

CAMPUS SUSTAINABILITY INITIATIVE

KENT STATE UNIVERSITY



KSU ESPLANADE

PRELIMINARY REPORT

August 4, 2008

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EXECUTIVE SUMMARY

Universities throughout the nation and the world are on the vanguard in creating institutional and regional initiatives in the areas of social equity, ecological stewardship and economic resourcefulness- together known as “sustainability.”

Kent state University and other state-supported universities in Ohio are working diligently in areas of operations, planning, campus culture and academics to make their campuses sustainable. They are working with partners in business, education, transportation, government, utilities and the non-profit sector to increase the quality of life, ecological wholeness and economic viability of their communities and regions.

This report outlines the potential for a Kent State University Sustainability Initiative by reviewing peer, state supported Ohio Universities and a few other universities that are familiar to the Kent State Administration. Based upon this work, several recommendations are outlined and background documentation provided.

PRELIMINARY RECOMMENDATIONS:

1. Create a Presidential Task Force charged with exploring the opportunity of developing a sustainability component for the Strategic Plan. This Task force could also, as is done at University of Cincinnati, steer the sustainability strategic planning process.
2. A director of sustainability position be created to lead the strategic/master planning process and catalyze sustainability initiatives across all sectors of the university. (There are a variety of options as to where such a position should lie in the organizational structure.)
3. Establish a revolving loan fund to facilitate student and departmental cost - saving investments. The fund is sustained by these savings.
4. Create a new page for the KSU web site to inform the campus and greater community of existing initiatives and new programs as they emerge. It would also highlight the efforts of KSU alumni in the areas of sustainability.
5. Establish a competitive cash award for sustainability initiatives.
6. Encourage inter-disciplinary and multi-disciplinary programs in sustainability to create research and outreach opportunities.
7. Intensify and synthesize existing and new collaboration with regional partners in business, utilities, transportation, government, schools and non-profit sector partners

FREQUENTLY ASKED QUESTIONS

This brief outlines the basic questions that underlie the Kent State University Sustainability Initiative. The answers provided are intended to be general background information as discovered in “best practices” scan of other institutions and communities. These questions include:

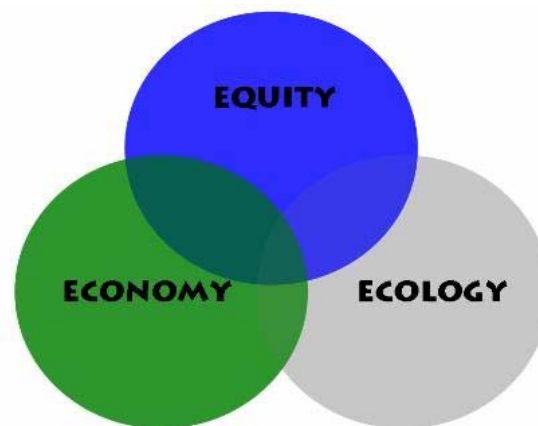
- What is Sustainability?
- Why should Kent State Pursue Sustainability Goals, Plans and Programs?
- What kind of current and recent efforts has Kent State University undertaken in the area of sustainability?
- What are the costs and benefits of pursuing this initiative?
- Who is typically involved in the development of Sustainability Goals, Plans and Programs?
- What are other universities doing in the area of sustainability?

WHAT IS SUSTAINABILITY? ¹

Sustainability is a term that in its most basic sense means balance. Up until about the past twenty years it was used primarily in ecology and agriculture to refer to habitat preservation and capacity of ranges for grazing. In recent years, many organizations have been promoting the application of sustainability to whole systems, indeed, to the whole planet. With the threat of global warming, sustainability has in part come to mean efforts to reduce the carbon footprint or create carbon neutral businesses, communities, regions, nations and indeed the planet.

In the parlance of sustainability planners, Sustainability refers to the integration of economy, ecology and society into a way of life that is respectful of our planet and its people. Sustainability initiatives look for ways to assure the long term health, livelihood and integrity of institutions, communities, regions and the planet. The term “triple bottom line” is used to describe Sustainability. Social Justice, Economic Justice, Environmental Justice.

Colleges and Universities, Cities, States and Nations are pursuing sustainability initiatives.



¹ See definition of sustainability found in Appendix on Revolving Loan Funds

WHY SHOULD KENT STATE UNIVERSITY PURSUE SUSTAINABILITY GOALS, PLANS AND PROGRAMS?

Universities² are by their nature, places that integrate the many streams of human thought and culture. Underlying the special areas of research, scholarship and teaching is a core, liberal curriculum³ that serves to provide learners with a solid foundation upon which to build a career while contributing to the greater good.

Universities are engines for change, places where multi-disciplinary activities result in creative concepts, business generators and regional centers of art, athletics and employment. As places where education, business and community converge, universities have a unique opportunity (and some would say obligation), to be on the vanguard of envisioning, planning and implementation of sustainability initiatives.

Sustainability Goals, Plans and Programs, when integrated into strategic initiatives of the university, will provide even more opportunities to save money, create a more livable place for on-campus residents, improve the workplace for employees, and contribute to the quality of life of the region.

WHAT KIND OF CURRENT AND RECENT EFFORTS HAS KENT STATE UNIVERSITY UNDERTAKEN IN THE AREA OF SUSTAINABILITY?

Kent State University has long been pro-active in select areas of sustainability, especially as it has to do with the physical plant, energy conservation and transportation. Residence services, the student center, and other departments have been making strides to become a more “green” campus in their methods, materials, policies and procedures.

Additional information regarding current initiatives at Kent State University is included in the side by side evaluation of Ohio state-sponsored universities latter in this document.

WHAT ARE THE COSTS AND BENEFITS OF PURSUING THIS INITIATIVE?

COSTS

Sustainability Initiatives take many forms and scopes, so determining the costs is difficult. We do know that Ohio University, which has one of the more comprehensive programs in Ohio, has a budget of \$150,000⁴ per year and has a full time and part time employees working throughout the university in pursuing a sustainability mission. An AASHE

² [Origin: 1250–1300; ME *universite* < OF < ML *ūniversitās*, LL: guild, corporation, L: totality, equiv. to *ūnivers(us)* (see [universe](#)) + *-itās -ity*]

³ [Origin: 1625–35; < L: action of running, course of action, race, chariot, equiv. to *curr(ere)* to run + *-i -is* + *-culum -cule*²] (from [dictionary.com](#))

⁴ Tom Euclide, Kent State Executive Director of Facilities Planning and Operations has more detailed information on the budget for this enterprise.

survey ⁵of how colleges and universities pay for such initiatives indicates that 82% of the institutions paid for the position out of the general fund and only 4% funded the position from savings due to sustainability initiatives.

Discussions with sustainability planners indicated that there is reluctance among sustainability professionals to tie sustainability work directly to cost savings as sustainability, if pursued according to core values, is integrated across every dimension of the university.

This is not to say that there are not significant cost savings to be had from pursuing sustainability initiatives. Indeed there will be substantial long term and short financial benefits. Previous efforts at energy conservation at Kent State University have demonstrated this. More critically, Universities should expect that sustainability plans and goals will be measured for effectiveness. Many have created indicators to this effect, and AASHE has created a STARS program (Sustainability Tracking and Rating System) to meet this requirement. ⁶

More directly, revolving loan funds have been established by many institutions to encourage innovation for those kinds of projects that will have immediate pay back. ⁷

BENEFITS

The benefits of sustainability initiatives cover all three cornerstones of the sustainability triangle: Economics, Ecological and Social.

Economically, these initiatives spur creative problem solving, collaboration, partnerships, strategic investments and new accounting procedures that result in short and long term cost savings. Waste reduction, in-house recycling, and energy conservation investments are examples of initiatives that have a direct impact on the bottom line.

Ecological benefits are obviously complex. An example from what Kent State has done in recent years is the Esplanade, a sustainable transportation initiative. By improving the safety, space and comfort of this primary pedestrian facility, automobile use has been reduced around the periphery of campus. This reduction improves congestion, which in turn reduces air pollution, not including the pollution reduced from reduced automobile use. The long term economic benefit of this investment will also be substantial as parking spaces can potentially be reduced, or not expanded as may otherwise be necessary.

Social equity benefits can also be accrued to the esplanade, as a preference is provided the pedestrian, a more equitable form of transportation. The crossing of Terrace Drive near Technology/Business, which gives pedestrians preference, is prime example of this principle. Further expansion of the esplanade and creative use of incentives and disincentives to encourage more pedestrian and bicycle use would in turn have additional ecological, economic and social benefits.

Furthermore, sustainability initiatives also serve to attract students who tend to be more ecologically and socially minded as a whole.⁸

⁵ http://www.aashe.org/resources/pdf/sustainability_officer_survey_2008.pdf page 7 and appendix

⁶ http://www.aashe.net/stars/STARS_Pilot_Phase_One_Guide.pdf

⁷ <http://www.aashe.org/resources/pdf/CERF.pdf>

⁸ August 4, 2008 Akron Beacon Journal has an article regarding the Princeton Reviews addition of a Green Rating to its ratings of Colleges and Universities. See also appendix article from Boston Globe.

WHO IS TYPICALLY INVOLVED IN THE DEVELOPMENT OF SUSTAINABILITY GOALS, PLANS AND PROGRAMS?

Sustainability Initiatives usually include a broad cross section of the university, including students, staff, faculty and administrators. A review of the programs at other universities similar in size to KSU, the following characteristics seem to be consistent:

1. The University President, cabinet and Board of directors see sustainability as a high priority
2. A broad-based approach is taken to include all constituencies and to span all aspects of campus life, including culture, academics, operations and residence services. This usually occurs in the form of a task force or committee.
3. An individual is given the task of acting as planner, catalyst and coordinator for the initiative.
4. Sustainability becomes an integral component of strategic plans, mission and message of the university.

ADMINISTRATIVE ISSUES⁹

Every university facilitates its sustainability initiative in the way appropriate to its culture. Some place the sustainability office in an existing office such as facility services, (25%) the Vice President for Business/Finance (22%) or even in the office of the provost or the president. In some institutions the office is independent.

Some sustainability coordinators prefer to be housed in facilities because of the visibility it brings to the projects and immediate results that seem to accrue, encouraging students, staff and administration. Part of the issue is the culture of the organization as well as the emphasis that the leadership wishes to place on it. Being independent, or under the president, may add the imprimatur that is required to gain the ear of all parties.

Given the size of Kent State University, the number of branch campuses, and the amount of work to be done in engaging our regional partners, it makes sense that a director of sustainability should be given a fairly visible role in the campus administration.

The location of the sustainability office, the scope of its mission and the authority given also impact the place in the administrative echelon. In some instances, sustainability coordinators are part-time, or have other tasks, while in others they are full time and work under the supervision of operations or maintenance. In many instances, the work of coordination is spread over the desks of several individuals. In still other instances they may be a director, or even an associate vice president. Salary ranges are therefore as varied as the job descriptions and experience of the people holding them- from \$15,000 to \$150,000. The AASHE salary survey indicates the majority of the sustainability directors earn salaries in the \$40-80,000 range, and are of course dependent on experience.

⁹ AASHE 2008 Sustainability Officer Salary Survey

WHAT ARE OTHER UNIVERSITIES DOING IN THE AREA OF SUSTAINABILITY?

“Universities educate most of the people who develop and manage society’s institutions. For this reason, universities bear profound responsibilities to increase the awareness, knowledge, technologies, and tools to create an environmentally sustainable future”¹⁰

GENERAL

There are a growing number of public and private universities that have established a wide variety of sustainability initiatives. These programs are varied as to the scope and approach, crafted to fit the culture of the institution and where they are in thinking about sustainability.

The scope of what universities are doing is comprehensive. It involves planning at all levels, incorporating aspects of master planning, strategic planning, Energy management, conservation and generation, food service (including using locally obtained foods), building design, storm water harvesting and recycling, transportation, solid waste reduction and recycling, as well as curricular and co-curricular activities. Many have made pledges to reduce their carbon footprints and become carbon neutral at a target date. Signing the President’s Climate Commitment (found in an appendix) is often that catalyst that is needed to move a university on a deliberate path towards sustainability.

While it does provide some guidance, internal evaluation by Facilities Planning and Operations personnel has indicated that the climate neutral provisions are not reasonable and would detract from more important efforts.¹¹ Perhaps as importantly, many Universities appear to have committed to meeting goals that they are not capable of achieving on their own.

It is our position that while Kent State may wish to pursue certain elements contained within the Presidents Commitment, we do not believe signing it would be as important as developing a presidential policy that would envision a comprehensive sustainability strategy.

There is also a growing web of associations that are working in the area of sustainable universities and campuses. The primary one is *The Association for the Advancement of Sustainability in Higher Education* (AASHE). www.aashe.org AASHE is the primary clearing-house for information regarding sustainability initiatives. Kent State University has recently become a member, the site being available to all persons with a valid KSU email address and

¹⁰ University Leaders for a Sustainable future is an international association of University Leaders founded in 1990 that has been at the vanguard of sustainable campus movement. In an early statement, which was to become the Tallories Declaration (now uses as a basic statement of commitment to sustainability principles), the above was stated http://www.ulsf.org/programs_talloires (see also appendix)

¹¹ Interview on 7/18/2008 with Tom Euclide, Executive Director of Facilities Planning and Operations.

log in. AASHE focuses on three areas: Academics, Operations and Campus Culture. The following are the major headings currently on its web site.

Academics

- [Academic programs related to sustainability](#)
- Academic centers related to sustainability
- [Courses on 'campus sustainability'](#)
- [Syllabi](#)
- [Sustainability Faculty Development Workshops](#)
- Teaching resources (maps, posters, videos)
- [Theses and Dissertations on Campus Sustainability](#)

Operations

- [Building](#)
- [Energy & global warming](#)
- [Food & dining](#)
- Groundskeeping/landscaping
- Investment
- [Purchasing/procurement](#)
- Recycling & waste minimization
- [Transportation and parking](#)
- Water

Campus Culture

- [Dorm vs dorm sustainability competitions](#) (an AASHE-hosted best practices sharing website)
- [Outreach materials for campus sustainability \(posters, flyers, tabletop signs, etc.\)](#)
- Student organizations focused on sustainability
- [Peer to peer sustainability outreach campaigns \(Eco-Reps etc.\)](#)
- Sustainability themed housing and model dorm rooms
- [Surveys of sustainability awareness, attitudes, and values](#)
- [Alumni sustainability networks](#)

Many other groups are involved in campus sustainability issues. The Society for College and University Planning co sponsors a Smart and Sustainable Campus Conference. A listing of the co-sponsors indicates the breadth of interest and work being done:

AASHE: Association for the Advancement of Sustainability in Higher Education

– APPA: The Association of Higher Education Facilities Officers

- C2E2: Campus Consortium for Environmental Excellence
- CSHEMA: Campus Safety, Health, and Environmental Management Association
- NACUBO: National Association of College and University Business Officers
- SCUP: Society for College and University Planning
- EPA: United States Environmental Protection Agency
- The Sustainable Campus Information Center, sponsored by Energy and Environmental Education Resources.
- The Sustainable Endowments Institute, which is working on assuring that university endowments are managed in a sustainable way.

OHIO UNIVERSITIES

We have completed a first run on a best practices scan of selected universities in Ohio as well as a few select universities known to the administration of Kent State University. While we reviewed other universities at a superficial level, in the following pages we outline the state of the art/current practices of

Bowling Green State University,
 University of Cincinnati
 Kent State University
 Miami of Ohio
 Ohio University
 Penn State University
 Indiana University Pennsylvania

We have outlined each Institutions approach to sustainability initiatives in each of the following areas:

Strategic Planning

Task Force or Committee Structure

Presidential Commitment

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Jurisdiction in organization

Regional Initiatives

Internal Initiatives

BOWLING GREEN STATE UNIVERSITY¹²

Strategic Planning

Work was done in 2002 and 2003

Task Force or Committee Structure¹³

Ad Hoc Environmental Sustainability Committee created report 2002, "Building Environmental Sustainability at Bowling Green State University". Attached in Appendix 2

Presidential Commitment

Bowling Green was an early signer of the Presidents Commitment.

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Bowling Green Currently has a sustainability coordinator, appointed for a one year temporary position. Longevity of this position will be reviewed.

Jurisdiction in organization

Not Known

Regional Initiatives

- Bowling Green is working on efforts to exploit Wind Power in the Western Ohio Region.

Internal Initiatives

- Substantial Recycling Program in Place
- Environmental Health Program in Place

¹² Based on Discussions with Jerry Silverman, 419-372-6886, silverma@bgsu.edu.

¹³ <http://www.bgsu.edu/departments/envh/ES-summary.pdf>

Strategic Planning

Strategic Planning is on going work of PACES (see below)

Task Force or Committee Structure

Presidents Advisory Council on Environment and Sustainability. P.A.C.E.S.

Presidential Commitment

UC has signed the Presidents Commitment. University Architect was assigned responsibility for pursuing commitment.

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Most oversight work occurring in office of the University Architect. Others in administration, student groups, faculty, are also participating in leadership roles

Jurisdiction in organization

Office of the University Architect

Regional Initiatives

- UC is a major player in the Green Partnership for Greater Cincinnati, which includes the City of Cincinnati, City Schools, Duke Energy, County Government and metro.

Internal Initiatives

- 60 initiatives under way.
- 3 LEED certified Buildings

¹⁴ Based on Discussions with Greg Robinson, Office of the University Architect , 513-556-2107. and Andy Porter, Space manager 513.556.2812. Tom Euclide will review funding for this work with Beth McGrew, University Architect.

Strategic Planning

Kent State, while not having a specific sustainability Plan, has been working on many sustainability initiatives for many years. Language within the universities strategic plan that points to sustainability include the following. (emphasis the editor)

Mission Statement

The mission of Kent State University is to discover, create, apply and share knowledge, ***as well as to foster ethical and humanitarian values in the service of Ohio and the global community.*** As an eight-campus educational system, Kent State offers a broad array of academic programs to engage students in diverse learning environments that educate them to ***think critically and to expand their intellectual horizons while attaining the knowledge and skills necessary for responsible citizenship and productive careers.***

Vision

Kent State University will change lives by ***encouraging outstanding teaching and innovative learning opportunities,*** by cultivating excellence in all we do, and by seeking greater access and affordability for our students. Kent State shall expand its dynamic leadership through recognized scholarship ***and path-breaking research, through increased levels of external support leading to new discoveries and economic development, and through partnerships with other institutions and organizations in the pursuit of academic excellence.*** To further these common goals, faculty, staff and students, as well as our alumni and community supporters, ***shall serve as collaborative partners in advancing Kent State's status as a model for 21st-century public higher education.***

Core Values

Kent State is a supportive and inclusive learning community devoted to teaching excellence, first-tier scholarship and academic freedom. Together, these core values are at the center of all that we do across the eight campuses of Kent State University. To fulfill our mission, we value:

- Student success through diverse and stimulating learning environments that provide opportunities for every student to reach her or his potential.
- ***Access to instructional, intellectual and cultural resources for a broad constituency.***
- ***Collaborations and partnerships with other institutions, organizations and communities to bring together diverse talents, experiences and resources.***
- ***Discovery, creativity and innovation in scholarship and research that advance the frontiers of knowledge.***
- ***Higher education as a powerful force for personal, social and global change.***
- Academic freedom as the foundation necessary for critical inquiry in a democratic society.

¹⁵ Our discussion of Kent State University is based on discussions with Tom Euclide and from first hand knowledge.

- Integrity in all of our actions and communications.
- ***Our identity as a comprehensive, multicampus, public research university with a distinctive heritage and a commitment to service.***
 - ***Diverse backgrounds, cultures, lifestyles and ideas.***
 - ***Fiscal responsibility in decision making to support access to an affordable college education.***

Strategic Goals

Key objectives define the direction of Kent State University. Our strategic goals and principles are to:

- Focus on those we serve, especially our students;
- Advance innovation and excellence in teaching to support student success;
- ***Promote excellence in research and creative endeavors;***
- ***Engage with the world beyond our campuses;***
- ***Build and sustain relationships and economic development opportunities with our alumni, communities and businesses that foster success for them and for Ohio; and***
- ***Secure our financial future through efficient management, increased levels of external funding and building a strong endowment.***

Task Force or Committee Structure

Currently there is no existing advisory council or committee focusing on Sustainability.

Presidential Commitment

While there has not been an explicit statement on sustainability, past presidential actions have indicated the importance of the key elements of sustainability.

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Current Sustainability Initiatives are not coordinated; occur within individual units of the university.

Jurisdiction in organization

No sustainability director

Regional Initiatives

- Kent State has partnered with PARTA to operate fixed route transit for many years.
- Urban Design Center of Northeast Ohio has been working on sustainability plans throughout the region.

Internal Initiatives

- Energy Conservation/Co-generation
- Green housekeeping products
- Dorm energy challenges
- Recycling
- 1 LEED certified Building

MIAMI OF OHIO ¹⁶

Strategic Planning

No Specific Sustainability Goals or Mission. See Highlighted elements of Mission Statement.
Mission Statement: The Engaged University

Miami University, a student-centered public university founded in 1809, has built its success through an unwavering commitment to liberal arts undergraduate education and the active engagement of its students in both curricular and co-curricular life. *It is deeply committed to student success, builds great student and alumni loyalty, and empowers its students, faculty, and staff to become engaged citizens who use their knowledge and skills with integrity and compassion to improve the future of our global society.*

Miami provides the opportunities of a major university while offering the personalized attention found in the best small colleges. It values teaching and intense engagement of faculty with students through its teacher-scholar model, by inviting students into the excitement of research and discovery. Miami's faculty are nationally prominent scholars and artists who contribute to Miami, their own disciplines and to society by the creation of new knowledge and art. The University supports students in a highly involving residential experience on the Oxford campus and provides access to students, including those who are time and place bound, on its regional campuses. Miami provides a strong foundation in the traditional liberal arts for all students, and it offers nationally recognized majors in arts and sciences, business, education, engineering, and fine arts, as well as select graduate programs of excellence. *As an inclusive community, Miami strives to cultivate an environment where diversity and difference are appreciated and respected.*

Miami instills in its students intellectual depth and curiosity, the importance of personal values as a measure of character, and a commitment to life-long learning. *Miami emphasizes critical thinking and independent thought, an appreciation of diverse views, and a sense of responsibility to our global future.*

Task Force or Committee Structure

45 Member presidents sustainability committee has been in existence for 1 year. President sits on the committee.

Presidential Commitment

Has not signed Presidents Commitment.

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Work done in individual departments and offices

¹⁶ Based on Discussions with Mandy Custer, Recycling Coordinator. 724-357-2289

Jurisdiction in organization

No Coordinator

Regional Initiatives

- Center for Sustainable Systems Studies
- Earth fest held with 5K revenues supporting regional conservation organization.
- Share Fest- ReUse of unwanted products at move out time.

Internal Initiatives

- Recycling- University has own materials recovery system so University captures income from recyclables. Community can recycle in roll off dumpster provided in accessible location. (note: there is no public recycling effort underway in Oxford)
- Co-Founded Recycle Mania as competition with Ohio University, now National program.
- Dormitory Energy Competition- 'Unplugged'
- 1 LEED certified Building
- "Waging War on Waste"- food waste audits.
- Dining services has gone to only recyclable plastics products
- Cleaning Supplies "Green" and recycled content

Strategic Planning

Strategic Planning is on going, currently developing framework of comprehensive sustainability plan.

Task Force or Committee Structure

Faculty Senate Committee, "Ecology and Energy Conservation Committee" has existed since 1970s. Composed of Students, Faculty and Staff. Is advisory only. Meets Monthly.

Presidential Commitment

OU has signed the Presidents Commitment. In June 2007, OU President, Roderick J. McDavis joined more than 280 university presidents in Washington DC to publicly pledge to achieve climate neutrality. ¹⁸

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Sustainability Coordinator established May of 2006.

Jurisdiction in organization

Reports to Associate VP for Facilities. \$150,000 Annual budget for office.

Regional Initiatives

- The Green House Project that is working on prototype efforts to improve the quality and sustainability of off campus housing.

Internal Initiatives

- Co-Founded Recycle Mania as competition with Ohio University, now National program.
- Has been pioneering campus composting from food services. Installing integrated composting system this fall will be composting 100%.
- Annual Greenhouse Gas Inventory
- Public Transit
- Hybrid car in motor pool.
- Green Purchasing is emerging
- Kahawha (pronounced ka-na) project is a year long, competitive workshop that teaches faculty how to integrate sustainability into curriculum.
- Planet OHIO Campus Gateway to Sustainability Planet OHIO is Ohio University's web-based clearinghouse for information related to campus and community sustainability.¹⁹

¹⁷ Based on Discussions with Sonia Marcus, Sustainability Coordinator 740-593-0026 .

¹⁸ A PowerPoint of this commitment can be found at:

http://www.facilities.ohiou.edu/climatechange/documents/pccpublicforumpowerpoint5112007_001.pdf

¹⁹ <http://www.facilities.ohiou.edu/planetohio/documents/WINTERFINAL.pdf>

OTHER UNIVERSITIES

PENN STATE UNIVERSITY ²⁰

Strategic Planning

In the late 1990s, Penn State has created a sustainable indicators committee that worked to create a white paper entitled, "Green Destiny, Penn States Emerging Ecological Mission."²¹ It also created sustainability Indicators. This work has evolved into the Environmental Stewardship Initiative housed in the Finance and Business division of the university. In 2002 it published the PSU "Environmental Stewardship Initiative."²² Environmental Stewardship is a key component of the F&B strategic plan for 2008²³

Task Force or Committee Structure

Finance and Business Environmental Stewardship Committee

Presidential Commitment

Has not Signed Presidents Commitment. Has committed the university to improving its sustainability. President Spanier was directly involved in a presentation to the Board of Trustees in early 2007, entitled: "Energy and Environment at Penn State."²⁴

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Finance and Business Environmental Stewardship Committee is chaired by Steve Maruszewski from the Physical Plant

Jurisdiction in organization

Chair of Committee: Under Operations

Regional Initiatives

- **Center for Sustainability** has the following mission. The mission of the Penn State Center for Sustainability (CfS) is to integrate education, research, and outreach on issues of sustainability through innovative, interdisciplinary projects, facilities, and hands-on learning opportunities.

Our Educational Mission: To support the ecological literacy and stewardship of students, faculty, and administrators through sustainable technologies and practices.

Our Research Mission: To conduct meaningful and applied research on accessible sustainable technologies and practices, and integrate environmental context into education and experiential learning models.

²⁰ Based on Web Research – have call in to Steve Maruszewski, Director of.....814.865.4402

²¹ See Appendix

²² http://www.opp.psu.edu/environment/envstrategy/envstewardship_report/img1.html

²³ <http://www.fandb.psu.edu/fbstrategicplan.pdf>

²⁴ http://www.fandb.psu.edu/environmental/BOT_ES_presentation_rev10.ppt.htm

Our Outreach Mission: Offer programming opportunities for Pennsylvania businesses, individuals and the K-12 community to integrate sustainability in their lives and operations through education and the promotion of appropriate technologies and practices.²⁵

Internal Initiatives

- Storm water
- Energy conservation and cogeneration
- Environmental health and science
- Bio-Fuels
- Intermodal Transportation planning
- Recycling and Reduction
- Many others...

INDIANA UNIVERSITY PENNSYLVANIA ²⁶

Strategic Planning

Sustainability is not mentioned in strategic plan.

Task Force or Committee Structure

Not known

Presidential Commitment

Not known.

Responsibility (office, director, etc) for carrying out sustainability Initiatives

Appears to be dispersed responsibility. No coordinated effort.

Jurisdiction in organization

Multi-Jursidictional

Regional Initiatives

- Not known

Internal Initiatives

- ESCO project to make strategic investments to save energy and water.
- Recycling program
- Co-generation plan
- Grounds, housekeeping and maintenance have green charge.
- Purchasing is working on green policies.
- Co-Founded Recycle Mania as competition with Ohio University, now National program.

²⁵ <http://www.cfs.psu.edu/mission.aspx>

²⁶ Based on Discussions with Mandy Custer Recycling Coordinator 724.357.2289 Am awaiting a return contact from Bob Marx.

RECOMMENDATIONS

1. A Presidential Task Force be created, charged with exploring the opportunity of developing a sustainability component for the Strategic Plan. This Task force could also, as is done at University of Cincinnati, steer the sustainability strategic planning process.

Perhaps the best way to coalesce ongoing work into a cohesive whole and to develop a strategy for the future, is to convene a presidential task force. This task force could be ad hoc, or become a permanent structure, depending on the outcome of a preliminary planning process. We recommend that the charge of the task force should include the following:

- Document all on going programs that can be considered sustainability initiatives,
 - Assess the state of sustainability of the university.²⁷
 - Provide a platform for collaboration and idea sharing.
 - Create a strategic plan, indicators and goals
 - Monitor progress and update a plan
 - Research best practices at peer universities.
 - Communicate current and future initiatives.
 - Reward innovation
2. Create an office of sustainability to catalyze sustainability initiatives across all sectors of the university. (There are a variety of options as to where such a position should lie in the organizational structure.)

While it may be possible to make progress in sustainability initiative without this step, most universities have found it most productive to have a single person (some have a staff) to provide assistance across the spectrum of the university. The size, complexity and diversity of the university and its regional campuses would indicate that a sustainability office be given a visible profile.

3. Establish a revolving loan fund to facilitate student and departmental cost – saving investments. The fund is sustained by these savings.²⁸

Revolving loan funds (RFL) are emerging in many universities. RLFs provide the ability for innovative, cost effective and resource savings projects to be funded, with the savings used to sustain the fund. Cash prizes or project compensation could be offered for cost savings ideas by students, staff and faculty. This fund could be overseen by the office of sustainability or by a committee or both. One of the most exciting things happening across the country is the

²⁷ Perhaps using the Assessment Tool Developed in 2004 as sponsored by the Ohio Urban University program (see appendix)

²⁸ <http://www.aashe.org/resources/rlfs.php>

engagement of students in sustainability initiatives. Knowing that their efforts can leave a legacy for their Alma Mater should lead to increased participation.

4. **Create a new page for the KSU web site to inform the campus and greater community of existing initiatives and new programs as they emerge. It would also highlight the efforts of KSU alumni in the areas of sustainability.**

While quality varies, there are some very good web sites that provide excellent information about programs, conservation guidelines and the like. The Ohio University web site is especially well done. <http://www.facilities.ohiou.edu/conservation/>

5. **Establish a competitive cash award for sustainability initiatives.**

Like other award programs in the university, cash incentives encourage innovation. Many conservation ideas pay back many times the investment over time, making cash rewards very feasible.

6. **Encourage inter-disciplinary and multi-disciplinary programs in sustainability to create research and outreach opportunities.**

Modern universities are continually evolving their programs to meet the needs of the constituents. Many are developing curriculum and special programs that serve the university and its constituents. Many universities are increasing their research support as well.

7. **Intensify and synthesize existing and new collaboration with regional partners in business, utilities, transportation, government, schools and non-profit sector partners.**

“As the region goes, so goes the university.” It could also be said the other way around... **The success, prosperity and sustainability of the region are dependent on the centers of innovation...especially the colleges and universities.**

Kent State has a reputation of working closely with its regional partners. Sustainability is another area where partnerships can be strengthened, expanded and made to pay higher dividends.

Most importantly, as an institution focused on creating a better future, Kent State can be a leader in creating a just, prosperous, and ecologically sustainable region.

