



# SUSTAINABILITY

# MASTER PLAN

Revised 12/2018



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## EXECUTIVE SUMMARY

The purpose of the California State University San Marcos (CSUSM) Sustainability Master Plan is to provide clear, holistic guidance on how our sustainability goals will be achieved and how the plan aligns with and meets the needs of the CSUSM mission and strategic priorities. In addition, it is important that this plan addresses the California State University system policies and any State of California mandates. Lastly, this plan seeks to align with national and international sustainability priorities through the United Nations Sustainable Development Goals.

The plan is intended as a road map to continually engage the campus community and to ensure sustainability is aligned with student success, academic support, the University Strategic Plan, the CSU Systemwide Sustainability Policy, and other CSU wide initiatives such as the graduation initiative and the basic needs initiative.

The scope of the plan includes the main CSUSM campus as well as Extended Learning in San Marcos and the CSUSM at Temecula locations. The plan is meant to be a guiding document through 2025 with annual updates and changes as necessary. As goals are met or new policies are set by the Chancellor's Office, the State of California, or internally at CSUSM, this guiding document may shift and/or change. By using the Sustainability, Tracking, Assessment, and Rating System (STARS), a program of the Association for the Advancement of Sustainability in Higher Education (AASHE), we will ensure we are holistically reviewing our target goals and continually engaging CSUSM stakeholders to meet our community needs as the campus grows to our intended 25,000 students.

The updated Sustainability Master Plan focuses on four overarching pillars:

- Inclusive Excellence, Culture, Community, and Engagement
- Operations
- Sustainability Leadership and Administration
- Teaching, Research, and Service

## INTRODUCTION

CSUSM is an active leader in sustainability. As an innovative public institution of higher education, the University has a strong record of early implementation of best practices in sustainability and conservation. Over the last decade CSUSM has received several high-profile state and national awards for our efforts, including our recycling and hazardous waste efforts, academics, energy efficiency, water conservation, and green building practices. CSUSM is committed to remaining at the forefront of sustainability and environmental stewardship. To ensure we communicate the far-reaching connections across campus, we define *sustainability* as “*the collective actions and efforts that create a vibrant economy, a high quality of life, socially just communities, and ecologically sound practices to ultimately meet the needs of current and future generations.*” CSUSM intends to work toward this goal through a variety of avenues, including: leadership and administration, campus operations, teaching and research, inclusive excellence, and community engagement.

To date, campus initiatives to address sustainability include the hiring of a sustainability manager within the department of Safety, Health and Sustainability in 2015 and a strong collaboration with the Energy Management and Utility Services department. They also include actions of the Sustainability Advisory Committee, the Associated Students, Inc. (ASI) Sustainability Representative at large position, and a variety of departments, clubs, projects, and classes focusing on resource conservation, urban agriculture, green buildings, utilities, and commuting to help ensure we are on target to meet our goals. These actions begin our efforts to build a balance of positive social, economic, and environmental impacts on the campus and surrounding region through promoting responsible resource use, lifelong learning experiences, and changed cultural practices. They also speak to our commitment to CSUSM’s five strategic priorities: Student Life, Campus Climate, Academic Excellence, Community Partnerships, and Educational Equity. Furthermore, sustainability is integrated into the Finance and Administrative Services division strategic priorities.

As a leading campus in sustainability, CSUSM relies on the commitment and participation of campus entities and individuals at every level. With flexibility and willingness to seek out additional improvements, the campus community



works together and embraces each of the goals developed in the master plan on an ongoing basis. One example of such coordination is our success in waste management and continued annual progress to our zero waste goal. The main collaborators for this effort are Energy Management and Utility Services and Facility Services, but it requires all campus divisions and departments to consider impacts beyond recycling and continually rethink what and how much to purchase and the impacts made as part of a social-ecological system.

Many of the goals in this document entail similar long-term, campus-wide efforts. In addition, recommendations for periodic assessment and reevaluation will enable the University to respond to and implement new approaches to sustainability and improve awareness of the University's and individuals' impacts on the local environment and surrounding community. To that end, the Sustainability Advisory Committee developed the campus' first sustainability framework with goals and targets designed to advance CSUSM's sustainability efforts, and this framework was adopted in July 2014. This Sustainability Master Plan is an update that builds upon the first version.

CSUSM is a city within a city; it is a place of employment and for many of our students, the campus is not just school but home as well. The cultural events that regularly occur on campus make CSUSM a destination and venue of choice in the region. The University is also a living laboratory with professors leading cutting-edge research. Within these parameters, ensuring CSUSM remains a sustainable campus requires flexibility and imagination to develop and embrace innovative strategies and technologies while rethinking traditional practices and policies. Through the University's sustainability efforts, the vision of CSUSM as a distinctive public university known for academic excellence, service to the community, and innovation in higher education is becoming a reality. And as the campus grows to 25,000 students, it will take all members of our community to achieve our sustainability goals.

**"At Cal State San Marcos, we are committed to preparing tomorrow's leaders and solving critical issues to build better, more sustainable communities at the regional, national, and global level."**

**- Dr. Karen S. Haynes, President**



## BUSINESS CASE FOR SUSTAINABILITY

As a sector of industry, higher education—and CSUSM specifically—is perfectly positioned to demonstrate the financial case for sustainability. CSUSM operates as a small city, educating the next generation of leaders through rigorous teaching, research, and co-curricular activities. Through engaged student learning and scholarly activities, we can help ensure our sustainability efforts are in our best interests, both for our bottom line and for the planet. At CSUSM, sustainability initiatives can save money in addition to providing educational and research opportunities for our students to learn about innovative and forward-thinking solutions to critical local, regional, national, and worldwide problems.

As a public institution, we are committed to providing a high-quality education for our students. In order to do so, we must ensure the operational side of the University is working as efficiently and effectively as possible and that we are making smart, sustainable investments. By investing in energy-efficient/high-performance buildings, water conservation efforts, and reduction in waste levels, we are also reducing and/or maintaining our utility spending even as we continue to grow. By increasing students' awareness of our sustainability efforts and providing them opportunities to participate and collaborate with us, we are opening the door to connecting sustainability with their courses of study and possible future career opportunities.



# THE BIG PICTURE

On a global scale, sustainability challenges and subsequent solutions are tested daily. To this end, the United Nations developed the Sustainable Development Goals (SDGs) in 2015 to help further its 2030 Agenda: an action plan for people, planet, and prosperity. At CSUSM, we are focused on improving the region in which the majority of our students and employees live, but we must always be thinking of our positive impact on the wider regional, national, and international levels. The United Nations' SDGs provide a robust and aspirational framework for us to connect our CSUSM sustainability goals with priorities at the international level. In addition, the goals also connect our social justice, basic needs, and graduation initiatives.

As shown below, CSUSM's sustainability goals demonstrate the intersectionality and connections across our departments and division with the broader global goals of the 17 SDGs.



# SUSTAINABILITY FRAMEWORK

## INCLUSIVE EXCELLENCE, COMMUNITY, AND CULTURE

At CSUSM, imagining a campus community that embraces the human aspect of diversity (inclusion of cultures, ethnicities and groups, races, religious beliefs, socioeconomic backgrounds, sexual orientation, and gender identity) with the diversity of our natural world (ecosystems, plants, animals) allows us to intricately connect diversity and sustainability. CSUSM is striving to educate our students, staff and faculty on the intersectionality between ensuring a better quality of life for all and creating a just and equitable learning environment and society, all while living within the limits of our ecosystems.

## OPERATIONS

In all campus operations, CSUSM excels by providing comfortable, clean, and safe learning and working environments. As we continue to develop a campus that is resilient and able to weather changing climates, we are working hard to reduce our energy usage, minimize our use of hazardous materials, reach our zero waste goal, and utilize different modes of transportation. In addition, we are working to provide landscapes and buildings that are not only beautiful but also provide living learning opportunities through our campus as a living laboratory model. Ensuring we are providing the campus community with easy sustainable options, dining, and procurement makes it easier for community members to make sustainable choices.

## SUSTAINABILITY LEADERSHIP AND ADMINISTRATION

CSUSM has grown into a “first choice campus” for many, and as we continue to grow to 25,000 students, it’s important to ensure that we are recognized not only for our outstanding academics and positive impact on the wider community but also for our sustainability efforts. We will continue to build a culture of sustainability through providing engagement opportunities, collaborating across divisions, and engaging with our internal and external community through strategic partnerships. As we strive to be a leader in the CSU and across higher education nationwide, we need to ensure sustainability is at the forefront of all decision making and connected to campus-wide planning efforts as we expand and serve our region.

## TEACHING, RESEARCH, AND SERVICE

At CSUSM, we strive to provide innovative curriculum and research to engage our students and the wider academic community. Through faculty development opportunities such as the Campus as a Living Laboratory grant program and our Sustainability Transforming Academics and Research learning community, we can help ensure students are prepared for the careers of their choice and understand the importance of sustainability within all career fields.

## CAMPUS-WIDE SUSTAINABILITY GOALS

### INCLUSIVE EXCELLENCE, COMMUNITY, AND CULTURE

*Goal: Integrate, promote, and advance an inclusive, equitable, diverse, and healthy campus culture across all levels of the institution*

Strategies	Key Performance Indicators
<b>Access and Affordability:</b> <ul style="list-style-type: none"> <li>❖ Partner with the ASI Cougar Pantry, Cougar Care Network, campus housing, and dining efforts that support students in need</li> <li>❖ Support programs such as EOP, TRIO, CAMP, the Alliance, ACE Scholars, and others to assist with inclusive sustainability</li> <li>❖ Support the Cougars Affordable Learning Materials (CALM) program and other strategies within the library that connect affordability with sustainability</li> </ul>	Tracking of efforts related to collaboration and support of programs geared towards the basic needs initiative and other support programs
<b>Campus Climate:</b> <ul style="list-style-type: none"> <li>❖ Partner with student, staff, and faculty departments to develop inclusive sustainability programming</li> <li>❖ Continually measure and assess the degree to which students, staff, and faculty from various backgrounds feel included in sustainability</li> <li>❖ Ensure sustainability programming is inclusive and culturally appropriate</li> </ul>	Inclusive sustainability programming is effective and evaluated
<b>Community Engagement:</b> <ul style="list-style-type: none"> <li>❖ Strengthen and expand partnerships with local and regional organizations engaged in inclusive sustainability efforts</li> <li>❖ Ensure sustainability programming is inclusive and culturally appropriate</li> <li>❖ Expand educational opportunities for students to engage in real-world problem solving focused on sustainability</li> <li>❖ Provide robust internships and service learning opportunities for students looking to enrich their classroom learning</li> </ul>	Monitored and increased collaboration with local and regional partnerships, while expanding opportunities for students
<b>Diversity &amp; Social Justice:</b> <ul style="list-style-type: none"> <li>❖ Partner with the Office of Inclusive Excellence to promote and encourage a diverse, equitable, and just campus community</li> <li>❖ Engage with the broader campus community through student centers and institutes to promote inclusive sustainability initiatives</li> <li>❖ Make existing sustainability programs more inclusive and culturally resonant</li> <li>❖ Encourage participation of staff and faculty in inclusive sustainability educational opportunities</li> <li>❖ Increase opportunities for students to engage in inclusive sustainability leadership efforts</li> </ul>	Programming and training that supports the growth of inclusive sustainability efforts with students, staff, and faculty is developed and effective
<b>Health &amp; Well-Being:</b> <ul style="list-style-type: none"> <li>❖ Support an integrated, campus-wide health and well-being strategic plan</li> <li>❖ Develop ways to showcase the interconnectedness between sustainability and health and well-being</li> <li>❖ Develop an internship/service learning opportunity around sustainability and health and well-being</li> </ul>	Programmatic support is developed and implemented to support the health and well-being strategic plan on campus

### OPERATIONS

### ENERGY AND CLIMATE RESILIENCY

*Goal: Net Zero Energy by 2040*

Strategies	Key Performance Indicators
<b>Increase Renewable Energy:</b> <ul style="list-style-type: none"> <li>❖ Build fiscal capacity and increase creative financing opportunities for on-site energy generation and storage capabilities</li> </ul>	Large scale renewable energy is operational at CSUSM by 2020
<b>Expand Energy Efficiency Efforts on Campus:</b> <ul style="list-style-type: none"> <li>❖ Establish campus-wide outreach, education and behavior change initiatives to decrease CSUSM energy usage</li> <li>❖ Develop creative financing mechanisms to increase projects that will reduce our energy load</li> <li>❖ Assess energy use by building to ensure we are maximizing energy efficiency measures across campus</li> </ul>	Energy efficiency efforts are visible, and the campus community is aware of and helping us meet our goals
<b>Integrate a Climate and Resiliency Strategy Into Sustainability Master Plan:</b> <ul style="list-style-type: none"> <li>❖ Connect resiliency with hazard mitigation efforts on campus</li> <li>❖ Ensure steps to address adaptation and mitigation reflect potential climate impacts</li> </ul>	By 2020, we have a climate and resiliency strategy to add to this plan

<b>OPERATIONS</b>	<b>ENVIRONMENTAL HEALTH AND SAFETY</b>
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*Goal: Ensure our laboratories are operating in the most sustainable way possible*

Strategies	Key Performance Indicators
<b>Reduce Laboratory Waste and Energy Use:</b> <ul style="list-style-type: none"> <li>❖ Expand Emerald Energy and Bio-INergy programs to all appropriate laboratories by 2020</li> <li>❖ Develop a Green Lab certification program by 2020</li> <li>❖ Maintain and improve the chemical inventory web-based system, which will consolidate and minimize chemical waste and provide chemical surplus information to users</li> <li>❖ Develop virtual chemical sharing program for users to share unwanted or unneeded chemicals</li> </ul>	Annual increase in our Waste-to-Energy programs Development of a green lab certification program
<b>Implement Storm Water Management Plan:</b> <ul style="list-style-type: none"> <li>❖ Ensure compliance with all storm water regulations (Municipal Separate Storm Sewer Systems [MS4]) under the San Diego Regional Water Control Board</li> <li>❖ Educate campus community about the Storm Water Program</li> </ul>	We continue to exceed any state-mandated regulatory requirements related to storm water
<b>Create Innovative Programming:</b> <ul style="list-style-type: none"> <li>❖ Ensure training programs are updated regularly and reflect sustainability efforts within the laboratories</li> </ul>	Training programs are monitored to ensure sustainability is a key component

<b>OPERATIONS</b>	<b>FOOD AND DINING</b>
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*Goal: Achieve 20% sustainable food purchasing from primary food service provider by 2020 and 30% by 2025*

Strategies	Key Performance Indicators
<b>Develop a Robust Tracking System:</b> <ul style="list-style-type: none"> <li>❖ Track food on a quarterly schedule to determine if more local, sustainable options are available</li> <li>❖ Capitalize on the Sodexo 8 commitments for protecting the environment and weave them into food goals</li> </ul>	Quarterly sustainable food percentages are shared
<b>Provide Educational Opportunities to the Campus Community Related to Sustainable Food:</b> <ul style="list-style-type: none"> <li>❖ Conduct at least two educational events or activities each semester related to sustainable, nutritious food</li> <li>❖ Provide content on sustainable food for the CSUSM Sustainability website</li> </ul>	Educational events are tracked and shared on sustainability website
<b>Participate in Campus Initiatives and Programs:</b> <ul style="list-style-type: none"> <li>❖ Compost pre and post (when available) organics</li> <li>❖ Cutlery and to-go ware will be compostable when program begins (early 2020); seek sustainable products in operations as feasible</li> <li>❖ Collaborate on campus sustainability initiatives to help meet goals</li> </ul>	Dining continues to compost food scraps
<b>Collaborate with Campus Partners, Caterers, and Vendors to Achieve Campus and System-Wide Goals</b> <ul style="list-style-type: none"> <li>❖ Comply with ICSUAM 5236.00 – CSU Single-Use Plastics Policy</li> </ul>	All campus partners are in compliance with policy

<b>OPERATIONS</b>	<b>GREEN BUILDING INFRASTRUCTURE</b>
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*Goal: Build high-performance Net Zero Energy buildings by 2030*

Strategies	Key Performance Indicators
<p><b>Develop Energy Use Intensity (EUI) Targets for All New Construction:</b>                      New construction shall meet, or be equivalent to: obtaining LEED Gold certification; align with the CSU sustainability design guidelines; and shall place a strong emphasis on incorporating elements from Petal Certification and Net Zero Energy Building per the Living Building Challenge</p> <ul style="list-style-type: none"> <li>❖ Increase building lifecycle options by designing for flexibility and adaptive reuse in new construction</li> <li>❖ Provide flexibility for future decision makers to respond to unfolding events, creating opportunities for a reduction in future resource consumption and increase in future cost savings</li> </ul>	<p>All construction meets targets set forth in this document and the CSU Sustainability Policy</p>
<p><b>Develop Sustainable Design Standards for New Construction and Building Retrofits for Projects Limited in Scope/Size:</b></p> <ul style="list-style-type: none"> <li>❖ Ensure retrofits use the most up-to-date technology where appropriate and use equal to/less energy than the building prior to retrofit</li> <li>❖ Incorporate smart and passive design strategies that create visually impactful buildings and spaces that are both functional and efficient for student and staff use while improving the sustainability of a project</li> <li>❖ Establish sustainability goals at the start of each new construction project</li> <li>❖ Adapt sustainability goals on a per project basis depending on funding availability, site potential, market climate, and other variables that could affect project resources</li> </ul>	<p>Standards have been developed by 2020</p>
<p><b>Safeguard Natural Space on Campus for Academic and Research:</b></p> <ul style="list-style-type: none"> <li>❖ Ensure outdoor learning spaces remain available and usable as campus growth continues</li> </ul>	<p>Monitor growth of campus and ensure outdoor academics space is accessible</p>
<p><b>Reduce Water Usage in Buildings</b></p> <ul style="list-style-type: none"> <li>❖ Ensure all new buildings use the most water and cost efficient fixtures available</li> <li>❖ Comply with all State water regulations</li> </ul>	<p>Monitor water usage and change fixtures as needed</p>

<b>OPERATIONS</b>	<b>NATURAL AND LANDSCAPE MANAGEMENT PRACTICES</b>
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*GOAL: Protect, enhance, and ensure our natural and managed ecosystems and landscapes are maintained to safeguard regional biodiversity and the well-being of our campus community*

Strategies	Key Performance Indicators
<p><b>Practice Integrated Pest Management (IPM) throughout Campus Ground Maintenance:</b></p> <ul style="list-style-type: none"> <li>❖ Ensure landscape crew and contractors use IPM strategies and reduce pesticides and herbicides unless absolutely necessary</li> <li>❖ Research Bee Campus USA as a way to use IPM practices</li> </ul>	<p>Annually inspect landscape activities to ensure compliance with IPM</p>
<p><b>Safeguard Natural Spaces and Locations used for Teaching, Research and Service:</b></p> <ul style="list-style-type: none"> <li>❖ Work with faculty to ensure locations throughout campus are available for research and academic needs</li> <li>❖ Collaborate on Campus as a Living Lab projects</li> </ul>	<p>Outdoor classroom space is retained as campus grows</p>
<p><b>Develop a Tree and Plant Replacement Policy:</b></p> <ul style="list-style-type: none"> <li>❖ Pursue Tree Campus USA Certification, which will help dictate policy</li> <li>❖ Maintain an inventory of trees on campus</li> </ul>	<p>Tree and plant policy is developed by June, 2020</p>
<p><b>Reduce Water Usage</b></p> <ul style="list-style-type: none"> <li>❖ Continue to plant drought tolerant and native plants across campus to reduce irrigation efforts</li> <li>❖ Ensure we use proper irrigation practices that reduce water usage for natural landscape efforts</li> </ul>	<p>Continue to monitor water usage for irrigation needs</p>

<b>OPERATIONS</b>	<b>SUSTAINABLE PROCUREMENT</b>
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*Goal: Integrate environmental and social considerations into the procurement process across all University business endeavors, including auxiliaries*

Strategies	Key Performance Indicators
<b>Sustainable Procurement Language:</b> ❖ Develop language to be applied in contracts and services where appropriate by Fall 2020	Sustainable language is inserted into all applicable contracts and services by 2020
<b>University-wide Standards:</b> ❖ Create a set of University-wide sustainable procurement standards for commonly-used commodities by 2020 ❖ Ensure Green Seal, Ecologo, and/or Safer Choice certified products are used for campus green cleaning ❖ Purchase Energy Star and/or EPEAT technology whenever possible	Standards are developed and accepted
<b>Environmentally Preferred Products:</b> ❖ Develop and publish a list of environmentally preferred products by 2020 ❖ Educate and share the environmentally-preferred products list with the campus community and update as needed	Across the campus, people are purchasing using the environmentally preferred products list

<b>OPERATIONS</b>	<b>TRANSPORTATION</b>
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*Goal: By 2020, 15% of our campus community will utilize alternative modes of travel to and from campus; after 2020, a steady increase by 1% yearly*

Strategies	Key Performance Indicators
<b>Education and Engagement:</b> ❖ Celebrate alternative modes of transportation at least 2 times per year, one per semester ❖ Partner cross-departmentally to inform campus community about the benefits of alternative transport (i.e. health and wellness, cost savings, closer parking spots, etc.) ❖ Conduct a bi-yearly survey on alternative transportation, share findings on CSUSM sustainability and Parking and Commuter Services webpages ❖ Integrate transportation research into curriculum through a service learning program	Number of education and engagement opportunities offered yearly and number of attendees are tracked
<b>Evaluate Current and Future Transportation Needs:</b> ❖ Review and update the CSUSM Transportation Demand Management (TDM) Plan by 2020 ❖ On a semester basis, monitor the campus community using alternative transportation for trends or changes in behavior ❖ Analyze infrastructure needs annually, to insure they are meeting the needs of those commuting using alternative modes ❖ Continue to subsidize the public transportation program at to help incentivize it as a viable option ❖ Research bike sharing options for the campus and assess infrastructure needs to ensure commuter safety ❖ Encourage car/vanpooling. Work with public agencies and service providers to provide funding and programming to those who would like to participate in these forms of transportation. Integrate into the AIMS permit software system	TDM Plan is reviewed and updated as required
<b>Comply with CSU and State Requirements (such as AB 32):</b> ❖ Annually evaluate our campus fleet and determine how best to reduce our GHG emissions ❖ Evaluate our service/delivery needs and develop a plan to reduce the number of trips made by vendors ❖ Reduce Single Occupancy Vehicle (SOV) usage in accordance to CSU policy	Annual evaluations are conducted to reduce our GHG emissions

## OPERATIONS ZERO WASTE

*Goal: Achieve Zero Waste by 2025*

Strategies	Key Performance Indicators
<b>Create Zero Waste Plan:</b> ❖ Develop a plan that identifies cost estimates and strategies that will ensure we meet our 2025 Zero Waste Goal	Plan is developed and implemented
<b>Education and Outreach:</b> ❖ Establish a Source Reduction sub-committee as part of the University's Sustainability Advisory Committee to produce new and innovative ways to build a Zero Waste campus culture ❖ Develop and support educational programming and policies focused on purchasing sustainable products, reducing paper waste, and encouraging the increase of electronic communication, forms, and reports ❖ Re-brand events, such as Thank you for Recycling day to reflect our Zero Waste campaign ❖ Develop creative marketing to help us reach our campus community	Educational programming and number of departments starting to implement sustainable behavior are tracked
<b>Recycle and Compost:</b> ❖ Increase annual campus recycling rate average from current 70 percent to 75 percent by 2016 and then to 80 percent by 2020 to comply ❖ Accelerate and expand the university's composting program for food and other compostables to comply with AB 1826	Composting program is up and running and we are recycling at least 80% by 2020

## SUSTAINABILITY LEADERSHIP AND ADMINISTRATION

*Goal: Integrate a holistic understanding of sustainability (social, environmental, financial, and health) into institutional decision making and communicate the importance of sustainability at all levels of the institution.*

Strategies	Key Performance Indicators
<b>Further integrate sustainability into the CSUSM mission, vision, and values:</b> ❖ Engage senior leadership with the ability to communicate to their campus constituents (students, staff, and faculty) on an annual basis CSUSM's commitment to sustainability	Sustainability successes and stories are shared across campus at events, gatherings and within publications annually
<b>Sustainable Investing:</b> ❖ Diversify CSUSM investment portfolio, by integrating Environmental, Social and Governance (ESG) investment options by 2020 ❖ Track successful sustainability investments and provide recommendations to our senior leadership	CSUSM investment portfolio includes ESG options
<b>Sustainability Advisory Committee:</b> ❖ Continue to support the Sustainability Advisory Committee and find ways to acknowledge the committee members efforts to make CSUSM more sustainable	The Sustainability Advisory Committee continues to support the campus' sustainability efforts
<b>Reporting Sustainability:</b> ❖ Participate in STARS every two years, increase score to reach Gold by 2020 and Platinum by 2025, and increase standing with Sierra Club's Cool Schools and Princeton Review's Green School ranking ❖ Ensure CSUSM always reports accurately and on time to the Chancellor's Office and other statewide reporting mandates	CSUSM achieves higher level recognition within reporting programs within the CSU and nationally

## TEACHING, RESEARCH, AND SERVICE

*Goal: Provide the knowledge, understanding, and skills graduating students need to be sustainability leaders no matter what field of study they pursue*

Strategies	Key Performance Indicators
<p><b>Integrate Sustainability into the Curriculum:</b></p> <ul style="list-style-type: none"> <li>❖ Review and publish on the sustainability website, a database of sustainability course offerings that is updated annually</li> <li>❖ Coordinate with first year programs to integrate sustainability into the curriculum</li> <li>❖ Identify opportunities to evaluate student knowledge, skills, and understanding related to sustainability</li> </ul>	<p>The total number of sustainability courses offered and number of students who take those courses is monitored</p>
<p><b>Facilitate Faculty Development:</b></p> <ul style="list-style-type: none"> <li>❖ Utilize the Sustainability Transforming Academics and Research (STAR) learning community and partner with the Faculty Center to continually provide trainings, workshops, and opportunities for faculty to integrate sustainability into their courses and research</li> <li>❖ Expand the Campus as a Living Laboratory program and other grant opportunities to strengthen faculty's ability to integrate sustainability into the curriculum</li> </ul>	<p>Expand the number of faculty committed to integrating sustainability into the curriculum</p>
<p><b>Increase Sustainability Research:</b></p> <ul style="list-style-type: none"> <li>❖ Share, connect, and collaborate with faculty conducting sustainability research and provide research and grant opportunities as available</li> <li>❖ Document and communicate sustainability research projects and highlight on the sustainability website</li> </ul>	<p>The number of faculty conducting sustainability research is tracked</p>
<p><b>Strengthen Sustainability Education Opportunities:</b></p> <ul style="list-style-type: none"> <li>❖ Provide classroom presentations to all majors, to increase student understanding and learning related to sustainability</li> <li>❖ Deliver high quality service learning and internship offerings to students that connect their learning with tangible, career ready skills</li> </ul>	<p>The number of students participating in sustainability education opportunities is tracked</p>

Thank you to members of the Sustainability Advisory Committee and other key stakeholders for your assistance with this revision. [Sustainability Advisory Committee Members can be found here.](#)