

Office of Sustainability Strategic Vision and Values Planning

5/1/2019

Overarching goal:

Become (nationally and internationally known as) the leading higher-education institution for sustainability in Maine.

Broad Goals, Strategic Initiatives, and Key Indicators of Success:

1. **Goal:** support and inform sustainability efforts at the state level.
 - 1.1. **Strategy:** develop a regular line of communication to state officials that are responsible for developing and enacting sustainability-focused state efforts.
 - 1.1.1. **Indicator of Success:** regular communications and requests for advice from the state sustainability team.
2. **Goal:** ability to inform and influence critical system-level sustainability decisions (e.g. in purchasing, IT, HR, and endowment investments).
 - 2.1. **Strategy:** create a system-level Sustainability Committee to address sustainability-related decisions within the University of Maine System.
 - 2.1.1. **Indicator of Success:** creation of an effective committee that informs sustainability-related decisions system-wide, in particular in the purchasing, IT, and HR offices.
 - 2.2. **Strategy:** create a Board of Trustees Committee on Investor Responsibility that includes student, faculty, and staff representation.
 - 2.2.1. **Indicator of Success:** transparency and system-wide input on how university investments are made.
 - 2.3. **Strategy:** make our workforce more sustainable by supporting a fair and living wage, engaging in employee satisfaction surveys, and improving workplace health and safety.
 - 2.3.1. **Indicator of Success:** a happier, safer, and healthier workforce.
 - 2.3.2. **Indicator of Success:** a workforce with minimal turnover, thus improving our institutional memory.
3. **Goal:** provide all UMaine students with sustainability-focused education.
 - 3.1. **Strategy:** develop a sustainability general education requirement.
 - 3.1.1. **Indicator of Success:** all UMaine graduates will leave campus with an understanding of core sustainability values.
 - 3.1.2. **Indicator of Success:** UMaine students inspired to become the next generation of environmental leaders and innovators, skilled in ways that promote responsible stewardship of human, natural, and financial resources.
 - 3.2. **Strategy:** incorporate sustainability into existing courses, create sustainability-specific courses, provide an incentive for sustainability-related course development.
 - 3.2.1. **Indicator of Success:** increase sustainability-related course offerings (either a sustainability focused course or course that includes sustainability) to 10% of all courses by 2021 (currently 7.5%).

- 3.2.2. **Indicator of Success:** increase number of departments with sustainability-related course offerings to 75% by 2021 (Currently 56%).
 - 3.3. **Strategy:** create graduate-level sustainability degree and certificate program.
 - 3.3.1. **Indicator of Success:** at least one graduate-level sustainability-related degree and certificate by 2021.
 - 3.4. **Strategy:** provide more classes with a service-learning component.
 - 3.4.1. **Indicator of Success:** a greater number of students graduating as community-minded citizens.
4. **Goal:** continue supporting high-level sustainability research at UMaine
- 4.1. **Strategy:** an incentive policy (e.g. counts 150% towards tenure requirements) to promote more sustainability-related research.
 - 4.1.1. **Indicator of Success:** more faculty inspired to conduct sustainability-related research.
 - 4.1.2. **Indicator of Success:** more sustainability-related research dollars flowing into UMaine.
 - 4.2. **Strategy:** open access to all sustainability research conducted at UMaine.
 - 4.2.1. **Indicator of Success:** creation of an open access research policy that ensures future scholarly articles are deposited in a designated open-access repository.
5. **Goal:** incorporate sustainability into all aspects of the student experience.
- 5.1. **Strategy:** feature sustainability predominantly in new-student orientation activities and programming (i.e. zero waste events, sustainable dorms, etc).
 - 5.1.1. **Indicator of Success:** sustainability knowledge improvements as proven by a sustainability literacy survey given to incoming students and repeated in later years.
 - 5.2. **Strategy:** continue expanding sustainability in Dining Services, including increased purchasing of local foods, reducing food waste, and reducing single use plastic.
 - 5.2.1. **Indicator of Success:** UMaine Dining purchases 25% local by 2025.
 - 5.2.2. **Indicator of Success:** no food served with single use plastic dinnerware or cutlery by 2021.
 - 5.3. **Strategy:** increase campus diversity by recruiting and admitting more minority students.
 - 5.3.1. **Indicator of Success:** more students from under-represented groups on campus.
 - 5.4. **Strategy:** green jobs specialist in the Career Center.
 - 5.4.1. **Indicator of Success:** more students choosing careers with a sustainability focus.
 - 5.5. **Strategy:** assess sustainability culture on campus to determine which sustainability initiatives students would most like to see.
 - 5.5.1. **Indicator of Success:** ongoing efforts towards new and existing campus sustainability initiatives. For example, sustainable transportation, recycling, energy efficiency, water conservation, composting, campus community gardens, re-use initiatives, green office/classroom program, etc.
6. **Goal:** incorporate sustainability into all aspects of campus operations and maintenance.
- 6.1. **Strategy:** continue pursuing our Second Nature Carbon Commitment goals as outlined in the UMaine Climate Action Plan.
 - 6.1.1. **Indicator of Success:** carbon neutrality by 2040 in addition to meeting interim Carbon Commitment goals.
 - 6.2. **Strategy:** work towards STARS Gold level.
 - 6.2.1. **Indicator of Success:** STARS Gold level reached by 2025.

- 6.3. **Strategy:** create a green cleaning policy for both Auxiliary Services and Facilities Management.
 - 6.3.1. **Indicator of Success:** 80% of cleaning and janitorial product purchases are third party certified to meet sustainability standards (currently 60% of purchases are green certified).
- 6.4. **Strategy:** adopt building level energy measurement and verification for as many campus buildings as possible.
 - 6.4.1. **Indicator of Success:** create an energy management or benchmarking program that applies to as many campus buildings as feasible by 2021.
- 6.5. **Strategy:** commit to sustainable building practices for all new building construction.
 - 6.5.1. **Indicator of Success:** 100% of all new buildings built to LEED silver standard or better.
 - 6.5.2. **Indicator of Success:** new campus buildings built to Passive House standards.
- 6.6. **Strategy:** convert campus energy infrastructure to clean and renewable energy.
 - 6.6.1. **Indicator of success:** construction of a new central heating plant that runs primarily on renewable fuel (e.g. biomass).
 - 6.6.2. **Indicator of Success:** generate or purchase 100% of campus electrical demand from solar, hydro, and/or wind power.
- 6.7. **Strategy:** actively track and decrease scope 3 campus emissions.
 - 6.7.1. **Indicator of success:** develop methods for measuring scope 3 emissions by 2021.
 - 6.7.2. **Indicator of Success:** deploy an internal fee to purchase carbon offsets for department travel and commuting.
- 6.8. **Strategy:** Electrify the campus motor pool fleet.
 - 6.8.1. **Indicator of success:** 50% of the campus fleet hybrid or electric vehicles (currently only 4 hybrid vehicles).
- 6.9. **Strategy:** Improve public transportation in Orono/Bangor Region to increase student ridership.
 - 6.9.1. **Indicator of success:** increased ridership on the campus bus routes.
- 7. **Goal:** prepare UMaine for a changing climate future.
 - 7.1. **Strategy:** form a task force (composed of a broadly representative group of key campus constituents) whose mission will be to determine the feasibility of the Second Nature Resilience Commitment for UMaine.
 - 7.1.1. **Indicator of success:** a campus resilience task force working towards the Second Nature Resilience Commitment.
 - 7.2. **Strategy:** sign the Second Nature Resilience Commitment.
 - 7.2.1. **Indicator of success:** a campus resilience plan with clear and concise guidelines for all UMaine stakeholders.
- 8. **Goal:** create a sustainability working group (composed of a broadly representative group of campus constituents) to promote cross-campus collaboration on sustainability issues.
 - 8.1. **Strategy:** send out a campus call to recruit interested parties.
 - 8.1.1. **Indicator of success:** UMaine sustainability working group solving campus sustainability issues and promoting sustainability initiatives campuswide.