



W&M
SUSTAINABILITY

SUSTAINABILITY PLAN

Fiscal Years 2019-2024



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ADDRESS FROM THE PRESIDENT

President Katherine A. Rowe

William & Mary's 325-year history of exceptional academics, civic engagement, and innovation equip the university to meet the challenges of a sustainable future. As an institution that prepares students to be global citizens, we view our campus as a lab for generating innovative solutions to the many challenges confronting the world today - be they environmental, social, individual, or economic. This plan articulates that vision.

Among the many highlights of the plan, William & Mary has become the first public university in Virginia to join the [Billion Dollar Green Challenge](#), which requires a commitment of more than one million dollars to a revolving fund for campus projects that both reduce carbon emissions and generate cost savings. We will surpass the million-dollar threshold over the course of the next six years.

The initiatives and goals outlined in this plan were established with broad engagement by many faculty, staff, departments, and offices. Students - always a driving force in sustainability efforts - were involved at every step. At a place where sustainability is woven into the fabric of our university, as evidenced by everything from the award-winning composting program within Dining Services to improvements in coastal stability through the work of the Commonwealth Center for Recurrent Flooding Resiliency, that level of engagement is unsurprising but crucial.

Reflecting our campus-wide commitment to sustainability on a global level, I recently signed the Declaration on University Global Engagement, which acknowledges the significance of the United Nations Sustainable Development Goals and reaffirms a commitment to making meaningful progress toward a sustainable future. This plan will accelerate that progress here at William & Mary.

Our thanks are due to the Committee and Office of Sustainability for their leadership in guiding the plan to completion - as well as to the many students, faculty, and staff who contributed. The scope and inclusivity of our process reflects our ambitions for the impact of the plan, which will rely on the expertise and commitment of our entire campus community.

A handwritten signature in black ink that reads "K.A. Rowe".

President Katherine A. Rowe



By joining the **Billion Dollar Green Challenge**, William & Mary will contribute to a collective goal of more than a billion dollars in such funds across a cohort of colleges, universities, and other nonprofit institutions.





LETTER FROM THE COMMITTEE ON SUSTAINABILITY

Professor Lynda Butler, Professor John Swaddle



The President's Committee on Sustainability was born of our students' passion for a more sustainable future, both for the institution and for society. More than 10 years ago, a group of students successfully petitioned to create a new student fee—a "green fee"—that resulted in continuous investment in sustainable actions on campus. This grass roots initiative led to the formation of our committee and a proliferation of projects that have reduced carbon footprints, increased energy efficiency, resulted in new teaching and learning opportunities, reduced waste and increased recycling and reuse, helped to infuse dining services with sustainable practices, and even on occasion has saved the university money. The plan described in this document honors the intent of those founding students while also proposing a step-change in how William & Mary addresses issues of sustainability, broadly conceived.

Since the inception of the Committee on Sustainability, W&M has developed a Sustainability Office with a Director that is actively working at the heart of the institution's strategic initiatives. In collaboration with dozens of offices and academic units across the whole university, Calandra Waters Lake, W&M's Director of Sustainability, has steered the creation of a forward-looking and ambitious plan that will help transform the institution into a hub of sustainability actions. Throughout this planning, we have blended educational, research, and operational goals that will improve all facets of sustainability at William & Mary.

As co-Chairs of the Committee on Sustainability we are delighted that the institution is making these long-term commitments and aiming for goals that will transform the university. William & Mary will be better for this plan and our communities will benefit from these initiatives. We hope that students, staff, and faculty can be drawn together by this collective call to action.

Lynda Butler, Chancellor Professor of Law
John Swaddle, Professor of Biology



INTRODUCTION

Calandra Waters Lake

*Director of Sustainability;
Adjunct Faculty, Environmental Science & Policy*

In 1987, the United Nations (UN) famously addressed sustainability with the Brudtland Report, which stated that we must meet “the needs of the present without compromising the ability of future generations to meet their own needs.” Since that time, the scope of sustainability has been refined through the publication of the UN Sustainable Development Goals, 17 interconnected targets, covering many of the challenges facing the world today.

William & Mary’s Committee on Sustainability, with consideration of the Sustainable Development Goals, defines **SUSTAINABILITY as encompassing the dynamic interactions between society and the environment, both natural and human-driven, operating in ways that improve the well-being of all. This recognizes the natural changes of the environment and the multiple dimensions of society, such as individual well-being, culture, the economy, and governance.** Addressing sustainability

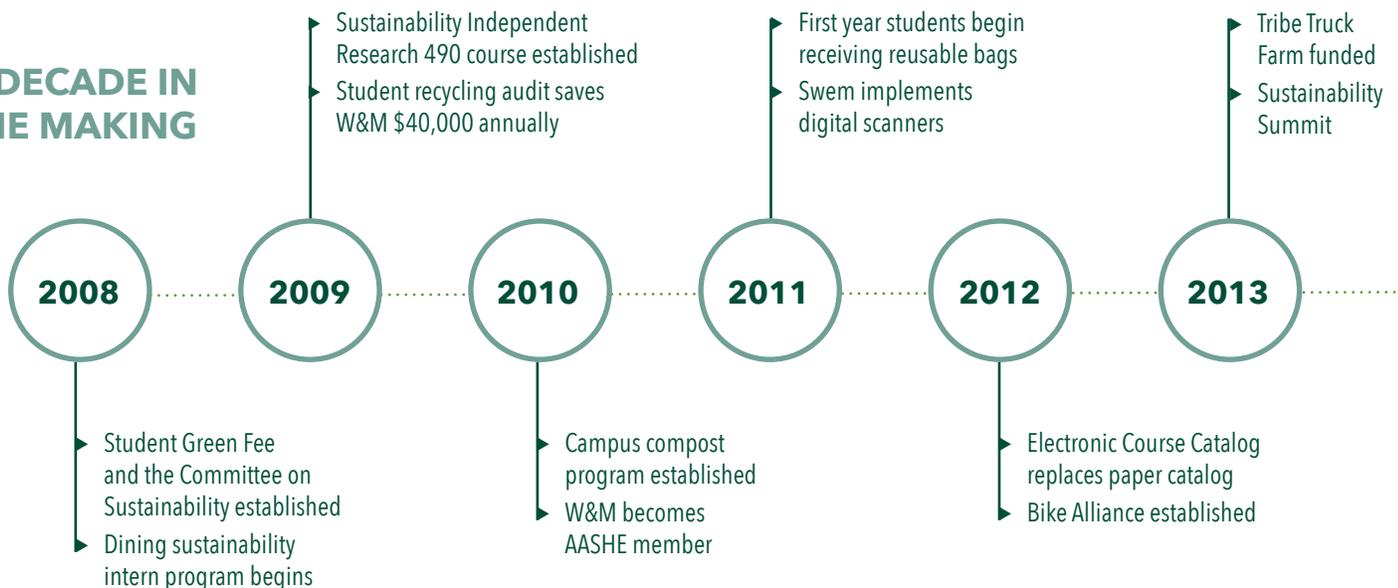
at an overarching level that recognizes the interdependent nature of our world and all communities in it, paints a holistic picture that sparks innovative and impactful solutions.

Preparing students to be informed, well-rounded, critical, system thinkers is one of the greatest contributions towards sustainability a university can achieve. W&M prepares students not only in the classroom setting, but in faculty and student research, community involvement, international engagement, and the experience of living on an increasingly sustainable campus. As a hub of learning, we provide our community with the opportunity to experiment, reflect, refine, and try again - acting as a hotbed for transformative agents of change.

The cross-campus involvement in the creation of this plan, from students, faculty and staff spans W&M’s schools, departments and offices, and demonstrates how sustainability is woven into the fabric of this university. This university-wide plan was built by our Tribe,



A DECADE IN THE MAKING



recognizing the value in community and the well-being of all. It is a living document, meant to steer progress and share vision, while allowing us to reflect, refine and innovate along the way.

The university has continued to make substantial progress since 2007, when W&M received a D- rating on the Sustainable Endowment Institute's Report Card. Today, we stride forward with an AASHE STARS Silver, a respected rating among our peers institutions. The creation of this university-wide plan, a non-exhaustive set of goals and commitments for the next five years, solidifies a common vision and direction. It ties together students, faculty, staff, schools, departments, and offices, through the strategic lens of sustainability and outlines opportunities to make transformative decisions for a wiser, better future.

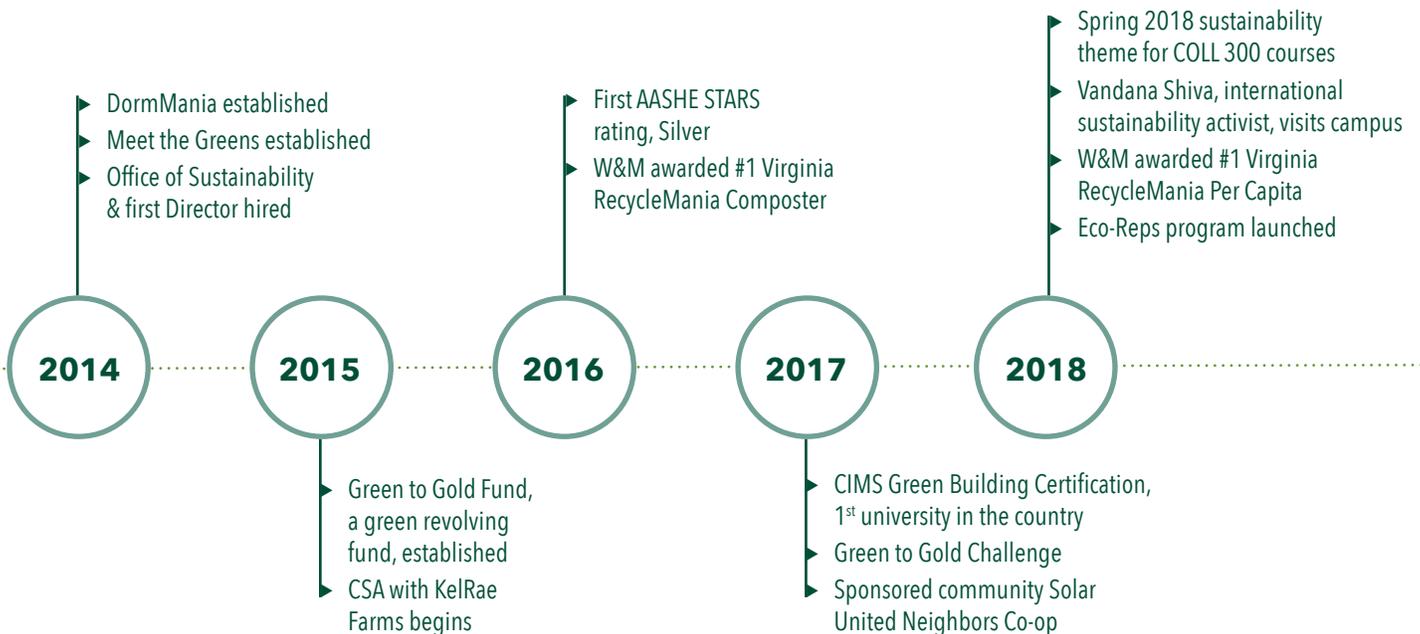
ABOUT THE PLAN

The W&M Sustainability Plan is a five year university plan that applies to all schools, departments, offices, operations on the main campus and, where applicable, the VIMS campus. The Plan is arranged into four focus areas; Campus Planning & Culture, Academics & Engagement, Energy & Climate, and Operations. These subjects contain aims from across campus that are further organized into three categories:

- GOAL** High priority objective with measurable, time-bound parameters
- STANDARD** Formal campus policies or guidelines
- COMMITMENT** Planned progress, from promises of exploration to specific objectives, with an emphasis on execution and collaboration at the department or school level to achieve a campus-wide affect

W&M Sustainability organized and facilitated the creation of this university plan. W&M Sustainability will be responsible for tracking progress of the overall plan and leading the implementation of the Plan's four goals and certain campus commitments. It will play a guiding and supporting role to departments and offices who will oversee the commitments within their specific expertise.

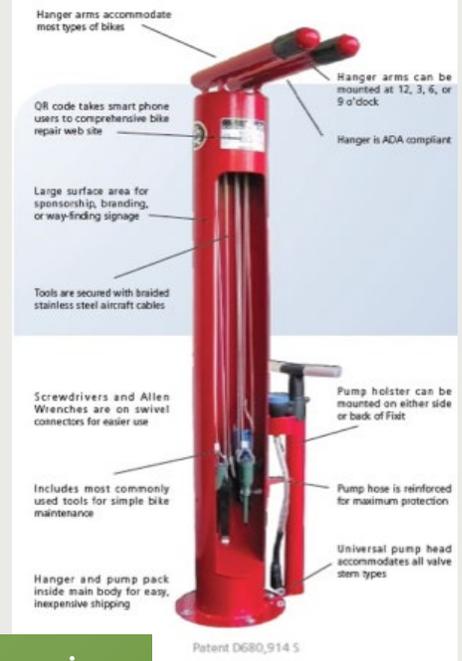
The Plan does not detail every sustainability action on campus, but is an opportunity to showcase the many stakeholders involved in sustainability, their commitment towards further progress, and an overall direction for the next five years. The binding thread of this plan helps create a clearer vision for our sustainable future, and will foster even more cross-discipline and multi-departmental initiatives. Incremental progress has moved us significantly forward, and we are now ready for more transformative change.





Tribe Truck Farm

The **Green Fee** was established by student request in 2008. It funds sustainability projects, initiatives, and research every semester. The Green Fee has financed over \$1 million in projects and seeded the Green to Gold Fund, a green revolving fund.



Bicycle repair stand



Student research



Water bottle refill station



Solar-powered charging station



FOCUS AREAS

CAMPUS PLANNING & CULTURE

- Planning
- Diversity
- Well-being

ACADEMICS & ENGAGEMENT

- Education
- Information
- Programs
- Research
- Orientation
- Communication
- Involvement

ENERGY & CLIMATE

- Greenhouse Gas Emissions
- Renewable Energy

OPERATIONS

- Resource Use
- Procurement
- Food
- Transportation
- Diversion
- Buildings
- Grounds

CAMPUS PLANNING & CULTURE

The climate of a campus influences decision-making from the individual to the university level. We will institutionalize the lens of sustainability at an organizational level, promoting a culture of health and inclusivity key to success.



A 2016 AASHE STARS Silver rating demonstrates the significant strides made over the last decade of the sustainability program.



INSIGHT Into Diversity magazine named W&M among the recipients of its 2018 Higher Education Excellence in Diversity (HEED) Award.

Planning

★ **GOAL:** By 2021, William & Mary will evaluate the integration of sustainability efforts across campus, compare the current structure at W&M to that of peer institutions, and make and advocate for recommendations to the president for optimizing administrative and grassroots involvement for a more sustainable university.

COMMITMENT: Explore the connections between sustainability and civic action in the university-wide Civic Action Planning process, and develop appropriate goals for implementation in 2019 and beyond.

Diversity

COMMITMENT: Increase the diversity of faculty through innovative recruitment and retention efforts.

COMMITMENT: Implement mandatory bias/cultural competency training for all faculty and staff.

COMMITMENT: Expand Diversity Professional Development Series offered for faculty and staff.



Dania Matos is W&M's first deputy chief diversity officer, a position recommended by the Task Force on Race and Race Relations.

Well-being

COMMITMENT: Provide tangible and visible examples of the Eight Dimensions of Wellness both in and around the MTWC, including their parallels to sustainability, by 2020.

COMMITMENT: Launch the Center for Mindfulness and Authentic Excellence (CMAx) and provide robust programming/resources that foster flourishing and resilience to improve interpersonal and psychological wellbeing by 2019.

COMMITMENT: Continue to raise awareness and developmental maturity about integrative wellness and the eight dimensions of wellness through collaborative partnership initiatives such as Healthy Campus 2020 Coalition, Wellness Passport Program, Sustainability, Wellness Application courses, Wellness Minor, Parks Rx Program, peer health education.

COMMITMENT: Reduce the proportion of students who report nicotine use and explore paths to a tobacco free campus by 2021.

Wellness is conscious, self-directed and evolving; holistic and multidimensional; positive and affirming; and inclusive.

COMMITMENT: Assess faculty and staff health and wellness needs and expansion of faculty and staff wellness resources, services, and incentives by 2019.

COMMITMENT: Reduce the proportion of students who report engaging in high-risk drinking of alcoholic beverages within the last 30 days by 2021.

COMMITMENT: Explore the feasibility of a campus wide initiative to address food insecurity on campus by 2021.



Greater Williamsburg Area Park Rx (GWA Park Rx) has been partnering with healthcare providers since 2014, providing them training and tools to ‘prescribe’ their patients time in area parks to enhance mental and physical health, and treat and prevent lifestyle driven illnesses. The program launched an initiative in 2016, in which students are trained to be Peer Park Ambassadors, referring their fellow students to green spaces on or near the W&M campus. This program was publicly recognized in the AASHE’s 2017 Sustainable Campus Index.

ACADEMICS & ENGAGEMENT

We are uniquely positioned to help address the challenges of a changing world through student impact and university research. We will foster cross discipline studies and prepare students to be critical, creative, system thinkers through classroom and co-curricular engagement.

The Center for Liberal Arts' **sustainability semester** included an emphasis on sustainability



courses and visitors, like Dr. Vandana Shiva, who brought a global perspective to campus.



Sustainability related courses are offered by **82%** of departments.

Sustainability-focused undergraduate programs include Environmental Science & Policy and a concentration in sustainability for business majors.

Education

★ **GOAL:** Develop a centralized website through which students and faculty can more easily explore W&M sustainability classes, programs, research, organizations, and events, organizing and promoting our current sustainability assets in a more inclusive, comprehensive way by 2020.

COMMITMENT: Explore ways to create more sustainability-focused courses or activities across the curriculum in Arts & Sciences, as well as in the professional schools and in graduate programs by 2021.

COMMITMENT: Explore the feasibility of a sustainability certificate program for students by 2021.

Information

COMMITMENT: Support interdisciplinary, sustainability related curricula through access to resources and professional development opportunities by 2023.

COMMITMENT: Update the course catalog's Sustainability attribute so these courses are more easily found by 2019.

Programs

COMMITMENT: Implement an employee peer-to-peer educator program by 2022, where-in trained individuals act as sustainability representatives.

COMMITMENT: Implement a Green Office program by 2022 that recognizes offices and departments for their sustainability progress.



Research

COMMITMENT: Explore ways to increase the connections between W&M curriculum and research around solving global environmental and social challenges by 2023.

COMMITMENT: Continue to utilize the campus as a living laboratory for multidisciplinary learning and applied research.



Street level flooding prediction based on model prediction from Hurricane Irene.

The Commonwealth Center for Recurrent Flooding Resiliency is a collaborative partnership between W&M, VIMS and ODU established by the Governor and General Assembly in 2016 to provide proactive support of flooding resiliency planning and preparedness by local governments, state agencies and Virginia's industries and citizens in the face of sea level rise and changing climate. For example, the Center utilizes state-of-the-art water level and storm-surge modeling uniquely coupled to high resolution topographic and infrastructure models to provide highly accurate street-level flooding predictions. The Center also supports the AdaptVA.com portal that provides users with the best available science, legal guidance, and planning strategies to address climate change issues.

Orientation

★ **GOAL:** Enhance new William & Mary community members' exposure to sustainability by 2023.

COMMITMENT: Continued incorporation of sustainability into orientation and student leadership training.

Communication

COMMITMENT: Increase communication and education about living sustainably both on and off the campus by 2021.

COMMITMENT: Increase recognition of sustainability-related achievements by 2020.

COMMITMENT: A resource of sustainability related information to be made voluntarily available through Student Leadership Development to Recognized Student Organizations by 2019.

Involvement

COMMITMENT: Increase participation of the campus in the row-share between W&M and KelRae Farm by 2021.

COMMITMENT: Explore formal community partnerships that support all dimensions of sustainability by 2023.

COMMITMENT: Strengthen relationships with local environmental sustainability organizations and make connections between environmental and social sustainability through 7 Generations pre-orientation trip programming.



70.5% of W&M undergraduates participated in community service in 2015-16, totaling over 250,000 hours.

All first year students, undergraduate and graduate, receive a **renewable bag** from W&M Sustainability.



Meet the Greens, part of Orientation, is an information fair for first year students to learn about their sustainability opportunities.



W&M leases multiple rows on **KelRae Farm**, sustainability dining interns organize student volunteer visits to the farm where they grow and harvest seasonal produce to deliver to the dining halls.

ENERGY & CLIMATE

Climate change is one of the most significant challenges facing the world today. We are committed to utilizing energy efficiency, management practices, and the possibilities of renewable energy to reduce our greenhouse gas emissions at a realistic and impactful pace.

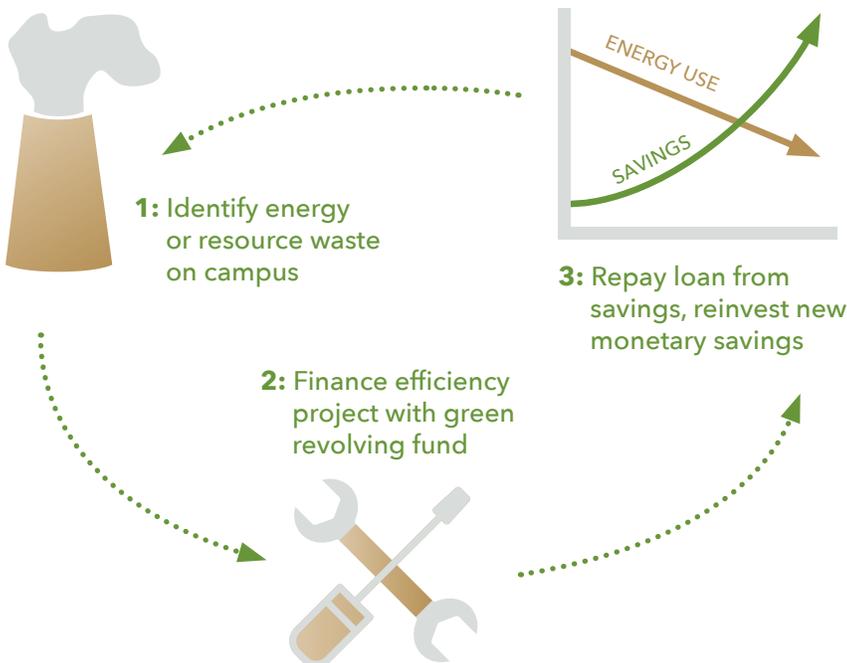
Due to efficiency projects funded by the **Green Fee and Facilities Management** over a ten year period, energy use has decreased over a ten year period.

Greenhouse Gas Emissions

★ **GOAL:** Finalize a Climate Action Plan by 2020 that includes the sourcing of renewable energy and an ambitious carbon neutrality date.

STANDARD: Establish standard practices for group and one-for-one replacement of bulbs with LED technology by 2020.

COMMITMENT: Begin to address travel emissions, with OCE offsetting emissions from all student travel - vans locally and for alternative breaks, flights for global & cross-US alternative breaks.



The Green to Gold Fund

provides loans to departments for projects that reduce greenhouse gas emissions or resource use, while saving money. The pilot project upgraded the parking deck lights to LED's, reducing energy use by 70%, increasing light by 33%, with a payback of three years.

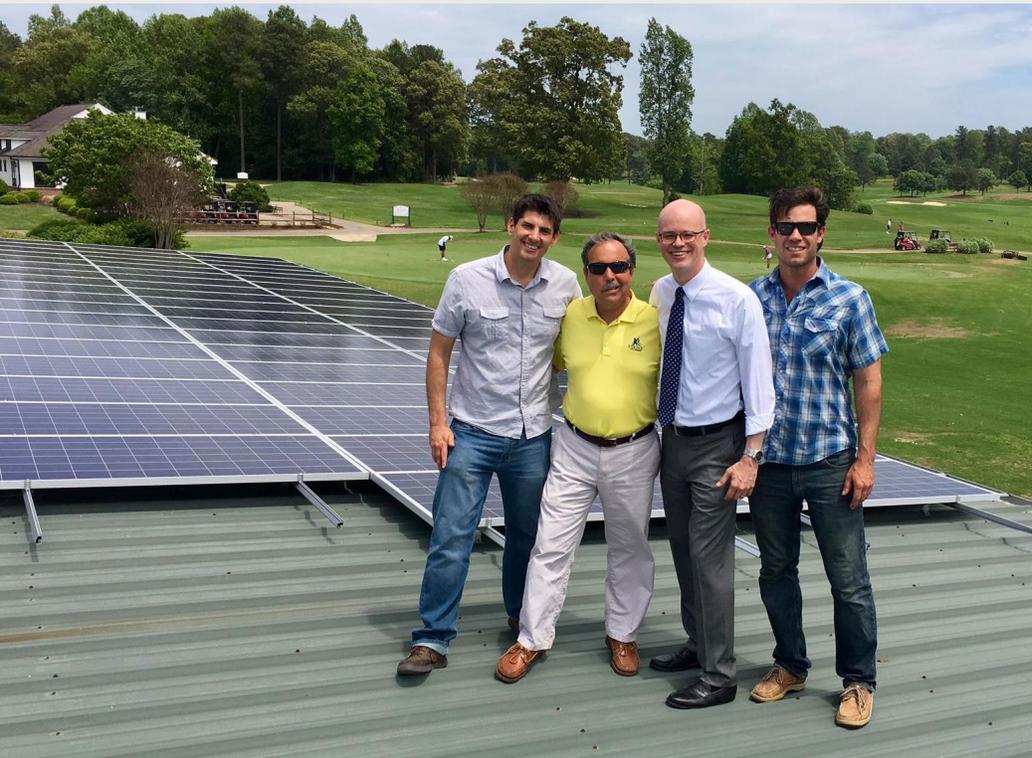
Renewable Energy

COMMITMENT: Explore the feasibility of renewable energy at the new McLeod Tyler Wellness Center (MTWC) by 2020.

COMMITMENT: Pilot the adoption of energy harvesting gym equipment for Campus Recreation in the 2018-2019 academic year.

COMMITMENT: Explore the current feasibility of sourcing grid-scale renewable energy for the campus by 2020.

COMMITMENT: Pilot a solar panel installation on the campus by 2020.



SOLAR UNITED NEIGHBORS

Kiskiack Golf Club was the first golf course in Virginia to tap into solar, doing so through the Hampton Roads Solar Co-op, sponsored by Solar United Neighbors and W&M Sustainability. Kiskiack installed 88 panels that will offset up to 25% of the club's power and save \$5,000 annually.

OPERATIONS

W&M will reduce the ecological footprint of our campus, foster healthy environments, and improve the well-being of our community through reduced resource use and impact, strategic practices, and smart design.



W&M Becomes First Public VA University to Sign the Billion Dollar Green Challenge

By signing the Sustainable Endowment Institute's Billion Dollar Green Challenge, we are the first public university in Virginia committing to increase our current green revolving fund, the Green to Gold Fund, to \$1 million in six years. This \$800,000 expansion will enable even further progress in reducing our environmental impacts and combating climate change.

Resource Use

★ **GOAL:** Grow the W&M green revolving fund to \$1 million by 2025, funding cost-saving projects that reduce greenhouse gas emissions or resource use.

STANDARD: Continued campus implementation of the Energy & Water Use Policy to conserve resources.

COMMITMENT: Move the university from paper receiving of goods to electronic by 2022.

COMMITMENT: Reduce paper use through retention of electronic documentation and transition to electronic forms/workflow.

COMMITMENT: Continue to reduce use of print material and increased emphasis on stewardship of natural resources in FYE practices.

COMMITMENT: Complete installation of electric and water meters on 25% of occupied buildings with significant utility demand by 2023.



In the **Green to Gold Challenge**, student teams competed for 24 hours to brainstorm innovative Green to Gold Fund projects. One winning idea featured energy-harvesting workout equipment in the Campus Recreation Center, and is currently being piloted by Health and Wellness.

Procurement

COMMITMENT: Identify and promote a recycled paper option through our strategic partner for office supplies.

COMMITMENT: Modify solicitation language and Procurement Services strategic plan to focus on sustainability by 2020.

COMMITMENT: Identify businesses with “local” and “green” offerings through our contractor for campus catering by 2020.

90% of paper purchases through Procurement are **30-49% post-consumer recycled content**.

Electronic product expenditures are **88% EPEAT Gold certified**, a ranking that considers the environmental impacts of the product.



Food

STANDARD: Continued implementation of LeanPath practices to reduce pre-consumer waste.

COMMITMENT: Audit dining services' capacity to increase sustainable, local and responsible food sourcing by 2019, resulting in an aggressive goal to be achieved by 2023..

COMMITMENT: Continued implementation of sustainability initiatives such as vegan/vegetarian options, composting, and recycling cooking oil.

COMMITMENT: Implement a campaign to reduce the generation of food waste by 2019.

COMMITMENT: Explore a pizza box initiative for the campus composting program by 2019.

COMMITMENT: Increase access and efficiencies of diverting consumable food and compostable waste from the landfill by 2022.

COMMITMENT: Pilot expansion of the on-campus farmers market to include summer months, with an emphasis on employees, by 2021.

COMMITMENT: Explore collaborative partnerships with on campus franchises, convenience stores, and vending services towards sustainable goals by 2022.



W&M placed #1 in the state for **composting** in RecycleMania 2017. All campus dining halls collect pre- and post-consumer food waste for composting at a third party facility. Campus community composting bins can be found at Marketplace, in Campus Center, and behind Sadler Center.



The **hydroponic wall**, funded by a Green Fee grant, is tended by dining sustainability interns and provides fresh greens to the Commons Dining Hall visitors.



The **on-campus farmers market** brings local, sustainable, food and products to campus mid-week and accepts dining dollars.





In 2017, W&M was designated a **Silver Level Bicycle Friendly University**, one of only two in the state and 54 nationally.

77% of students primarily use a sustainable form of transportation such as **walking, biking, or public transit.**



W&M placed #1 in the state for per capita recycling in RecycleMania 2018.

Transportation

COMMITMENT: Commit to conduct density studies to determine points of major congestion, with 25% of the campus being surveyed every semester beginning with 2018 and develop a proposal to promote and design bicycle pathways & corridors on campus; increasing roadway capacity and user mobility through proper separation of modes of travel.

COMMITMENT: Develop initiatives that lead to creation, design, approval and installation of environmentally sustainable sheltered bike parking and storage adjacent to student housing within the next two years.

COMMITMENT: Create a multi-modal plan/policy that sets standards and practices for vehicle, bicycle, and pedestrian use of campus streets, pathways, and connectors by 2020.

COMMITMENT: Develop policy, use parameters, and identify site placement for Installation of four electric vehicle Type II charging stations on the main campus and two stations at the Gloucester Point VIMS campus by 2019.

COMMITMENT: Develop a robust yet cost-effective paratransit system that connects the farthest points at W&M with the core of campus, and that is supportive of the university's academic mission.

Diversion

STANDARD: Recycling and waste containers should be paired, recycling should include the color blue and feature a universal opening.

COMMITMENT: Increase the campus recyclables diversion rate to 40% by 2023.

COMMITMENT: Eliminate the distribution of single-use plastics in Commons Dining and Sadler Court by 2019.

COMMITMENT: Increase recyclables diversion and collection at university-sponsored special events by 2021.

COMMITMENT: Establish a comprehensive collection program for recyclables in academic and administrative buildings by 2020.

COMMITMENT: Institute a straw "by request" policy in Commons Dining and Sadler Court, shifting to paper straws unless required for accessibility by 2019.

DormMania is a student-run diversion enterprise, established in 2014 by Audrey Kriva '17, through a student Green Fee grant. Each spring, volunteers collect unwanted dorm items during move-out, sparing them a landfill fate. These perfectly useable items are cleaned, checked for safety, stored, and sold in the fall during move-in at bargain prices. The program has diverted 35,000+ lbs to date, makes a net profit every year, and has been recognized with a Post Landfill Action Network Student Leadership Award.

DormMania
pass it on.

Buildings

STANDARD: Design all capital projects to achieve LEED Silver certification or greater.

STANDARD: Operate all occupied campus buildings under the FM Green Cleaning Commitment (FM Directive 752) by 2023.

COMMITMENT: Have third-party certified, environmentally preferred products constitute ninety percent (90%) of Building Services, Custodial Operations cleaning purchases and one hundred percent (100%) of consumable purchases by 2023.

COMMITMENT: Optimize building control system operations in 50% of occupied square footage by 2023.

Grounds

COMMITMENT: Continue support of stormwater management through proactive maintenance of detention pond areas, including stabilizing surrounding soil, increasing sunlight, and use of native plants.

COMMITMENT: Provide additional training of Grounds staff in nutrient and pesticide management, to deepen the emphasis and understanding of sparse use of these products.

COMMITMENT: Continue stewardship of W&M green spaces, such as the College Woods and Lake Matoaka, recognizing their natural significance, research and educational opportunities.

COMMITMENT: Continue to practice Leave No Trace on all outdoor recreation trips.



ISSA, the leading trade association for the cleaning industry, awarded W&M Facilities Management the CIMS-Green Building Certification with Honors.

Immediately adjacent to the developed campus is **The College Woods**, a 960 acre protected natural area that includes a 40 acre lake and a forest with trees that can exceed 150 years old. Winding foot-trails enable visitors to experience a diversity of habitats including examples of biological communities and species that are exceedingly rare on a global scale.



Eco-reps are knowledgeable volunteers and ambassadors that share information and assist with campus initiatives. The 2018 pilot project helped to green Move-In Day by assisting families in finding recycling containers and breaking down boxes.





SUSTAINABILITY SNAPSHOT

GOALS

Campus Culture & Institution

By 2021, William & Mary will evaluate the integration of sustainability efforts across campus, compare the current structure at William & Mary to that of peer institutions, and make and advocate for recommendations to the president for optimizing administrative and grassroot involvement for a more sustainable university.

Academics & Engagement

Develop a centralized website through which students and faculty can more easily explore W&M sustainability classes, programs, research, organizations, and events - by organizing and promoting our current sustainability assets in a more inclusive, comprehensive way by 2020.

Enhance new William & Mary community members' exposure to sustainability by 2023.

Energy & Climate

Finalize a Climate Action Plan by 2020 that includes the sourcing of renewable energy and an ambitious carbon neutrality date.

Operations

Grow the W&M green revolving fund to \$1 million by 2025, funding cost-saving projects that reduce greenhouse gas emissions or resource use.

STANDARDS

Energy & Climate

Establish standard practices for group and one-for-one replacement of bulbs with LED technology by 2020.

Operations

Continued campus implementation of the Energy & Water Use Policy to conserve resources.

Continued implementation of LeanPath practices to reduce pre-consumer waste.

Recycling and waste containers should be paired, recycling should include the color blue and feature a universal opening.

Design all capital projects to achieve LEED Silver certification or greater.

Operate all occupied campus buildings under the FM Green Cleaning Commitment (FM Directive 752) by 2023.



COMMITMENTS

Campus Culture & Institution

Explore the connections between sustainability and civic action in the university-wide Civic Action Planning process, and develop appropriate goals for implementation in 2019 and beyond.

.....
Increase the diversity of faculty through innovative recruitment and retention efforts.

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Implementation of mandatory bias/ cultural competency training for all faculty and staff.

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Expand Diversity Professional Development Series offered for faculty and staff.

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Provide tangible and visible examples of the eight Dimensions of Wellness both in and around the MTWC, including their parallels to sustainability, by 2020.

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Launch the Center for Mindfulness and Authentic Excellence (CMAX) and provide robust programming/resources that foster flourishing and resilience to improve interpersonal and psychological well-being by 2019.

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Continue to raise awareness and developmental maturity about integrative wellness and the eight dimensions of wellness through collaborative partnership initiatives such as Healthy Campus 2020 Coalition, Wellness Passport Program, Sustainability, Wellness Application courses, Wellness Minor, Parks Rx Program, peer health education.

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Reduce the proportion of students who report nicotine use and explore paths to a tobacco free campus by 2021.

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Assess faculty and staff health and wellness needs and expansion of faculty and staff wellness resources, services, and incentives by 2019.

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Reduce the proportion of students who report engaging in high-risk drinking of alcoholic beverages within the last 30 days by 2021.

Explore the feasibility of a campus wide initiative to address food insecurity on campus by 2021.

Academics & Engagement

Explore ways to create more sustainability-focused courses or activities across the curriculum in Arts & Sciences, as well as in the professional schools and in graduate programs by 2021.

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Explore the feasibility of a sustainability certificate program for students by 2021.

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Support interdisciplinary, sustainability related curricula through access to resources and professional development opportunities by 2023.

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Update the course catalog's Sustainability attribute so these courses are more easily found by 2019.

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Implement an employee peer-to-peer educator program by 2022, where-in trained individuals act as sustainability representatives.

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Implement a Green Office program by 2022 that recognizes offices and departments for their sustainability progress.

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Explore ways to increase the connections between W&M curriculum and research around solving global environmental and social challenges by 2023.

.....
Continue to utilize the campus as a living laboratory for multidisciplinary learning and applied research.

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Continued incorporation of sustainability into orientation and student leadership training.

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Increase communication and education about living sustainably both on and off the campus by 2021.

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Increase recognition of sustainability related achievements by 2020.



A resource of sustainability related information to be made voluntarily available through Student Leadership Development to Recognized Student Organizations by 2019.

Increase participation of the campus in the row-share between W&M and KelRae Farm by 2021.

Strengthen relationships with local environmental sustainability organizations and make connections between environmental and social sustainability through 7 Generations pre-orientation trip programming.

Explore formal community partnerships that support all dimensions of sustainability by 2023.

Energy & Climate

Explore the feasibility of renewable energy at the new McLeod Tyler Wellness Center (MTWC) by 2020.

Through OCE, offset carbon emissions from all our student travel (vans locally and for alternative breaks, flights for global & cross-US alternative breaks).

Pilot the adoption of energy harvesting gym equipment for Campus Recreation in the 2018-2019 academic year.

Explore the current feasibility of sourcing grid-scale renewable energy for the campus by 2020.

Pilot a solar panel installation on the campus by 2020.

Operations

Reduce paper use through retention of electronic documentation and transition to electronic forms/workflow.

Complete installation of electric and water meters on 25% of occupied buildings with significant utility demand by 2023.

Move the university from paper receiving of goods to electronic by 2022.

Continue to reduce use of print material and increased emphasis on stewardship of natural resources in FYE practices.

Identify and promote a recycled paper option through our strategic partner for office supplies by 2019.

Modify solicitation language and Procurement Services strategic plan to focus on sustainability by 2020.

Identify businesses with "local" and "green" offerings through our contractor for campus catering by 2020.

Audit Dining Services' capacity to increase sustainable, local and responsible food sourcing by 2019, resulting in an aggressive goal to be achieved by 2023.

Continued implementation of sustainability initiatives such as vegan/vegetarian options, composting, and recycling cooking oil.

Implement a campaign to reduce the generation of food waste by 2019.

Explore a pizza box initiative for the campus composting program by 2019.

Increase access and efficiencies of diverting consumable food and compostable waste from the landfill by 2022.

Pilot expansion of the on-campus farmers market to include summer months, with an emphasis on employees, by 2021.

Explore collaborative partnerships with on campus franchises, convenience stores, and vending services towards sustainable goals by 2022.

Commit to conduct density studies to determine points of major congestion, with 25% of the campus being surveyed every semester beginning with 2018 and develop a proposal to promote and design bicycle pathways & corridors on campus; increasing roadway capacity and user mobility through proper separation of modes of travel.

Develop initiatives that lead to creation, design, approval and installation of environmentally sustainable sheltered bike parking options and storage adjacent to student housing within the next two years.

Create a multi-modal plan/policy that sets standards and practices for vehicle, bicycle, and pedestrian use of campus streets, pathways, and connectors by 2020.

Develop policy, use parameters, and identify site placement for Installation of 4 electric vehicle Type II charging stations on the main campus and 2 stations at the Gloucester Point VIMS campus by 2019.

Develop a robust yet cost effective paratransit system that connects the farthest points at W&M with the core of campus and that is supportive of the college's academic mission.

Increase the campus recyclables diversion rate to 40% by 2023.

Eliminate the distribution of single-use plastics in Commons Dining and Sadler Court by 2019.

Increase recyclables diversion and collection at university-sponsored special events by 2021.

Establish a comprehensive collection program for recyclables in academic and administrative buildings by 2020.

Institute a straw "by request" policy in Commons Dining and Sadler Court, shifting to paper straws unless required for accessibility by 2019.

Have third-party certified, environmentally preferred products constitute ninety percent (90%) of Building Services, Custodial Operations cleaning purchases and one hundred percent (100%) of consumable purchases by 2023.

Optimize building control system operations in 50% of occupied square footage by 2023.

Continue support of stormwater management through proactive maintenance of detention pond areas, including stabilizing surrounding soil, increasing sunlight, and use of native plants.

Provide additional training of Grounds staff in nutrient and pesticide management, to deepen the emphasis and understanding of sparse use of these products.

Continue stewardship of W&M green spaces, such as the College Woods and Lake Matoaka, recognizing their natural significance, research and educational opportunities.

Continue to practice "Leave No Trace" on all outdoor recreation trips.



PLANNING PROCESS

Sustainability as a lens through which to plan, teach, engage, explore, and operate is a powerful and extremely applicable tool. This university-wide plan engaged stakeholders at multiple levels; students, staff and faculty were included in every step of the planning process, of which all schools were represented. The university community helped shape the direction of the Plan, and its contents reflects input and buy-in from across the campus spectrum.

- 1 DATA COLLECTION:** STARS, a common sustainability reporting system for universities, was completed to collect baseline data from across the campus and all schools.
- 2 CAMPUS INPUT:** The STARS results were provided in a Sustainability Report and a survey created of the categories. Respondents comprised of students, faculty, staff provided input on where they would like to see the Sustainability Plan focus.
- 3 GOALS:** The Sustainability Plan Steering Committee (SPSC), within the Committee on Sustainability (COS), comprised of students, staff, and faculty from all schools determined high priority areas based on the campus survey results, United Nations Sustainable Development Goals, and professional expertise. Working groups of students, staff and faculty were then created to explore and write goals for these priority areas. For a full list of members, please see the Appendix.
- 4 COMMITMENTS:** Commitments for the Plan were procured by the Office of Sustainability (OS) from departments and offices across the campus in one-on-one meetings, as well as from the working groups.
- 5 DRAFT PLAN:** The OS drafted the goals and commitments with input from the SPSC, working groups, and individual departments and offices.
- 6 REVIEW:** Draft goals and commitments were reviewed by the deans of all schools, the faculty assembly, and the president. The OS made adjustments based on recommendations. The final draft was reviewed by the SPSC and COS.
- 7 SIGN OFF:** The final Sustainability Plan was signed by President Katherine Rowe.



APPENDICES

Appendix 1: Committee on Sustainability Members, Fiscal Years 18 & 19

CO-CHAIR: Lynda Butler,
Chancellor Professor of Law

CO-CHAIR: John Swaddle,
Professor of Biology

Dennis Taylor, COS Co-Chair
FY 18, Professor Emeritus

Ginger Ambler, Vice
President, Student Affairs

Henry Broaddus, Vice
President, Strategic
Initiatives & Public Affairs

Randy Chambers, Director,
Keck Field Lab

Mackenzie Chriscoe '21,
B.A. undeclared

Kelly Crace, Associate Vice
President, Health & Wellness

Abby Davidson '19, B.S.
Kinesiology & Health,
Public Health

Harmony Dalglish,
Professor of Biology

James DelBene '19, M.S.
Marine Science

Van Dobson, Associate Vice
President, Facilities Management

James Kaste, Director,
Environmental Science & Policy

Jack Jenet '19, B.B.A Marketing

Calandra Waters Lake,
Director, Sustainability

Gregg Shipp, Director,
Operations & Maintenance

Appendix 2: Sustainability Plan Steering Committee Members

CHAIR: Calandra Waters Lake, Director, Sustainability

FACILITATOR: Michael Luchs, Associate
Professor, Mason School of Business

EX OFFICIO: Henry Broaddus, Vice President,
Strategic Initiatives & Public Affairs

EX OFFICIO: Lynda Butler, Committee on
Sustainability Co-chair, Professor of Law

EX OFFICIO: John Swaddle, Professor of Biology

Alan Braddock, Associate Professor, Chair,
Art History and American Studies

Kelly Crace, Associate Vice President, Health & Wellness

Lindsay Dahlgren '18, B.S. Geology & ENSP

Van Dobson, Associate VP, Facilities Management

Jackie Friedman '19, M.S. Marine Science

Brent Kaup, Professor of Sociology

Annie McIntosh '18, Student Assembly, Sustainability

Steve Moyer, Operations Manager, Sadler Dining Hall

Marie Serfis '19, Student Assembly, Sustainability

Gregg Shipp, Director, Operations & Maintenance

April Urbanowski, Fellow, Community Engagement



Appendix 3: Sustainability Plan Working Group Members

Education & Outreach

CHAIR: Brent Kaup, Associate Professor, Sociology

Elizabeth Andrews, Director, Virginia Coastal Policy Center

Babs Bengtson, Director, Training & Development, Human Resources

Ben Boone, Associate Director, Center for the Liberal Arts

Darrien Spitz '20, B.A. Economics
Pam Eddy, EPPL Department Chair, Professor, School of Education

Andy Fisher, Director, ENSP Program

Chris Hein, Assistant Professor, Virginia Institute of Marine Science

Michael Luchs, Associate Professor, School of Business

Drew Stelljes, Assistant Vice President, Student Affairs, Student Leadership and Development

Energy & Emissions

CHAIR: John Swaddle, Committee on Sustainability Co-chair, Professor of Biology

CO-CHAIR: Randy Chambers, Director, Keck Lab

Nick Balascio, Assistant Professor, Biology

Mark Brabham, Director, Facilities Management, Virginia Institute of Marine Science

Carl Hershner, Professor, Marine Science; Director, Center for Coastal Resources Management

Farley Hunter, Associate Director, Utilities

Josh Panganiban '19, B.S. Biology

Jennifer Sekula, Head of Information, Law Library

Nate Throckmorton, Assistant Professor, Economics

Amanda Windley '19, B.A. Government

Institutional Engagement

CHAIR: Calandra Waters Lake, Director, Sustainability

Henry Broadus, Vice President, Strategic Initiatives & Public Affairs

Lynda Butler, Committee on Sustainability Co-chair, Chancellor Professor of Law

Lindsay Dahlgren '18, B.S. Geology & ENSP

Dennis Taylor, Professor Emeritus

Appendix 4: Office of Sustainability Members, Fiscal Years 18 & 19

Calandra Waters Lake, Director of Sustainability

Jenny Fam '21, M.A.Ed. EPPL, Graduate Assistant

Lindsey Dahlgren '18, B.S. Geology & ENSP, Intern

Caroline Failon '19, B.S. Biology, Intern

Riley Ford '20, B.S. ENSP & Economics, Intern

Sydney Lykins '20, B.A. Marketing & Psychology, Intern

Keriann Reeves '18, B.B.A. Marketing, Intern

Kate Taylor '20, B.A. English, Intern

Tyler Treacle '18, B.S. Biology, Intern

Appendix 5: Contributing Department and Office Members

Anne Arseneau, Director, Student Leadership Development

Erma Baker, Director, Procurement

Jeffrey Brancheau, Director, Planning, Design & Construction

Van Dobson, Associate Vice President, Facilities Management

John Dutro, Coordinator, Support Services

Kelly Crace, Associate Vice President, Health & Wellness

Lauren Garrett, Director, First Year Experience

Fanchon Glover, Chief Diversity Officer

Eden Harris, Associate Director, Auxiliary Services

Bill Horacio, Director, Parking & Transportation

Farley Hunter, Associate Director, Utilities

Staci Longest, Associate Director, Procurement

Mark Luckenbach, Associate Dean, VIMS Research and Advisory Services

Dennis Manos, Vice Provost, Research & Graduate Studies

John McFarlane, Associate Director, Gardens & Grounds

Robert Morman, Director, Building Services

Steve Moyer, Operations Manager, Sadler Center

Melody Porter, Director, Community Engagement

Amy Sebring, Vice President, Finance & Chief Financial Officer

Gregg Shipp, Director, Operations & Maintenance

Dave Zoll, Sourcing Analyst, Procurement

Appendix 6: Sustainability Plan Support

Rachel Dominy, Visual Designer & Illustrator, University Web & Design

Samuel Lake, Fellowship & Research Program Coordinator, VIMS Virginia Sea Grant

Lillian Stevens, Senior Operations Manager, Strategic Initiatives & Public Affairs

Jennifer Williams, Communications Specialist, University News & Media



W&M SUSTAINABILITY

www.wm.edu/sustainability

WILLIAM & MARY HAS BEEN RECOGNIZED BY
MULTIPLE ORGANIZATION FOR OUR SUSTAINABILITY EFFORTS.



Silver Rating, Association for the
Advancement of Sustainability in
Higher Education, 2016



Guide to 375
Green Colleges, 2017



1st in Virginia: Recycling and
Composting, 2018



Student Leadership Award



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