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INTRODUCTION

Sustainability planning has been taking place at UNH for more than 15 years. In 1995 a grass roots effort by faculty, staff, students and administrators produced a white paper outlining goals and action steps to advance sustainability at UNH. That effort led to the establishment of the first endowed, university-wide sustainability program in the country in 1997.

Since that time sustainability has emerged as a core identity of UNH, and as a result, sustainability planning has and continues to take many forms. Some has been coordinated, university-wide planning processes, such as planning for the UNH Sustainability Institute and the working group on sustainability in the UNH strategic planning process of 2009. Other planning has and continues to be ongoing and institutionalized in the form of mechanisms like the Energy Task Force and the Ecosystem Task Force. At the same time, planning is also ongoing at the level of particular departments, programs or practices. This combination of approaches reflects the highly decentralized nature of the university as well as the complex and contested idea of sustainability as an organizing principle for higher education. At UNH, sustainability leadership, ownership, and accountability have to be distributed rather than centralized while at the same time networked and coordinated to set and achieve overarching goals.

Sustainability planning at UNH is supported by:

• A conceptual framework linking principles and practices of sustainability to core university functions. This framework integrates the interactions of four key systems -- climate and energy, biodiversity and ecosystems, food systems, and culture -- with four key functions of the university known by the acronym CORE: curriculum, operations, research, and engagement. *
• A programmatic entity whose structure, function and responsibilities are aligned with the CORE/systems conceptual framework – the UNH Sustainability Institute (UNSHA). UNHSI has full time staff, faculty fellows, student interns and collaborative networks across and beyond the university.
• An administrative structure designed to support the articulation of goals and their implementation across the CORE – the UNHSI Collaborative Council. The Collaborative Council of the UNH Sustainability Institute brings together senior administrators in the areas of the CORE including research center directors as well as Inclusive Excellence, Communications and Marketing, and University Advancement, with faculty fellows and staff.
• Successful projects and programs that provide tangible experiences and examples for members of the UNH community to “experience” sustainability and be inspired to find their unique way of contributing. A relatively comprehensive view of the dozens of examples in place at UNH is provided by the 2009 publication The Sustainable Learning Community: One University’s Journey to the Future, an edited volume with contributions from more than sixty UNH faculty and staff.

This sustainability strategic planning document brings all of this planning, thinking and work together into one living document. It is a starting point and a suggested guide for the university’s investments of time and resources in sustainability over the next five years – investments done under the broad umbrella of the UNHSI but undertaken across campus collaboratively. The goal is to link key efforts across the university and beyond into a collaborative network that makes the whole of the interactions of these effort far greater than their sum. Given the amount of sustainability planning taking place, the potential is enormous.

* http://www.sustainableunh.unh.edu/book
For example, this planning document reflects the work of hundreds of people as part of the following reports, planning efforts, task forces, committees, etc.:

- Campus Master Plan
- Carbon Solutions New England
- College of Health and Human Services Vision and Strategic Intentions
- College of Life Sciences and Agriculture (COLSA) Strategic Plan
- College of Engineering and Physical Sciences (CEPS) Strategic Plan 2009-2011
- Cooperative Extension Strategic Plan
- Diversity Strategic Plan 2004-2009
- Energy Task Force (ETF)
- Ecosystem Task Force (EcoTF)
- Food Solutions New England
- Greenhouse Gas Emissions Inventories
- Healthy UNH
- Integrated Waste Management Report
- Lands Committee
- Landscaping Master Plan
- Planning, Design & Construction Guidelines
- STARS - Sustainability Tracking, Assessment and Rating System
- NH Farm to School Strategic Plan
- Sustainability Research Collaboratory
- Transportation Policy Committee
- UNH Academic Plan
- UNH Engagement and Outreach
- UNH Research Mission and Activities
- UNH Sustainability Communications Plan
- Whittemore School of Business & Economics Strategic Plan (2009)
- WildCAP, Climate Action Plan

This planning document will be constantly updated and informed by continual cross-campus collaboration through the UNHSI Collaborative Council, four UNH task forces in biodiversity/ecosystems, climate/energy, food and culture, UNSHA faculty fellows and staff, and the UNH community more broadly.

In addition, we encourage your thoughts and feedback at sustainability.info@unh.edu.
UNH will be recognized as:

1. **A PLACE WHERE PEOPLE MAKE A DIFFERENCE IN NH AND BEYOND.**
   The teaching, research and engagement done by UNH faculty, staff and students is meaningful and makes a difference in the lives of the citizens and organizations of N, New England and the world.

2. **ONE OF “THE” INSTITUTIONS FOR STUDYING SUSTAINABILITY AND PREPARING FOR SUSTAINABILITY-RELATED CAREERS.**
   Prospective students, parents and alumni will recognize that UNH is one of THE places to go to study sustainability – to ask big questions, address grand challenges, and get your hands dirty creating effective solutions. “Put your education to work to make the world a better place.”

3. **A MEANINGFUL INVESTMENT.**
   Donors of all kinds, from foundations to business leaders, will recognize that UNH is a leader in sustainability that’s a good investment. The goal is to compel giving to the UNH Sustainability Institute, which will invest in a range of programmatic initiatives from a Dual Major in Sustainability to the Sustainability Research Collaboratory and beyond.

4. **A “TOP TEN” LEADER IN SUSTAINABILITY.**
   Every year, UNH should be listed side-by-side with the other “perennial favorites” like Arizona State, Middlebury, UC Boulder, Portland State University, Yale, Harvard, etc., in the top leaders of sustainability rankings, ratings and lists.

5. **“BEYOND GREEN.”**
   UNH challenges others to advance the “full rainbow” that is sustainability, not just green. Since the beginning we've recognized that sustainability is the intersection of biodiversity, climate, food AND culture. It’s not environment vs. the economy. It’s not art vs. clean air and water. It’s about everyone thriving, not merely surviving, generation after generation – about quality of life. This is 21st century sustainability, and UNH has been leading the way for years.

6. **LEADING SUSTAINABILITY RESEARCH.**
   UNH is a leader in engaged scholarship for sustainability, especially in sustainability science and education. Agencies and foundations should want to fund more and more of this research because of its reputation and innovation.

7. **A MODEL OF SUSTAINABLE OPERATIONS.**
   UNH “struts the talk” by modeling leading sustainability best practices and policies, from buildings to dining, transportation to human resources. UNH not only has the “basics” down (i.e. waste minimization and recycling), but also leads with cutting edge operations (i.e. selling REC’s off EcoLine to reinvest in revolving energy fund) that are linked to classes and research.
MISSION OF THE UNH SUSTAINABILITY INSTITUTE

To move UNH and the region "beyond green." †

The UNH Sustainability Institute brings together people and resources from across and beyond campus to integrate sustainability across UNH's "CORE":

- **Curriculum**: Educating citizen-professionals to advance sustainability in their civic and professional lives
- **Operations**: Embodying first principles and best practices of sustainability
- **Research**: Serving society with scholarship that responds to the most pressing issues of sustainability
- **Engagement**: Collaborating locally to globally with extension and outreach

We do this work through four initiatives designed around four foundational systems of sustainability -- biodiversity, climate, food, and liberal arts/humanities:

- **Biodiversity Education Initiative (BEI)**: Commitment to promoting ecological and public health. BEI topics include biodiversity, ecosystems, land use and conservation, water, waste minimization, recycling, and more.
- **Climate Education Initiative (CEI)**: Commitment to pursuing carbon neutrality through sustainable energy and emissions reduction policies, practices, research, and education. CEI topics include energy conservation and efficiency (from buildings to transportation), greenhouse gas emissions tracking and reduction planning, and more.
- **Food & Society Initiative (FAS)**: Commitment to promoting healthy food systems from farm to fork to health and nutrition outcomes.
- **Culture & Sustainability Initiative (CAS)**: Commitment to bringing the knowledge and creative inquiry of the liberal and humanities on sustainability. CAS topics include cultural and natural heritage, social justice, inclusive excellence, behavioral changes toward sustainability, and multigenerational (past, present and future) conversations of sustainability.

Learn more at www.sustainableunh.unh.edu.

† [www.sustainableunh.unh.edu/mission](http://www.sustainableunh.unh.edu/mission)
GOALS, METRICS AND ACTION ITEMS

CURRICULUM
http://www.sustainableunh.unh.edu/curricula

UNH’s colleges and departments (including the Discovery Program) are each committed to sustainability in their own way, developing innovative and responsive sustainability focused and related curricula and programs they have outlined in their own strategic planning.

While this plan does not include the detailed specific of each college or department’s sustainability goals, actions items, metrics, etc., it does connect with and integrate such planning, including but not limited to the following.

- College of Health and Human Services Vision and Strategic Intentions
- College of Life Sciences and Agriculture (COLSA) Strategic Plan
- College of Engineering and Physical Sciences (CEPS) Strategic Plan 2009-2011
- UNH Academic Plan
- Whittemore School of Business & Economics Strategic Plan (2009)
- Planning and thought that have gone into UNH’s many sustainability related academic programs, including but not limited to the Dual Major in EcoGastronomy (http://www.unh.edu/ecogastronomy/) and the Sustainable Agriculture and Food Systems Major (http://www.sustainableag.unh.edu/)

GOALS

1. Collaborate with colleges, departments, and faculty to strive for:
   a. Sustainability focused courses to comprise 10 percent or more of all courses offered
   b. Sustainability related courses to comprise 30 percent or more of all courses offered
   c. 90 percent or more of academic departments or their equivalent offer at least one sustainability-related or -focused course
2. Provide students with intellectually engaging, experiential, and transdisciplinary learning around sustainability through innovative and flexible courses, e-learning, and academic programs.
3. Collaborate with faculty to increase the number of sustainability focused and related courses across campus.
4. Connect existing and new sustainability focused and related courses into existing and new academic programs, including the forthcoming Dual Major in Sustainability (DMS)
5. Get the word out to prospective and current students, faculty advisors, and staff across campus about these courses.
6. Integrate sustainability curricula with operations, research and engagement across campus.
7. Continuously update online and share with students an inventory of sustainability focused and related courses and academic programs across campus to help inform their decision-making.
8. Share best practices and lessons learned with the sustainability and higher education community.

UNH has a wide variety of undergraduate and graduate courses and programs focused on and related to sustainability, from the Dual Major in EcoGastronomy to courses in environmental sociology or sustainable agriculture. The goals for 2011-2015 are to increase the number of such courses and programs, along with integrating them with operations, research and engagement in sustainability.
METRICS
1. # and breadth of courses and programs offered across colleges and departments
2. # and breadth of students across colleges and majors enrolled in courses and programs
3. # and breadth of faculty across colleges teaching such courses or involved in such academic programs
4. Collaboration of faculty and staff involved in such courses and academic programs
5. Use of e-learning and technology by faculty to meet pedagogical goals and ensure flexibility for students

CHALLENGES
• Ensure courses and programs are intellectually rigorous, innovative, transdisciplinary, flexible, and engaging
• Ensure courses and programs are truly focused on or related to sustainability
• Collaborate closely with all colleges, department, Faculty Senate, faculty, etc.
• Support faculty to revise curricula, develop and teach new courses, etc.
• Student advising

RETURN ON INVESTMENT
• Intellectual and transdisciplinary contribution to UNH
• Tuition revenues
• Meets student demand
• Student learning and engagement
• Faculty development and support
• Use of e-learning and new technologies
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• College of Liberal Arts (COLA)
• College of Life Sciences and Agriculture (COLSA)
• College of Health & Human Services (CHHS)
• College of Engineering & Physical Sciences (CEPS)
• Whittemore School of Business & Economics (WSBE)
• Institute for the Study of Earth, Oceans and Space (EOS)
• Provost’s Office
• Faculty Senate
• All departments

ACTION ITEMS
1. Inventory and share online current sustainability related and focused courses and academic programs (www.sustainableunh.unh.edu/curricula)
2. Actively share inventory with students
3. Continually update inventory
4. Provide online resources to help faculty integrate sustainability into their courses
5. Collaborate with faculty who want to develop new courses
6. See action items for the Dual Major in Sustainability and for Liberal Arts & Sustainability Classes
Dual Major in Sustainability

www.sustainableunh.unh.edu/dualmajor and www.unhDMS.weebly.com

GOALS
1. Design of a Dual Major in Sustainability (DMS); articulate learning goals, pedagogical strategies and an assessment plan; develop new courses, learning modules, and partnership agreements and revision of existing courses to support those goals.
2. Prepare and submit SAPC “Intent-to-Submit” in July, and pending approval, a full proposal to SAPC in November 2011.
3. Acquire all necessary approvals to make DMS accessible to student planning and advising for Spring Semester 2012, and to formally launch program in the fall of 2012.
4. Build an inter-college and inter-university faculty learning community focused on sustainability.

The initiative to create the DMS advances core principles of the UNH strategic plan including interdisciplinary programs that respond to the grand challenges of sustainability. The DMS was identified as a strategic initiative in planning for the UNH Sustainability Institute that took place in 2008 and 2009 with more than 75 faculty from across campus and was later incorporated into the UNH strategic planning process as a working group. A dual major is preferred to a major to enable and encourage students from any primary major to complement their disciplinary specialization with the integrated perspectives of DMS. The DMS will complement the newly established Sustainability Research Collaboratory that serves as the research pillar of the Sustainability Institute and has received funding from the Research Leveraging New Ventures Fund to incubate sustainability science at UNH. It will also complement and draw from the possible funding of an EPSCoR proposal focused on climate change and ecosystem services as well as a wide range of related curriculum, campus operations, research and engagement.

METRICS
1. # and breadth of students across colleges graduated with the DMS
2. # and breadth of students across colleges enrolled in DMS at any point in time
3. # and breadth of students across colleges enrolled in new or altered courses that result from the DMS
4. # and breadth across disciplines of faculty involved in DMS
5. # and breadth of advertising of DMS to prospective students and parents
6. Other metrics developed in evaluation plan for DMS

CHALLENGES
• Ensuring the DMS is intellectually rigorous, innovative, transdisciplinary, flexible for students, and engaging
• Tuition and faculty payment budget model across all colleges and Sustainability Institute
• Support and release time for faculty
• Student advising

RETURN ON INVESTMENT
• Intellectual and transdisciplinary contribution to UNH and to sustainability
• Student learning and engagement
• Tuition revenues
• Meets student demand
• Faculty development and support
• Faculty networking and collaboration (i.e., sustainability scholarship)
• Use of e-learning and new technologies
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Faculty leadership team that includes all colleges and EOS
- College of Liberal Arts (COLA)
- College of Life Sciences and Agriculture (COLSA)
- College of Health & Human Services (CHHS)
- College of Engineering & Physical Sciences (CEPS)
- Whittemore School of Business & Economics (WSBE)
- Institute for the Study of Earth, Oceans and Space (EOS)
- Provost’s Office
- Dean of the Library
- Information Technology (Academic Computing)

**ACTION ITEMS**

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<td><strong>July 2011</strong></td>
<td>Faculty fellow works with Sustainability Institute staff to synthesize findings of June institute and prepares SAPC “Intent-to-Submit” statement and a draft of the full SAPC proposal. Draft of statement is circulated for comment to college academic affairs committees.</td>
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<td><strong>August 2011</strong></td>
<td>SAPC &quot;Intent-to-Submit&quot; statement is submitted to SAPC</td>
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<td><strong>September 2011</strong></td>
<td>DMS one-day roundtable</td>
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<td><strong>October 2011</strong></td>
<td>Faculty fellow works with Sustainability Institute staff to finalize SAPC full proposal including circulations for comment to college academic committees and all required standing university committees.</td>
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<tr>
<td><strong>November 2011</strong></td>
<td>Full proposal for DMS submitted to SAPC for approval. Marketing plan developed for DMS.</td>
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<td><strong>January 2012</strong></td>
<td>DMS program description and requirements available for academic advising and student planning for AY 2013. In addition, students will be able to identify and take any DMS required or elective courses being offered for Spring 2012 semester. Marketing of DMS.</td>
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<td><strong>March 2012</strong></td>
<td>Sidore symposium Sustainability Unbound.</td>
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<td><strong>June – July 2012</strong></td>
<td>Any summer DMS programming that results from the design process and the SAPC proposal, including possible linkages to the WSBE Summer Bridge program are offered.</td>
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<td><strong>September 2012</strong></td>
<td>Formal launch of DMS with required course sequences available to students.</td>
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<tr>
<td><strong>June 2013</strong></td>
<td>Evaluation of first academic year of DMS.</td>
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Faculty Fellows

GOALS
1. When fully funded, UNHSI will support the equivalent of 8-16 faculty fellows (2-4 per initiative in biodiversity, climate, food and culture) each academic year.
2. Fellows will be selected by the appropriate task force to engage in scholarship that advances the goals and priorities of UNHSI.
3. Fellows also will participate in the ongoing work of the task forces or executive council.
4. Fellows will receive $5,000 - $10,000 per year for three-year terms to support research and engagement.

METRICS
1. 8-16 faculty fellows (2-4 per initiative)
2. Commitments of colleges and departments to support these faculty in their fellowship work with
3. Active involvement of these faculty in UNH sustainability teaching, research and engagement as evidenced by classes taught, scholarship, and service on and off campus.

CHALLENGES
• Fundraising
• Competing faculty obligations

RETURN ON INVESTMENT
• Intellectual and transdisciplinary contribution to UNH and to sustainability
• Faculty development and support
• Faculty networking and collaboration (i.e., sustainability scholarship)
• Increased faculty involvement in UNH sustainability vision and programming across the CORE
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Office of the President
• Provost’s Office
• UNH Advancement
• All college deans

ACTION ITEMS
1. Work with UNH Advancement, the Office of the Provost, the Office of the President, and the Provost’s Council (including deans) on fundraising planning and development
2. Actively fundraise
3. Choose and work with faculty fellows, including involving them in the Collaborative Council, four task forces, and DMS
Dual Major in EcoGastronomy

http://www.unh.edu/ecogastronomy/

NOTE: The UNH Dual Major in EcoGastronomy is now developing its own strategic plan, which will supersede all information below.

GOALS
1. Integrate UNH strengths in sustainable agriculture, hospitality management, and nutrition to offer a unique academic program emphasizing the interdisciplinary, international, and experiential knowledge that connects all three fields.
2. Prepares students for professions within our rapidly evolving food community—from farm to fork to nutrition and health outcomes—where ever-greater integration of agriculture, food, and nutrition requires a broad perspective and a specific blend of skills and knowledge.
3. Build on:
   a. UNH leadership in sustainability by facilitating the promotion of a sustainable food community across the University’s curriculum, operations, research, and engagement.
   b. Strategic developments in sustainability within the Whittemore School of Business and Economics’ Hospitality Management program to prepare students for careers in the green movement in lodging and food services management.
   c. Build on strategic developments in Animal and Nutritional Sciences, including scholarship in the areas of sustainable food systems, sustainable diets, public health nutrition, and food security;
4. Invigorate academic offerings in the College of Life Sciences and Agriculture building on key strategic efforts in food security, the organic research dairy, sustainable production, integration of crops and livestock, and direct marketing.
5. Position UNH in academic relationships with institutions that share the integrated approach to the food community and provide students and faculty with international opportunities that will benefit educational and research outcomes starting with the University of Gastronomic Sciences in Pollenzo, Italy that was started by Carlo Petrini, founder of Slow Food International.
6. Increase the academic use of the UNH campus farm resources including the composting operation, the organic garden, horticultural research farm, and the organic dairy.
7. Deepen and enrich UNH’s land grant mission to serve the long-term good of the state and region while attracting students, faculty and financial resources.
8. Experiential: Real world experiences on farms, in kitchens, in labs, and in the community.
9. Interdisciplinary: Cross-cutting curriculum including studies in sustainable agriculture, hospitality management, and nutrition.
10. International: International experience at the University of Gastronomic Sciences in Italy.

METRICS
1. TBD as part of forthcoming Dual Major in EcoGastronomy strategic plan, but could include:
   a. # and cross-campus and college student enrollment
   b. Student and faculty evaluation of student learning and experiences

CHALLENGES
• Ensuring the Dual Major in EcoGastronomy is intellectually rigorous, experiential, interdisciplinary and engaging
• Building international partnerships
• Student recruitment and retention
• Faculty development and support
Top down support and leadership
Funding and resources

RETURN ON INVESTMENT
Student learning and engagement
Faculty development
Tuition revenues
Meets student demand
Internationalization of UNH
Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
UNH Sustainability Institute (UNHSI)
College of Life Sciences and Agriculture (COLSA)
Whittemore School of Business & Economics (WSBE)
University of Gastronomic Sciences
Dual Major in EcoGastronomy External Advisors: http://www.unh.edu/ecogastronomy/administration.html

ACTION ITEMS
TBD with forthcoming strategic plan

Speaker Series and Podcasts, including “Sustainability Unbound” Sidore Colloquium 2012
http://www.sustainableunh.unh.edu and http://www.unh.edu/humanities-center/

GOALS
1. Bring a variety of thought-provoking speakers to campus to engage the campus community in discussions around sustainability and its related issues
2. Promote dialogue and discussion
3. Share with the broader community via podcasts and other electronic media

METRICS
1. # and disciplinary breadth of speakers brought to campus each academic year
2. # and disciplinary breadth of UNH faculty, students and staff who attend and participate (including via podcast downloads)

CHALLENGES
Funding for speaker fees and travel
Marketing of events to the campus community, especially faculty and students
Collaborating with other UNH offices and departments to share resources, combine events (instead of competing), and cross-promote

RETURN ON INVESTMENT
1. Intellectual, collaborative discussion
2. Faculty and student engagement in sustainability
3. Motivation of sustainability scholarship
4. Meets student demand
5. Use of e-learning and new technologies
6. Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
- UNH Sustainability Institute (UNHSI)
- Any other office of department who wishes to collaborate. Examples include but are not limited to the following:
  a. Discovery Program
  b. Center for the Humanities
  c. All colleges and departments
  d. Inclusive Excellence
  e. AVP Research
  f. Memorial Union Building
  g. Residential Life
  h. Dining
  i. Energy & Campus Development
  j. Museum of Art

ACTION ITEMS
- Spring 2012 Chris Jordan exhibit with the UNH Museum of Art
- March 2012 Sidore Series Symposium “Sustainability Unbound” with the Center for the Humanities and the Classics Department

Liberal Arts/Humanities & Sustainability Courses

http://www.sustainableunh.edu/curricula

GOALS
1. Support faculty, especially in the College of Liberal Arts, in integrating sustainability into existing liberal arts/humanities courses or in developing new courses focused of the liberal arts/humanities and sustainability
2. Build
3. Build an inter-college and inter-university faculty learning community focused on the crucial contributions of the liberal arts/humanities to sustainability

METRICS
1. # of altered or new courses in liberal arts/humanities and sustainability developed
2. # and disciplinary breadth of faculty who submit applications to receive funding
3. # and breadth of students across colleges enrolled in these altered or new liberal arts/humanities and sustainability courses
CHALLENGES
• Providing students with intellectually rigorous courses at the intersection of the liberal arts/humanities and sustainability
• Support and release time for faculty
• Student recruitment

RETURN ON INVESTMENT
• Intellectual and scholarly contributions to the liberal arts/humanities and to sustainability
• Tuition revenues
• Faculty and student engagement

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• College of Liberal Arts (COLA) and all its departments
• Provost’s Office

ACTION ITEMS
1. Develop and release RFP for courses
2. Review applications and choose recipients
3. Fund recipients
4. Review and share recipients work with faculty and students
5. Evaluate effectiveness and revise as needed

Liberal Arts/Humanities & Sustainability Sponsorship of Other Events and Speakers

GOALS
1. Support faculty, staff and community members interested in developing and implementing programming that will connect the liberal arts and sustainability. Themes may include:
   a. Preserving cultures (how cultures sustain themselves, how cultures decide what is worth sustaining; cultural heritage, etc.).
   b. Creating a culture of sustainability (investigating what encourages behavioral changes toward sustainability and ways we can foster those changes).
   c. “Investigating sustainability” (inquiry into the development of the term, how it is used, what it means, etc.).
   d. Etc.
2. Examples of potential programming include:
   a. Inviting guests such as local artisans, activists or academics to your class for experiential presentations.
   b. Field trips to museum exhibitions, concerts or performances providing relevant experiences and contextualization.
   c. Events or a series of events on campus organized around any of the themes mentioned above.
3. Faculty members may submit proposals as individuals or groups, and they may involve staff and students in their planning. Interdisciplinary proposals involving collaboration between departments and offices that help to expand the scope and impact of the proposed program will be given special consideration.
4. All awardees must use the Sustainability Institute name, logo and URL (www.sustainableunh.unh.edu) in all online, print and other promotional materials as a co-sponsor of the programming.

**METRICS**
- # and breadth of faculty, staff or community members who submit proposals
- #, breadth and quality of proposals chosen
- # of faculty, staff, students, and community members who attend/participate in funded events or speakers

**CHALLENGES**
- Funding
- Recruiting and choosing high quality proposals to be funded
- Ensuring events or speakers funded engage as many audiences as possible

**RETURN ON INVESTMENT**
- Intellectual and transdisciplinary discussions and dialogues around the liberal arts/humanities and sustainability
- Networking and collaboration around the liberal arts/humanities and sustainability
- Public outreach and engagement
- Meets student demand
- Faculty support

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- College of Liberal Arts (COLA)
- Any other office of department who wishes to collaborate. Examples include but are not limited to the following:
  - a. Discovery Program
  - b. Center for the Humanities
  - c. All colleges and departments
  - d. Inclusive Excellence
  - e. AVP Research
  - f. Memorial Union Building
  - g. Residential Life
  - h. Dining
  - i. Energy & Campus Development
  - j. Museum of Art

**ACTION ITEMS**
1. Develop and release RFP for UNH faculty to apply for UNHSI funding in support of programming like conferences, research, speakers, performances, etc., for liberal arts and sustainability connections.
2. Review applications and choose recipients
3. Fund recipients
4. Review and share recipients work with faculty and students
5. Evaluate effectiveness and revise as needed
Immersive and Abroad Experiences

http://www.sustainableunh.unh.edu/studyabroad

GOALS
1. Continue to grow international, immersive abroad experiences for UNH students that engage them in sustainability
2. Examples of such experiences include:
   a. EcoQuest (New Zealand)
   b. Possible forthcoming experience(s) in Costa Rica
3. Expand the partnership and collaboration between the UNH Sustainability Institute and the UNH Center for International Education (CIE)

METRICS
• # and breadth of sustainability immersive and abroad options available to UNH students
• # and disciplinary breadth of students who participate in such experiences annually
• Student learning from and evaluation of such experiences

CHALLENGES
• Funding
• Recruitment and retention of students
• Quality of programs not controlled by UNH

RETURN ON INVESTMENT
• Student learning and engagement
• Internationalization at UNH

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Center for International Education
• Office of the Provost
• Colleges and departments
• Faculty leaders and directors of immersive and abroad experiences

ACTION ITEMS
1. Continue collaboration with Center for International Education
2. Meet and collaborate with Navitas program
3. Continue to explore and partner as appropriate with sustainability international programs that provide students with high quality sustainability experiences abroad

Teaching Resources for Faculty

http://www.sustainableunh.unh.edu/facresources

GOALS
1. Provide faculty with information, data, and other resources they can use to integrate sustainability into existing and new learning opportunities for students

2. For example, UNHSI and the Energy Task Force (ETF) are working with senior computer science students to design a mobile app that will make use of the ETF energy meter data and GPS locators in transit vehicles and provide energy use data to students for use in statistical analysis classes.

**METRICS**
- # and breadth of resources offered
- # and disciplinary breadth of faculty using such resources
- # and disciplinary breadth of students using or learning from such resources
- Evaluation of resources by faculty and/or students

**CHALLENGES**
- Funding
- Marketing to faculty to use
- Tracking and evaluating use by faculty and students

**RETURN ON INVESTMENT**
- Student learning and engagement
- Faculty support

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Energy, Ecosystem, Food and Culture Task Forces
- Departments and faculty
- Students (if involved in helping to develop or test resources)

**ACTION ITEMS**
- Generate ideas for resources and resource partners
- Partner with appropriate task forces, offices and departments to develop resources
- Test resources with faculty and/or students
- Market resources to faculty
- Evaluate and revise as needed
Endowed Professorships

GOALS
1. When fully funded, UNHSI will support four endowed professorships in the areas of biodiversity and ecosystems, climate and energy, food systems, and culture and sustainability. The purpose of the endowed professorships is to place highly experienced faculty with clear track records in inter/transdisciplinary teaching, research and engagement in unique leadership positions for building integrated program across the CORE.
2. Each endowed faculty member will co-chair the related task forces in biodiversity and ecosystems, climate and energy, food systems, and culture and sustainability. Each will also serve on the Collaborative Council.
3. Each endowed faculty member will teach in the Dual Major in Sustainability and facilitate and participate in interdisciplinary research and engagement.
4. Finally, endowed chairs will facilitate the development of related programming for UNHSI encompassing certificate programs, short courses for professional practitioners and the public, and graduate curriculum.

METRICS
1. Four endowed professorships in professorships in the areas of biodiversity and ecosystems, climate and energy, food systems, and culture/liberal arts and sustainability.
2. Active leadership and involvement of each professorship in the UNHSI’s four task forces and Collaborative Council.

CHALLENGES
• Fundraising
• Competing faculty obligations

RETURN ON INVESTMENT
• Intellectual and transdisciplinary contribution to UNH and to sustainability
• Faculty development and support
• Faculty networking and collaboration (i.e., sustainability scholarship)
• Increased faculty involvement in UNH sustainability vision and programming across the CORE
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Office of the President
• Provost’s Office
• UNH Advancement
• All college deans

ACTION ITEMS
1. Work with UNH Advancement, the Office of the Provost, the Office of the President, and the Provost’s Council (including deans) on fundraising planning and development
2. Actively fundraise
Junior Faculty Joint Appointments

**GOALS**
1. UNHSI, when fully funded, will invest matching funds to colleges and departments to add 5-10 new junior faculty lines across campus that enhance UNH capacity in key sustainability areas.
2. Those faculty will have joint appointments with their home department and the Sustainability Institute.

**METRICS**
1. 5-10 new junior faculty lines across campus
2. Commitments of colleges and departments with UNHSI to support these faculty financially, professionally and otherwise
3. Active involvement of these faculty in UNH sustainability teaching, research and engagement as evidenced by classes taught, scholarship, and service on and off campus.

**CHALLENGES**
- Fundraising
- Competing faculty obligations

**RETURN ON INVESTMENT**
- Intellectual and transdisciplinary contribution to UNH and to sustainability
- Faculty development and support
- Faculty networking and collaboration (i.e., sustainability scholarship)
- Increased faculty involvement in UNH sustainability vision and programming across the CORE
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Office of the President
- Provost’s Office
- UNH Advancement
- All college deans

**ACTION ITEMS**
1. Work with UNH Advancement, the Office of the Provost, the Office of the President, and the Provost’s Council (including deans) on fundraising planning and development
2. Actively fundraise

Faculty Development

**GOALS**
1. The Institute will support ongoing faculty development that emphasizes important links to sustainability within and across all disciplines and that facilitates collaboration between faculty and staff across the CORE.
2. In addition, development opportunities will link where feasible with existing development programs, such as the UNH Outreach Scholars Institute, UNH Inclusive Excellence, UNH Research, Leitzel Center, Cooperative Extension, the Center for International Education, colleges and departments, and others.
METRICS
1. # and breadth of faculty involvement in sustainability development across colleges and disciplines
2. Commitments of colleges and departments to support these faculty in their involvement in sustainability development opportunities
3. Application of what faculty learn as evidenced by sustainability focused and related classes taught, scholarship, and engagement, outreach and service on and off campus.
4. Involvement of faculty in integrating sustainability curriculum, research and engagement with operations on campus.
5. Extent of integration and collaboration with other faculty development on campus

CHALLENGES
• Competing faculty obligations
• Support of deans and colleges
• Time and resources to support development opportunities
• Faculty retention

RETURN ON INVESTMENT
• Intellectual and transdisciplinary contribution to UNH and to sustainability
• Faculty development and support
• Faculty networking and collaboration (i.e., sustainability scholarship)
• Increased faculty involvement in UNH sustainability vision and programming across the CORE
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Office of the President
• Provost’s Office
• UNH Advancement
• All college deans

ACTION ITEMS
1. Development of faculty sustainability professional development opportunities on campus, including through the forthcoming Dual Major in Sustainability.
2. Recruitment of faculty for participation in such programs.
3. Running the programs.
4. Evaluating program effectiveness and revising programs as needed.

Graduate Fellowships

GOALS
1. When fully funded, UNHSI will support 8-16 graduate students with 2- and 3-year assistantships for Master and Ph.D. candidates respectively covering tuition waiver, stipend and graduate student health insurance.
2. Graduate Fellows will be selected by each of the task forces in biodiversity, climate, food and culture.
3. Fellowships will be designed to attract innovative, highly qualified students to earn graduate degrees through participation and contribution to the ongoing work of the task forces and the Collaborative Council.
**METRICS**

1. 8-16 graduate fellowships across colleges and disciplines
2. Commitments of colleges and departments to support these graduate students in their involvement in UNHSI work, especially the task forces in biodiversity, climate, food and culture
3. Application of what graduate students learn as evidenced by their contributions both to their own scholarship and to the four task forces and UNHSI more broadly
4. Application of sustainability in the fellows post-graduate civic and professional lives, especially in future scholarship

**CHALLENGES**

- Support of deans and faculty advisors
- Student retention and completion
- Competing student obligations
- Fundraising
- Alumni engagement post-graduation

**RETURN ON INVESTMENT**

- Student engagement, development and learning
- Intellectual and transdisciplinary contribution to UNH and to sustainability
- Support for UNH’s task forces in biodiversity, climate, food and culture, moving sustainability forward on campus and off
- Future faculty in sustainability
- Increase student voice in sustainability at UNH
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**

- UNH Sustainability Institute (UNHSI)
- Graduate School
- All colleges and departments
- Graduate faculty
- Admissions

**ACTION ITEMS**

1. Fundraising for fellowships
2. Development of general “job description,” expectations, and benefits for graduate fellows – developed in partnership with the Graduate School and others
3. Recruitment and retention of graduate students
4. Training and management of graduate students
5. Evaluating fellowship effectiveness and revising as needed

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**Undergraduate Fellowships**

**GOALS**

1. When fully funded, UNHSI will support 16 undergraduate students will full tuition and stipend.
2. Undergraduate Fellows will be selected by each of the task forces to participate in the ongoing work of the task forces or Collaborative Council based upon priorities, and will be required to participate in the Undergraduate Research Conference.

**METRICS**
1. Up to 16 undergraduate fellowships across colleges and disciplines
2. Active involvement of the fellows in the four task forces in biodiversity, climate, food, and culture and/or the Collaborative Council.
3. Application of what the students are learning in their academic studies to their work with the UNHSI (task forces and Collaborative Council) and vice versa
4. Participation and quality of presentations at the URC
5. Application of sustainability in the fellows post-graduation civic and professional lives

**CHALLENGES**
- Support of faculty advisors of fellows
- Student retention and completion
- Competing student obligations
- Fundraising
- Alumni engagement post-graduation

**RETURN ON INVESTMENT**
- Student engagement, development and learning
- Support for UNH’s task forces in biodiversity, climate, food and culture, moving sustainability forward on campus and off
- Increase student voice in sustainability at UNH
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Graduate School
- All colleges and departments
- Graduate faculty
- Admissions

**ACTION ITEMS**
1. Fundraising for fellowships
2. Development of general “job description,” expectations, and benefits for fellows
3. Recruitment and retention of students
4. Training and management of students
5. Evaluating fellowship effectiveness and revising as needed

**Sustainability Learning Outcome for Undergraduates**
All UNH undergraduate students will have a required sustainability learning outcome or multiple sustainability learning outcomes as part of their Discovery, major, dual major, minor, concentration, and/or certificates program requirements.
GOALS
1. Ensure that all UNH undergraduate students are exposed to the principles and practices of sustainability through their academic studies.
2. As much as possible help students integrate such learning with their co-curricular learning.

METRICS
1. # of students with a required sustainability learning outcome as part of their Discovery (general education), major, dual major, minor, concentration, and/or certificate program requirements as designed by such programs

CHALLENGES
• Support of faculty
• Student retention and completion

RETURN ON INVESTMENT
• Student engagement, development and learning
• Increase student voice in sustainability at UNH
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• All colleges and departments
• Faculty from across campus
• Faculty Senate and faculty committees
• Office of the Provost
• Discovery Program
• UNH administration

ACTION ITEMS
1. Discussions and collaboration with all of the departments and offices listed above
2. Proposals put forward as appropriate
3. Student engagement and feedback
CO-CURRICULA EDUCATION

Student Outreach (Orientation, Events, Publications, Model Dorm Rooms, etc.)

http://www.sustainableunh.unh.edu/students

GOALS
1. Engage UNH undergraduate and graduate students in sustainability from “day one” of their acceptance into UNH.
2. Co-curricular programs currently include but are not limited to the following:

<table>
<thead>
<tr>
<th>PRINT</th>
<th>EVENT</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Undergraduate student flyer</td>
<td>• June Orientation for new students and parents</td>
<td>• Model ENERGY STAR™ residence hall room and tours</td>
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<tr>
<td>• Graduate student flyer</td>
<td>• Fall orientation events, including Jukebox, Wildcat Days, PAWs,</td>
<td>• Admissions slideshow</td>
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<tr>
<td>• “Eat Good, Do Good” Guide</td>
<td>University Day, RA and hall director trainings</td>
<td>• Online interactive map of campus sustainability</td>
</tr>
<tr>
<td>• Column and advertising in <em>The New Hampshire</em></td>
<td>• Campus Conservation Nationals</td>
<td>• WUNH PSA’s</td>
</tr>
<tr>
<td>• Advertising on buses and shuttles</td>
<td>• RecycleMania</td>
<td>• Social media: blog, Facebook, Twitter, etc.</td>
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<td>• Advertising in dining hall table tents</td>
<td>• Tabling by student orgs like the Ecological Advocates in the MUB</td>
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<tr>
<td>• Posters and flyers for campus operations (e.g. hydration stations posters with UNH Housing)</td>
<td>(e.g., “What’s on Wednesday”)</td>
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<tr>
<td></td>
<td>• Speakers and exhibits on campus (e.g. MUB exhibits, Museum of Art exhibits, movies in the MUB, etc.)</td>
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</tbody>
</table>

METRICS
1. # and disciplinary/college breadth of students reached across campus
2. # of students who attend or participate in events
3. Regular evaluation and revision based on the results of student focus groups, online surveys, and other student feedback

CHALLENGES
• Marketing of materials and events to students
• Competing student obligations
• Marketing of materials and events to faculty to share with students
• Funding

RETURN ON INVESTMENT
• Student engagement, development and learning
• Increase student voice in sustainability at UNH
• Sustainability ratings and rankings
DEPARTMENTS & OFFICES INVOLVED

- UNH Sustainability Institute (UNHSI)
- Task forces in energy, ecosystems, food and culture
- Communications and Marketing
- Graduate School
- All colleges and departments
- Admissions
- Residential Life
- Housing
- Office of Commuter Students
- Energy & Campus Development
- Dining
- Transportation Services
- Memorial Union Building
- Other offices as appropriate

ACTION ITEMS

1. Continue to develop, refine and “push out” materials
2. Plan and execute new events in collaboration with others
3. Hire and train program support assistant and student intern to assist with student sustainability communications and outreach
4. Evaluate and refine materials and events regularly

Student Organizations and Groups

http://www.sustainableunh.unh.edu/studentorgs

GOALS

1. Collaborate with UNH student organizations and groups focused on or related to sustainability
2. Student organizations include but are not limited to:
   - Diversity Support Coalition
   - Earth Science Club
   - Ecological Advocates, the student group that runs the Student Energy Waste Watch Challenge
   - Energy Club
   - Forestry Club
   - Habitat for Humanity
   - NH Outing Club
   - Organic Garden Club
   - Oxfam UNH
   - Peace and Justice League
   - STAND
   - Student Environmental Action Council (SEAC)
   - Student Nutrition Association
   - Student Slow Food Campus Convivium
   - Students Advocating Gender Equality
• Students Without Borders
• UNH for ONE
• WildACTS Social Change Theatre Troupe
• Wildlife Society

METERS
1. # of student organizations across all areas of sustainability
2. # and breadth of students across campus involved
3. # and quality of initiatives the student organizations undertake
4. Collaboration of student organizations with UNHSI and the four task forces in energy, ecosystems, food and culture

CHALLENGES
• Student recruitment and retention and completion
• Competing student organizations and interests
• Funding
• Time

RETURN ON INVESTMENT
• Student engagement, development and learning
• Collaboration with UNH’s task forces in biodiversity, climate, food and culture
• Increase student voice in sustainability at UNH
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Student organizations
• Task forces in energy, ecosystems, food and culture
• Offices like AVP Student and Academic Affairs, Residential Life, Memorial Union Building, Discovery Program, Housing, Dining, etc.

ACTION ITEMS
1. Learn about student priorities and initiatives each academic year
2. Partner and support student organizations as appropriate
3. Work with the four task forces and other offices on campus to lead or co-lead Campus Conservation Nationals, RecycleMania, and other campaigns in partnership with appropriate student organizations
4. Evaluate and revise work as necessary

Sustainability Internships
http://www.sustainableunh.unh.edu/internships

GOALS
1. Collaborate with the UNH Advising and Career Center, the Carsey Institute, ClimateCounts, and outside partners like Clean Air – Cool Planet to provide UNH students with high quality internship experiences around sustainability
2. Provide students with opportunities to integrate and apply their curricula and co-curricular learning around sustainability in “real world” internships on or off campus getting their “hands dirty” doing the work of sustainability

3. Programs currently include but are not limited to the following:
   a. Sustainability Internship Program (SIP): http://www.sustainableunh.unh.edu/sip
   b. ClimateCounts internships: http://www.climatecounts.org/

**METRICS**

1. #, quality and breadth across all areas of sustainability of internships offered to students
2. #, quality of work, and breadth across colleges and disciplines of students who intern
3. # of students who share their internship work and learning at the annual Undergraduate Research Conference (URC) and the quality of their presentations
4. Evaluations of student work and mentorship experience of internship sites

**CHALLENGES**

- Funding for students
- Support of internship mentors/managers
- Recruiting and retaining both students and internship sites
- Competing student obligations

**RETURN ON INVESTMENT**

- Student engagement, development and learning around sustainability
- High quality sustainability work for internship sites
- Community engagement
- Engaged scholarship (should faculty be involved)
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**

- UNH Sustainability Institute (UNHSI)
- UNH Advising & Career Center
- Carsey Institute
- ClimateCounts
- Internship sites and employers
- Colleges and student-focused offices to help recruit students for internships

**ACTION ITEMS**

- Continue to work with the UNH Advising and Career Center to revise and renew SIP
- Start new partnership with ClimateCounts in AY11-12
- Stay informed and involved as appropriate with the Carsey Institute’s Social Innovation Internship program
- Partner with others on and off campus to develop internships, recruit and mentor students, etc.
- Evaluate and revise as necessary
OPERATIONS
The overarching goal is campus operations that not only employ best policies and practices of sustainability but also integrate with curriculum, research and engagement.

Biodiversity & Ecosystems
http://www.sustainableunh.unh.edu/bei

GOALS
As a Biodiversity & Health Protection Campus, UNH is committed to being a model sustainable community in the state and region. UNH is meeting this commitment through its University-wide Biodiversity Education Initiative (BEI), the mission of which is to integrate the ethics, science, technology, and policies of conserving biological diversity, ecosystem integrity, and public health into the University’s identity and practices. To accomplish this mission, the BEI is actively engaging the University community in efforts to protect biodiversity and ecological and public health across campus and beyond. Conservation efforts are complemented by related integrative research, interdisciplinary curricula at the undergraduate and graduate levels, and broad-based engagement and outreach programs that educate students, faculty, administrators, staff, and the larger community about the relationships among climate, ecological and public health, and economic and social well-being.

Under BEI, UNH is committed to:

- Maintain biodiversity and ecological integrity on UNH lands including the main Durham campus.
- Develop tools for assessing, evaluating and managing biodiversity, ecological integrity, and ecological and public health.
- Develop ecologically-based approaches to landscape design and management.
- Create mechanisms that support professional development (teaching, research, and outreach) of UNH faculty/staff in disciplines of biodiversity, ecological integrity, and public health.
- Educate students in all fields about the relationships among human activities, climate, biodiversity and health.
- Be recognized and set the example for others as a biodiversity & health protection community model in the state and region.

Areas of BEI include but are not limited to the following:

- Biodiversity
- Buildings: new construction, renovation, and operations & maintenance
- Development Boundaries & Smart Growth Issues
- Ecosystems
- Environmental health and safety
- Green cleaning,” from the use of non-toxic and biodegradable cleaners (such as Green Seal®) to 100% recycled paper products
- “Green events planning” with Presidential Events & Planning, Athletics, Conferences & Catering, Dining, Facilities, Transportation Services, and others
- Health
- Land use and planning
- Landscaping
- Natural Resources Inventory
- Paper (paperless, 100% recycled, etc.)
- Purchasing (from ENERGY STAR® to Fair Trade to USDA Organic to Green Seal® to trademark licensing)
- Species protection

Areas of BEI include but are not limited to the following:

- Biodiversity
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- Land use and planning
- Landscaping
- Natural Resources Inventory
- Paper (paperless, 100% recycled, etc.)
- Purchasing (from ENERGY STAR® to Fair Trade to USDA Organic to Green Seal® to trademark licensing)
- Species protection
State and regional collaboration and outreach on biodiversity, ecosystems and health
- Stormwater management
- Waste minimization, reduction and recycling
- Water Supply & Usage: http://www.sustainableunh.unh.edu/water
- Watershed/Aquifer Protection: http://www.sustainableunh.unh.edu/water

**ECOSYSTEM TASK FORCE (EcoTF)**

The UNH Ecosystem Task Force (EcoTF) examines sustainability issues related to land use, development, and ecosystem management. The overarching goal of the EcoTF is parallel to that of the UNH Energy Task Force: to serve in an advisory capacity to the UNH President and be responsible for making recommendations on the full range of issues that relate to land use, landscaping, ecosystem health, biodiversity and development. Recommendations will be formulated taking into account the teaching, research and engagement mission of the university, its core value of sustainability, and its long-range Master Plan contained therein. The EcoTF complements and integrates the work of related UNH groups including the:

- Committee on Real Property Acquisition and Disposal
- Woodlands Advisory Committee
- UNH Stormwater Center
- UNH Campus Planning
- UNH Water Resources Center
- Purchasing
- Dining
- Office of Woodlands & Natural Areas
- Campus Recreation
- Charge of the Ecosystem Task Force

In particular, the EcoTF is charged with:

1. Developing a long-term plan for sustainable management of biodiversity and ecological integrity of UNH lands including the core Durham campus.
2. Developing tools for assessing, evaluating and managing ecosystem function and services within the Oyster River and Lamprey River Watersheds including approaches to landscape design and management in support of the Campus Landscape Master Plan and in accord with knowledge and best practices of sustainable ecosystem management.
3. Identifying mechanisms that support professional development opportunities for UNH faculty/staff to contribute to the goals of the EcoTF including related curriculum, research, operations and engagement activities.

**METRICS**

- The Ecosystem Task Force is currently developing indicators for BEI to be finalized (and data collection to begin) in AY11-12.
- Examples of possible indicators include but are not limited to the following:
  - Species counts and diversity
  - Land use metrics
  - Recycling rates
  - Waste minimization and diversion rates
  - Water conservation/quantities used and saved
  - Water quality metrics
CHALLENGES
• Developing indicators and metrics of success, followed by data collection and tracking
• Faculty and staff time to manage multiple projects and demands
• Competing obligations for faculty, staff and students
• Top-down support and leadership
• Integrating BEI with other initiatives in climate, food and culture
• Integrating the work under BEI across UNH’s curriculum, operations, research and engagement

RETURN ON INVESTMENT
• Healthy ecosystems at UNH and in the Seacoast region
• $ savings from less water use, trash generated, etc.
• Student engagement and learning
• Faculty scholarship and development
• Engagement with the town, state, region, and nation on issues of biodiversity and ecosystems

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Ecosystem Task Force: http://sustainableunh.unh.edu/ecotf
• Athletics
• Integrated Waste Management Group
• Green Cleaning Committee
• Faculty across colleges and departments
• Students
• Energy & Campus Development
• Facilities
• Environmental Health & Safety
• Committee on Real Property Acquisition and Disposal
• Woodlands Advisory Committee
• UNH Stormwater Center
• UNH Water Resources Center
• Office of Woodlands & Natural Areas
• Campus Recreation

ACTION ITEMS
• Continue Ecosystem Task Forces meetings and subcommittee work, including:
  a. Make recommendations about the long-term, future use of the UNH College Woods. If the recommendations include designation of all or a portion of the College Woods as green space, identify a boundary delineating the area to remain undeveloped.
  b. Make recommendations about the long-term land development needs of the University.
  c. Make recommendations about the long-term viability of the UNH/Durham water supply.
  d. Examine issues of infrastructure, stormwater management, toxics reduction, and other issues related to protection of the College Brook and Pettee Brook
• Report annually to the President’s Cabinet, UNHSI Collaborative Council, and the campus community on progress.
• Finalize indicators and begin data collection.
• Integrated Waste Management Group goals:
a. Coordinate annual data collection and coordination efforts. The various staff and units across campus that collect primary data will be responsible for providing data to the BEI Program Coordinator through the activity of this group. Data will be defined and collected in a consistent manner based on current collection methods and presented to the Ecosystem Task Force by the group.

b. It is the consensus of the group that a continued and revitalized education effort is the key to the continual success and improvement of integrated waste management efforts at UNH. The continual turnover of students as they move through their four years at UNH, as well as new hires of faculty and staff, and the continual stream of visitors to campus necessitate an ongoing effort.

c. The group recommends that a new program of outreach and education be established and distributed through existing university communication channels (e.g., Housing and Residential Life for incoming students, Human Resources for new hires, etc.). The group will work with the new Sustainability Stewards Program (http://www.sustainableunh.unh.edu/stewards.html) to develop and disseminate educational materials related to waste management. To begin these efforts, the subcommittee will investigate development of video materials to support various training and orientation sessions.

d. Large campus events such as athletic games, commencement, University Day, and the fiesta picnic can generate large amounts of waste and occupy significant staff resources in planning and disposal efforts. These types of events also create a highly visible reflection of campus culture and attitudes to members of the UNH community and visitors. Given that the university has a strong external reputation as a sustainable campus, it is important that waste handling at such events do not convey a different message to visitors.

e. Based on the work done at “green” athletic events and with the “Toss It!” stations utilized at several events, it has been shown that waste minimization at such events is possible. It is the recommendation of this group that lessons learned from these events be built upon and institutionalized. Members of this group could work with the planning teams of future events to develop and incorporate a new common set of procedures to be followed for all events. Such procedures could be based on the “zero waste” principles that are now commonly being applied at a variety of institutions.

f. Standardized Equipment: The group recommendations adoption by the university and followed in the purchase and deployment of new equipment. Since procurement of equipment is decentralized across operating units and departments and occurs both as part of new construction & renovation projects as well as during the day-to-day operation of the university, these standards would need to be approved by a central administrative unit and communicated to all employees who make procurement decisions. Having standards in place will facilitate the future development of outreach and education materials for faculty, staff, students, and visitors. New purchases of related equipment would conform to the standards and older equipment would be repurposed if possible following the new guidelines or replaced though attrition. In order to determine which types of equipment should be used in various settings (outdoor, office, hallway, large classroom, small classroom, etc.) the group recommends that an inventory of existing equipment be completed. This would allow the group to make decisions on appropriate choices for a standard set of containers and to be able to estimate the costs of upgrading the existing infrastructure to the new standards.

g. Standardized Color Scheme: A common set of colors for waste handling equipment would be the first step in a more unified waste handling system and greatly improve community recognition and identification of the correct disposal receptacle. Existing equipment could be assigned to use based on color and these recommendations are based on the prevalent color scheme currently in use across the campus.

h. Standardized Signs: The group developed a standard set of signs that can be easily printed and deployed as needed. It is recommended that a procedure be developed for deploying and maintaining the signs and funds be made available for their production and distribution.

i. Investigate and Pilot Single-Stream Recycling

j. Investigate Hiring Waste Management Coordinator: The rationale of this subcommittee is to provide a planning and coordination role that is lacking in the current university structure where waste
management activities and administration are distributed amongst several offices and operating units. Effectively performing this role requires participation of a larger number of staff. Centralizing activities and designating a staff member to focus on and oversee these functions could not only prove a more efficient use of time and resources, but also produce better results than a subcommittee.

k. Work with Athletics, Presidential Events & Programming, Dining, Conferences and Catering, Facilities and others on “green” event planning standards and practices

- Continue to expand engaged scholarship (teaching and research) on issues under BEI.
- Continue outreach and education to the campus community on issues under BEI.
- Share lessons learned and best practices with other colleges, universities, and the broader sustainability community.

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**Climate & Energy**

[http://www.sustainableunh.unh.edu/cei](http://www.sustainableunh.unh.edu/cei)

**GOALS**

Under its Climate Education Initiative (CEI), UNH is committed to being a *Climate Protection Campus* that pursues a sustainable energy future through emissions reduction policies, practices, research, & education.

Under CEI, UNH is committed to:

1. Educate students in all fields about the relationships among human activities, climate, public and ecosystem health, and appropriate civic and professional actions.
2. Reduce emissions of greenhouse gases like carbon dioxide and other criteria pollutants like sulfur dioxide and nitrous oxide.
3. Research, develop, and demonstrate innovative solutions to energy challenges.
4. Research climate variability, air quality prediction, and public health issues related to climate change.
5. Act as a community model for the state and region.
6. Areas of CEI include but are not limited to the following:
   a. Air pollution reduction, including indoor air quality
   b. Buildings: new construction, renovation, and operations & maintenance
   c. Climate and energy education and outreach on and off campus
   d. Energy conservation
   e. Energy efficiency, including a revolving energy efficiency fund
   f. Energy and climate research, such as through Carbon Solutions New England
   g. “Green events planning” with Presidential Events & Planning, Athletics, Conferences & Catering, Dining, Facilities, Transportation Services, and others
   h. “Green” computing, such as Networked Computer Energy Management Policy: [http://itguide.unh.edu/green-computing/](http://itguide.unh.edu/green-computing/)
   i. Greenhouse gas emissions inventories and tracking: [http://sustainableunh.unh.edu/ghginventory](http://sustainableunh.unh.edu/ghginventory)
   j. Greenhouse gas emissions reduction policies and practices
   k. Purchasing (from ENERGY STAR® to Fair Trade to USDA Organic to Green Seal® to trademark licensing)
   l. State and regional collaboration and outreach on climate and energy
   m. Student outreach, such as through Campus Conservation Nationals, a model ENERGY STAR™ residence hall room and tours, an ENERGY STAR™ discount for parents and students through Best Buy Newington, and more
n. Transportation demand management, from transit to “clean fleet” policies to alternative fuels and clean technologies

ENERGY TASK FORCE (ETF)
Chaired by the Assistant Vice President for Energy & Campus Development and coordinated by the UNH Sustainability Institute and the UNH Office of Energy & Utilities, the UNH Energy Task Force (ETF) is the formal working group behind CEI. Initially founded in 2005 to develop new ways to reduce energy consumption in response to fast-rising energy prices, the mission of the ETF soon broadened to serve in an advisory capacity to the UNH President and make recommendations on the full range of issues that relate to climate change and energy. These issues include everything from energy generation, demand management, efficiency and conservation, to greenhouse gas mitigation policy and action, participation in energy and carbon markets, and curriculum, research and outreach opportunities related to climate and energy. The overarching goal is to guide the University toward a systematic and integrated energy policy that emphasizes health and integrity, climate protection, efficiency, cost-effectiveness and stability, fairness for all University constituents, and consistency with priorities set by the UNH Academic Plan and UNH Campus Master Plan. The ETF complements and integrates the work of related UNH groups including the:

- Energy & Campus Development
- Energy & Utilities
- Transportation Policy Committee
- Climate Education Initiative
- Energy Club
- Ecological Advocates
- Sustainability Stewards
- Student Energy Challenge (Campus Conservation Nationals)

The ETF’s role in advising the campus administration on climate and energy issues took on even greater prominence when UNH became the first land grant university in New England to sign the American College & University Presidents’ Climate Commitment (ACUPCC) in February 2007. A member of the leadership circle of ACUPCC signers, UNH pledges to take immediate actions to reduce greenhouse gas emissions and to develop a plan to move the University toward carbon neutrality. In particular, the ETF is charged with:

1. Developing timelines, targets and action items under a UNH Climate Action Plan (called “WildCAP”) to help move UNH towards carbon neutrality.
2. Developing immediate and future actions to reduce energy costs, lower greenhouse gas emissions and improve energy conservation through technological improvements, increases in efficiency, reductions in waste and selection of fuels.

METRICS
WildCAP goals of:

- 50% by 2020 and 80% by 2050 (measured against a 1990 baseline).
- UNH will receive up to 85% of the energy used by the campus from the EcoLine™ project, a landfill gas-to-energy project that uses methane gas from a nearby landfill. UNH is the first campus in the country to use landfill gas as its primary fuel source. In partnership with Waste Management of New Hampshire, Inc., UNH launched EcoLine to pipe enriched and purified gas from Waste Management’s landfill in Rochester to the
Durham campus. UNH will sell the renewable energy certificates (RECs) generated by using landfill gas through 2015 to help finance the overall cost of the project and to invest in additional energy efficiency projects on campus. EcoLine is projected to cut more than 36,000 t CO2e (metric tonnes of carbon dioxide equivalent) annually by 2020.

- The ETF (the authors of the plan) have recommended more than 25 projects – including a vehicle fleet management program and improved energy management of campus computers – for adoption by UNH. These projects would reduce an additional 7,500 t CO2e annually beyond the EcoLine reductions by 2020.
- In addition, more than 15 university-wide policies – including a review of the university’s telecommuting, travel, and procurement policies – have been recommended for adoption that would strengthen the projects and lead to further reductions.
- The full text of WildCAP (including more detailed goals, action items, etc.) can be found at http://www.sustainableunh.unh.edu/sites/sustainableunh.unh.edu/files/images/WildCAP.pdf.

**CHALLENGES**

- Funding for projects
- Faculty and staff time to manage multiple projects and demands
- Competing obligations for faculty, staff and students
- Top-down support and leadership
- Integrating CEI with other initiatives in biodiversity, food and culture
- Integrating the work under CEI across UNH’s curriculum, operations, research and engagement

**RETURN ON INVESTMENT**

- Greenhouse gas and other air pollutant emissions prevented
- Energy cost savings
- Student engagement and learning
- Faculty scholarship and development
- Engagement with the town, state, region, and nation on issues of biodiversity and ecosystems

**DEPARTMENTS & OFFICES INVOLVED**

- UNH Sustainability Institute (UNHSI)
- Energy Task Force: http://sustainableunh.unh.edu/etf
- All colleges
- Institute for the Study of Earth, Oceans and Space (EOS)
- Carbon Solutions New England
- Commuter Students
- Energy & Campus Development
- Facilities
- Housing
- Information Technology
- Purchasing
- Residential Life
- Transportation Services

**ACTION ITEMS**

- Continue Energy Task Forces meetings and subcommittee work
• Meet all ACUPCC obligations and reporting deadlines, including regular updating of UNH’s greenhouse gas emissions inventory
• Continue to prioritize and then invest in a variety of energy efficiency projects across campus as decided by the UNH Energy Task Force, funded through the university’s revolving energy efficiency fund, and implemented by UNH Energy and Campus Development (in partnership with others across campus).
• Increase funding for the revolving energy efficiency fund.
• Continue planning and expanded transportation demand management programs
• Report annually to the President’s Cabinet, UNHSI Collaborative Council, and the campus community on progress.
• Continue to expand engaged scholarship (teaching and research) on issues under CEI.
• Continue outreach and education to the campus community on issues under CEI.
• Share lessons learned and best practices with other colleges, universities, and the broader sustainability community.

Food & Society

http://www.sustainableunh.unh.edu/fas

GOALS

1. As a sustainable food community, UNH is committed to being a model community in the state and region. To accomplish this mission, UNH’s Food & Society Initiative (FAS) is engaging students, faculty, administrators, staff, and the larger community in curricula, operations, research and engagement around agriculture, food choices, nutrition, and economic and social well-being.

2. Under FAS, UNH is committed to:
   a. Local Procurement: Increasing the procurement of locally, regionally, and sustainably produced foods by UNH dining areas and within state institutions as appropriate.
   b. Civic Agriculture: Supporting sustainable methods of agriculture, including organic production. Reducing the vulnerability of local and regional farmers to destructive competition resulting from globalization and consolidation within the food and farming system.
   c. Food Solutions: Researching, developing, and demonstrating innovative solutions to agricultural and food system challenges in our region - including such challenges as production, procurement, soil health, composting, nutrition, and food security.
   d. Social Justice: Educating students and community about the relationships among individual and collective food choices, ecological and public health, and rural and community quality of life.
   e. Health & Wellness: Improving the health and well-being of community life through teaching, campus operations, research, and engagement efforts that support sustainable community-based food systems.

3. Areas of FAS include but are not limited to the following:
   a. College of Life Sciences and Agriculture academic programs, including the new Major in Sustainable Agriculture and Food Systems: http://www.sustainableag.unh.edu/
   b. Composting
   c. Dual Major in EcoGastronomy: http://www.unh.edu/ecogastronomy/index.html
   d. Food Solutions New England (see “Research”): http://www.foodsolutionsne.org
   e. “Green events planning” with Presidential Events & Planning, Athletics, Conferences & Catering, Dining, Facilities, Transportation Services, and others
   f. Local Harvest Initiative with UNH Dining and the College of Life Sciences and Agriculture (http://sustainableunh.unh.edu/localharvest), which includes:
      i. Local, regional, and sustainable food purchasing
ii. Local Harvest vendors tracking
iii. Annual Local Harvest Feast
iv. Vegetarian and vegan options
v. Finding local foods around UNH
vi. UNH Compost Program
vii. Recycling and waste reduction
viii. Energy use and equipment
ix. CHarting Emissions from Food Services (CHEFS) Pilot
x. Eat Good, Do Good: Your Campus Guide to Building a Sustainable Food Community at UNH

g. NH Farm to School (see “Engagement”): http://www.nhfarmtoschool.org
h. Organic Dairy Research Farm: http://colsa.unh.edu/aes/odrf
i. Organic Garden Club: http://www.sustainable unh.unh.edu/ogc
j. Purchasing (from ENERGY STAR® to Fair Trade to USDA Organic to local and regional to trademark licensing)
k. State and regional collaboration and outreach on sustainable food systems, such as the Northeast Sustainable Agriculture Working Group (NESAWG) meeting “It Takes a Region,” presenting at conferences and meetings including the Northeast Sustainable Agriculture Working Group (NESAWG) and National Farm to Cafeteria Conference, and serving on committees including the Northeast Regional Farm to School Steering Committee

**FOOD TASK FORCE (FTF)**
The Food Task Force will be launched in academic year 2011-2012 and will develop a vision and missions, goals and action items, etc. The FTF will complement and integrate the work of related UNH groups including the:

- College of Health & Human Services
- College of Life Sciences & Agriculture
- Cooperative Extension
- Dining
- Facilities
- Food Solutions New England
- Health Services
- Healthy UNH
- NH Agricultural Experiment Station (NH AES)
- Organic Garden Club
- Real Food Challenge
- Sustainability Stewards
- Whittemore School of Business & Economics
- Others

The FTF’s role will be to advise the campus administration on sustainable food system issues.

**METRICS**
- TBD by the Food System Task Force

**CHALLENGES**
- Funding for projects
- Faculty and staff time to manage multiple projects and demands
- Competing obligations for faculty, staff and students
• Top-down support and leadership
• Integrating FAS with other initiatives in biodiversity, food and culture
• Integrating the work under FAS across UNH’s curriculum, operations, research and engagement

RETURN ON INVESTMENT
• Healthy farms and soils
• Human health and wellness
• Student engagement and learning
• Faculty scholarship and development
• Engagement with the town, state, region, and nation on issues of sustainable food systems

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Food System Task Force
• College of Health & Human Services
• College of Life Sciences & Agriculture
• Cooperative Extension
• Dining
• Facilities
• Food Solutions New England
• Health Services
• Healthy UNH
• NH Agricultural Experiment Station (NH AES)
• Organic Garden Club
• Real Food Challenge
• Sustainability Stewards
• Whittemore School of Business & Economics
• Others

ACTION ITEMS
• Launch Food Task Force and subcommittees and finalize priorities
• Discuss indicators, metrics, data collection and integration with the other task forces in biodiversity, climate and culture
• Continue to prioritize and then invest in a variety of food system projects across campus as decided by the UNH Food Task Force, including projects already under way like the Local Harvest Initiative
• Report annually to the President’s Cabinet, UNHSI Collaborative Council, and the campus community on progress.
• Continue to expand engaged scholarship (teaching and research) on issues under FAS.
• Continue outreach and education to the campus community on issues under FAS.
• Share lessons learned and best practices with other colleges, universities, and the broader sustainability community.
Culture & Sustainability

http://www.sustainableunh.unh.edu/cas

GOALS

1. Liberal arts and the humanities are crucial to sustainability. UNHSI's Culture and Sustainability Initiative (CAS) brings the knowledge and creative inquiry of the liberal arts and humanities to bear on sustainability by working with faculty, staff, students, and outside partners to develop programming in the following broad areas:
   a. Preserving cultures: Investigating how cultures sustain themselves, how they decide what is worth sustaining, cultural heritage, etc.
   b. Creating a culture of sustainability: Investigating what encourages behavioral changes toward sustainability and ways we can foster those changes.
   c. Multigenerational conversation of sustainability: past, present, and future must all be considered.
   d. “Investigating Sustainability”: Inquiry into the development of the term(s), how it is used, what it means, etc.
   e. Other topic areas include celebrating and promoting creativity and the arts, democratic participation and citizenship, sustainable community development, and social justice.

2. Areas of CAS include but are not limited to the following:
   a. Campus aesthetics and public art
      i. Celebrity Series
      ii. Chris Jordan exhibit with the UNH Museum of Art
      iii. Campus Aesthetics Committee
   b. Curricular and co-curricular learning (see “Curriculum”), including:
      i. Dual Major in Sustainability
      ii. 2011-2012 Saul O Sidore Memorial Lecture Series “Sustainability Unbound”
      iii. Liberal Arts/Humanities and Sustainability Courses
      iv. Liberal Arts/Humanities & Sustainability Sponsorship of Other Events and Speakers
   c. State and regional collaboration and outreach on culture and sustainability

CULTURE AND SUSTAINABILITY TASK FORCE

The Culture and Sustainability Task Force will be launched in academic year 2011-2012 and will develop a vision and missions, goals and action items, etc. The task force will complement and integrate the work of related UNH groups including the:

• Campus Aesthetics Committee
• Carsey Institute
• Celebrity Series
• Center for the Humanities
• College of Liberal Arts
• Energy & Campus Development
• Human Resources
• Inclusive Excellence
• Museum of Art
• Others

The task force’s role will be to advise the campus administration on sustainable liberal arts, humanities, culture and sustainability issues.
**METRICS**
- TBD by the Culture and Sustainability Task Force

**CHALLENGES**
- Funding for projects
- Faculty and staff time to manage multiple projects and demands
- Competing obligations for faculty, staff and students
- Top-down support and leadership
- Integrating CAS with other initiatives in biodiversity, climate and food
- Integrating the work under CAS across UNH’s curriculum, operations, research and engagement

**RETURN ON INVESTMENT**
- Cultural (tangible and intangible) heritage
- Culture of engagement and sustainability on campus
- Student engagement and learning
- Faculty scholarship
- Leadership in higher education sustainability

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Culture and Sustainability System Task Force
- College of Liberal Arts
- College of Health & Human Services
- Cooperative Extension
- Campus Aesthetics Committee
- Carsey Institute
- Celebrity Series
- Center for the Humanities
- Energy & Campus Development
- Human Resources
- Inclusive Excellence
- Museum of Art
- Sustainability Stewards
- Whittemore School of Business & Economics
- Others

**ACTION ITEMS**
- Launch Culture and Sustainability Task Force and subcommittees and finalize priorities
- Discuss indicators, metrics, data collection and integration with the other task forces in biodiversity, climate and food
- Continue to prioritize and then invest in a variety of liberal arts, humanities and sustainability projects across campus as decided by the task force, including projects already under way like the 2011-2012 Sidore Series
- Report annually to the President’s Cabinet, UNHSI Collaborative Council, and the campus community on progress.
- Continue to expand engaged scholarship (teaching and research) on issues under CAS.
• Continue outreach and education to the campus community on issues under CAS.
• Share lessons learned and best practices with other colleges, universities, and the broader sustainability community.
GOALS

1. Evaluate and market to faculty UNH’s definition of sustainability research
2. Strive for:
   a. 25% or more of faculty are engaged in sustainability research
   b. 75% or more percent of departments are engaged in sustainability research
3. Maintain and expand an ongoing program to encourage students in multiple disciplines or academic programs to conduct research in sustainability (Undergraduate and Graduate Research Conferences). Provide students with incentives to research sustainability. Such incentives may include, but are not limited to, fellowships, financial support, and mentorships.
4. Maintain and expand ongoing program to encourage faculty from multiple disciplines or academic programs to conduct research in sustainability topics, through the Sustainability Research Collaboratory and other programs and initiatives. Provide faculty with incentives to research sustainability. Such incentives may include, but are not limited to, fellowships, financial support, and faculty development workshops.
5. Support colleges and departments to give positive recognition to interdisciplinary, transdisciplinary, and multidisciplinary research during faculty promotion and tenure decisions.
6. Collaborate with faculty to increase collaborative and transdisciplinary sustainability research and creative inquiry across campus.
7. Integrate sustainability research with curricula, operations, and engagement across campus.
8. Continuously update online and share with faculty an inventory of sustainability focused and related research across campus to foster collaboration.
9. Share best practices and lessons learned with the sustainability and higher education community.

UNH research in sustainability is broad and far-reaching. A leader in areas such as climate change, organic agriculture and sustainable food systems marine and freshwater sciences, natural resources, "green" economics and policies, healthcare, and more, UNH research is at the forefront of the efforts to define new personal, local, community, governmental and global activities and policies for protecting and sustaining the Earth and its inhabitants. But sustainability includes more than just the environment. And so UNH research also includes broad areas like social and cultural heritage management, social and economic justice, diversity, environmental history and sociology, philosophy, community development and finance, and more.

The goals for 2011-2015 are to expand sustainability research on campus, along with integrating such research with curricula, operations, and engagement in sustainability.

METRICS

2. # and breadth of courses and programs offered across colleges and departments
3. # and breadth of students across colleges and majors enrolled in courses and programs
4. # and breadth of faculty across colleges teaching such courses or involved in such academic programs
5. Collaboration of faculty and staff involved in such courses and academic programs
6. Use of e-learning and technology by faculty to meet pedagogical goals and ensure flexibility for students

CHALLENGES

- Ensuring courses and programs are intellectually rigorous, innovative, transdisciplinary, flexible, and engaging
- Ensuring courses and programs are truly focused on or related to sustainability
- Support faculty to revise curricula, develop and teach new courses, etc.
- Student advising
RETURN ON INVESTMENT

• Information needed for communities, decision-makers, business leaders, students and more to address the grand challenges we face locally, nationally and globally
• Proposals submitted and proposals funded
• Engaged scholarship for sustainability
• Faculty development and support
• Community engagement
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED

• UNH Sustainability Institute (UNHSI), including the Sustainability Research Collaboratory
• College of Liberal Arts (COLA)
• College of Life Sciences and Agriculture (COLSA)
• College of Health & Human Services (CHHS)
• College of Engineering & Physical Sciences (CEPS)
• Whittemore School of Business & Economics (WSBE)
• Institute for the Study of Earth, Oceans and Space (EOS)
• Provost’s Office
• Faculty Senate
• AVP Research
• AVP Engagement and Outreach
• Cooperative Extension
• Carsey Institute
• AVP Inclusive Excellence
• Faculty Senate
• Office of Sponsored Research
• UNH Advancement
• Carbon Solutions New England
• Food Solutions New England
• Center for the Humanities
• NH AES
• All departments

ACTION ITEMS
1. Inventory, share online and continually update sustainability research across campus (www.sustainableunh.unh.edu/research)
2. Launch the Sustainability Research Collaboratory (www.sustainableunh.unh.edu/src)
3. Collaborate with the departments and offices listed above on faculty sustainability research initiatives and programs, including proposal submissions

Sustainability Research Collaboratory (SRC)
www.sustainableunh.unh.edu/src

GOALS
• Incubate researcher learning communities who will develop and submit several interdisciplinary sustainability science proposals to federal agencies from April 2011 to March 2013 and beyond.
• Proposal topics could include focus areas like atmospheric composition, climate variability and change, water cycle, carbon cycle, land-use and land-cover, terrestrial and marine ecosystems, and human contributions and responses to climate change, and more.

METRICS
• Workshop attendance
• Evaluation by participants via questionnaire following workshops
• Roundtable participation, disciplinary diversity, and evaluation by participants
• Learning communities year-end interviews with leaders and participants
• Proposals submitted and proposals funded
• Papers and reports published as a direct result of funded projects
• Number of external partners and students engaged in funded research projects

CHALLENGES
• Long-term funding
• Faculty recruitment and retention
• Competing obligations for faculty
• Top-down support and leadership
• Integration with other sustainability research on campus

RETURN ON INVESTMENT
• Information needed for communities, decision-makers, business leaders, students and more to address the grand challenges we face locally, nationally and globally
• Proposals submitted and proposals funded
• Engaged scholarship for sustainability
• Faculty development and support
• Community engagement
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Institute for the Study of Earth, Oceans and Space
• Environmental Research Group
• Carsey Institute
• AVP Research
• Office of Sponsored Research

ACTION ITEMS
1. Three sequential program elements will create and nurture each of the researcher learning communities: (1) the defining workshop (May/June 2011), (2) the establishment of the first researcher learning community as an outcome of the workshop (summer 2011), and (3) six roundtable discussions with the broader community (fall 2011 and spring 2012).
2. These roundtable discussions will initiate the second cycle by sharing insights from the first learning community and identifying the topic for the second workshop/researcher learning community.
3. The second learning community will follow the same cycle and initiate a self-sustaining process beyond the initial two years proposed here.
4. Once established, researcher learning communities will organize their own meeting schedule to plan, learn, write, and submit proposals.

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**Carbon Solutions New England**

[www.carbonsolutionsne.org](http://www.carbonsolutionsne.org)

**GOALS**

1. Carbon Solutions New England is a public-private partnership based out of the University of New Hampshire to promote collective action to achieve a clean, secure energy future.
2. CSNE draws on the resources of the University of New Hampshire with consultation from external partners to conduct independent, grounded analysis of different public policies in New England and their impact on greenhouse gas emissions and their social and economic implications.
3. GHG Emissions & Economics Analysis: CSNE's strength is in conducting sophisticated analysis for different public policies proposed in New England and examining the associated impacts on greenhouse gas emissions and the associated economic costs and benefits.
4. Northern Forest Analysis: CSNE is researching the sustainable yield of Northern forests in New England. This includes looking at different policies that impact the carbon storage potential of the forests and the economic implications of those policies.
5. Green Economy and Clean Energy: Professor Ross Gittell and Research Scientist Matt Magnusson conduct research in the areas of the economic costs and benefits of different environmental public policy initiatives including: Renewable Energy, Green Jobs, & Energy Efficiency. Their recent work has included regional Renewable Portfolio Standards and the Regional Greenhouse Gas Initiative.
6. Town & University Climate Action: Stacy VanDeveer, Associate Professor, Department of Political Science is leading this project to inventory the efforts at the local community and higher education level to reduce their emissions.

**METRICS**

1. # and breadth of research reports, findings, etc. conducted and shared
2. # and breadth of partners across the state and region
3. # and breadth of funded proposals and research grants
4. # and breadth of media coverage and “hits”

**CHALLENGES**

- Funding
- Competing administrator, faculty, staff and student obligations
- Top-down support and leadership
- State and regional commitment

**RETURN ON INVESTMENT**

- Information needed for communities, decision-makers, business leaders, students and more to address climate change
- Proposals submitted and proposals funded
• Engaged scholarship for sustainability
• Community engagement
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI), especially Climate Education Initiative Faculty Fellow
• New Hampshire Charitable Foundation
• New England Carbon Challenge
• New Hampshire Dept. of Environmental Services
• Environmental Protection Agency, Region 1 (New England)
• Clean Air – Cool Planet
• College of Life Sciences and Agriculture (COLSA)
• College of Engineering & Physical Sciences (CEPS)
• Whittemore School of Business & Economics (WSBE)
• Institute for the Study of Earth, Oceans and Space (EOS)
• AVP Research
• AVP Engagement and Outreach
• Carsey Institute
• Office of Sponsored Research
• UNH Advancement

ACTION ITEMS
• Continue to expand research portfolio
• Fundraising, especially for full-time director and faculty support
• Involvement with NH Climate and Energy Collaborative and climate action plan
• Continue development of the DeCarbonizer, an online modeling tool developed by CSNE that you can use to calculate reductions in greenhouse gas emissions resulting from different greenhouse gas reduction strategies. There is a NH and New England version of the model.

Food Solutions New England

www.foodsolutionsne.org

GOALS
1. Food Solutions New England (FSNE) is a University of New Hampshire-based initiative designed to promote food systems that support sustainable farm and food enterprises and sound nutrition in New England communities. FSNE promotes comprehensive, systemic approaches linking farm, food, nutrition, and social justice issues using analysis and visualization to help improve the integrity and viability of the regional food system.
2. Educate all stakeholders in our food community about the interconnected aspects of food security and develop communication strategies that provide this education.
3. Advance local, state and national policies that promote a food secure future.
4. Serve as a clearinghouse for dependable data and resources on all topics related to food security.
5. Conduct independent research, education and training on food security.

METRICS
1. # and breadth of data and tools, research reports, educational materials, summits, workshops, etc., shared
2. # and breadth of partners across the state and region
3. # and breadth of funded proposals and research grants
4. # and breadth of media coverage and “hits”

**CHALLENGES**
- Funding
- Competing administrator, faculty, staff and student obligations
- Top-down support and leadership
- State and regional commitment

**RETURN ON INVESTMENT**
- Information (data and tools) needed for communities, decision-makers, business leaders, students and more to advance sustainable food systems across New England and the Northeast
- Proposals submitted and proposals funded
- Engaged scholarship for sustainability
- Community engagement
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI), especially Food & Society (FAS) Faculty Fellow
- College of Life Sciences and Agriculture (COLSA)
- NH Department of Agriculture
- Northeast Sustainable Agriculture Working Group
- New Hampshire Charitable Foundation
- Common Vision New England
- Harvard Pilgrim Health Care Foundation
- Share Our Strength
- UNH Advancement
- UNH Dining

**ACTION ITEMS**
- Continue to expand research and stakeholder engagement portfolio
- Fundraising, especially for full-time director support
- Leadership and collaboration in regional food system planning, policies and research
- Continue development of the Food System Scenario Tool, a transparent, web-based, visual tool to help frame policy discussion around the food system developed by FSNE. The main goals of the FSST are to:
  - Develop an independent, publicly accessible scenario tool to frame interventions and policy options for regional food security and
  - Build a participatory process that will continually refine and expand the tool and increase its use among stakeholders.
- Continued outreach and engagement in the state and region

**Organic Dairy Research Farm**
www.colsa.unh.edu/aes/ordf
GOALS

• The Organic Dairy Research Farm at UNH has been developed as a test bed for Sustainable Agriculture in the broadest sense. The farm offers a platform for experimentation and education in many disciplines and allows for rigorous, transparent and replicable development and testing of scientific ideas, new methods, tools, and other new technologies.

• Continue to attract scientists from traditionally non-agricultural disciplines to this diverse center of inquiry, fostering creative and broadly multidisciplinary approaches. Concerns about water quality, trace gas emissions and climate impacts, energy requirements and supply, land use change, landscape ecology, and wildlife management can all be addressed in relation to the operation of an organic dairy of size and setting typical for the region.

• Build partnerships with interdisciplinary researchers and educators leading to discoveries that will stimulate new opportunities in farming, food production, and land use. The research priorities are relevant to both organic and conventional farm operations that are interested in lower input and/or sustainable production practices.

• Areas of current and future collaborations include but are not limited to the following:
  o Animal Health in Organic Systems
  o Animal Nutrition in Organic Systems
  o Integrated Pasture/Dairy Systems
  o Trace gas balances
  o Carbon balances and footprint
  o Nitrogen fixation in pastures
  o Groundwater Impacts and Water Quality
  o "Molasses as an Alternative Energy Feed Source for Organic Dairies"
  o "Can sunset pasture allocation and low concentrate supplementation optimize milk production?"
  o "Effect of Kelp on Growth of Dairy Calves"

• Provide outstanding research experiences to graduate and undergraduate students. Students are often engaged through formal UNH courses that use the Farm as a living laboratory for class projects and as a field trip destination.

• Engaged scholarship: provide local farmers have access to tools and data generated at the farm to help assess the factors involved in sustainable agriculture; agricultural suppliers may collaborate on projects to test feeds, equipment, management methods and technologies; host workshops, seminars, conferences, field days, meetings, brown bag series, and more to share research and best practices

• Sell organic milk on contract to distributors who are meeting the local demand for organic milk-based and other products.

• Continue to follow facilities design plans.

METRICS

1. Quality and breadth of research and engaged scholarship
2. Quality and breadth of student engagement and learning
3. Involvement and impact with the state and region on organic dairy, agricultural and sustainable food system issues
4. # and amount of grant and other funding received

CHALLENGES

• Funding
• Competing administrator, faculty, staff and student obligations
Maintaining a working farm connect to teaching, research and engagement

RETURN ON INVESTMENT
- Information (data and tools) needed for local and regional farmers, businesses, and students on organic dairy farming
- Engaged scholarship for sustainable farm/organic dairy production
- Student engagement and learning
- Faculty development and support
- Community engagement
- Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
- UNH Sustainability Institute (UNHSI)
- College of Life Sciences and Agriculture (COLSA)
- NH Agricultural Experiment Station (NH AES)
- UNH Advancement
- Outside stakeholders, donors and partners

ACTION ITEMS
- See www.colsa.unh.edu/aes/ordf for more information.
- Fundraising
- Continue and expand upon current engaged scholarship and research agenda

Humanities & Sustainability Collaboration with the Center for the Humanities
www.sustainableunh.unh.edu/cas

GOALS
1. Foster a faculty and staff learning community around the humanities and sustainability
2. Submit a faculty research grant to the National Endowment for the Humanities (NEH) for a summer institute related to tangible and intangible heritage and sustainability
3. Foster engaged scholarship in the liberal arts/humanities and sustainability, including publications, conference presentations, etc.

METRICS
1. # and quality of proposals submitted and funded
2. # and quality of engaged scholarship published and shared
3. # and breadth of faculty involved
4. Number of external partners and students engaged in funded research projects

CHALLENGES
- Funding
- Competing administrator, faculty and staff obligations
- Top-down support and leadership
RETURN ON INVESTMENT
• Engaged scholarship for liberal arts/humanities and sustainability
• Faculty development and support
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI), especially Culture and Sustainability Faculty Fellow
• College of Liberal Arts
• Center for the Humanities
• AVP Outreach and Engagement

ACTION ITEMS
• Pull together faculty team in Fall 2011
• Begin exploring NEH proposal deadlines and details
• Submit NEH proposal in spring 2012
• Collaborate on papers, presentations, conferences, and other engaged scholarship around the liberal arts/humanities and sustainability
Sustainability Engagement and Partnerships

http://www.sustainableunh.unh.edu/engagement

UNH is New Hampshire's Land, Sea, and Space Grant University actively engaged in extending its expertise, ideas, and resources to New Hampshire, the New England region, and the world. Our faculty, extension educators, staff, and students impact daily life through outreach scholarship, cutting-edge research, and discovery. UNH programs actively involved with local, state, and regional governments, non-profits, businesses, and other colleges and universities include but are not limited to the following:

- UNH Sustainability Institute
- SVP for Engagement and Outreach
- AVP Research
- UNH Cooperative Extension
- Certificate for Corporate Sustainability (NHBSR collaboration)
- Carbon Solutions New England
- Carsey Institute
- Food Solutions New England
- New England Carbon Challenge
- NH Agricultural Experiment Station
- NH Farm to School
- NH Small Business Development Center
- UNH Organic Dairy Research Farm
- UNH Leitzel Center
- UNH Marine Program
- UNH Office of Community Service and Learning
- Many others

GOALS

- Continue and add new formal partnership(s) with the local community, including school districts, government agencies, non-profit organizations, or other entities, to work together to advance sustainability within the community.
- Collaborate with other colleges and universities to support and help build the campus sustainability community, including:
  - Association for the Advancement of Sustainability in Higher Education (Advisory Council, Curriculum Council, and STARS Technical Advisor)
  - American College and University Presidents Climate Commitment (Charter Signatory)
  - Northeast Campus Sustainability Consortium (co-founder)
  - New England Board of Higher Education
  - Real Food Challenge
  - More

Goals, metrics and the like are outlined below for specific UNH sustainability engagement initiatives.
Certificate in Corporate Sustainability with NH Business for Social Responsibility

www.sustainabilitycertificate.org

GOALS

1. The professional Certificate in Corporate Sustainability is a comprehensive, practical training program for mid-level and senior professionals seeking to increase functional skills in the practices of corporate sustainability and social responsibility. The Certificate accomplishes this through two distinct but interrelated programs:
   - The Institute for Corporate Sustainability is a three-day “boot camp” on practical topics within corporate sustainability. Learn the “why, what, and how” of corporate social responsibility program implementation for your organization. The program is designed for mid- to senior-level executives within small, medium or large businesses. Our experienced, recognized instructors come from a variety of fields and areas of expertise. The sessions are team-taught to maximize academic content with practical application in the field. Participants will be asked to complete the NHBSR Self-Assessment Tool prior to October 4th, as well as read a packet of materials in advance.
   - The Capstone Mentor Program, occurring after the completion of the Institute program, allows participants to design and implement their own formal sustainability project within their place of business over the course of 4-6 months. Participants will be paired with experienced practitioners who will serve as mentors throughout the implementation process.

2. The Certificate in Corporate Sustainability will help individuals to:
   - Build their understanding and awareness of issues and current trends within corporate sustainability
   - Learn how sustainability principles and practices can benefit their organization strategically and operationally
   - Gain practical information, resources, contacts, and tools on sustainability to drive change within their own organization
   - Develop a cohort of peers to help support, encourage and grow sustainability practices
   - Differentiate themselves as certified change agents and sustainability leaders

METRICS
1. # and breadth of leaders who sign up and complete the Institute, the Capstone, and the full Certificate program
2. #, disciplinary diversity and quality of faculty instruction
3. Evaluation of Certificate, Institute and Capstone by participants and graduates
4. Sponsorships/fundraising acquired
5. # and breadth of media coverage

**CHALLENGES**
- Funding
- Recruitment and retention of participants
- Building a cohort and learning community for participants coming from diverse industries, sectors and parts of the region
- Top-down support and leadership

**RETURN ON INVESTMENT**
- Learning for business leaders on sustainability and corporate responsibility (CSR)
- Tuition revenues
- Engaged scholarship opportunities for faculty
- Community engagement
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- NH Businesses for Social Responsibility (NHBSR)
- UNH Whittemore School of Business & Economics (WSBE)
- Timberland
- Other outside sponsors and instructional faculty
- UNH Advancement

**ACTION ITEMS**
- Plan and launch first Institute by October 2011
- Secure sponsors for the Institute and Certificate
- Continual media outreach and participant recruitment
- Start Capstone projects with first round of participants
- Plan second Institute in 2012
- Evaluate and revise continually

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**NH Farm to School**

www.nhfarmtoschool.org

*NOTE: NH Farm to School has its own strategic plan with more detail.*

**GOALS**
1. NH Farm to School (NHFTS) is a statewide program working to connect NH farms and schools. Farm to school connections enable schools to serve healthy, locally grown foods in their cafeterias, integrate farms, food, and nutrition into their curriculum, and explore food and agriculture-based learning opportunities.

2. The NHFTS Program serves as a facilitator engaging farmers, distributors, food service directors, teachers, health educators and administrators in adopting farm to school practices. NHFTS:
   a. Facilitates: Help negotiate simple, affordable systems for purchase of NH grown and produced foods by K-12 schools or food management companies.
   b. Informs: Create, collect, and distribute support and educational materials tailored for individual stakeholders and program partners. Provide and present information on how to integrate farm to school connections into curriculum and school policies.
   c. Engages: Work with stakeholders and media to enhance the visibility and effectiveness of farm to school efforts.

METRICS
1. The NH FTS program will be evaluated through an annual review which will assess the program’s organizational and programmatic status, including the following indicators:
   a. Staffing: adequate to carry out program activities and/or actions are being taken to increase/enhance staffing
   b. Advisory Committee: functioning and fulfilling its roles of program guidance and promotion
   c. Funding: secured and/or actively being sought
   d. Procurement of local foods by schools: appropriate farm to school links are being made, expanded upon, and/or sustained
   e. Educational extension: farm to school lessons are being integrated into classrooms
   f. Policy advances: policies to advance farm to school goals are being integrated and/or implemented
2. The annual program review will identify the program’s successes and weaknesses, and will set goals to improve and expand upon the program.
3. The annual review will be conducted by program staff, in consultation with the advisory committee. In 2013, a comprehensive review will be conducted and the strategic plan will be updated.

CHALLENGES
• Funding
• Recruitment and retention of farmers, distributors and schools, especially with competing priorities and limited resources
• Harvesting schedules and crop failures
• Coordination on orders, farm pick-up and school deliveries
• Fluctuating items and quantities grown locally

RETURN ON INVESTMENT
• Advances a sustainable food system from farm to fork to human health outcomes in the state
• Farmers provided a guaranteed market with a profitable margin, enabling production expansion and reduced delivery travel time and expense.
• Distributors able to provide schools with products they wanted at price points they needed, in appropriate quality, quantities, and packaging, leading to an expansion of business.
• Schools are able to upgrade food quality without adding cost, as well as to convey to students an appreciation for great taste and multiple values of eating local.
• Community engagement and regional collaboration

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• UNH Cooperative Extension
• NH Agricultural Experiment Station (NH AES)
• Share Our Strength
• NH Charitable Foundation
• WK Kellogg Foundation
• North Country RC&D
• Hilltop Elementary School
• Portsmouth School District
• NH Dept. of Agriculture, Markets & Food
• Cafe Services

ACTON ITEMS
• See 2009-2013 NH Farm to School strategic plan and NH Farm to School website at http://www.nhfarmtoschool.org

Community Service by Students

GOALS
1. Engage students across campus in community service around sustainability
2. The Office of Community Service & Learning links students, staff, and faculty with community agencies and non-profits. Our goal is to encourage the development of meaningful connections throughout the local, national and international community through support for community service and service-learning initiatives.
3. Strive for:
   a. Up to 50% of undergraduate and/or graduate students contributing some form of community service each academic year
   b. Engaging students in an average of ~20 hours of community service per year

METRICS
1. # and breadth of students across campus engaged in community service each year
2. average # of hours/student spent in community service each year
3. Quality of community service work in which students can participate, including its connection to sustainability
4. Impacts on the communities and organizations served

CHALLENGES
• Recruitment and retention of students
• Development of high quality community service experiences
• Competing obligations of students and community service sites/organizations
• Funding and resources

RETURN ON INVESTMENT
• Student learning and engagement outside the classroom on sustainability
• Benefits to communities and organizations served
• Community engagement around sustainability
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Office of Community Service & Learning
• All colleges and departments
• Outside partners, from local and regional non-profits to businesses to government agencies
• UWGS Volunteer Action Center
• TSAS Community Leadership Program
• UACC Internship Office
• Student Org Services
• Cornucopia Food Pantry
• PrOVES (PreOrientation Volunteer Experience in Service)

ACTION ITEMS
1. Collaborate with the Office of Community Service & Learning and other departments and offices on campus to grow student community service engagement opportunities
2. Market to, recruit, and retain both students and community service sites

Sustainability Certificate Programs & Continuing Education

GOALS
1. The Institute will offer a range of certificate programs in collaboration with departments and programs from across campus related to particular careers and disciplines such as public administration, sustainable design, business, climate and energy, and sustainable community development.
2. Strive for:
   a. Sustainability courses comprising 10% or more of all continuing education courses offered.
   b. Non-credit Sustainability Certificate program for all non-credit students and focused on sustainability principles and practices for any audience.

METRICS
1. #, breadth and quality of certificate programs offered
2. # and breadth of partners involved in developing and delivering certificate programs
3. # and breadth of participants who complete such certificate programs
4. Evaluation of such programs by participants; quality of instruction
5. Fundraising and marketing of programs
6. # and breadth of media coverage

CHALLENGES
• Funding
• Recruitment and retention of faculty, instructors and participants
• Building learning cohorts with a diverse and fluctuating group of participants
• Top-down support and leadership
RETURN ON INVESTMENT

- Multiple learning opportunities for a wide variety of community partners (from alumni to retirees to business or non-profit or government leaders) around sustainability
- Revenue streams
- Community engagement
- Potential for engaged scholarship with faculty
- E-learning and new technology opportunities

DEPARTMENTS & OFFICES INVOLVED

- UNH Sustainability Institute (UNHSI)
- All colleges and the Graduate School (if academic certificate programs)
- UNH Cooperative Extension
- UNH Professional Development & Training
- UNH IT/Academic Technology
- UNH Alumni Association
- AVP Engagement and Outreach
- Outside partners, from local and regional non-profits to businesses to government agencies

ACTION ITEMS

- Assess existing programs, community demands, and opportunities for new or altered certificate programs
- Bring faculty, staff and community partners together to brainstorm, develop and launch programs
- Marketing, fundraising, and participant recruitment
- Evaluation and revision as needed

Sustainability Policy Advocacy

GOALS

1. Advocate when appropriate (and at the appropriate UNH level) for federal, state, or local public policies that support campus sustainability or that otherwise advance sustainability.
2. Provide local, state, regional, and federal policymakers with decision-relevant information around issues of sustainability.

METRICS

1. Breadth and amount of advocacy efforts at all levels
2. Engagement with local, state, regional and federal policymakers and agencies

CHALLENGES

- Top-down support and leadership
- Competing obligations
- Limited resources

RETURN ON INVESTMENT
• Provide local, state, regional, and federal policymakers with decision-relevant information around issues of sustainability.
• Help advance sustainability at all levels of community and government.
• Collaboration with other colleges and universities around sustainability.
• Community engagement

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• Office of the President
• Office of the Provost
• UNH Cooperative Extension
• Local to regional to federal policymakers, government agencies, non-profits, and institutions of higher education

ACTION ITEMS
• Collaboration across campus as issues and opportunities arise
• Stay abreast of sustainability happens at the local, state, regional and federal levels
• Building relationships with community and governmental partners
UNH Sustainability Institute Governance and Reporting

http://www.sustainableunh.unh.edu/governance

GOALS
1. UNHSI is organized around the “Sustainable Learning Community” framework that underpins sustainability at UNH.

2. Strategic investments guided by the four task forces and Collaborative Council create or support existing and emerging programs, institutional structures, and roles that focus on university-wide creative interactions across the CORE (curriculum, operations, research and engagement) and that support scholarship that is responsive to the challenges and opportunities of sustainability.

3. UNHSI staff, along with graduate and undergraduate fellows, provide support for the Collaborative Council, while UNHSI faculty fellows provide leadership in the key programmatic areas of biodiversity, climate, food and culture through participation on related task forces and on the Collaborative Council.
4. The UNHSI Collaborative Council meets several times each academic year. The Council:
   a. Ensures the integrity of Institute’s mission.
   b. Synergizes with other strategic initiatives at UNH.
   c. Defines strategic priorities and recommendations for the Institute.
   d. Integrates assessments data collected for STARS and done by the task forces in the four key programmatic areas of biodiversity, climate, food and culture across the CORE.
   e. Identifies revenue potentials.
   f. Provides recommendations and feedback to the UNH President, Provost and Cabinet.
5. Membership on the UNHSI Collaborative Council includes:
   a. Chair: Chief Sustainability Officer
   b. Sustainability Institute Associate Director
   c. UNHSI Faculty Fellows in Biodiversity, Climate, Food and Culture, who chair or co-chair their respective task forces in biodiversity (Ecosystem Task Force), climate (Energy Task Force), food (Food Task Force) and culture (Culture and Development Task Force)
   d. Associate Vice President of Communications and Marketing
   e. Assistant Vice President of Human Resources
   f. Executive Director of Development
   g. Director of the Carsey Institute
   h. Director of the NH Institute for Health Policy and Practice
   i. Senior Vice Provost for Academic Affairs
   j. Vice Provost for Faculty Development and Inclusive Excellence/Chief Diversity Officer
   k. Senior Vice Provost for Research
   l. Assistant Vice President for Finance & Administration
   m. Assistant Director of Cooperative Extension
   n. Senior Vice Provost for Engagement & Academic Outreach
6. The goals of the four task forces in biodiversity, climate, food and culture are to:
   a. Assess its particular programmatic area impacts and needs across the CORE related to sustainability.
   b. Monitor ongoing indicators and targets and prepare data for internal and external reporting.
   c. Work with the other task forces and the Collaborative Council to develop a strategic plan for UNHSI.
   d. Pending funding, coordinate with the Collaborative Council to set priorities for and select awardees of Institute fellowships in its particular programmatic area for faculty, staff, graduate and undergraduates.
   e. Make recommendations on how the university can capture sustainability-related fundraising, media, and faculty and student recruitment and retention benefits.
7. In order to support the investments required to build UNHSI, UNH should seek a fivefold increase in the sustainability endowment – from approximately $10 million to $50 million. The strategic plan for UNHSI will prioritize phases of implementation for progressive fundraising toward this target goal.
8. In terms of staffing and programming, the University Office of Sustainability (UOS) has changed its name to the UNH Sustainability Institute (UNHSI), UOS staff have formed the administrative core of UNHSI. In order to provide adequate staffing for the task forces and Collaborative Council and coordination of existing and emerging programming, three to five additional staff positions will be added as funding becomes available.
9. Strategic investments guided by the four task forces and the Collaborative Council will create or support existing and emerging programs, institutional structures, and roles that focus on university-wide creative interactions across the CORE and that support scholarship that is responsive to the challenges and opportunities of sustainability.

**METRICS**
1. Full staffed and running task forces and Collaborative Council
2. Adequate staffing and funding for the UNHSI (formerly the University Office of Sustainability)
3. Supported and engaged faculty fellows in biodiversity, climate, food and culture
4. On-going work of the Collaborative Council and four task forces to meet their goals, including sustainability strategic planning, recommendations to the UNH Administration, data monitoring and reporting, etc.

5. Fundraising for UNHSI in partnership with UNH Advancement

**CHALLENGES**
- Funding and other resources
- Top-down support and leadership
- Competing priorities for faculty and staff
- Data collection and integration
- Coordination across the CORE by the four task forces and the Collaborative Council, including collaborating and integrating with each other’s work and recommendations

**RETURN ON INVESTMENT**
- Strategic investments in sustainability across the CORE and four systems of biodiversity, climate, food and culture
- Faculty, staff and student deliberative democracy and engagement in sustainability at UNH
- Transparency and accountability
- Fundraising
- Sustainability ratings and rankings

**DEPARTMENTS & OFFICES INVOLVED**
- UNH Sustainability Institute (UNHSI)
- Faculty Fellows in biodiversity, climate, food and culture
- All departments and offices who are members of the four task forces and Collaborative Council
- Office of the Provost
- UNH Advancement

**ACTION ITEMS**
- Launch the Food Task Force and Culture and Development Task Force
- Regular meetings of all the task forces and the Collaborative Council each semester
- Data collection and reporting across the CORE, including participation in AASHE’s STARS (http://www.stars.aashe.org)
- Revision and updates to this UNH sustainability strategic planning document
- Annual recommendations and reporting of progress to the UNH President, Provost, Cabinet, Provost’s Council, and broader UNH community
- Fundraising planning and activities in partnership with UNH Advancement

**Human Resources & Employee Development/Wellness**

[http://www.unh.edu/hr](http://www.unh.edu/hr)

**GOALS**
1. See [www.unh.edu/hr](http://www.unh.edu/hr) for more information.
2. Promote employee wellness, development, and overall well-being on campus.
3. Strive to:
a. Evaluate, and update as appropriate, wages and benefits policies and its guidelines for employees operating on campus to ensure that total compensation (wages plus benefits) for all on-campus workers is sufficient to enable these employees to meet their basic needs, as defined by the UNH and the University System of New Hampshire.

b. Conduct a survey or other evaluation that allows for anonymous feedback at least once every five years to measure employee satisfaction and address issues raised by the evaluation.

c. Make available training and/or other professional development opportunities in sustainability to all staff at least once per year.

d. Cover sustainability topics in new employee orientation and/or in outreach and guidance materials distributed to new employees, including faculty and staff.

e. Sustainability Stewards (www.sustainableunh.unh.edu/stewards): administer an ongoing faculty/staff peer-to-peer sustainability outreach and education program

f. Have an on-site child care facility, partner with a local facility, and/or provide subsidies or financial support to help meet the child care needs of students, faculty, and staff

g. Have an employee assistance or wellness program that provides counseling, referral, and well-being services

METRICS
1. Employee survey and/or evaluation feedback
2. Overall compensation and benefits packages to employees
3. Deliberative democracy and employee decision-making taken into consideration
4. Employee sustainability development opportunities and outreach
5. Healthy UNH goals and metrics: http://www.unh.edu/healthyunh/

CHALLENGES
• Top-down support and leadership
• Limited funding and resources
• Employee retention and development opportunities

RETURN ON INVESTMENT
• Being an employer of choice
• Recruitment and retention of high quality employees
• Healthy and productive work environment

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• UNH Human Resources
• UNH Finance & Administration
• UNH Office of the President
• University System of New Hampshire
• College of Health and Human Services
• Healthy UNH
• Health Services
ACTION ITEMS
• Collaboration of all partners listed above to refine and meet goals and metrics listed
• Healthy UNH strategic planning and action items

Inclusive Excellence
http://www.unh.edu/diversity

GOALS
• See http://www.unh.edu/diversity for much more detailed information.
• Support and sustain an educational community that is inclusive, diverse and equitable. The values of diversity, inclusion and equity are inextricably linked to our mission of teaching and research excellence, and we embrace these values as being critical to development, learning, and success. We expect nothing less than an accessible, multicultural community in which civility and respect are fostered, and discrimination and harassment are not tolerated.
• Ensure that under-represented groups and those who experience systemic inequity will have equal opportunities and feel welcome on our campus.
• Accept the responsibility of teaching and learning in a diverse democracy where social justice serves as a bridge between a quality liberal education and civic engagement.
• Organizational Structure: monitor, advance and support university-wide and external diversity initiatives primarily using and advisory Diversity Council under the sponsorship of the Chief Diversity Officer
• Enhance recruitment and retention of a widely diverse faculty, student body and staff through funding, partnering and retention programs
• Curriculum: increase the number of experiences and/or courses in the curriculum that focus on diversity, and integrate diversity concerns into all levels of UNH student education by tailing curriculum in the first-year, elective, capstone and graduate courses, as well as co-curricular and outreach scholarship opportunities
• Develop a UNH community that advances a climate of inclusion, diversity, and equity for all persons through education and programming and by developing campus partnerships to enhance knowledge of campus groups, office and units and to establish collaborative working relationships
• Development outreach and engagement around diversity with external partners

METRICS

CHALLENGES
• Top-down support and leadership
• Limited funding and resources
• Retention and development opportunities for diverse UNH populations

RETURN ON INVESTMENT
• Intellectual, community and cultural development on and off campus
• Being an employer of choice
• Recruitment and retention of a diverse campus community
• Just and fair working environment
DEPARTMENTS & OFFICES INVOLVED

- Office of Inclusive Excellence
- UNH Sustainability Institute (UNHSI)
- UNH Human Resources
- UNH Finance & Administration
- UNH Office of the President
- Office of the Provost
- All colleges and departments
- SVP Outreach and Engagement
- AVP Research
- Office of Multicultural Student Affairs
- Presidents Commissions on the Status of Gay, Lesbian, Bisexual, and Transgender Issues
- Presidents Commissions on the Status of People of Color
- Presidents Commissions on the Status of Women
- Presidents Commissions on the Status of People with Disabilities
- Others across campus

ACTION ITEMS

- See http://www.unh.edu/diversity for much more detailed information.
- Continued and expanded work of the Chief Diversity Officer, Office of Inclusive Excellence, Diversity Council, Presidents Commissions, and others across campus

Investment & Endowment Management

GOALS

1. Increased collaboration amongst the UNH Foundation, UNH Advancement, and the UNH Sustainability Institute.
2. In collaboration and full partnership with the UNH Foundation and the UNH Foundation Board of Trustees, strive to:
   a. Continue to make a snapshot of its investment holdings, including the amount invested in each fund and/or company and proxy voting records, available to the public.
   b. Formally establish an active CIR or similar body that makes recommendations to the UNH Foundation Board of Trustees on socially and environmentally responsible investment opportunities across asset classes, including proxy voting. The body should have multi-stakeholder representation, which means its membership includes faculty, staff, and students and may include alumni, trustees, and/or other parties.
   c. Develop a policy or directive to consider the social and/or environmental impacts of investment decisions, in addition to financial considerations.
   d. Submit one or more letters about social or environmental responsibility to a company in which the UNH endowment is invested during the previous three years.
   e. Conduct a negative screening of its entire investment pool within the last three years – e.g., prohibiting investment in an industry (e.g. tobacco or weapons manufacturing) or participating in a divestment effort (e.g. companies operating in South Africa during apartheid). The negative screen includes selling all but $2,000 or less of the affected direct holdings and writing a letter to all fund managers encouraging them to remove affected holdings as well.
f. Invest as much as legally allowed (strive for 30% or more of investment pool) in:
   i. Sustainable industries, such as renewable energy or sustainable forestry
   ii. Businesses selected for exemplary sustainability performances
   iii. Sustainability investment funds, such as a renewable energy investment fund
   iv. Community development financial institutions (CDFI)
   v. Socially responsible mutual funds with positive screens.
g. Increase, expand and market socially responsible investment option for employee retirement plans.
h. Develop a student-managed socially responsible investment fund through which students are able to develop socially responsible investment skills and experience.

METRICS
1. Return on investments of endowment
2. Development of a sustainable investment policy and multi-stakeholder committee
3. # and breadth of letters submitted about social or environmental responsibility to a company or fund in which UNH endowment monies are invested
4. $ divested due to negative screening(s) and invested due to positive screening(s)
5. Disclosure and transparency of holdings, investments, and sustainability-related decision-making,

CHALLENGES
• Top-down support and leadership
• Limited funding and resources
• Global economic financial situation

RETURN ON INVESTMENT
• Increased endowment returns and new investment potentials
• Fundraising tie-ins
• Leadership in corporate and financial sustainability; ethical and responsible investing
• Employee engagement and outreach on endowment management and retirement planning
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Foundation Board of Trustees
• UNH Foundation
• UNH Advancement
• UNH Sustainability Institute (UNHSI)
• UNH Office of the President
• UNH Finance & Administration
• UNH Human Resources and employee retirement plan firms (TIAA-CREF and Fidelity)
• Whittemore School of Business & Economics
• UNH Alumni Association
• UNH investment and fund managers
• University System of New Hampshire

ACTION ITEMS
• Meetings to collaborate with the UNH Foundation and other partners as appropriate
• Drafting of sustainable investment management policy for review, refinement and approval
• Development, approval and formation of Sustainable Endowment Management Committee
• Meetings, findings, and recommendations of the Sustainable Endowment Management Committee presented to all departments and offices involved for review and input
• Communications and outreach as appropriate
NOTE: UNH has a separate sustainability communications plan that is now being updated and includes more detail.

GOALS

1. **RECOGNIZED UNH SUSTAINABILITY BRAND.** Unify and integrate the story of UNH sustainability through UNHSI’s branding. One Sustainability Institute brand for everything sustainability at UNH will help both on and off-campus audiences quickly and easily recognize anything sustainability at UNH, from programs of study to transit options, actively project UNH’s sustainability leadership, and facilitate involvement, including giving, by packaging what we do in a simple and integrated way. Instead of seeing many different branches of sustainability scattered across campus with no collaboration – and all competing for resources – audiences will see these branches tied into one strong and purposeful UNH sustainability tree.

2. **USE SIMPLE IMAGES AND LANGUAGE TO CONVEY A POWERFUL BIG IDEA.** E.g., CalTech’s ice cube in a glass postcard to students. Simple but concrete images and wording that get people thinking, motivate their interest and involvement, and help them connect the sustainability “dots” across campus.

3. **MAKE IT CONCRETE WITH NEW HAMPSHIRE AND NEW ENGLAND EXAMPLES.** Put the big idea of sustainability into a concrete and tangible framework for people – e.g., loss of farms, barn dances, family-owned logging companies in NH; need for new jobs and business in NH, such as the North Country losing paper mills; farmers markets and fish cooperatives; impact of UNH and sustainability on NH economy (new NH companies, Green Launching Pad, EE broadband, WSBE/NHBSR institute for business leaders, organic dairy research farm), etc.

4. **MAKE IN MEANINGFUL.** Show tangible UNH impacts in sustainability.

5. **BOTH ON AND OFF CAMPUS AUDIENCE ARE IMPORTANT.** We need to reach not only off campus audiences like prospective student and donors, but also all on-campus faculty, staff and students.

6. **PERSONALIZE AND TARGET BY AUDIENCE.** Tweak key messages to meet specific audience’s needs. Use appropriate “spokespeople” to get messages across – i.e., “Profiles in Sustainability.” See “Target Audience and Key Messages.”

METRICS

1. TBD as part of updated UNH sustainability communications plan, but could include but not limited to the following:
   b. # newsletter subscribers
   c. Wordpress blog statistics (readership, comments, pingbacks)
   d. Facebook and Twitter #’s of fans and followers
   e. #’s of hits to student videos
   f. iTunes U download #’s
   g. #’s of people and depts. in Sustainability Stewards
   h. Comments to UNH website, CJ, UNHSI website, etc.
   i. # of media hits and in what outlets
   j. # of articles and op-ed’s published and in what outlets
   k. Attendance at events
   l. UNH presence in top 10 lists on rankings (Princeton Review, Sierra Club, SEI, etc.)

CHALLENGES
• Top down leadership and support
• Creating engaging messaging around a complex and multifaceted topic for a wide variety of on and off campus audiences
• Integrating messaging with other key areas like internationalization, inclusive excellence, engaged scholarship and research
• Limited funding and resources
• Competing obligations for administrator, faculty, and staff time

RETURN ON INVESTMENT
• Telling UNH’s sustainability story to multiple audiences
• Faculty, staff, student, parent, alumni, policymaker, donor, and other engagement
• Fundraising
• Media coverage
• Sustainability ratings and rankings

DEPARTMENTS & OFFICES INVOLVED
• UNH Sustainability Institute (UNHSI)
• UNH Advancement
• UNH Communications and Marketing
• Office of the President
• UNH Communication’s Council
• UNH Admissions
• Outside external marketing firms as needed

ACTION ITEMS
• UNHSI hire outside marketing firm to collaborate with UNHSI Collaborative Council, task forces, UNHSI staff, and UNH Communications and Marketing on updating communications plan, including a communications audit, key messages, timelines, goals, and metrics
• Launch new communication pieces to capture prioritized audiences
• Continue to improve current communications pieces, including UNHSI “portal” website (with added SEO), newsletter, e-briefs and reports, social media (blogging, Facebook, Twitter, LinkedIn), print pieces (new fundraising piece), video, podcasts, webinars and more
• Annually evaluate success (including through focus groups, surveys, etc.) and revise communications plan and communication pieces as needed
• Share best practices and lessons learned through publications, conferences, associations, etc.
APPENDIX I: BACKGROUND

Development of Sustainability in Higher Education

UNH is extremely well positioned to benefit from its recognized national leadership in sustainability.

Since 2008, UNH has been named one of the top “green” universities in the US by the Princeton Review “Green Honor Roll,” the Sustainable Endowments Institute’s College Sustainability Report, the Sierra Club’s “Cool Schools” annual list, the Kaplan Guide to Colleges, and the top honor in Business New Hampshire Magazine’s first ever “Lean and Green Awards.” In 2009, UNH received an annual Campus Sustainability Leadership Award from the Association for the Advancement of Sustainability in Higher Education (AASHE). These and many other honors and awards reflect decades of work by UNH faculty, staff and students. In the last ten years UNH has taken this work to a new level, demonstrating a unique ability to innovate and collaborate in order to address the challenges and opportunities of sustainability.

At the same time, sustainability has emerged as a mainstream competitive issue in higher education. Since 2004, a significant number of sustainability director and coordinator positions have been established at universities across the country. (See List 1.)

For example, Harvard’s Green Campus Initiative in 2008 became its office of sustainability. The University of Vermont (UVM) has had an environmental coordinator for at least five years and in 2008 established an office of sustainability. Arizona State University announced a major sustainability initiative in 2005 with a $15 million gift.

By contrast, UNH established its Director of Sustainability position in 1997 and until 2005 was the only endowed, university-wide program in the country.

In 2006, the Association for the Advancement of Sustainability in Higher Education (AASHE)† was formed and held its first national conference at Arizona State University. As host institution, ASU announced the establishment of the ASU School of Sustainability.‡ AASHE’s second national conference in 2008 attracted more than 1,700 participants, and AASHE’s membership continues to grow. AASHE is coordinating two important national sustainability initiatives: the American College and University Presidents’ Climate Commitment (ACUPCC), a national movement in higher education to advance significant reductions in carbon emissions on campuses as part of a broader effort to model ways to eliminate global warming emissions++; and STARS, a Sustainability Tracking, Assessment and Rating System for the North American higher education sector.†† UNH is a charter signatory to the ACUPCC (the number of signatories now exceeds 600), one of 90 higher education institutions piloting the STARS tool in AY 2008-9, and received its first STARS score – one of only 13 institutions to date to receive a Gold rating – in August 2011.

List 1: Sustainability positions at northeast campuses

1. **UNH (’97 endowed sustainability program and director)**
2. Harvard (’00 Green Campus coordinator; ’08 sustainability office)
3. UVM (’03 environmental coordinator; ’08 office of sustainability)
4. UCONN (’04 environmental Coordinator)
5. USM (’04 environmental Coordinator)
6. Yale (’04)
7. Dartmouth (’04)
8. Princeton (’06)
9. Columbia (’06)
10. Tufts (’06)
11. UME (’08)

†http://www.aashe.org
‡http://schoolofsustainability.asu.edu/
++http://www.presidentsclimatecommitment.org/
††http://www.stars.aashe.org
At the same time, sustainability science also has emerged as a field within the last few years. Sustainability science is focused on coupled human and natural systems. In 1999, the National Research Council summarized broad-based efforts underway to harness science and technology to support society’s transition toward sustainability.‡‡ The emerging research and application program has been called “sustainability science,” a term that represents the notion of multiple sciences addressing a common theme. The Proceedings of the National Institute of Sciences (PNAS) has taken an active role in publishing papers in the field of sustainability science and explains that it is “an emerging field of research dealing with the interactions between natural and social systems, and with how those interactions affect the challenge of sustainability: meeting the needs of present and future generations while substantially reducing poverty and conserving the planet’s life support systems.”§§§ Over 115 papers on sustainability science have been published in PNAS alone over the past five years. A new journal *Sustainability Science* published by Springer-Tokyo addresses the topic explicitly. Nationally and internationally, sustainability science is emerging as an important new discipline. In 2009, UNH launched a collaborative speaker series in sustainability science that highlights work emerging at UNH and beyond.*** In addition, the National Science Foundation’s IGERT program (Integrated Graduate Education and Research Traineeship) has funded more than 100 program focused on interdisciplinary education that transcends traditional disciplinary boundaries.

Similarly, sustainability has become a subject of increasing relevance to liberal education. For example, in January 2009 the annual meeting of the American Association of Colleges and Universities (AAC&U) included a pre-meeting symposium on “Place, Responsibilities, and the Curriculum.”††† Sustainability is also explicitly referenced in the AAC&U report “College Learning for the New Global Century” that was produced by the National Leadership Council for Liberal Education and America’s Promise (LEAP). LEAP is a decade-long initiative begun in 2005 to address what the report describes as “a near-total public and policy silence about what contemporary college graduates need to know and be able to do.” LEAP presents a set of “essential learning outcomes” intended to guide curriculum and pedagogical innovation and to build cross-disciplinary knowledge, higher-level skills, an active sense of individual and social responsibility, and the ability to apply knowledge to complex problems.¶¶

In light of these sustainability trends, the UNH strategic planning process undertaken in 2009-2010, and UNH’s strong history of leadership and commitment to sustainability, the University Office of Sustainability became the UNH Sustainability Institute (UNHSI) in fall 2010.

**Vision & Mission of the UNH Sustainability Institute: Grand Challenges & UNH Opportunities**

Within the context of the UNH strategic planning process as well as in prior workshops to develop the UNHSI, agreement formed around the value of focusing on key questions around which integrated scholarship for sustainability could be organized. The term scholarship here is used in the sense of Boyer *et al* that understood scholarship to encompass teaching, research, practice and engagement.§§ Discussion led to the suggestion that these questions be framed as “grand challenges” based initially on the work of the Committee on Grand Challenges in Environmental Sciences of the National Institute of Sciences. Similar approaches have produced a set of “grand challenges” for a range of issues and disciplines including engineering, global health, science, technology, public

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§§ http://www.pnas.org/misc/sustainability.shtml
*** http://www.unh.edu/nressphd/Env-Sci-Seminars-08.html
††† http://www.aacu.org/meetings/annualmeeting/AMog/symp.cfm
§§§ See Edgerton, O’Meara, Rice *et al*, *Faculty Rewards Reconsidered: Rewarding Multiple Forms of Scholarship*, San Francisco: Josey-Bass 2005.
policy and sustainability science.**** By referencing the many grand challenges of sustainability based upon the national academies efforts as well as many others, the goal would be to identify "UNH opportunities" to respond to these challenges based upon our existing, emerging and desired areas of strength. So in a very simplified form Table 1 below lists some examples of grand challenges from the National Academies of Science and Engineering, the United Nations Millennium Development Goals, and the American Association of Colleges and Universities LEAP learning outcomes. We might consider how these grand challenges manifest at the local and regional level in New Hampshire and New England. The final column is UNH opportunities to respond programmatically with integrated scholarship for sustainability. 

Table 1: Examples of Grand Challenges

<table>
<thead>
<tr>
<th>NAS Environmental Sciences</th>
<th>NAE Engineering Goals</th>
<th>UN Millennium Dev. Goals</th>
<th>AAC&amp;U LEAP Learning Outcomes</th>
<th>UNH Opportunities (examples)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biogeochemical Cycles</td>
<td>Make solar energy economical</td>
<td>Eradicate Extreme Poverty and Hunger</td>
<td>Knowledge of Human Cultures and the Physical and Natural World</td>
<td>Sustaining New England’s unique quality of life and cultural and ecological heritage</td>
</tr>
<tr>
<td>Biological Diversity and Ecosystem Functioning</td>
<td>Manage the nitrogen cycle</td>
<td>Achieve Universal Primary Edu</td>
<td>Intellectual and Practical Skills</td>
<td>Regional Low Carbon Energy Security</td>
</tr>
<tr>
<td>Climate Variability</td>
<td>Advance health informatics</td>
<td>Promote Gender Equality and Empower Women Reduce Child Mortality</td>
<td>Personal and Social Responsibility</td>
<td>Sustainable Food Systems</td>
</tr>
<tr>
<td>Hydrologic Forecasting</td>
<td>Provide access to clear water</td>
<td>Develop a Global Partnership for Development</td>
<td>Integrative Learning</td>
<td>Sustainable Community Development</td>
</tr>
<tr>
<td>Infectious Disease and the Environment</td>
<td>Restore and improve urban infrastructure</td>
<td></td>
<td></td>
<td>Sustainable Tourism</td>
</tr>
</tbody>
</table>

This oversimplified example hopefully points to the opportunity to frame grand challenges that overlap the climate and energy system, biodiversity and ecosystems, the food system, and the sociocultural system at the community, state, regional, national and international scale and across the sciences, engineering, humanities and arts disciplines. So, for example, one idea that surfaced during earlier discussions was a program or project on “Sustainable (or Sustaining) New England.” Such a long-term undertaking would require and facilitate integration across colleges and its associated grand challenges might initially be mapped. (See Table 2.)

Table 2: Grand Challenges – Sustaining New England

<table>
<thead>
<tr>
<th>Sustaining New England Grand Challenges</th>
<th>UNH Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>-Managing vulnerabilities in Public Health</td>
<td>-Healthy UNH Initiative</td>
</tr>
<tr>
<td>-Dwindling Farmlands, Expanding Waistlines</td>
<td>Food Solutions New England</td>
</tr>
<tr>
<td>-Sustaining New England Communities</td>
<td>-Sustainable Community Development</td>
</tr>
<tr>
<td>-Sustaining New England’s Cultural Landscape</td>
<td>-New England Journal of Sustainability</td>
</tr>
<tr>
<td>-Capturing ‘green jobs’ for New England</td>
<td>-Sustaining New England</td>
</tr>
</tbody>
</table>

In reflection of these opportunities for UNH to respond to the local and global grand challenges we face, the UNH Sustainability Institute is organized around the “Sustainable Learning Community” framework that underpins

sustainability at UNH. (See Figure 1.) The “Sustainable Learning Community” is an interpretation of the principles of sustainability articulated in agreements and declarations by the international community beginning in the second half of the twentieth century that were responding to a series of profound challenges in our interconnected world. Those agreements and sustainability as a concept are rooted in an effort to respond to these challenges in all of their overlapping complexity that was initially referred to as “sustainable development.” Sustainable development originated as a way to integrate environmental considerations into models of development that were being advanced through foreign policy and multilateral institutions including the World Bank and International Monetary Fund in the post-World War II/post-colonialism period. While “development” was assumed to encompass broader social and political determinants of health and quality of life—such as access to education, health care, food, shelter and security—its focus was on economic growth through increased trade. By the 1970s, this model of development became highly contested, and concern over inequality and environmental limits to growth led to a call for a fundamental rethinking of development.

By the final decade of the 20th century, sustainable development and sustainability were explicitly concerned with the economic, ecological and cultural aspects of development and quality of life from an integrated perspective. One example of this in the US was the "environmental justice" movement that emerged in the 1990’s to address the relationships among race, poverty, public health, and environmental degradation. From a university perspective, scholars in public health (or community health), environmental science and engineering, the social sciences, and the humanities began to interact based on a recognition that in the realm of quality of life, these fields all overlapped and interacted in significant ways. These scholars recognized that to sustain the basis for a good quality of life for current and future generations all of the foundations of a good life must be sustained simultaneously. As a result, sustainability requires a different kind of scholarship that systematically focuses on interactions in a comprehensive and purposeful way and that requires the highest levels of collaboration imaginable within and beyond the university.

![Sustainable Learning Community Diagram](image)

**Figure 1: Sustainable Learning Community.** As depicted in the graphic, the four initiatives each are engaged in projects or interventions along the continuum of the CORE. A literal depiction would show dozens of arrows from each initiative extending along the entire CORE continuum. All initiatives and CORE functions are recognized as overlapping and interactive among themselves and with each other and sustainability is understood to entail the sustaining the integrity of all four systems simultaneously. (Adapted from Kelly, 2003)

UNHS is unique in its conception and role within the university. Rather than proposing a new school or department with sustainability majors, UNHSI is designed to connect more faculty, students and stakeholders with the challenges and opportunities of sustainability and, in the process, enlarge the community of inquiry engaged in collaborative innovation and creative problem solving. Scholars and practitioners have long envisioned a “university without walls” where creativity and collaboration would be enabled rather than constrained by organizational norms and requirements. While creating an environment that supports such collaboration has proven difficult, the challenge of sustainability has brought a renewed emphasis to the search for effective mechanisms that build upon and compliment disciplinary-focused scholarship.
APPENDIX II: UNH STRATEGIC PLANNING RELATED TO SUSTAINABILITY

The plan purposefully draws from, links to and integrates the ideas already developed by the following groups and/or outlined out in the following plans:

- Campus Master Plan
- Carbon Solutions New England
- College of Health and Human Services Vision and Strategic Intentions
- College of Life Sciences and Agriculture (COLSA) Strategic Plan
- College of Engineering and Physical Sciences (CEPS) Strategic Plan 2009-2011
- Cooperative Extension Strategic Plan
- Diversity Strategic Plan 2004-2009
- Energy Task Force (ETF)
- Ecosystem Task Force (EcoTF)
- Food Solutions New England
- Greenhouse Gas Emissions Inventories
- Healthy UNH
- Integrated Waste Management Report
- Lands Committee
- Landscaping Master Plan
- Planning, Design & Construction Guidelines
- STARS - Sustainability Tracking, Assessment and Rating System
- NH Farm to School Strategic Plan
- Sustainability Research Collaboratory
- Transportation Policy Committee
- UNH Academic Plan
- UNH Engagement and Outreach
- UNH Research Mission and Activities
- UNH Sustainability Communications Plan
- Whittemore School of Business & Economics Strategic Plan (2009)
- WildCAP, Climate Action Plan