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STARS Path to Platinum Report

2020-2022

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Introduction

The Sustainable Tracking, Assessment and Rating System (STARS) is a tool used throughout higher education to measure sustainability in academics, engagement, operations, planning/administration, and innovation[1]. The tool is developed and managed as a program of the Association for the Advancement of Sustainability in Higher Education (AASHE). HSU has used the tool three times, starting in 2013 by earning a silver rating with 55% of points, then progressing to a gold rating in 2017 with 69%, and staying within gold by earning 72% of points during the most recent iteration in 2020.
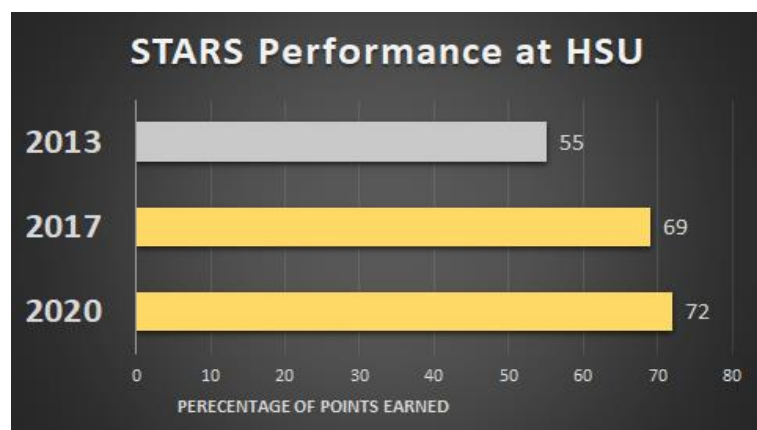
Following the most recent STARS Gold rating published in June 2020, Office of Sustainability staff (Michael Fisher, Morgan King, and Katie Koscielak) discussed results with campus leaders (Summer and Fall 2020). At these meetings, Vice Presidents of all divisions resoundingly echoed focused instruction for next steps: HSU will strive to become the frontrunner for STARS performance in the CSU, and will seek to achieve a Platinum rating.
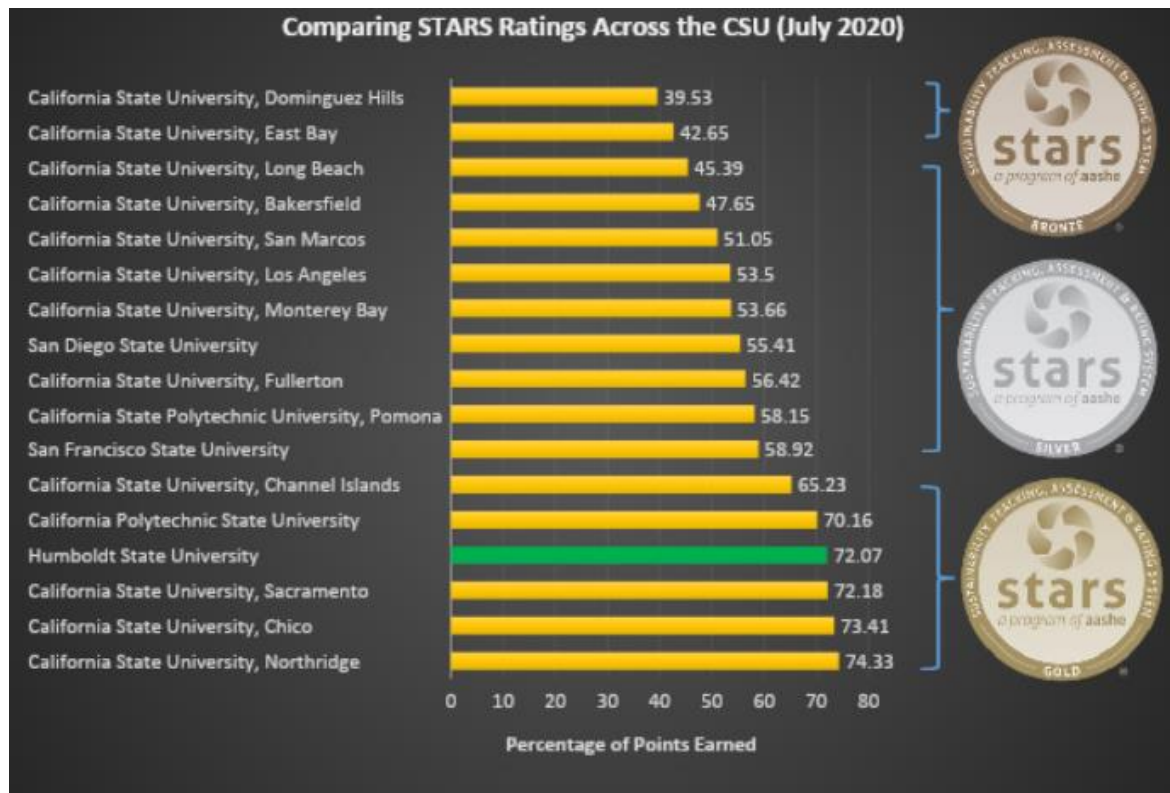
Office of Sustainability staff have therefore set forth the following goals and timelines:

1. **Achieve CSU frontrunner status by May 2023 (CSUN leading with 74.33%[2])**
   a. Data must reflect behavior/operations from previous AY 2021-2022
   b. Data assembled July 2022- March 2023
   c. Report due to AASHE March 2023
   d. Final rating awarded May 2023
2. **Achieve a Platinum STARS rating with 85% of points by May 2026**
   a. Data must reflect behavior/operations from previous AY 2024-2025
   b. Data assembled July 2025- March 2026
   c. Report due to AASHE March 2026
   d. Final rating awarded May 2026

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[1] In determining measures targeted for the "Path to Platinum", Innovation credits (those that serve as "extra credit") have generally not been included since the campus has routinely earned more than enough of these credits to achieve the maximum of 4% extra credit added at the end. The only exception is an Athletics Innovation credit that is discussed in the plan below because Athletics is a bounded area of campus with its own strategic leadership and the associated measure has potential for significant impact and effort.

[2] CSU Northridge leads the CSU with 74.33% points earned as of February 2021

Comparing STARS Ratings Across the CSU (July 2020)

Institution	Percentage of Points Earned
California State University, Dominguez Hills	39.53
California State University, East Bay	42.65
California State University, Long Beach	45.39
California State University, Bakersfield	47.65
California State University, San Marcos	51.05
California State University, Los Angeles	53.5
California State University, Monterey Bay	53.66
San Diego State University	55.41
California State University, Fullerton	56.42
California State Polytechnic University, Pomona	58.15
San Francisco State University	58.92
California State University, Channel Islands	65.23
California Polytechnic State University	70.16
Humboldt State University	72.07
California State University, Sacramento	72.18
California State University, Chico	73.41
California State University, Northridge	74.33

Earning a Platinum rating would make HSU *the* premier institution for sustainability within the CSU, and among a small group of institutions to earn the rating; currently only nine institutions -- out of over 1,000 registered worldwide using the reporting tool -- have earned a Platinum STARS rating. HSU leadership has therefore proclaimed that becoming one of the rarest and most elite sustainability institutions in higher education is a priority goal.

Pursuit of a Platinum Rating aligns closely with goals outlined in the HSU Phase 1 Strategic Plan 2020-2025 as well efforts to become a Polytechnic University. All three plans set forth the ambition to train savvy and competitive future leaders who will be exceptionally prepared to solve the world's greatest and most complex problems, which in many ways means that the campus has set forth multiple goals to train students to effectively solve weighty sustainability problems that future generations will continue to face in the coming decades.

This report summarizes measures that would lead the campus on a "Path to Platinum," highlighting opportunities for growth and showing how the campus could achieve more points **in pursuit of the 85% point threshold required for a Platinum STARS rating.** This document underscores *how* and *where* the campus will need to invest resources over the coming months to make this achievable, across many diverse systems, (including but not limited to human, fiscal, infrastructure, and political). Campus systems will need to be adaptive, nimble, and resilient for "Platinum" to be possible. Setting expectations early that it will take effort to achieve the elusive Platinum rating is important so that stakeholders are aware of what they are asking of their teams and are clear in the scope of their commitment.

The campus's current reporting schedule for STARS gives HSU roughly 1.5 years to make improvements before starting the reporting cycle again in order to achieve a new and improved

rating (the current STARS report will expire in early May 2023). It gives Humboldt State roughly 5 years to achieve a Platinum rating. See Table 1 for more detail on timelines and schedule.

Reporting Timeline

Table 1 STARS reporting timeline at HSU

Task	2019 SUM / FALL	2020 SPRING	2020 SUM / FALL	2021 SPRING	2021 SUM / FALL	2022 SPRING	2022 SUM / FALL	2023 SPRING
Prepare for new STARS reporting cycle								
STARS data collection								
STARS data submission & final rating								
Review & Announce results								
Craft Improvement Plan				WE				
Implement Improvement Plan				ARE HERE				
Prepare for new STARS reporting cycle								
STARS data collection								
STARS data submission & final rating								

Measures Targeted for Improvement in Path to Platinum

The most feasible improvement measures the campus could make are those that require human labor hours, policy creation or amendment, improvement in operations, and/or expanded data collection systems, as compared to measures that will require major capital investments. Measures may therefore inherently be quantified by resources needed, or resource intensity (such as time, funding, priority, human and physical resources, etc.) and as such, have been

organized below in a potential "path to platinum" with the estimated lowest resource intensity measures being the first priority, or the "low(est) hanging fruit".

Resource Need / Resource Intensity: Low
Specific measures and actions that are estimated to be the most feasible in terms of resources needed include:
- PA 6 Assessing Diversity & Equity: engage in a structured assessment process that addresses campus climate, student outcomes, and employee outcomes, and publicly posts the results of the assessment
- EN 7 Employee Educators: create one or more peer-to-peer educator programs that serve all employees; trained employee educators must work at least one hour annually for each employee served by a peer-to-peer educators program in order to achieve needed points
- EN 6 Assessing Sustainability Culture: revise administration of a longitudinal assessment to survey the entire campus community directly or by representative sample (change from surveying just a subset that may not be representative of entire campus community, i.e. include graduate students in the survey population)
- EN 12 Continuing Education: (re)introduce at least one sustainability-focused certificate program through continuing education or extension department (i.e. bring back sustainable tourism certificate program or other certificate program)

Measures that still have a relatively low resource need but that may require greater level of effort/coordination include:
- OP 10 Biodiversity: campus must identify endangered and vulnerable species AND areas of biodiversity importance; plans or programs to protect or positively affect any species, habitats, and/or ecosystems identified are required
- EN 9 Staff Professional Development & Training: 75 percent or more of regular (full-time and part-time) non-academic staff participate annually in sustainability professional development and training that is either provided or supported by the institution
- OP 14 Office Paper Purchasing: purchase exclusively office paper that contains 90-100 percent post-consumer recycled and/or agricultural residue content or is FSC Recycled or FSC 100% labeled.
  - For our campus, this would mean expanding P19-01 to include stationery, envelopes, business cards, and other office paper besides general use white paper used in copiers and printers.

Measures that will still have low resource intensity but are significantly more complex include:
- EN 15 Trademark Licensing: institution becomes a member of an independent monitoring and verification organization focused on labor rights code of conduct
- PA 3 Inclusive and Participatory Governance: increase gender equity on CSU Board of Trustees and/or host or support one or more formal bodies through which external stakeholders (i.e., local community members) have a regular voice in institutional decisions that affect them.
  - Examples include campus-community councils, "town and gown" committees, community advisory panels, and regular multi-stakeholder forums that are convened at least once a year.
  - The "formal body" must be a vehicle for stakeholders to voice concerns on any/all issues, rather than on narrow or limited topics.

- [AC 11 Open Access to Research](): implement published policy that *requires* employees to publish scholarly works open access or archive final post-peer reviewed versions of scholarly works in an open access repository (change current policy to "require" rather than "recommend")
- [OP 7 Food & Beverage Purchasing](): document percentage of food and beverage expenditures that meet sustainable/ethical production and/or plant-based criteria
- [OP 11 Sustainable Procurement](): publish sustainability criteria to be applied when evaluating products and/or services in one or more of the following categories: chemically intensive products and services, furniture and furnishings, Information technology (IT) and equipment, and food service providers

Unfortunately, the campus will not be able to achieve a platinum rating based on measures that will require low resource input alone. This means that some measures targeted in the "path to platinum" will require medium and high resource input in order to be achievable.

Resource Need / Resource Intensity: Medium
Measures that will require some expenditure of capital, therefore making them more resource intensive include:
- [AC 7 Incentives for Developing Courses](): create ongoing program or programs that offer incentives for academic staff (i.e., faculty members) in multiple disciplines or departments to develop new sustainability courses and/or incorporate sustainability into existing courses or departments. Incentives may include release time, funding for professional development, or training offered by the institution. Incentives for expanding sustainability offerings in academic, non-credit, and/or continuing education courses count for this credit.
- [AC 10 Support for Sustainability Research](): encourage and/or support sustainability research by hosting an ongoing program across multiple disciplines or academic programs that provides incentives (e.g., fellowships, financial support, and/or mentorships) that are specifically intended to increase sustainability research.
- [OP 9 Landscape Management](): create and implement a plan to manage 100 percent of campus grounds without the use of inorganic fertilizers and chemical pesticides, fungicides and herbicides. Incremental points are available based on the percentage of grounds managed organically or in accordance with an IPM program
- [IN 16 Green Athletics](): host an active green athletics program through which it engages the community around issues of sustainability, and includes at least three of the following:
    - Zero waste and/or carbon neutral athletic events
    - A stadium or arena certified under a green building rating system
    - A sustainable food and beverage purchasing program that includes athletic event vendors and concessions
    - A program to minimize the sustainability impacts of turf management, e.g., by installing low input turfgrass or environmentally preferable artificial turf (e.g., 100 percent recyclable or Cradle to Cradle certified)
    - A program to support more sustainable transportation options for athletic events
    - Community engagement efforts, e.g., to educate students and fans/supporters about the institution's sustainability initiatives

- An athletic team certification program (i.e., an internal program to formally recognize sports teams that integrate sustainability into their culture and practices)
- PA 10 Sustainable Investment:
  - invest 60 percent or more of its investment pool in one or more of the following-
    - sustainable industries,
    - business selected for exemplary sustainability performance,
    - sustainability investment funds,
    - community development financial institutions (CDFIs or the equivalent),
    - socially responsible mutual funds with positive screens,
    - green revolving funds funded from the endowment
  - create policies and/or practices that meet all of the following criteria:
    - Has a publicly available sustainable investment policy
    - Uses its sustainable investment policy to select and guide investment managers
    - Has engaged in proxy voting to promote sustainability
    - Has filed or co-filed one or more shareholder resolutions that address sustainability or submitted one or more letters about social or environmental responsibility to a company in which it holds investments
    - Participates in a public divestment effort
    - Engages in policy advocacy by participating in investor networks
- OP 4 Building Operations & Maintenance: all eligible building space operated and maintained in accordance with a multi-attribute sustainable management policy/program, but not certified (e.g. LEED O+M)
- OP 18 Waste Minimization & Diversion: make reductions in the following ways-
  - reduce total waste generation compared to baseline;
  - total annual waste generation per weighted campus user is 90 percent less than the minimum performance threshold of 0.46 tonnes (0.50 short tons);
  - divert more waste from the landfill or incinerator through recycling, composting, donating or reselling and disposing of the remaining residual materials through post-recycling conversion.

Resource Need / Resource Intensity: High
Measures thought to require significant investment of capital but which are still needed to achieve platinum include:
- OP 12 Electronics Purchasing: increase purchases of EPEAT Gold products and/or products that are third party certified at the highest achievable level under a multi-attribute sustainability standard.
- OP 5 Building Energy Efficiency: reduce total source energy consumption per gross square metre or foot of floor area compared to a baseline; reduce annual site energy consumption per EUI (BTU per gross square metre per Celsius degree day or Btu per gross square foot per Fahrenheit degree day).
- OP 15 Campus Fleet: purchase more vehicles for the fleet that are alternatively fueled or powered (that are not exclusively petroleum-fuel based)
- OP 3 Building Design & Construction: all building space designed and built in accordance with a multi-attribute green building code, policy/guideline, or rating system, but not certified
- OP 2 Greenhouse Gas Emissions: reduce GHG emissions as follows:

- o Reduce adjusted net Scope 1 and Scope 2 GHG emissions per weighted campus user compared to a baseline
- o Institution's annual adjusted net Scope 1 and Scope 2 GHG emissions are less than the minimum performance threshold of 0.215 metric tons of carbon dioxide equivalent (MTCO2e) per gross square metre (0.02 MTCO2e per gross square foot) of floor area.
  - ▪ Scope 2 GHG emissions totals should include accounting for any contractual procurement and sales/transfer of renewable energy, e.g., Renewable Energy Certificates (RECs)
- OP 16 Commute Modal Split: increase percent of students and employees who use more sustainable modes of transportation (i.e., alternatives to conventional single-occupancy vehicles) as their primary mode of transportation for getting to and from campus
- OP 20 Hazardous Waste Management: institution's electronic waste recycler gets certified under the e-Stewards and/or Responsible Recycling (R2) standards

Measures with Room for Improvement (But Not targeted in Path to Platinum)

The measures listed below are thought to be too complex or too costly to pursue in the current reporting cycle and/or the campus has already achieved as much as seems feasible for the current period:

- OP 6 Clean & Renewable Energy: obtain energy from clean and renewable sources and/or by purchasing unbundled renewable energy products equivalent to 100 percent of total campus energy consumption.
- PA 12 Employee Compensation:
  - o 100 percent of its employees receive a living wage
  - o campus verifies that 100 percent of the employees from contractors that work on-site as part of regular and ongoing campus operations receive a living wage (or are covered by collective bargaining agreements)
  - o total compensation provided to its lowest paid regular employee or pay grade meets or exceeds 150 percent of the living wage
- EN 13 Community Service: 100 percent of predominant student body engages in community service
- PA 8 Affordability & Access: increase all of the following-
  - o Percentage of need met, on average, for students who were awarded any need-based aid
  - o Percentage of students graduating without student loan debt
  - o Percentage of entering students that are low-income
  - o Graduation/success rate for low-income students
- OP 1 Emissions Inventory & Disclosure:
  - o ensure that GHG inventory produced for Scopes 1, 2, and 3 has been validated internally by personnel who are independent of the GHG accounting and reporting process and/or verified by an independent, external third party
  - o in the air pollutant emissions figures provided, add data from one of the following sources: mobile, commuting, and off-site electricity production
- PA 5 Diversity & Equity Coordination: all members of the campus community have participated in cultural competence, anti-oppression, anti-racism and./or social inclusion trainings and activities.

- PA 15 Workplace Health & Safety: reduce the number of recordable incidents of work-related injury or ill health per 100 full-time equivalent (FTE) employees.
- AC 9 Research & Scholarship: increase percent of departments that conduct research are engaged in sustainability research (from 55% to 75% or more)
- AC 1 Academic Courses: increase percent of courses offered that are sustainability-focused or sustainability-inclusive (from 12% to 20% or more) and increase percent of academic departments that offer at least one sustainability-focused or sustainability-inclusive course (from 79% to 90 percent or more)
- OP 19 Construction & Demolition Waste Diversion: divert all of non-hazardous construction and demolition waste from the landfill or incinerator in a one-year period.
- PA 11 Investment Disclosure: make a snapshot of its entire investment holdings publicly available
- OP 13 Cleaning & Janitorial Purchasing: purchase exclusively certified green cleaning and janitorial paper products
- OP 21 Water Use: reduce water use as follows-
    o achieve a 30 percent or larger reduction in potable water use per weighted campus user compared to a baseline
    o achieve a 30 percent or larger reduction in potable water use per gross square metre or foot of floor area compared to a baseline
    o achieve a 30 percent or larger reduction in total water use per hectare or acre of vegetated grounds compared to a baseline

Measures to Hold Steady

The measures listed below do not currently pose opportunity for growth since the campus is already achieving all of the points possible. In order to achieve platinum however, the author has assumed HSU will continue earning 100% of points possible in each area as follows, which means we must maintain our robust leadership and dedication to sustainability in each of these areas:
- AC 2 Learning Outcomes
- AC 3 Undergraduate Program
- AC 4 Graduate Program
- AC 5 Immersive Experience
- AC 6 Sustainability Literacy Assessment
- AC 8 Campus As A Living Lab
- EN 1 Student Educators Program
- EN 10 Community Partnerships
- EN 11 Inter-Campus Collaboration
- EN 14 Participation in Public Policy
- EN 2 Student Orientation
- EN 3 Student Life
- EN 4 Outreach Materials & Publications
- EN 5 Outreach Campaign
- EN 8 Employee Orientation
- OP 17 Support for Sustainable Transportation
- OP 22 Rainwater Management
- OP 8 Sustainable Dining
- PA 1 Sustainability Coordination

- [PA 13 Assessing Employee Satisfaction](#)
- [PA 14 Wellness Program](#)
- [PA 2 Sustainability Planning](#)
- [PA 4 Reporting Assurance](#)
- [PA 7 Support for Underrepresented Groups](#)
- [PA 9 Committee on Investor Responsibility](#)

Appendices

Measure Summaries in Table Format

In the tables below, credits that have been described in the previous narrative section are listed in corresponding order of priority, with the lowest predicted resource intensity needed listed first (see "Cost" and "Feasibility" columns), followed by measures that will take higher input of resources, followed by measures that will take significant resources. Additional tables list details about measures not targeted and measures to hold steady.

Color Key- use of scaled color in the tables correspond as follows:
- Green = indicator of "good", low cost, high feasibility, minimal effort needed; minimal resources needed to ensure success
- Yellow = indicator of "medium", some input of resources needed, medium input of effort needed
- Red = indicator of "difficult to achieve" or "low performance", significant cost anticipated, significant effort/resources needed

Measures Targeted for Improvement in Path to Platinum

All of the estimated points projected in the following table (column second from right) must be achieved in order to secure a Platinum rating. The current estimate scenario projected in this "Path to Platinum" puts forth a 1% conservative points overestimation; that is, completing all estimated points described would bring the campus to achieving 85.9% of all points possible in STARS and just barely over a Platinum rating level. (This means there's not much room for us to miss the mark; we truly need to achieve ALL points below to advance to projected thresholds). The calculation for points assumes that campus exemplary performance will hold steady, (i.e. campus will continue achievement of 100% of points possible as seen in the 2020 report), and that campus would achieve the maximum allowed "extra credit" of four additional percentage points by earning a wide variety of Innovation credits.

Table 2. Table summarizing targeted measures for achievement of a Platinum STARS rating in the next reporting cycle.

Credit #	Credit Name 2020	Cost	Feasibility	Percent Increase needed	Points increase needed	Division Responsible
PA 6	Assessing Diversity and Equity	low	high	*100%*	1	Academic Affairs / Provost

EN 7	Employee Educators Program	low	high	100%	3	Admin Affairs
EN 6	Assessing Sustainability Culture	low	high	50%	0.5	Admin Affairs
EN 12	Continuing Education	low	high	40%	2	Academic Affairs / Provost
OP 10	Biodiversity	low	medium	100%	2	Admin Affairs
EN 9	Staff Professional Development and Training	low	medium	13%	0.25	Admin Affairs
OP 14	Office Paper Purchasing	low	medium	2%	0.02	Advancement
EN 15	Trademark Licensing	low	low	100%	2	Advancement
PA 3	Inclusive and Participatory Governance	low	low	46%	1.37	Admin Affairs
AC 11	Open Access to Research	low	low	34%	0.67	Academic Affairs / Provost
OP 7	Food and Beverage Purchasing	low	low	33%	2	Enrollment Mgmt

OP 11	Sustainable Procurement	low	low	17%	0.5	Admin Affairs
AC 7	Incentives for Developing Courses	medium	medium	100%	2	Academic Affairs / Provost
AC 10	Support for Sustainability Research	medium	medium	50%	2	Academic Affairs / Provost
OP 9	Landscape Management	medium	low	100%	2	Admin Affairs
IN 16	Green Athletics	medium	low	100%	0.5	Athletics
PA 10	Sustainable Investment	medium	low	33%	1	Advancement
OP 4	Building Operations and Maintenance	medium	low	20%	1	Admin Affairs
OP 18	Waste Minimization and Diversion	medium	low	3%	0.25	Admin Affairs
OP 12	Electronics Purchasing	high	medium	22%	0.22	Academic Affairs / Provost
OP 5	Building Energy Efficiency	high	medium	8%	0.45	Admin Affairs
OP 15	Campus Fleet	high	medium	4%	0.04	Admin Affairs

OP 3	Building Design and Construction	high	low	*25%*	0.75	Admin Affairs
OP 2	Greenhouse Gas Emissions	high	low	*18%*	1.43	Admin Affairs
OP 16	Commute Modal Split	high	low	*17%*	0.83	Admin Affairs
OP 20	Hazardous Waste Management	high	low	*50%*	0.5	Admin Affairs

Measures With Room for Improvement (But Not Targeted in Path to Platinum)

Table 3. Table listing measures where the campus has room for improvement but which have not been targeted in the current path to platinum.

Category	Credit #	Credit Name 2020	Percent Increase projected	Percent earned in 2020	Expected increase	Division
Operations	OP 6	Clean and Renewable Energy	0%	0%	0	Admin Affairs
Planning & Administration	PA 12	Employee Compensation	0%	19%	0	Admin Affairs
Engagement	EN 13	Community Service	0%	53%	0	Academic Affairs / Provost
Planning & Administration	PA 8	Affordability and Access	0%	63%	0	Enrollment Mgmt

Operations	OP 1	Emissions Inventory and Disclosure	0%	67%	0	Admin Affairs
Planning & Administration	PA 5	Diversity and Equity Coordination	0%	78%	0	Academic Affairs / Provost
Planning & Administration	PA 15	Workplace Health and Safety	0%	80%	0	Admin Affairs
Academics	AC 9	Research and Scholarship	0%	86%	0	Academic Affairs / Provost
Academics	AC 1	Academic Courses	0%	87%	0	Academic Affairs / Provost
Operations	OP 19	Construction and Demolition Waste Diversion	0%	88%	0	Admin Affairs
Planning & Administration	PA 11	Investment Disclosure	0%	90%	0	Advancement
Operations	OP 13	Cleaning and Janitorial Purchasing	0%	91%	0	Admin Affairs
Operations	OP 21	Water Use	0%	93%	0	Admin Affairs

Measures to Hold Steady

Table 4. Measures in which HSU earned 100% of points possible during 2020 report.

Credit Abbreviation	Credit Name 2020	Percent earned in 2020	Division
AC 2	Learning Outcomes	100%	Academic Affairs / Provost
AC 3	Undergraduate Program	100%	Academic Affairs / Provost
AC 4	Graduate Program	100%	Academic Affairs / Provost
AC 5	Immersive Experience	100%	Academic Affairs / Provost
AC 6	Sustainability Literacy Assessment	100%	Academic Affairs / Provost
AC 8	Campus as a Living Laboratory	100%	Academic Affairs / Provost
EN 1	Student Educators Program	100%	Admin Affairs
EN 10	Community Partnerships	100%	Academic Affairs / Provost

EN 11	Inter-Campus Collaboration	100%	Admin Affairs
EN 14	Participation in Public Policy	100%	Admin Affairs
EN 2	Student Orientation	100%	Admin Affairs
EN 3	Student Life	100%	Admin Affairs
EN 4	Outreach Materials and Publications	100%	Advancement
EN 5	Outreach Campaign	100%	Advancement
EN 8	Employee Orientation	100%	Admin Affairs
OP 17	Support for Sustainable Transportation	100%	Admin Affairs
OP 22	Rainwater Management	100%	Admin Affairs
OP 8	Sustainable Dining	100%	Enrollment Mgmt
PA 1	Sustainability Coordination	100%	Admin Affairs
PA 13	Assessing Employee Satisfaction	100%	Admin Affairs
PA 14	Wellness Program	100%	Admin Affairs

PA 2	Sustainability Planning		100%	Admin Affairs
PA 4	Reporting Assurance		100%	Admin Affairs
PA 7	Support for Underrepresented Groups		100%	Academic Affairs / Provost
PA 9	Committee on Investor Responsibility		100%	Advancement

Targeted Measures Summarized By Division

The following sections categorize targeted improvement measures by division, so that Vice Presidents may understand what work must be done in the area of campus for which they are responsible. These tables repeat measures that have already been discussed or flagged above, but reorganize them by division.

Academic Affairs

Table 5. Measures for which Academic Affairs is responsible.

Category	Credit #	Credit Name 2020	Percentage increase needed	Points increase needed	Division Responsible
Academics	AC 7	Incentives for Developing Courses	100%	2	Academic Affairs / Provost
Planning & Admin	PA 6	Assessing Diversity and Equity	100%	1	Academic Affairs / Provost
Academics	AC 10	Support for Sustainability Research	50%	2	Academic Affairs / Provost

Category	Credit #	Credit Name 2020			Division Responsible
Engagement	EN 12	Continuing Education	40%	2	Academic Affairs / Provost
Academics	AC 11	Open Access to Research	34%	0.67	Academic Affairs / Provost
Operations	OP 12	Electronics Purchasing	22%	0.22	Academic Affairs / Provost

Administrative Affairs

Table 6. Measures for which Administrative Affairs is responsible.

Category	Credit #	Credit Name 2020	Percentage increase needed	Points increase needed	Division Responsible
Engagement	EN 7	Employee Educators Program	*100%*	3	Admin Affairs
Operations	OP 10	Biodiversity	*100%*	2	Admin Affairs
Operations	OP 9	Landscape Management	*100%*	2	Admin Affairs
Engagement	EN 6	Assessing Sustainability Culture	*50%*	0.5	Admin Affairs
Operations	OP 20	Hazardous Waste Management	*50%*	0.5	Admin Affairs
Planning & Admin	PA 3	Inclusive and Participatory Governance	*46%*	1.37	Admin Affairs

Operations	OP 3	Building Design and Construction	*25%*	0.75	Admin Affairs
Operations	OP 4	Building Operations and Maintenance	*20%*	1	Admin Affairs
Operations	OP 2	Greenhouse Gas Emissions	*18%*	1.43	Admin Affairs
Operations	OP 11	Sustainable Procurement	*17%*	0.5	Admin Affairs
Operations	OP 16	Commute Modal Split	*17%*	0.83	Admin Affairs
Engagement	EN 9	Staff Professional Development and Training	*13%*	0.25	Admin Affairs
Operations	OP 5	Building Energy Efficiency	*8%*	0.45	Admin Affairs
Operations	OP 15	Campus Fleet	*4%*	0.04	Admin Affairs
Operations	OP 18	Waste Minimization and Diversion	*3%*	0.25	Admin Affairs

Advancement

Table 7. Summarizes measures for which Advancement is responsible.

Category	Credit #	Credit Name 2020	Percentage increase needed	Points increase needed	Division Responsible
Engagement	EN 15	Trademark Licensing	*100%*	2	Advancement
Planning & Admin	PA 10	Sustainable Investment	*33%*	1	Advancement
Operations	OP 14	Office Paper Purchasing	*2%*	0.02	Advancement

Enrollment Management

Table 8. Summarizes measures for which Enrollment Management is responsible.

Category	Credit #	Credit Name 2020	Percentage increase needed	Points increase needed	Division Responsible
Operations	OP 7	Food and Beverage Purchasing	*33%*	2	Enrollment Mgmt

Athletics

Table 9. Summarizes measures for which Athletics is responsible.

Category	Credit #	Credit Name 2020	Percentage increase needed	Points increase needed	Division Responsible
Innovation & Leadership	IN 16	Green Athletics	100%	0.5	Athletics