

Key Support Infrastructure for Campus Sustainability

RATIONALE: A primary difficulty in advancing the college's sustainability efforts is directly related to an absence of support infrastructure. Although we have utilized existing structures when possible, we have reached our limits of progress without dedicating to a limited number of new structures and staffing. The table identifies areas where such commitment is needed.

Recommended Organizational Structure(s)	Strategy	Timeline	Person(s) Responsible
Hire a sustainability coordinator	To oversee and facilitate the achievement of sustainability goals and strategies implemented from the strategic plan. This professional level position will report directly to the vice presidents and serve as the coordinator of the sustainability task force. This position is supported by three MES or MPA graduate appointments/internships.	Fiscal Year 2007-2009 (this would be one time funding for a 2-year position)	Vice Presidents
Create two new graduate student sustainability positions	To assist faculty, students, college managers, and new sustainability coordinator in developing college sustainability indicators, procuring accurate baseline data, and then to help operationalize new sustainability-based practices. These positions report directly to the new sustainability coordinator.	Fiscal Year 2007-2009 (this would be one time funding for a 2-year position)	Vice Presidents and New Sustainability Coordinator
Permanent Sustainability Task Force	To carry-on the many tasks recommended in the Strategic Plan by monitoring progress of current strategies and to develop new strategies for the coming years.	Fall 2006	Vice Presidents

Key Support Infrastructure for Campus Sustainability - Continued

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Recommended Organizational Structure(s)	Strategy	Timeline	Person(s) Responsible
Create 6-12 permanent student positions (graduate & undergraduate)	To help with the key work of the college, gain valuable experience, and earn academic credit (in some cases financial assistance). These positions would be made permanent and the work must be a firmly grounded (e.g. practicum) in the academic expectation of an Evergreen student. Note: this initiative is intended to be cost neutral by using existing student wage, waiver, and scholarship resources.	Fall 2006	Human Resource Services will work with the Vice Presidents and The Sustainability Task Force to create a list of job descriptions. They would then work with the Graduate Program Assistant Directors and undergraduate faculty to identify which jobs can be directly linked to an academic expectation.
Grant Writing/Training Class	To train interested students on actual grant writing projects for the college. This would serve the dual goal of training students while acquiring funding for important college work	Spring 2007	Evening/Weekend Studies Dean

The Sustainability Task Force has identified eight strategic areas that will guide Evergreen to a sustainable future. The main focus for each strategic area is highlighted below.

Curricular Pathways in Sustainable Education

RATIONALE: Currently sustainability is scattered throughout the Evergreen curriculum in a piecemeal fashion. We need to pull together and make more coherent a sustainability curriculum grounded in three fundamental precepts: (1) A healthy and diverse ecosystem is necessary for the viability of human, as well as non-human, life; (2) Resources and access to opportunities must be distributed equitably; (3) All humans must have meaningful work without jeopardizing the health of the ecosystem. To enable our students to foster these values upon graduation, we recommend creation of a curricular pathway in sustainability, firmly rooted in the liberal arts, which would be both practical and predictable. Also, promoting and advertising the curricular programs, course offerings, and sustainability-based projects will not be an afterthought, but a central part of a curriculum in sustainability.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Develop and Implement a Curriculum in Sustainability	The Provost and Academic Dean are to work with appropriate faculty members, through appropriate governance structures, in the development and implementation of a curriculum in sustainability. The Sustainability Task Force provides support and collaboration in this endeavor.	2006-2007 - faculty approve a sustainability curriculum; 2007-2008 - the sustainability curriculum will be inaugurated; 2009-2010 - the sustainability curriculum will be implemented in full	Provost, Academic Dean, Faculty, Sustainability Task Force
Publicize the Education in Sustainability at Evergreen	The Sustainability Task Force creates a Sustainability Awareness Subcommittee that works closely with the Sustainability Curriculum Subcommittee and appropriate college staff (such as Admissions) to develop and implement appropriate initiatives and materials.	Summer 2006	Sustainability Awareness Subcommittee; Sustainability Curriculum Subcommittee; appropriate college staff.

Student Initiatives in Sustainability

RATIONALE: Students emphasized a strong desire to practice theories of sustainability. Many Evergreen students also want to actively participate in making Evergreen and the surrounding community a more socially just, environmentally responsible, and healthier place to live. By creating further opportunities for practica, Evergreen would move closer towards a comprehensive model of sustainability. This model would cultivate practical learning, foster community relationships, and elevate campus spirit. Most importantly, these practical experiences would better qualify students for meaningful employment by developing first hand experience in working through today's complex and integrated challenges that are evident in Evergreen operations and in our surrounding community.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
<p>Create 6-12 permanent student positions (graduate & undergraduate) to assist with the key work of the college, gain valuable work experience, and earn academic credit (in some cases financial assistance). This work must be firmly grounded (e.g. practicum) in the academic expectation of an Evergreen student. Note: this initiative is intended to be cost neutral by using existing student wage, waiver, and scholarship resources.</p>	<p>Create 6-12 permanent student positions (graduate & undergraduate)</p>	<p>Fall 2006</p>	<p>Human Resource Services will work with the Vice Presidents and The Sustainability Task Force to create a list of job descriptions. They would then work with the Graduate Program Assistant Directors and undergraduate faculty to identify which jobs can be directly linked to an academic expectation.</p>
<p>Increase practical educational opportunities for interested students in sustainability</p>	<p>The Sustainability Task Force Coordinator will identify sustainability-based projects in need and report them to the Graduate Program Assistant Directors (who will work with Human Resource Services) to advertise and appoint appropriate internships and learning contracts</p>	<p>Fall Quarter 2007: First Student (graduate and undergraduate) sustainability-based internships and learning contracts are appointed.</p>	<p>Graduate Program Assistant Directors work with Human Resource Services and the Sustainability Task Force Coordinator.</p>
<p>Support the sustainability coordinator and facilitate the development of practical student plans that connect the curriculum with individual undergraduate interests</p>	<p>Sustainability "Liaison" - An MES/ or MPA Graduate Service Appointment/Internship</p>	<p>Fall Quarter 2007 – the first graduate student accepts and fills this position.</p>	<p>Graduate Program Assistant Directors and the Sustainability Task Force create a job description and plan for this permanent position.</p>

Student Initiatives in Sustainability - Continued

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Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
To assist faculty, students, college managers, and new sustainability coordinator in developing college sustainability indicators, procuring accurate baseline data, and then to help operationalize new sustainability-based practices. These positions report directly to the new sustainability coordinator.	Create two new graduate student sustainability positions	Fiscal Year 2007-2009 (this would be one time funding for a 2-year position)	Vice Presidents and New Sustainability Coordinator
As the Center for Community Based Learning and Action continues to mature, eventually expand their vision to facilitate the accomplishment of on-campus objectives.	Expand vision of Center for Community Based Learning and Action	Determined by the Center for Community Based Learning and Action - once their current mission is more fully realized.	Center for Community Based Learning and Action
Increase student involvement and participation in sustainability-based planning	Students are involved with all Evergreen Disappearing Task Force's	Winter Quarter 2006, student's are fully aware of all opportunities for representation on all existing DTF's.	Vice President for Student Affairs; Studer Union.

Resource Strategies

RATIONALE: Resource use, from purchased goods to fuel and energy, is essential to and at the heart of sustainability. Sustainability requires that the harvest and extraction of raw materials is at a rate that assures the ability of the planet to regenerate them. Only then can we provide adequately for future generations. The expression “intergenerational justice” embodies this concept. Sustainable thinking must inform future decisions. Energy use and conservation, for example, are subject to analytical tools that are invaluable in decision-making. College purchasing decisions should involve collaborative methods (among students, staff, and faculty), based on community values, science, existing certifications, and independent analyses. Evergreen will become a regional and national model of best sustainable purchasing and practices.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Initiate a robust plan for reduced and efficient use of resources. Implement policies and practices that streamline operations by eliminating purchasing habits that are ineffective, inefficient, unsustainable, and excessive.	Best Sustainable Practices/Purchases Working Group	Fall 2006: establish work plan; Fall 2007: Baseline data is procured; Fall 2007: purchasing & expenditure standards are reexamined & reestablished; Spring 2008: purchasing policies and best practices are fully implemented	Evergreen Vice Presidents.
Investigate and identify opportunities for energy use efficiency and conservation. Continue to identify and implement opportunities for clean energy production on Evergreen campus(es).	Expansion of Clean Energy Committee objectives	Fall Quarter 2006	Vice President for finance and administration.
Investigate and identify opportunities for paper use efficiency, reduction, and sustainable purchasing.	Expansion of existing Paper Purchasing Policy	Fall Quarter 2006	Vice President for finance and administration.
Identify cost savings opportunities by potentially reducing the amount of computer (and associated electronics) purchases, examining alternative options for more cost-effective and sustainable electronics purchasing, and, ultimately, reducing the amount of outdated and unnecessary electronic equipment.	Computer Inventory and Use Assessment	Fall Quarter 2006	Vice Presidents; Director of Computing and Communications; Academic Dean for Budgeting

Communications

RATIONALE: Evergreen’s sustainability commitments and practices should become widely visible to both the campus community and the wider community via a multi-faceted communications strategy. Notable practices need to be highlighted throughout the Evergreen community and to the residents of South Sound. Stronger internal communications among faculty, staff and students will also help us to build stronger academic programs and better sustainability-related projects.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Develop and advertise educational materials, programs, online information, and physical structures that educate the Evergreen community (including prospective students) and residents of South Sound about the sustainable objectives, accomplishments, and practices at Evergreen.	Shared responsibility among many members of the Evergreen community led by the Communications Subcommittee of Sustainability Task Force	Spring 2006	The Sustainability Task Force
Interactive campus kiosks report and interpret sustainable features and practices of the campus and announce sustainability related events	The Sustainability Task Force	June 2007 – 1 st interactive kiosk(s) appear in Seminar II highlighting the many architectural and other sustainability features of the building and its environment. If at all possible, these kiosks should have an interactive component. June 2008 – kiosk(s) in Seminar II display energy and water-use data	The Communications Subcommittee of Sustainability Task Force in Collaboration with Facilities
The Evergreen campus becomes a “teacher” of sustainability through additional signage and self-guided campus tours	The Sustainability Task Force	September 2007 – self-guided tour for Seminar II designed by facilities in conjunction with academic program(s) becomes available.	The Communications Subcommittee of Sustainability Task Force in Collaboration with Facilities
Develop a robust website highlighting main activities, practices, and history of sustainability at Evergreen.	Shared responsibility between the Sustainability Task Force; Computing and IT departments.	June 2006 – Prototype web site available through communications subcommittee. June 2007 – a permanent robust website is realized and plans to maintain/update it is completed	Shared responsibility between the Sustainability Task Force; Computing and departments.
Evergreen’s print materials (viewbook, catalogue, brochures, alumni communications, and press releases) feature Evergreen’s distinctive approaches to sustainability.	The Sustainability Task Force and Facilities, in collaboration with and support of the Environmental Studies Planning Unit and faculty from Tacoma, the Reservation-based program, and Evening Weekend Studies	October 2006 – Environmental Studies brochure complete and available for student recruitment. June 2007 – First annual update highlights student and campus projects related to sustainability.	The Sustainability Task Force; Environmental Studies Planning Unit and appropriate faculty from Tacoma, the Reservation-based program, and Evening Weekend Studies.

Communications - Continued

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Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Widely shared and interpreted data of metered energy and water usage and other measurements deepen our research and implementation strategies as a learning community	Share responsibility between the Sustainability Task Force and Facilities with faculty teaching or planning to teach in programs that may incorporate this work	June 2007 – Energy and water use data to information on web site for Seminar II. June 2007 – plan for public data-to-information of other buildings and facilities is completed. June 2008 – Energy and water use data becomes available by kiosk in Seminar II.	Share responsibility between the Sustainability Task Force and Facilities with faculty teaching or planning to teach in programs that may incorporate this work
Institutional Memory: Develop orientations for new faculty, staff, and students introduce Evergreen’s sustainability features and work and invite participation.	The Sustainability Task Force and Facilities, in collaboration with Admissions, Academic Advising, and others responsibility for orientation tours	January 2007 – First “Sustainability tours” are given by volunteer guides from developed templates	The Sustainability Task Force and Facilities in collaboration with Admissions, Academic Advising, and others responsibility for orientation tours
Institutional Memory: The college archive captures historical information about Evergreen’s sustainability work to create a compiling story.	The Sustainability Task Force and Facilities, in collaboration with and in support of the college Archivist	June 2006 – initial meeting held with Randy or appropriate staff to establish permanent archive. October 2006 – Sustainability Task Force work submitted to archives.	The Sustainability Task Force and Facilities in collaboration with and in support of the college Archivist

College Communities Collaboration

RATIONALE: The college will capitalize on the strengths and opportunities offered through the Tacoma Campus, Reservation-based programs, Evening/Weekend Studies, and Grays Harbor program.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Develop and implement an effective outreach plan that strengthens Olympia’s relationship with its sister campuses and associated programs	Expand responsibilities of Academic Deans	See appendix for details.	Academic Deans

Evergreen Land Stewardship

RATIONALE: Evergreen will take full advantage of using lands under its stewardship for the purposes of practical education of our students related to sustainability, and to strengthen the sustainability of the larger community that it serves. Our land is a part of a larger ecosystem that we must recognize and strive to protect, and a privilege that provides a living laboratory for learning and monitoring in conjunction with sustainability. We will make visible efforts, both academically and administratively, that effectively and measurably honor these values.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Strengthening Biodiversity and Ecosystem Health	Expansion of Campus Land Use Committee Objectives to oversee a complete inventory and create an official catalogue of Evergreen's natural resource base and species diversity.	April 2007 (or Master Plan deadline)	Campus Land Use Committee; the Sustainability Task Force, and interested faculty that may incorporate parts of this work into academic programs.
Develop a land ethic educational program that collaborates effectively with our immediate neighbors	The Sustainability Task Force collaborates with interested faculty, staff, and students which makes connections with our community neighbors	See Appendix for details	Vice Presidents; Sustainability Task Force; Environmental Studies Planning Unit and other faculty.
Strengthen the Academic role of the Center for Ecological Learning and Living	Center for Ecological Learning and Living Subcommittee of Sustainability Task Force	April 2007 (or Master Plan deadline)	Vice Presidents; Director of Facilities Sustainability Task Force, Environmental Studies Planning Unit
Carbon Neutrality	Carbon Neutral Subcommittee of Sustainability Task Force	September 2007: complete study of Evergreen carbon sources and sinks; December 2007: establish reduction standards and develop a carbon budget; 2007 – 2020: continue to reassess and capitalize on carbon neutrality initiatives.	Vice Presidents; Director of Facilities the Sustainability Task Force, Environmental Studies Planning Unit and other faculty.
Reduce single occupancy car travel to and from Evergreen campus	Vice Presidents collaborate with Commute Trip Reduction, Carbon Neutral Subcommittee of Sustainability Task Force, and Evergreen Parking Services to increase parking fees to a rate which is more reflective of modern parking rates and of the true environmental and social costs of gasoline powered vehicle travel.	September 2007: parking rates are increased	Vice Presidents collaborate with Commute Trip Reduction, Carbon Neutral Subcommittee of Sustainability Task Force, and Evergreen Parking Services

Campus Neighbors and Greater Community Region

RATIONALE: Evergreen views itself as part of the greater communities it resides in (ecologically, culturally, socially, and economically). Our mission includes using our academic programs and educational facilities in becoming a leader/mentor in the local community in each of the above areas.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Explore the feasibility of several unique and distinguished project ideas that will serve the multiple purposes of exciting the Evergreen community, increasing regional and national recognition, and enhance invaluable educational opportunities	Distinguished project ideas include: Forest Canopy Walk; substantial augmentation of the Center for Ecological Learning and Living; develop a regional conference center; take over responsibilities formerly fulfilled by the Energy Outreach Center.	Continue to consider these and other unique ideas	Vice Presidents; Sustainability Task Force; advocates of such proposals
Increase efforts to buy and source locally. Evergreen should plan appropriate infrastructure to support local purchasing.	Best Sustainable Practices/Purchases Working Group	Fall 2006: establish work plan; Fall 2007: Baseline data is procured; Fall 2007: purchasing & expenditure standards are reexamined & reestablished; Spring 2008: purchasing policies and best practices are fully implemented	See Resource Strategy Focus (Vice President for Finance and Evergreen Purchasing Manager)
Work more closely to support local Tribes recognizing that for the sovereign nations of indigenous peoples, sustainability is about survival and cultural survival, especially with the growth projections in the region.	Structure support a solution developed by the Tribal nations and Northwest Indian Applied Research Institutes	Fall 2007: Reservations-based Program Faculty and Northwest Indian Applied Research Institutes. April 2008: the faculty and institute will identify strategies for inclusion of this plan in regional, national, and international settings.	Vice Presidents
Become a leader/mentor for local communities, businesses, and non-profits in areas such as ecological agriculture and gardening, and alternative building and housing.	Vice Presidents establish a pre-planning exercise looking into the feasibility of developing a regional conference center (or series of regional conferences) that invite local communities, non-profit organizations, individuals, and businesses.	April 2007: Vice Presidents conclude pre-planning work. 2008: begin meetings. 2010: Regional Conference Center is established. This is all contingent on feasibility.	Vice President for Finance and Administration & Provost

Campus Neighbors and Greater Community Region - Continued

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Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Use our academic programs and land endowment in a way that educates and builds relationships with our local community around ecosystem and watershed issues of mutual concern.	Vice President for Finance and Administration works with the Neighborhood advisory group.	April 2007: Vice Presidents conclude pre-planning work. 2008: initiate inaugural summit with local neighbors.	Vice Presidents; Sustainability Coordinator; Curricular Pathway in Sustainability.
Develop an institutional outreach program which involves our regional community in campus decisions that stretch beyond our delineated boundaries. For example, intercity transit planning.	Vice President for Finance and Administration.	April 2007: Vice Presidents conclude pre-planning work.	Vice President for Finance.

Campus Spirit -- Internal Wellness/Health

RATIONALE: Health is an indicator of our community's sustainability—if we are not healthy, we are not sustainable. It is an integrating factor that takes into account all parameters. We need to establish “feedback loops” so that we as a community can recognize when we are not healthy.

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Reduce community workload and employee overextension by clarifying and prioritizing important objectives of the college and by appropriately valuing the work that is done.	Create a DTF to explore potential incentive programs around community work, contract/internship sponsorship, and governance work.	September 2007	Vice Presidents; human resources department; appropriate academic governance structures.
Reduce community workload and employee overextension by clarifying and prioritizing important objectives of the college and by appropriately valuing the work that is done.	Charge the Provost to work with appropriate faculty governance structures to make suggestions to the faculty on ways of valuing governance time for faculty.	Spring 2007: the Provost provides results of this work to the full faculty for consideration; Fall 2007: appropriate suggestions/programs are implemented	Provost and appropriate faculty governance structure; Incentive DTF
Begin collection of community health/wellness information	Expanded collaboration between the Human Resource Services Office and Academic Deans.	See appendix for more details	Human Resource Services Office and Academic Deans.

Campus Spirit -- Internal Wellness/Health - Continued

Strategy	Recommended Organizational Structure(s)	Timeline	Person(s) Responsible
Reduce community workload and employee overextension by clarifying and prioritizing important objectives of the college and by appropriately valuing the work that is done.	Introduce new theme during faculty institutes of reducing overextension	Summer 2006	Provost and organizers of faculty institutes.
Reduce community workload and employee overextension by clarifying and prioritizing important objectives of the college and by appropriately valuing the work that is done.	Institute and expand objectives of organizational development program	Fall 2006: participations are identified; Spring 2007: training is completed	Vice Presidents and Human Resources Services Office.
Reduce community workload and employee overextension by clarifying and prioritizing important objectives of the college and by appropriately valuing the work that is done.	Charge the President and Vice Presidents with creating a college priority work plan.	Fall 2006: First engagement and priorities list is developed and distributed to the campus community; Summer 2007 (and thereafter): articulate to the campus the top priorities for of the college in the year ahead in the form of the college annual goal statement.	President and Vice Presidents
Improve community relationships by eliminating tensions around class/power distinctions. Adopt a language of genuine appreciation and a campus culture that recognizes the unhealthy aspects of conflict avoidance.	Introduce major new theme into objectives of summer institutes	Summer 2006	Vice Presidents and organizers of summer institutes.
Improve community relationships by eliminating tensions around class/power distinctions. Adopt a language of genuine appreciation and a campus culture that recognizes the unhealthy aspects of conflict avoidance.	Charge the President and Vice Presidents with the task of examining and addressing issues of pay equity differentials between faculty groups, professional exempt, and civil service employees.	See appendix for more details	President and Vice Presidents.
Improve community relationships by eliminating tensions around class/power distinctions. Adopt a language of genuine appreciation and a campus culture that recognizes the unhealthy aspects of conflict avoidance.	Expand and promote our Conflict Resolution Center so that students, staff and faculty can come together to work out conflicts proactively	Fall 2006: Plan is developed by the end of Fall Quarter. Spring 2007: Center begins implementing, expanding, and practicing their college conflict resolution plan	Conflict Resolution Center