental)
    a. Strategies
        i. Identify opportunities to address community issues through academic service learning courses (Service Learning Faculty Fellow with other Fellows, Kernodle Center)

ii. Identify additional resources to support community engagement efforts (Service Learning Faculty Fellow with other Fellows, Kernodle Center)
iii. Encourage campus-wide collaboration related to community issues (Service Learning Faculty Fellow with other Fellows, Kernodle Center, Sustainability)

8. Increase understanding of service learning and its impact and deepen connections with service learning community partners
    a. Strategies
        i. Provide service learning training to faculty, staff and students to increase knowledge of service learning as a pedagogy, enhance partnership capacity and strengthen long-term project development (Service Learning Faculty Fellow, Kernodle Center)
        ii. Gather and share (with campus and greater community) stories of impact from community partners and students (Service Learning Faculty Fellow, Kernodle Center)
        iii. Establish community partnerships for long-term growth and development (Service Learning Faculty Fellow, Kernodle Center)
        iv. Provide resources, incentives and recognition for faculty to develop long-term projects and partnerships with community partners (Service Learning Faculty Fellow, Kernodle Center, Provost Office)
9. Enhance the use of stories and relatable language in sustainability communications.
    a. Strategies
        i. Provide University Communications with a list of individuals (students, alumni, staff and faculty) and their sustainability accomplishments on a regular basis (e.g., once a semester) (Sustainability)
        ii. Use easy to understand language and terms to describe outcomes of sustainability-related programs (Sustainability, University Communications, Admissions)
10. Utilize collaborative partnerships to expand the reach of sustainability communications both on and off campus
    a. Strategies
        i. Participate in the E-net content creators network (Sustainability, University Communications)
        ii. Establish regular communication with the editor of the Elon Magazine to ensure sustainability content is included in at least two issues each year (Sustainability, University Communications)
        iii. Utilize the Office of Sustainability as a resource to ensure accuracy of sustainability content in publications (Admissions, University Communications)
        iv. Provide Admissions social media administrator with information about sustainability-related events and programs on a regular basis (e.g., start of each semester) to facilitate conversation between Admissions' and Sustainability's social media accounts (Sustainability, Admissions)

v. Develop a calendar of on campus sustainability-related events in partnership with stakeholders across campus (Sustainability)

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Academics

1. Strengthen and clarify sustainability objectives in the Core Curriculum
    a. Strategies
        i. Review existing sustainability objectives and develop and execute a strategy to strengthen and clarify them (Sustainability Faculty Fellow with interested faculty)
2. Promote and incentivize interdisciplinary collaboration regarding sustainability to help acknowledge/address and reduce cognitive dissonance between departments
    a. Strategies
        i. Provide incentives (such as professional acknowledgment and grant funding) to develop interdisciplinary sustainability courses (Sustainability Faculty Fellow, Provost Office)
        ii. Encourage utilization of existing programs, funding sources and Belk Library resources (research guides, databases, etc.) to assist with interdisciplinary sustainability research and professional development endeavors (Sustainability Faculty Fellow, Provost Office)
        iii. Encourage utilization of existing programs, such as the Lumen Prize, Leadership Prize and SURE program, to engage students in interdisciplinary sustainability research (Sustainability Faculty Fellow, Provost Office, Environmental Advisory Council)
        iv. Provide incentives, such as grant funding, to develop interdisciplinary sustainability focused Study Abroad and Study USA programs (Sustainability Faculty Fellow, Provost Office)
        v. Identify and encourage interdisciplinary sustainability collaboration, workshops and event development (e.g., panel discussions) (Sustainability Faculty Fellow and Scholars Program)
3. Utilize the campus as a living laboratory for sustainability
    a. Strategies
        i. Encourage faculty, staff and students to submit completed projects to the Student Sustainability Project Database (Sustainability Faculty Fellow, Other Faculty Fellows, Academic Deans, Sustainability, SGA)
        ii. Encourage faculty, staff and students to submit project ideas to the Student Sustainability Project Database (Sustainability Faculty Fellow, Other Faculty Fellows, Academic Deans, Sustainability, SGA)
        iii. Provide faculty and staff with resources and strategies to encourage student autonomy regarding sustainability-related project ideas (Sustainability Faculty Fellow, Other Faculty Fellows, Academic Deans, Sustainability)
        iv. Develop a replicable carbon neutral residential community for students (PDCM, Sustainability Faculty Fellow, Student Life, Sustainability, Physical Plant)
4. Increase the visibility of existing academic sustainability-related efforts and strengthen them
    a. Strategies
        i. Sustainability Faculty Scholars Program (Sustainability Faculty Fellow)

- Utilize past and present participant testimonials/experiences to elevate program outcomes
- Communicate focus of sustainability integration into existing courses rather than new course development, though both are welcome
- Develop a packet of sustainability resources for use in courses
- Communicate Belk Library resources (research guides, databases, etc.)

ii. Sustainability Research Scholars Program (Sustainability, Undergraduate Research)
- Utilize past and present participants to communicate the value of the program
- Increase communication about the program

iii. Visions Magazine (Sustainability Faculty Fellow)
- Review the purpose and value of the publication
- Utilize Faculty Fellows and Scholars to expand depth of submissions and communication about the publication

iv. Develop a comprehensive marketing strategy for student, faculty and staff scholarly work related to sustainability (Sustainability Faculty Fellow, Sustainability)
- Develop a calendar of due dates for student opportunities related to sustainability (Sustainability)
- Organize an event for faculty doing research related to sustainability to foster collaboration (Sustainability Faculty Fellow)

5. Further develop academic as well as education and outreach programs involving the Environmental Center at Loy Farm
   a. Strategies
      i. Explore development of a certificate program (open to Elon students and community members) that would utilize the Environmental Center as its primary experiential learning facility (Center for Environmental Studies)
      ii. Develop the facility such that it serves as a model of how buildings can be designed to meet living standards, minimize negative impacts on ecological health and support components of sustainable food systems (Center for Environmental Studies, Physical Plant, PDCM, Sustainability)
      iii. Develop a plan for the facility to serve as a regional incubator for sustainable food systems (Center for Environmental Studies)
      iv. Develop a comprehensive communications plan regarding coordinating, promoting and celebrating the activities happening at the Environmental Center at Loy Farm (Sustainability, Center for Environmental Studies)
      v. Expand partnerships with external organizations (e.g., local, regional and state agricultural offices, Carolina Farm Stewardship Association) (Center for Environmental Studies)

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