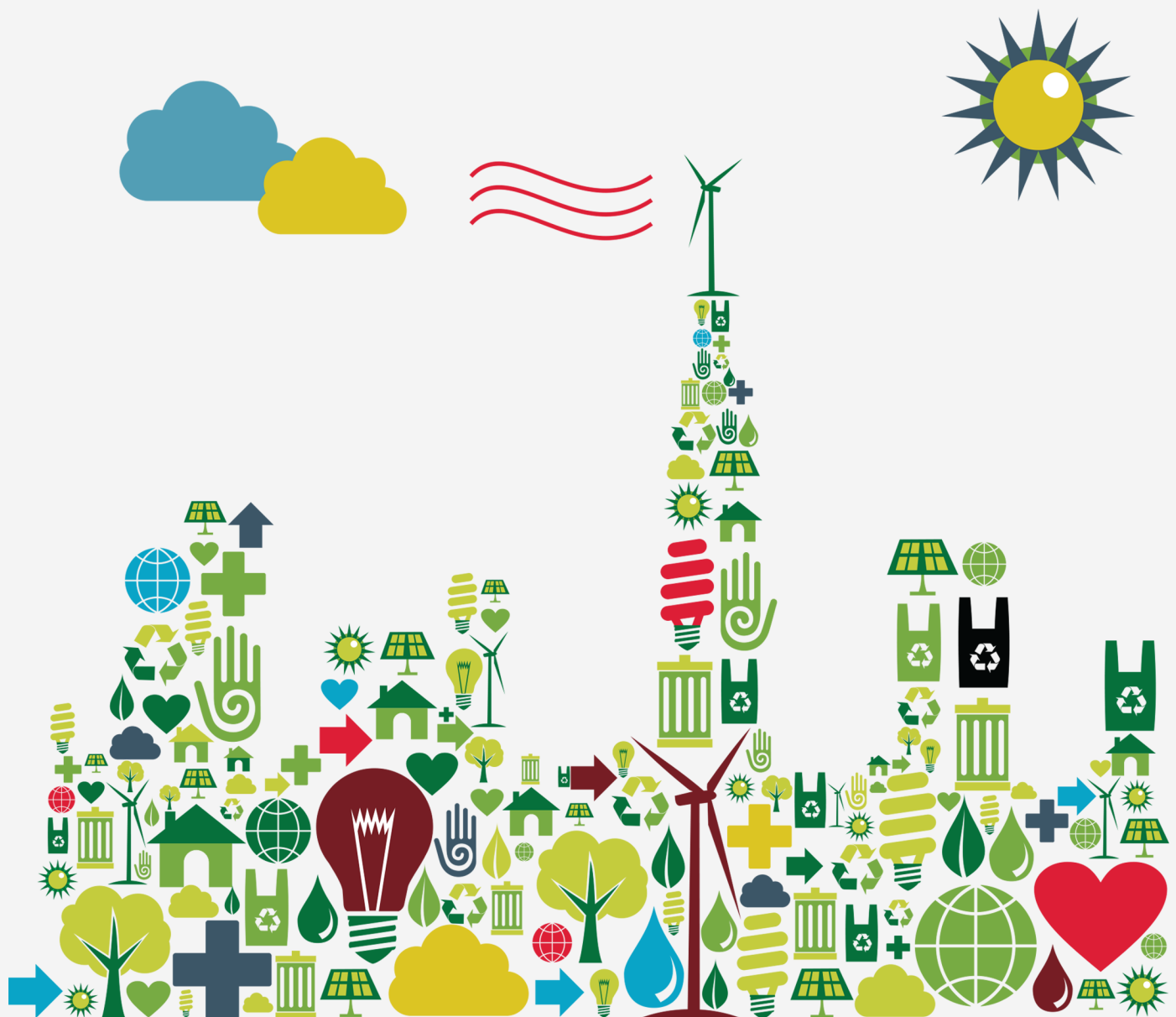# SUSTAINABILITY
STRATEGIC PLAN

Missouri State
UNIVERSITY

WHAT IS SUSTAINABILITY?

The most widely accepted and used definition of sustainability is meeting the needs of the present without compromising the ability of future generations to meet their own needs. This means that when we talk about sustainability, we are talking about more than increasing recycling. We are talking about fostering environmental, social and economic sustainability. While many of our campus programs focus on environmental stewardship, we are also striving to promote values such as community service and engagement, support our local economy with our purchasing choices, provide sustainable compensation to our employees, and ensure that diversity, equity and inclusion are a priority not only on our campus but in our community as a whole.

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The Solar Tables on campus provide students with a great place to hang out with friends or do homework while charging their phones or computers with power from the sun!

Our Commitment to Sustainability

As a higher education institution, we are in a unique position to adopt and model sustainable actions to the surrounding community and to educate students in lifelong strategies for sustainable living. Ultimately, it is our duty and our goal to provide education on how to be sustainable citizens and consider the global ramifications of our actions and the actions of others.
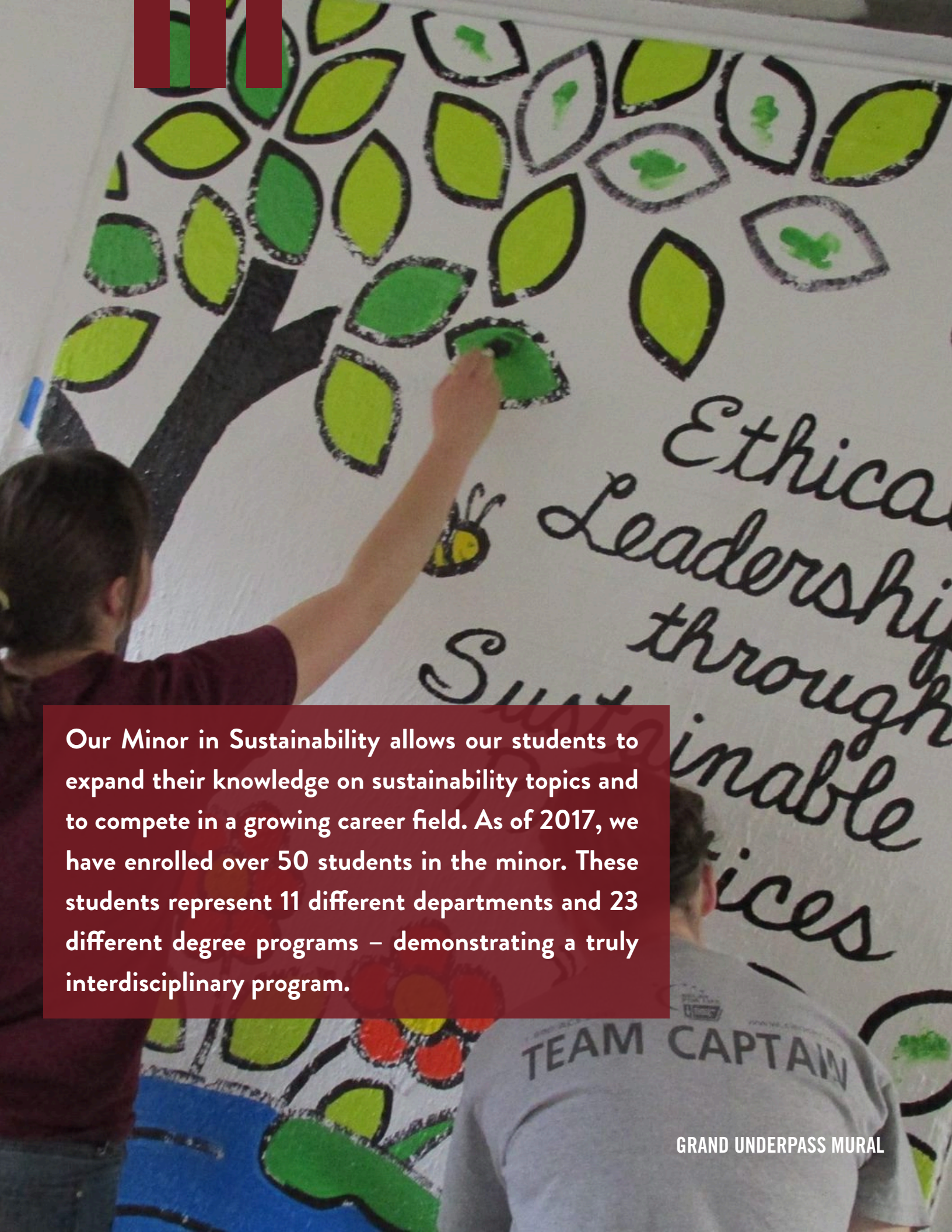
Because of this, we have adopted the following
SUSTAINABILITY VISION STATEMENT:

In accordance with the Public Affairs Mission, Missouri State University is committed to incorporating sustainability into campus operations and fostering principles of environmental stewardship among all University employees and students. Therefore, the University commits to advance environmental, social and economic sustainability, as measured by continued improvement within the Sustainability Tracking, Assessment & Rating System (STARS), a program of the Association for the Advancement of Sustainability in Higher Education (AASHE).

AASHE is a national organization that works to facilitate and advance sustainability in higher education. The Sustainability Tracking, Assessment & Rating System™ (STARS) was developed by AASHE and the higher education community as a self-reporting framework for colleges and universities to measure sustainability performance. Because AASHE is focused exclusively on higher education, the STARS program allows us to not only compare our sustainability performance to other institutions, it also serves as a roadmap for becoming a more sustainable university.

Our Minor in Sustainability allows our students to expand their knowledge on sustainability topics and to compete in a growing career field. As of 2017, we have enrolled over 50 students in the minor. These students represent 11 different departments and 23 different degree programs – demonstrating a truly interdisciplinary program.

GRAND UNDERPASS MURAL

The Strategic Planning Process

Here at Missouri State, we are fortunate to have a strong community of supporters at all levels of the institution, creating a campus-wide culture that values sustainability. One of the most important groups driving our sustainability efforts is the Sustainability Advisory Committee, a presidential committee established in 2007. This committee is charged with addressing the topic of sustainability and how Missouri State University can effectively become a strong leader in the field.

To support our new vision, in 2015 the Sustainability Advisory Committee adopted a subcommittee structure to mirror the four major STARS categories: Academics, Engagement, Operations and Planning and Administration. These subcommittees are comprised of faculty, staff, students and community members who work together to recommend goals and strategies to advance sustainability.

This new structure allowed the University to develop appropriate goals and objectives within each of these STARS categories, which in turn led to the creation of this Sustainability Strategic Plan.

MSU CAMPUS GARDEN

"The restructuring of the Sustainability Advisory Committee subcommittees provided the necessary framework to engage in more focused work to develop and implement projects or initiatives toward sustainability goals that align with our vision statement to advance environmental, social and economic sustainability. In the Operations Subcommittee in particular, I feel this model was successful in focusing our subcommittee on operations initiatives. This was a much needed change for efficiency and effectiveness. With the restructure, we were able to focus additional attention to specific STARS areas from air and climate to energy to purchasing. The Subcommittee worked to review all of the areas within Operations for STARS during the Spring of 2016 and develop goals for each area. As a result, there are many initiatives that will be explored and implemented in the coming year such as sustainable purchasing and building operations that likely would not have been addressed to the same degree, if at all, with the previous structure. In addition to our focus shift, we are engaging groups or individuals within the subcommittee focus areas to review projects and initiatives, which can only serve to broaden our education of the campus community as well as campus support for sustainability." -Jen Cox, Assistant to the Vice President for Administrative Services
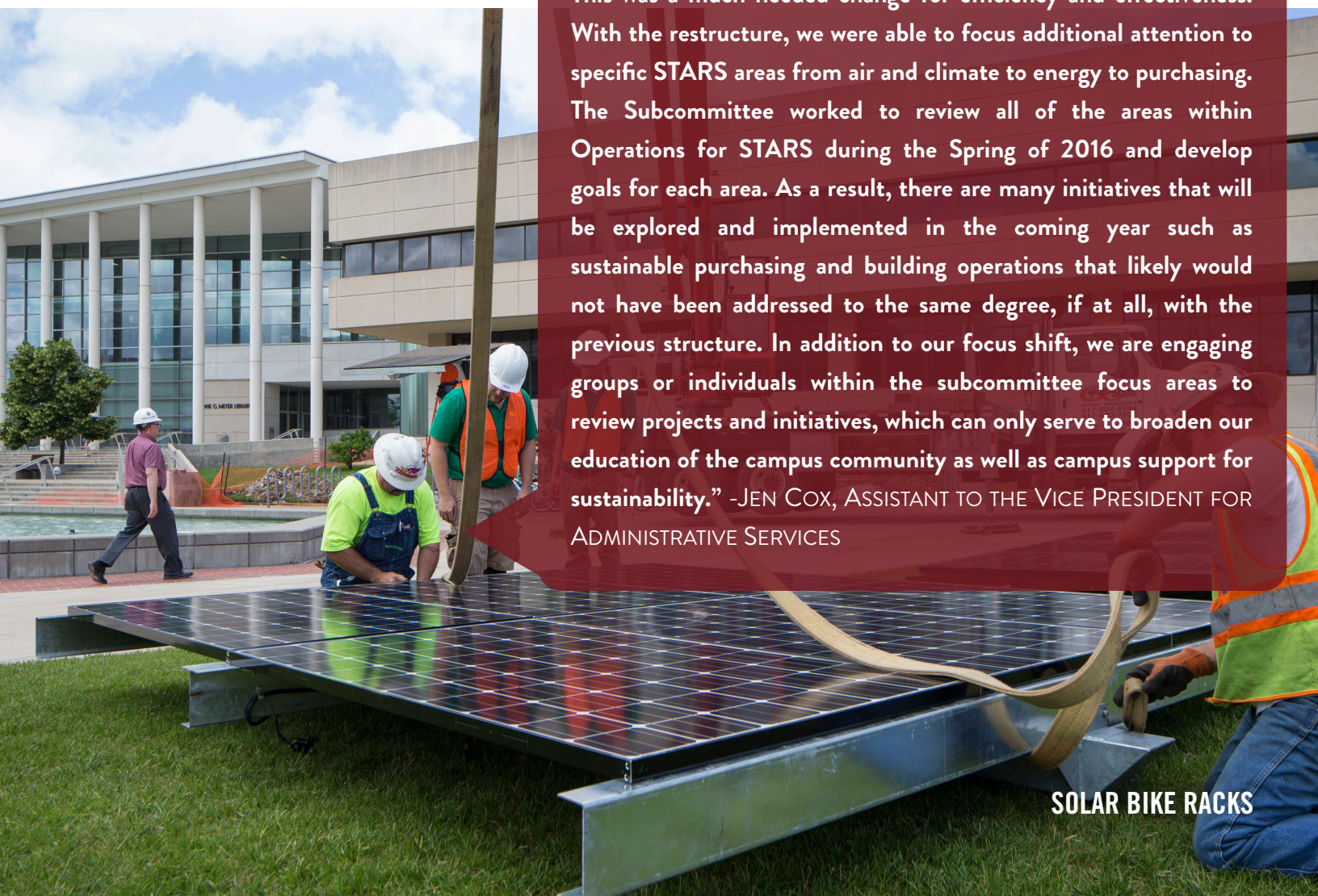
SOLAR BIKE RACKS
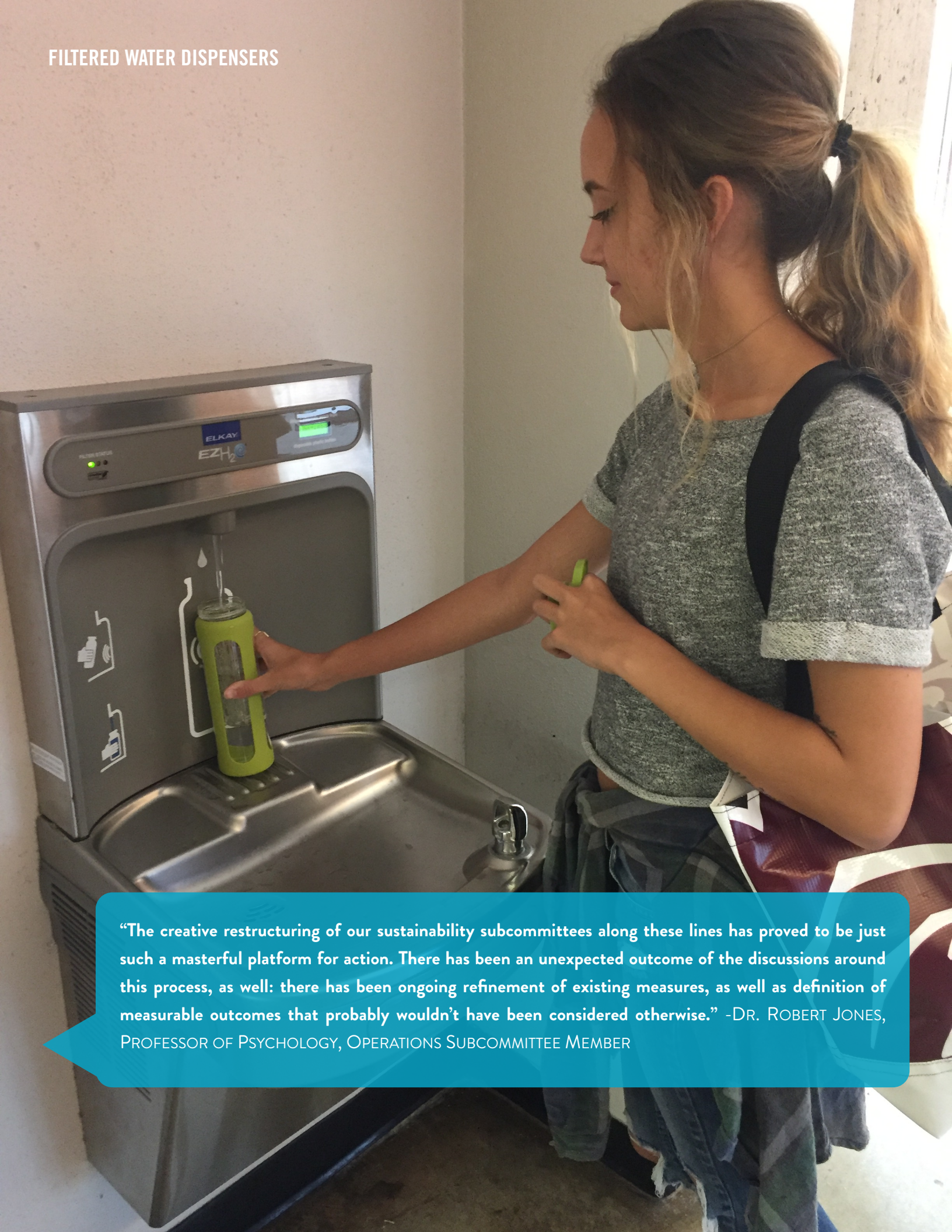
"The creative restructuring of our sustainability subcommittees along these lines has proved to be just such a masterful platform for action. There has been an unexpected outcome of the discussions around this process, as well: there has been ongoing refinement of existing measures, as well as definition of measurable outcomes that probably wouldn't have been considered otherwise." -Dr. Robert Jones, Professor of Psychology, Operations Subcommittee Member

Envisioning Sustainability in 2027

Although we are not committed to seeing all of these items through at this time, we are committed to the vision of the future of sustainability at Missouri State University.

As soon as you set foot on our campus, you can tell that sustainability is more than a buzzword at MSU. Students, faculty and staff are not only champions of creating a more sustainable community, they are supported by the University in their commitment to living more sustainably in their daily lives. You can see this as you walk across campus. Students and employees bike past you, using the designated bicycle lanes that wind across campus and connect to the larger network of paths throughout Springfield. You notice the brightly colored bikes that have been rented for short trips around town, giving students an accessible, affordable and sustainable method of transportation. You can't wait to join the program that rewards faculty, staff and students who opt-out of purchasing a parking pass and take advantage of sustainable transportation options instead.

Your attention then moves to the group of students enjoying the sunshine while learning in one of our many outdoor classrooms on campus. You remember hearing that all students at MSU learn about the intersection between society, the economy and the environment and the importance of considering all three pillars of sustainability – you wonder if these students are learning about this or if they are learning how sustainability integrates into their career path. This is one of the aspects of attending MSU that you found most exciting – sustainability is so ingrained in the University mission that no matter your major, sustainability is at the forefront of your thinking and your future career. On your walk, you stop at one of the many water refilling stations to fill up the reusable bottle you received in your sustainable student kit at orientation.

When you arrive to the campus garden, you notice recycling and compost bins set up. Someone tells you that this welcome event is zero-waste, like many events on campus – everything is either recycled or composted. They remind you that your kit also contains a reusable utensil, plate and napkin. You can't wait to use your reusable coffee mug at all the coffee shops on campus in exchange for a discount and rewards. There's even a foldable bag that you can take with you when shopping on and off campus to further reduce your impact and support the University's efforts to serve as a positive role model for the community by avoiding plastic bags.

After enjoying the campus-grown and sustainable food at the welcome event, you spend an hour working in the campus garden and getting to know the garden managers and other volunteers. You learn that the garden is managed by students, but that staff, faculty and community members join in by volunteering, taking their classes to the garden and buying the locally grown fruits and vegetables that are grown year-round.

As you make your way back across campus, you see solar panels on buildings, covering parking spots and even providing shade for bike racks and picnic areas. This is all part of the University's efforts to become a self-sustaining, carbon-neutral campus by generating a portion of their own electricity. Peeking up over one of the building's rooftops is evidence of a rooftop garden – one of the many ways the University is growing its own food. You also notice rain catchment cisterns and signs about the use of greywater on campus. Before you get back to the PSU, an electric truck passes you, one of the many that make up the University's zero-emission campus fleet.

One of the best parts of orientation was meeting other students who are just as passionate about sustainability as you. You are excited to go through your college experience next to students committed to social, economic and environmental sustainability. During your time at MSU, you have the opportunity to gain hands-on experience affecting change through personal behaviors, campus projects, and community service. You know that you will graduate prepared to make a positive impact on society – both locally and globally.

Dining Services composts all food waste. Behind the scenes, scraps are saved from the food preparation and then all food waste from the consumer is collected and composted. In just one year, over 400,000 pounds of organic waste was diverted from the landfill by this composting program.

Academic Goals and Strategies

Academic Goals & Strategies

AC 1: Academic Courses

2018 GOAL:	Survey students on how they want to see sustainability incorporated into courses.
2021 GOAL:	Create a GEP Sustainability Course; incorporate sustainable concepts into more courses. **STRATEGIES**: - Use courses developed under AC7.

RESPONSIBLE PARTIES

Academic Subcommittee

AC 2: Learning Outcomes

2018 GOAL:	Conduct an inventory of all learning outcomes that fall under each college program – can be done at the course level. **STRATEGIES**: - Have students assist with this inventory (ties into AC 8).
2018 GOAL:	Create a report to track students that complete the general education requirements.
2018 GOAL:	Hold forums to explain how existing learning outcomes may already relate to sustainability.

RESPONSIBLE PARTIES

Academic Subcommittee

AC 3: Undergraduate Program

2027 GOAL:	Create sustainability-focused major; encourage departments to incorporate sustainability courses. **STRATEGIES**: - Identify how many students needed to create a major. - Survey Sustainability Minor students to evaluate interest in major. - Evaluate local and national demand for graduates with such a degree.

RESPONSIBLE PARTIES

Academic Subcommittee

AC 4: Graduate Program

2021 GOAL:	Create a Master of Professional Studies emphasis in sustainability.	**RESPONSIBLE PARTIES**
2021 GOAL:	Create Graduate Certificate in sustainability.	Academic Subcommittee
2027 GOAL:	Recognized as a leader in our region regarding sustainability education at the graduate level. **STRATEGIES:** - Track and research other institutions' progress as well as surveying current students.	

AC 5: Immersive Experience

2018 GOAL: (ongoing)	Continue to offer at least one immersive, sustainability-focused educational study program.	**RESPONSIBLE PARTIES** Academic Subcommittee Study Away Programs

AC 6: Sustainability Literacy Assessment

2021 GOAL:	Administer a pre- and post-assessment to the entire student body or, at minimum, to the institution's predominant student body (e.g., all undergraduate students), directly or by representative sample. **STRATEGIES:** - Incorporate assessment into freshmen orientation or GEP to track progress (pre & post-assessment). - Reassess graduates through exit exam at least every three years.	**RESPONSIBLE PARTIES** Academic Subcommittee

AC 7: Incentives for Developing Courses

		RESPONSIBLE PARTIES
2018 GOAL:	Develop incentives for faculty with proposals related to sustainability.	**Academic Subcommittee**
2018 GOAL:	Promote sustainability research and course development, perhaps online courses to accommodate interdisciplinary approach and service new programs. **STRATEGIES**: - Consider leveraging existing Curriculum Innovation Grants. - Explicit mention of sustainability goals and programs in communications from Provost and others.	
2021 GOAL:	Identify funds earmarked for sustainability courses.	

AC 8: Campus as a Living Laboratory

		RESPONSIBLE PARTIES
2018 GOAL: (ongoing)	Continue to utilize our infrastructure and operations for multidisciplinary student learning and applied research that contributes to understanding campus sustainability challenges or advancing sustainability on campus in at least ten of the following areas: • Air & Climate • Buildings • Energy • Food & Dining • Grounds • Purchasing • Transportation • Waste • Water • Coordination & Planning • Diversity & Affordability • Investment & Finance • Public Engagement • Wellbeing & Work • Other (e.g., arts and culture or technology)	**Academic Subcommittee**

AC 9: Research and Scholarship

| **2018 GOAL:** (ongoing) | Update Sustainability Research Inventory prior to each STARS submission. **STRATEGIES**:
 - Consider creating a mechanism to submit research.
 - Look into incorporating a sustainability research designation in Digital Measures.
 - Explicit mention of inventory in communications from Provost and others.
 - Raise awareness about sustainability research grant opportunities. | **RESPONSIBLE PARTIES**

 Academic Subcommittee |

AC 10: Support for Research

2018 GOAL:	Incorporate sustainability category into the already existing student research forums on campus; track information and recognize faculty success.	**RESPONSIBLE PARTIES** Academic Subcommittee Dean of each college (in charge of incentive prizes) Graduate College Office of the Provost
2018 GOAL:	Establish a grant and/or incentive program for undergraduate/graduate students to conduct research. **STRATEGIES**: - Find funding and a committee to judge applications. - Look into crowdfunding as a source of funding. - Raise awareness through campus research forums, the Graduate College and college deans.	
2018 GOAL:	Create internal grant opportunities for faculty doing interdisciplinary sustainability research. **STRATEGIES**: - Consider leveraging existing Faculty Research Grants and Summer Faculty Fellowships.	
2018 GOAL:	Add Library Representative to Academic Subcommittee.	

AC 11: Open Access to Research

2018 GOAL:	Promote MSU's new open access repository.
2021 GOAL:	Work on incentivizing faculty to use repository, possibly using close ties with Digital Measures so it is used for program and personnel evaluation.

RESPONSIBLE PARTIES

Academic Subcommittee

In 2014, the University began purchasing solar power from the City Utilities Solar Farm. We originally agreed to purchase 200 kw, the maximum for any individual purchasers, but were able to double our purchase to 400 kw per year.

CITY UTILITIES SOLAR FARM

"As a student transferring from a small liberal arts school to a larger state school, I was sure making impactful changes toward sustainability at the university level would be next to impossible. However, much to my surprise, it has actually been easier, largely because of AASHE STARS. Since Missouri State University adopted AASHE STARS as its roadmap to sustainability, faculty, staff and students in every department are analyzing how they can work in more sustainable ways. Serving on the operations subcommittee gives me a unique experience where I collaborate with the director of operations for dining services, the energy manager for the University, and others to learn how the University is run and all the hurdles there are to overcome. This is important because, as an ideological student, you want to believe that change can be made just because it's the "right" thing to do, and are often disappointed and frustrated when that rarely works. Although it is still a long process, the STARS guidelines give us targets to hit and concrete deadlines. We also brainstorm on bigger ideas. By breaking down the topic areas into different subcommittees, then breaking those committees into presentation groups, we can delegate research responsibilities and come to meetings with solutions rather than more questions."

-   Kelsey Esther, Junior, Geography Major, Students for a Sustainable Future Officer, Operations Subcommittee Member

Engagement Goals and Strategies

Engagement Goals & Strategies

EN 1: Student Educators Program

2018 GOAL:
(ongoing)

Offer ongoing support for the MSU Eco-Rep Program. Eco-Reps engage with their peers on sustainability issues with the goal of promoting sustainability literacy, increasing engagement in campus sustainability programs and encouraging positive behavior change.

STRATEGIES:
- Continue to look for opportunities to promote the Eco-Reps program (present to SGA and RHA).

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 2: Student Orientation

2018 GOAL:
(ongoing)

Sustainability is incorporated into all student orientation.

STRATEGIES:
- SOAR
  - SOAR incorporates sustainability in a variety of ways. Continue looking for other opportunities to educate incoming students on our commitment to sustainability and how they can make a difference.
- Transfer Student Orientation
  - Incorporate sustainability into Transfer Orientation.
- Graduate Student Orientation
  - Several options for incorporating sustainability into Graduate Student Orientation.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Office of Student Engagement

Graduate College

New Student and Family Programs

EN 3: Student Life

2018 GOAL:
(ongoing)

Support co-curricular programs and initiatives that contribute to students learning about sustainability outside of the formal classroom. These programs and initiatives engage students by integrating sustainability into their lives, experiential learning experiences, and campus culture.

STRATEGIES:
- Maintain Current Programs: Students for a Sustainable Future; Commission; Campus Garden; Carrie's Café; Outdoor Adventures; Recycling Workers; Ecopalooza, Immersion Trips.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 4: Outreach Materials and Publications

2018 GOAL:
(ongoing)

Produce outreach materials and publications that enhance student learning about sustainability outside of the formal classroom.

STRATEGIES:

- Maintain Current Programs: Website; Newsletter; Social Media; Undergraduate Research Fair; Signage in Dining Halls; Transportation Information on Websites; Brochure; Blog.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 5: Outreach Campaign

2018 GOAL:
(ongoing)

Sponsor sustainability outreach campaigns that yield measurable, positive results in advancing the institution's sustainability performance.

STRATEGIES:

- Maintain Current Programs: Campus-wide Energy Competition (Flip The Switch) and RecycleMania.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Residence Life, Housing and Dining Services

Energy Management (Facilities Management)

EN 6: Assessing Sustainability Culture

2018 GOAL:
(ongoing)

Assess the sustainability culture of students and staff, with a follow-up.

STRATEGIES:

- Conduct a Sustainability Culture Assessment of all students in Spring 2017 and Fall 2017.
- Conduct a Sustainability Culture Assessment of all MSU employees in Spring 2017 and Fall 2017.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 7: Employee Educators Program

2018 GOAL:
(ongoing)

Offer ongoing support for the MSU Green Teams program in which faculty and staff members educate and mobilize their peers around sustainability initiatives and programs.

STRATEGIES:

- Develop and offer incentives for Leaf Two teams.
- Develop and offer incentives for referring new Green Teams.

2021 GOAL:

Increase participation in Green Teams to serve all employees.

STRATEGIES:

- Make a Plan for Promotion to Increase the Number of Green Teams.
  - Include information about Green Teams in Clif's Notes and/or Inside Missouri State.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 8: Employee Orientation

2018 GOAL:
(ongoing)

Cover sustainability topics in new employee orientation/onboarding and/or in outreach and guidance materials distributed to new employees, including faculty and staff. The topics covered include multiple dimensions of sustainability (i.e. social, environmental and economic).

STRATEGIES:

- Staff orientation/onboarding
  - Ensure staff orientation/onboarding continues to include sustainability.
- Faculty Orientation
  - Investigate possibility of including sustainability in faculty orientation.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Provost's Office

Academics Subcommittee

Human Resources

EN 9: Staff Professional Development

2018 GOAL:
(ongoing)

Make training and/or other professional development opportunities in sustainability available to all staff at least once per year.

STRATEGIES:

- Identify training topics each semester.
- Offer online and in-person training opportunities.

2021 GOAL:

Increase percentage of staff participating in a sustainability training each year.

STRATEGIES:

- Consider adding an incentive component, such as "Green Certified Employee" where participation in certain activities earns an employee points toward their certification.
  - Brainstorm opportunities for employees to showcase their certification, e.g. employees could add "Certified Green Employee" to their email signature.
  - Administer quiz about sustainability to assess knowledge.
  - Provide training based on assessment data.
  - Investigate offering other related perks for certified employees.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Human Resources

EN 10: Community Partnerships

2018 GOAL:
(ongoing)

Maintain one or more formal community partnership(s) with school districts, government agencies, nonprofit organizations, NGOs, businesses and/or other external entities to work together to advance sustainability.

STRATEGIES:

- Transformative Partnership: Northwest Project - Amy Blansit; The Fairbanks.
- Continue to identify these partnerships (can claim anything within previous 3 years).

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Center for Community Engagement

EN 11: Inter-Campus Collaboration

2018 GOAL:
(ongoing)

Collaborate with other colleges and universities in five or more of the following ways to support and help build the campus sustainability community.

STRATEGIES:

- Maintain active membership in a national or international sustainability network (AASHE).
- Maintain active membership in a regional, state/provincial or local sustainability network (STL-HESC).
- Present at a sustainability conference during the previous year (AASHE).
- Submit a case study during the previous year to a sustainability resource center or awards program that is inclusive of multiple campuses (AASHE).
- Ongoing mentoring relationship with another institution through which it assists the institution with its sustainability reporting and/or the development of its sustainability program (ZipGrow).
- Participate in other collaborative efforts around sustainability during the previous year, e.g. joint planning or resource sharing with other institutions (MOLOVE).
- Have faculty, staff, or students serving as peer reviewers of another institution's sustainability data e.g. GHG/course inventory/STARS submission during the previous 3 years.
- Have faculty, staff, or students serving on a board or committee of a sustainability network or conference during the previous three years.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 12: Continuing Education

2018 GOAL: (ongoing)	Offer continuing education courses that address sustainability. Institution has at least one sustainability-themed certificate program through its continuing education or extension department. **STRATEGIES**: - Maintain current Certificate in Sustainable Management program and courses offered.	**RESPONSIBLE PARTIES** **Missouri State Outreach Noncredit**
2027 GOAL:	Identify other continuing education courses or programs that address sustainability that can be offered. **STRATEGIES**: - Work with Missouri State Outreach Noncredit to keep up with the trends/demand for courses and programs covering sustainability; support the inclusion of these courses/programs.	

EN 13: Community Service

2018 GOAL: (ongoing)	Continue to engage more of the student body in community service each year, as measured by number of students engaged and number of hours per student. **STRATEGIES**: - Increase number of large days of service for first-year students, scholarship recipients, and Fraternity and Sorority Life. - Increase number of Immersion Trips, including the addition of local and regional experiences. - Expand Vision Screening program to serve more community members, which will require more volunteers. - Expand collaboration efforts with Prosper Springfield, Zone Blitz, and other local initiatives.	**RESPONSIBLE PARTIES** **Center for Community Engagement**

EN 14: Participation in Public Policy

2018 GOAL: Advocate for public policies that support campus sustainability or that otherwise advance sustainability. The advocacy may take place at one or more of the following levels: municipal/local, state/provincial/regional, national and/or international.

2027 GOAL: Institution advocates for public policies that support campus sustainability or that otherwise advance sustainability at the International, National and State levels.

STRATEGIES:
- Identify opportunities at other levels: International/National/State Policies that support or advance sustainability.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

EN 15: Trademark Licensing

2027 GOAL: Assess feasibility of becoming a member of the Fair Labor Association and/or the Worker Rights Consortium.

STRATEGIES:
- Continue discussions regarding feasibility.

RESPONSIBLE PARTIES

Engagement Subcommittee

Sustainability Advisory Committee

Marketing & Communications

Procurement

Our ZipGrow Towers program allows us to provide our students with hyper local, sustainably-grown, all-natural produce year round, while also cutting back on our emissions. The program also includes an internship component sponsored by the School of Agriculture and Dining Services to give students the opportunity to gain real world knowledge and experience with this innovative sustainable agriculture technology.

ZipGrow Towers
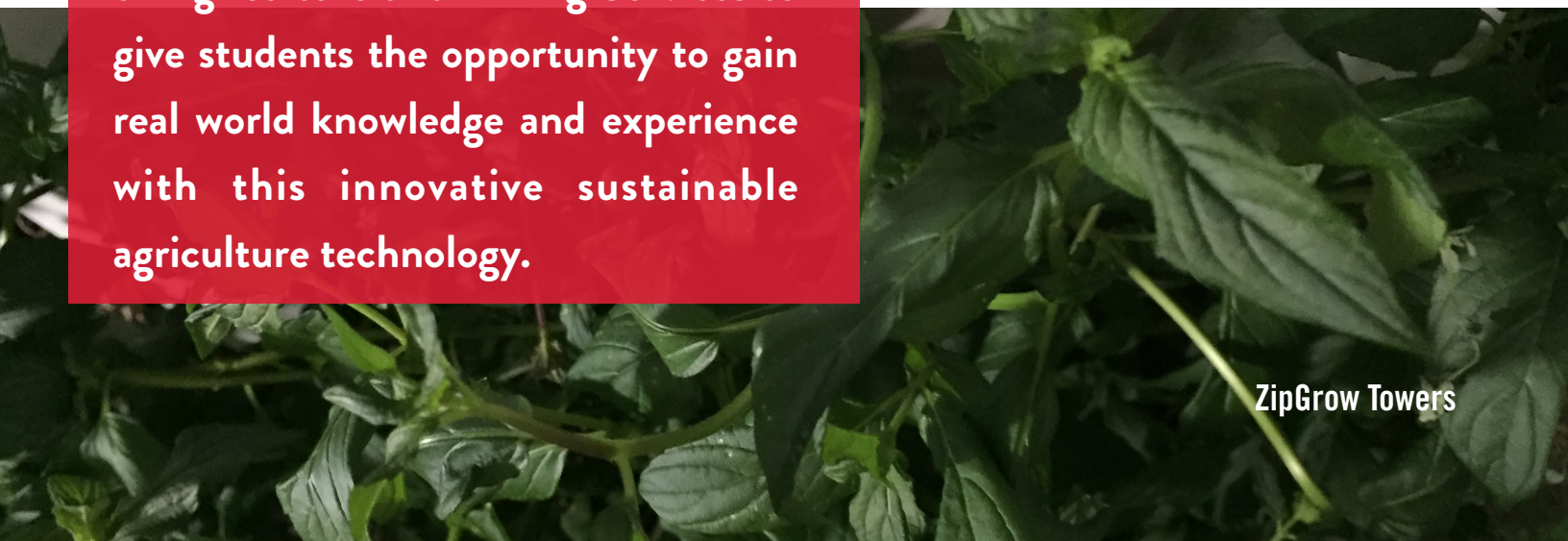
Operations Goals and Strategies

Operations Goals & Strategies

OP 1: Greenhouse Gas Emissions

2018 GOAL:
(ongoing)

Continue to conduct a publicly available greenhouse gas (GHG) emissions inventory that includes, at minimum, Scope 1 and Scope 2 GHG emissions.

2018 GOAL:
(ongoing)

Continue to reduce adjusted net Scope 1 and Scope 2 GHG emissions per weighted campus user compared to the FY11 baseline.

2018 GOAL:
(ongoing)

GHG emissions inventory has been validated or verified (internally or by a third party).

RESPONSIBLE PARTIES

Operations Subcommittee

Facilities Management

OP 2: Outdoor Air Quality

2018 GOAL:
(ongoing)

Maintain current policies or guidelines to improve outdoor air quality and minimize air pollutant emissions from mobile sources. Continue to conduct an inventory of significant air emissions from stationary sources on campus.

RESPONSIBLE PARTIES

Environmental Management

Facilities Management

OP 3: Building Operation and Maintenance

2018 GOAL:	Identify opportunities for retro-commissioning and tuning of facilities to ensure they are functioning as designed in order to optimize energy efficiency, indoor air quality, and comfort.
2021 GOAL:	Complete additional retro-commissioning and tuning of the facilities identified in the 2018 goal.
2027 GOAL:	Complete additional retro-commissioning and tuning of the facilities identified in the 2018 goal. **STRATEGIES**: - Utilize software tools such as EnergyCAP, the campus building management system, and computerized maintenance management system as well as staff institutional knowledge to identify issues and measure success.

RESPONSIBLE PARTIES

Facilities Management

OP 4: Building Design and Construction

2018 GOAL:	Review and update Planning, Design & Construction (PD&C) sustainability policies and procedures.
2018 GOAL:	Develop general sustainability guidelines for PD&C projects.
2021 GOAL:	Develop guidelines for establishing a unique sustainability goal for every significant construction project.
2021 GOAL:	Develop sustainability reporting guidelines for consultants and contractors.
2021 GOAL:	Review and update the sustainability goals listed on the Visioning Guide.
2027 GOAL:	Review and update the PD&C sustainability policies and procedures.
2027 GOAL:	Develop a long-term sustainability plan based on successful projects and policies.

RESPONSIBLE PARTIES

Planning, Design & Construction

OP 5: Building Energy Consumption

2018 GOAL:

Continue reduction of energy as compared to the 2012 baseline.

STRATEGIES:

- Academic building consolidation of classes after 5 pm and weekends.
- Investigate peak shaving strategies such as strategic load shedding and the use of stand-by generators during peak times.
- Retrofit additional outdoor lighting systems (excluding Sports Lighting) with LED fixtures.
- Evaluate indoor space temperature setpoints with a goal of saving energy while maintaining acceptable space comfort. Note that space temperature setpoints may vary based on the activity taking place in the space as well as the ability of the building equipment to maintain comfort in the space.

2021 GOAL:

Continue reduction of energy as compared to the 2012 baseline.

STRATEGIES:

- Retrofit additional outdoor lighting systems (excluding Sports Lighting) with LED fixtures.
- Investigate the feasibility of battery storage as a means to reduce demand during electrical peak periods.
- Control and supervise additional buildings on the Springfield Campus via the campus building management system.
- Upgrade the campus building management control system to provide a consistent operating platform for all facilities utilizing the system.
- Investigate the feasibility and energy savings that can be realized by implementing automated chiller staging software.
- Convert additional indoor lighting to LED lighting systems in academic facilities.
- Continue to install occupancy sensors in academic facilities.

RESPONSIBLE PARTIES

Facilities Management

2027 GOAL:	Continue reduction of energy as compared to the 2012 baseline.	**RESPONSIBLE PARTIES**
	STRATEGIES:	**Facilities Management**

- Retrofit additional outdoor lighting systems (excluding Sports Lighting) with LED fixtures.
- Convert additional indoor lighting to LED lighting systems in academic facilities.
- Continue to install occupancy sensors in academic facilities.
- Investigate the feasibility and energy benefits of a Combined Heat and Power system that provides heating for buildings as a byproduct of generating electricity.
- Evaluate the feasibility and energy benefit of using a plate and frame heat exchanger in conjunction with the cooling towers at Strong Hall to generate chilled water when outdoor air conditions allow.
- Evaluate the feasibility and energy benefit of installing a hot water loop incorporating heat pump chillers on campus.
- Install daylight harvesting sensors in additional academic facilities.

OP 6: Clean and Renewable Energy

2018 GOAL:	Evaluate the feasibility and cost effectiveness of using renewable energy sources on campus.	**RESPONSIBLE PARTIES**
	STRATEGIES:	**Facilities Management**

- Investigate the feasibility and energy benefit of solar projects.

2021 GOAL:	Evaluate the feasibility and cost effectiveness of using renewable energy sources on campus.	
	STRATEGIES:	

- Evaluate the feasibility and energy benefit of a solar carport at Bear Park North and South parking garages to generate electricity for garage lighting and electric car charging stations.
- Investigate the use of solar photovoltaic roof film at McDonald Arena and JQH Arena.

OP 7: Food and Beverage Purchasing

2018 GOAL:	Increase food purchases that are either local/community-based or third-party certified as sustainable.	**RESPONSIBLE PARTIES** Dining Services

STRATEGIES:

- Purchase more of the items that we currently purchase including cage-free eggs, sustainable seafood and shade-grown coffee.
- Partner with local providers such as Neighborhood Mills and Farmers Market of the Ozarks.
- Work with our current produce vendor to have them purchase food from the food hub in Mansfield.
- Utilize the grow room in Kentwood Hall to grow produce.

2021 GOAL:

Increase food purchases that are either local/community-based or third-party certified as sustainable and reduce CO_2 emissions per person.

STRATEGIES:

- Increase purchases of certified humane proteins from 2015 baseline.
- Purchase additional produce locally.
- Purchase more organic apples, berries and baby greens.
- Increase purchases of wild caught or aquaculture seafood that is on the Monterey Bay Watch list.
- Reduce CO_2 emissions per guest.
- Reduce red meat purchases from the 2015 baseline.

2027 GOAL:

Increase food purchases that are either local/community-based or third-party certified as sustainable and reduce CO_2 emissions per guest.

OP 8: Sustainable Dining

2018 GOAL: (ongoing)	Continue to conduct the existing program components under the AASHE criteria that we have satisfied and complete the unmet components listed under strategies.	**RESPONSIBLE PARTIES** Dining Services

STRATEGIES:

- Host a farmers market, community supported agriculture (CSA) or fishery program, and/or urban agriculture project, or support a program in the community.
- Host themed meals (e.g. local harvest dinners).

OP 9: Landscape Management

2018 GOAL:	Write an Integrated Pest Management plan as it pertains to Grounds.	**RESPONSIBLE PARTIES**
2021 GOAL:	Reduce the use of glyphosate on the Springfield Campus.	**Facilities Management**
2027 GOAL:	Increase tree canopy on the Springfield Campus.	

OP 10: Biodiversity

2018 GOAL:	Continue to assess, monitor and maintain programs to protect or positively affect identified species, habitats and/or environmentally sensitive areas on institution owned or managed land.	**RESPONSIBLE PARTIES** **College of Natural and Applied Sciences**

OP 11: Sustainable Procurement

2018 GOAL: (ongoing)	Determine area where life cycle cost analysis (LCCA) is feasible. **STRATEGIES**: - Review upcoming purchasing where LCCA could be applied.	**RESPONSIBLE PARTIES** **Procurement** **Individual Departments**
2021 GOAL:	Establish written guidelines/preferences for sustainable purchasing in targeted categories beyond Energy Star and WaterSense. **STRATEGIES**: - Determine feasible categories.	
2021 GOAL:	Establish process for LCCA for feasible items including a written statement about process. **STRATEGIES**: - Implement test LCCA for a product.	

OP 12: Electronics Purchasing

2018 GOAL:	Increase percentage of EPEAT purchasing and level of purchasing. **STRATEGIES**: - Continue to pursue qualifying products.	**RESPONSIBLE PARTIES** Computer Services
2027 GOAL:	Increase percentage of EPEAT purchasing and level of purchasing. **STRATEGIES**: - Continue to pursue qualifying products.	

OP 13: Cleaning and Janitorial Purchasing

2018 GOAL:	Increase percentage of "green" cleaning products purchased. **STRATEGIES**: - Purchase "green" products when possible.	**RESPONSIBLE PARTIES** **Individual Custodial Areas: Facilities Management, Residence Life, Housing and Dining Services, Athletic Venues, Plaster Student Union**
2027 GOAL:	Increase percentage of "green" cleaning products purchased.	

OP 14: Office Paper Purchasing

2018 GOAL:	Increase percentage of post-consumer recycled content of office paper. **STRATEGIES**: - Increase quantity of recycled content paper purchases in comparison to total quantity of paper purchased. - Increase percentage of post-consumer recycled content for copy paper purchased utilizing 2017 as the baseline.	**RESPONSIBLE PARTIES** **Procurement** **Individual Departments**

OP 15: Campus Fleet

2018 GOAL:	Evaluate options for fuel-efficient or alternative fuel vehicles when purchasing new vehicles for the campus fleet.	**RESPONSIBLE PARTIES**
2021 GOAL:	Increase the number of alternatively fueled vehicles in the campus vehicle fleet.	**Safety and Transportation**
2027 GOAL:	Increase the number of alternatively fueled vehicles in the campus vehicle fleet.	**Facilities Management** **Individual Departments with vehicles**

OP 16: Student Commute Modal Split

2018 GOAL: (ongoing)	Conduct a survey at least every 3 years to assess the student commute modal split.	**RESPONSIBLE PARTIES**
2021 GOAL:	Increase the percentage of students using more sustainable modes of transportation to and from campus.	**Operations Subcommittee** **Engagement Subcommittee**

OP 17: Employee Commute Modal Split

2018 GOAL: (ongoing)	Conduct a survey at least every 3 years to assess the employee commute modal split.	**RESPONSIBLE PARTIES**
2027 GOAL:	Increase the percentage of employees using more sustainable modes of transportation to and from campus.	**Operations Subcommittee** **Engagement Subcommittee**

OP 18: Support for Sustainable Transportation

2018 GOAL:

Continue to support active transportation and commuting alternatives for students and employees:

STRATEGIES:

- Continue to provide secure bicycle storage (not including office space), shower facilities, and lockers for bicycle commuters.
- Continue to provide short-term bicycle parking for all occupied buildings and make long-term bicycle storage available for students who live on campus.
- Continue to provide a bicycle-sharing program or participate in a local bicycle-sharing program.
- Continue to operate a free campus shuttle for commuters.
- Continue to participate in the OzarksCommute.com ride sharing program and/or offer reduced parking fees or preferential parking for car/vanpoolers.

2027 GOAL:

Implement additional programs to support active transportation and commuting alternatives for students and employees. Recommended AASHE STARS programs to explore include, but are not limited to, the following strategies.

STRATEGIES:

- Participate in a car-sharing program, such as a commercial car-sharing program, one administered by the institution, or one administered by a regional organization.
- Offer a guaranteed return trip program to regular users of alternative modes of transportation.
- Install one or more Level 2 or Level 3 electric vehicle recharging stations that are accessible to student and employee commuters.
- Offer a telecommuting program for employees as a matter of policy or standard practice.
- Offer a condensed work week option that reduces employee commuting as a matter of policy or standard practice.
- Offer incentives or programs to encourage employees to live close to campus.

RESPONSIBLE PARTIES

Operations Subcommittee

2027 GOAL:	**STRATEGIES continued:** - Create a bicycle and pedestrian plan or policy (or adhere to a local community plan/policy) that sets standards and practices for campus streets to enable safe access for all users (e.g., a "complete streets" or bicycle accommodation policy). - Develop additional strategies to reduce the impact of commuting (e.g., preferred parking for fuel-efficient vehicles, cash-out of parking programs).	**RESPONSIBLE PARTIES** **Operations Subcommittee**

OP 19: Waste Minimization and Diversion

2018 GOAL:	Increase awareness of RecycleMania program. **STRATEGIES:** - Expand marketing.	**RESPONSIBLE PARTIES** **Facilities Management** **Environmental Management** **Operations Subcommittee** **Engagement Subcommittee**
2018 GOAL:	Increase awareness and utilization of recycling program. **STRATEGIES:** - Expand marketing.	
2018 GOAL:	Capture waste diversion through Surplus Property. **STRATEGIES:** - Use warehouse square footage to determine what is diverted through surplus auction.	
2021 GOAL:	Expand recycling program. **STRATEGIES:** - Prioritize locations for expansion.	
2027 GOAL:	Expand recycling program to all University owned properties. **STRATEGIES:** - Develop cost for expansion and determine funding source.	
2027 GOAL:	Increase percentage of waste diverted from landfill. **STRATEGIES:** - Expand recycling program to all University owned properties.	

OP 20: Construction and Demolition Waste

2018 GOAL:	Review and update non-hazardous, non-soil or organic debris construction and demolition waste diversion policies and procedures for major construction, renovation and demolition projects.
2018 GOAL:	Develop general guidelines for demolition and construction waste diversion for Planning, Design & Construction's major construction, renovation and demolition projects.
2021 GOAL:	Develop a waste diversion goal for significant construction projects.
2021 GOAL:	Develop waste diversion reporting guidelines for consultants and contractors.
2021 GOAL:	Review and report yearly construction and demolition waste diversion data for all landfilled, incinerated, recycled, and recovered waste.
2027 GOAL:	Review and update construction and demolition waste diversion policies and procedures.
2027 GOAL:	Develop a ten-year waste diversion goal.

RESPONSIBLE PARTIES

Planning, Design & Construction

OP 21: Hazardous Waste Management

2018 GOAL: (ongoing)	Continue to safely dispose of all hazardous, special, universal, and non-regulated chemical waste and seek to minimize the presence of these materials on campus. Maintain our current program to responsibly recycle, reuse, and/or refurbish electronic waste generated by the institution and its students, including using a recycler certified under the e-Stewards and/or R2 standards.

RESPONSIBLE PARTIES

Environmental Management

Computer Services

OP 22 and 23: Water Use and Rainwater Management

2018 GOAL:

Maintain the water reduction level from the 2011 baseline.

STRATEGIES:

- Evaluate the feasibility of upgrading campus irrigation systems to incorporate controls that optimize water used for irrigation.

2021 GOAL:

Evaluate the feasibility and cost avoidance of a water reclamation system.

RESPONSIBLE PARTIES

Facilities Management

Our academic recycling program is funded by the Student Sustainability Commission through the procurement of indoor and outdoor bins as well as wages for our student recycling coordinators.

MSU Recycling Bins

Our Eco-Reps program allows students to provide sustainability education to their peers, increase involvement and encourage behavior change in exchange for community service and advocacy experience.

Eco-Reps

Planning and Administration Goals and Strategies

Planning and Adminstration Goals and Strategies

PA 1: Sustainability Coordination

2018 GOAL:
(ongoing)

The University has at least one sustainability committee, office, and/or officer tasked by the administration or governing body to advise on and implement policies and programs related to sustainability on campus.

RESPONSIBLE PARTIES

Sustainability Advisory Committee

PA 2: Sustainability Planning

2018 GOAL:
(ongoing)

The University has published one or more written plans that include measurable sustainability objectives addressing all of the following areas:

- Curriculum
- Research
- Campus Engagement
- Public Engagement
- Air & Climate
- Buildings
- Energy
- Food & Dining
- Grounds
- Purchasing
- Transportation
- Waste
- Water
- Diversity & Affordability
- Investment & Finance
- Wellbeing & Work
- Other (e.g., arts and culture or technology)

RESPONSIBLE PARTIES

Sustainability Advisory Committee

Planning and Administration Subcommittee

PA 3: Participatory Governance

2018 GOAL: (ongoing)	The University has a framework for engaging internal stakeholders (i.e., faculty, staff, students) in governance. **STRATEGIES**: - Sustainability Advisory Committee. - Planning and Administration Subcommittee.	**RESPONSIBLE PARTIES** **Sustainability Advisory Committee** **Planning and Administration Subcommittee**
2018 GOAL: (ongoing)	The University has a framework for engaging external stakeholders (i.e., local community members) in the institution's governance, strategy and operations. **STRATEGIES**: - Identify and engage local residents in land use planning, capital investment projects, and other institutional decisions that affect the broader community (e.g., development projects that impact adjacent neighborhoods). - Maintain formal participatory or shared governance bodies (e.g., seats on the institution's formally recognized committees) through which community members representing the interests of stakeholder groups can regularly participate in institutional governance.	

PA 4: Diversity and Equity Coordination

2018 GOAL: (ongoing)	The University has a diversity and equity committee, office and/or officer (or the equivalent) tasked by the administration or governing body to advise on and implement policies, programs, and trainings related to diversity, equity, inclusion and human rights on campus. The committee, office and/or officer may focus on students and/or employees.	**RESPONSIBLE PARTIES** **Planning and Administration Subcommittee** **The Division for Diversity and Inclusion**
2018 GOAL: (ongoing)	Continue to make cultural competence trainings and activities available to faculty, staff, and/or students. The trainings and activities help participants build the awareness, knowledge and skills necessary to work effectively in cross-cultural situations.	

PA 5: Assessing Diversity and Equity

2018 GOAL:
(ongoing)

Continue to engage in a structured assessment process every three years to improve diversity, equity, and inclusion on campus. The structured diversity and equity assessment process addresses:

- Campus climate by engaging stakeholders to assess the attitudes, perceptions and behaviors of faculty, staff, administrators and students, including the experiences of underrepresented groups.
- Student outcomes related to diversity, equity and success (e.g., graduation/success and retention rates for underrepresented groups).
- Employee outcomes related to diversity and equity (e.g., pay and retention rates for underrepresented groups).

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

The Division for Diversity and Inclusion

PA 6: Support for Underrepresented Groups

2018 GOAL:
(ongoing)

Maintain policies, programs and initiatives to support underrepresented groups and foster a more diverse and inclusive campus community:

STRATEGIES:

- Publicly posted non-discrimination statement.
- Discrimination response protocol or committee (sometimes called a bias response team) to respond to and support those who have experienced or witnessed a bias incident, act of discrimination or hate crime.
- Programs specifically designed to recruit faculty, staff, and students from underrepresented groups.
- Mentoring, counseling, peer support, academic support, or other programs to support faculty, staff, and students from underrepresented groups.

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

The Division for Diversity and Inclusion

2018 GOAL: (ongoing)	STRATEGIES cont . . .	RESPONSIBLE PARTIES

2018 GOAL: (ongoing)

STRATEGIES cont . . .

- Programs that specifically aim to support and prepare students from underrepresented groups for careers as faculty members (sometimes known as pipeline programs). Such programs could take any of the following forms:
  - Teaching fellowships or other programs to support terminal degree students from underrepresented groups in gaining teaching experience.
  - Financial and/or other support programs to prepare and encourage undergraduate or other non-terminal degree students from underrepresented groups to pursue further education and careers as faculty members.
  - Financial and/or other support programs for doctoral and postdoctoral students from underrepresented groups.

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

The Division for Diversity and Inclusion

PA 7: Affordability and Access

2018 GOAL: (ongoing)

Maintain policies and programs to make it accessible and affordable to low-income students and/or to support non-traditional students.

STRATEGIES:

- Policies and programs to minimize the cost of attendance for low-income students.
- Programs to equip the institution's faculty and staff to better serve students from low-income backgrounds.
- Programs to guide and prepare students and families from low-income backgrounds for higher education (e.g., U.S. federal TRIO programs).
- Scholarships provided specifically for low-income students.
- Targeted outreach to recruit students from low-income backgrounds.
- Scholarships provided specifically for part-time students.
- An on-site child care facility, a partnership with a local facility, and/or subsidies or financial support to help meet the child care needs of students.

RESPONSIBLE PARTIES

Planning and Administration

Subcommittee Enrollment Management and Services

Office of Financial Aid

2018 GOAL: (ongoing)	Document accessibility and affordability to low-income students.	**RESPONSIBLE PARTIES**

STRATEGIES:

- Measure and strive to improve percentage of entering students that are low-income (e.g., the percentage of students receiving Pell Grant funds as reported in the U.S. IPEDS Student Financial Aid component or the percentage of students receiving the Canada Student Grant for Students from Low-Income Families).
- Measure and strive to improve the graduation/success rate for low-income students.
- Measure and strive to improve the percentage of need met for students who were awarded any need-based aid (e.g., as reported to the U.S. Common Data Set initiative, item H2).
- Measure and strive to improve the percentage of students graduating without interest-bearing student loan debt or for whom no out-of-pocket tuition is required (i.e., the percentage of graduates who have not taken out interest-bearing loans).

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

Enrollment Management and Services

Office of Financial Aid

PA 8: Committee on Investor Responsibility

2018 GOAL: (ongoing)	Establish an active CIR that includes representatives from at least one of the following stakeholder groups: faculty, staff, and students.	**RESPONSIBLE PARTIES**

Planning and Administration Subcommittee

Sustainability Advisory Committee

Missouri State University Foundation

Financial Services

PA 9: Sustainable Investment

2018 GOAL:
(ongoing)

The Foundation will continue to work with the consultant to identify sustainable investments that meet the long-term return and diversification objectives of the Investment Policy Statement.

2021 GOAL:
(ongoing)

Investigate the possibility that some already held sustainable investments may not have been recognized as being "sustainable."

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

Sustainability Advisory Committee

Missouri State University Foundation

Financial Services

PA 10: Investment Disclosure

2018 GOAL:
(ongoing)

Make a snapshot of University investment holdings available to the public, including the amount invested in each fund. The snapshot is updated at least once per year.

2027 GOAL:

Continue discussions around investment disclosure by the Foundation.

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

Sustainability Advisory Committee

Missouri State University Foundation

Financial Services

PA 11: Employee Compensation

2027 GOAL:	Increase percentage of the institution's employees receiving a living wage (benefits excluded).	**RESPONSIBLE PARTIES**
2027 GOAL:	Increase percentage of the institution's contractors that work on-site as part of regular and ongoing campus operations receiving a living wage (benefits excluded).	**Planning and Administration Subcommittee**
2027 GOAL:	Strive for the total compensation provided to the institution's lowest paid regular (i.e., permanent) employee or pay grade to meet or exceed the local living wage.	**Human Resources**

PA 12: Assessing Employee Satisfaction

2018 GOAL: (ongoing)	Conduct a bi-annual survey that allows for anonymous feedback to measure employee satisfaction and engagement. The evaluation addresses (but is not limited to) job satisfaction, learning and advancement opportunities, and work culture and work/life balance.	**RESPONSIBLE PARTIES**
2018 GOAL: (ongoing)	Maintain a mechanism to address issues raised by the evaluation.	**Planning and Administration Subcommittee**
		Staff Senate
		Faculty Senate

PA 13: Wellness Program

2018 GOAL: (ongoing)	Maintain a wellness and/or employee assistance program that makes available counseling, referral, and wellbeing services to all faculty, staff, and/or members.	**RESPONSIBLE PARTIES**
		Planning and Administration Subcommittee
		Health and Wellness Center
		Human Resources

PA 14: Workplace Health and Safety

2021 GOAL: Reduce total number of recordable workplace injuries and occupational disease cases per full-time equivalent (FTE) employee compared to a baseline.

2027 GOAL: Reduce number of recordable workplace injuries and occupational disease cases annually per 100 full-time equivalent (FTE) employees.

RESPONSIBLE PARTIES

Planning and Administration Subcommittee

Human Resources

The Campus Garden is run by student managers who host volunteer and educational opportunities for students, faculty, staff and community members to grow their own natural produce right here on campus.

MSU CAMPUS GARDEN

Innovation Goals and Strategies

Innovation Goals & Strategies

2018 Innovation and Exemplary Practice Credits:

- Completed:
  - Grounds Certification - Tree Campus USA
  - National Survey of Student Engagement (NSSE) Sustainability Education Consortium
  - Ranked #1 College for Students with Visual Disabilities
- **Other potential innovative projects for 2018 include, but are not limited to:**
  - Public Affairs Sustainability Theme for 2017-2018
  - Green Event Certification - Public Affairs Conference 2018
  - ZipGrow Internship Program
  - Hydroponic Farm for SaveTheKids.org

Future Innovation and Exemplary Practice Credits:

- Potential innovative projects beyond 2018 include, but are not limited to:
  - Journagan Ranch - Sustainable Agriculture Projects
  - Pest Management Certification
  - Green Laboratories
  - Spend Analysis
  - Sustainable Dining Certification
  - Campus Pride Index
  - Stormwater Modeling
  - Bicycle Friendly University
  - Independent Review
  - Community Stakeholder Engagement
  - Sustainability Course Designation

Expanded Scope of STARS Report:

In order to provide a more complete report of our campus sustainability efforts and achievements, we will continue to expand the scope of our STARS report with each future submission until all Missouri State University properties are included.

The proposed timeline for this expansion is as follows:

- 2018: Include the Biology Field Station
- 2021: Include Journagan, Shealy, Kendrick, Woodlands, and Baker
- 2027: Include Mountain Grove and West Plains

CELEBRATING PROGRESS AND LOOKING AHEAD

Over the last few years, we have incorporated sustainability into the curriculum, expanded the opportunities students have to engage in sustainability and continued reducing water and energy usage as well as increasing waste diversion through various strategies including recycling, composting, reuse and donation. Overall, we are making significant strides toward becoming a leader in campus sustainability.

Adopting this strategic plan allows us to take a systematic approach to advancing the sustainability of our campus and community. Since we began researching and compiling this plan, we have identified numerous potential projects for the University to implement. We have also been able to broaden campus and community representation and encourage students to take an active role in advancing the sustainability of their University. By engaging students in this process, we are promoting transparency and offering students the opportunity to affect change at the institution level. This enables us to fulfill our ultimate goal of educating our students on how to be sustainable citizens by giving them the skills and experience they need to create a positive impact in their communities after they graduate.