

K-State Sustainability Task Force Report

September 29, 2009

Co-Chairs

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“Rule By Obeying Nature’s Laws”

Sustainability Task Force Report

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Sustainability Task Force Report and Recommendations

I. Executive Summary

Sustainability has become a major theme guiding strategic decision making in higher education both nationally and internationally. The Association for the Advancement of Sustainability in Higher Education has a long list of members (http://www.aashe.org/membership/members/institutional_members), including K-State. In addition, extensive numbers of colleges and universities have made strategic commitments such as the Talloires Declaration and the American College and University Presidents' Climate Commitment. Stemming from these commitments and organized efforts, it has become more common for higher education institutions to develop comprehensive programs that advance sustainability in operations, research, education, and service.

K-State has strongly pursued sustainability efforts for the last two years by creating the Stewardship Subcommittee in 2007 and hiring its first Director of Sustainability in 2008. This report is the culmination of the third major effort in this series. It is the product of the Sustainability Task Force that was commissioned and charged by Provost and Senior Vice President Duane Nellis with developing a strategic "road map" for sustainability efforts at K-State.

Recognizing the strategic nature of sustainability principles, the scope of this task force was intentionally broad and comprehensive. It encompassed all areas of the University community, including student life, operations, curriculum, research, engagement, and the University's leadership. The task force engaged in lively discussion about all of these areas, and its product touches on each.

The first stage of the work of the task force involved developing a vision statement for K-State's sustainability efforts, while the second stage established working groups to discuss and develop both needs and recommendations in four areas – curriculum, research, operations, and engagement. The vision, needs, and recommendations are all represented in this report, and the recommendations are summarized as follows:

Recommendations:

- I) Make a University Commitment – Recommendation: Energy Conservation**
- II) Develop a Robust Office of Sustainability to Aid Development of University Efforts**
- III) Enhance Academic Curriculum and Research Efforts Through the Following:**
 - a. Recommendation C.1. Develop Academic Programming
 - b. Recommendation C.2. Enhance 1st-Year Student Education
 - c. Recommendation C.3. Create Introductory Course
 - d. Recommendation C.4. Create Structural Support for Research
 - e. Recommendation C.5. Incentivize Faculty Participation
 - f. Recommendation C.6. Consider Need for Shared Resources

IV) Enhance Operational Coordination and Effectiveness Through the Following:

- a. Recommendation D.1. Evaluate & Implement Sustainability Options for Campus Utilities
- b. Recommendation D.2. Enhance Transportation for Campus and Community
- c. Recommendation D.3. Expand Scope of Recycling Effort to Comprehensive Waste Management Effort
- d. Recommendation D.4. Pursue Best Purchasing Practices for Sustainability
- e. Recommendation D.5. Update Campus Master Plan
- f. Recommendation D.6. Review and Update Policies and Procedures Manual
- g. Recommendation D.7. Develop Sustainability Expertise

V) Enhance On-Campus Activities Related to Sustainability:

- a. Recommendation E.1. Provide Greater Opportunities for Campus Speakers
- b. Recommendation E.2. Support Sustainability Conference
- c. Recommendation E.3. Encourage Student-Led Programs
- d. Recommendation E.4. Recognize Excellence

VI) Enhance Engagement Coordination Through the Following:

- a. **Recommendation F.1. Extend the Sustainability Conversation at K-State to Other Campuses and Facilities**
- b. Recommendation F.2. Leverage University Resources
- c. Recommendation F.3. Engage Alumni
- d. Recommendation F.4. Engage Donors
- e. Recommendation F.5. Engage Business Community
- f. Recommendation F.6. Engage Sustainability Networks

VII) Enhance Student Life Through the Following:

- a. Recommendation G.1. Develop Green Employment Resources
- b. Recommendation G.2. Develop Student Orientation Programming
- c. Recommendation G.3. Develop Prospective Student Recruitment Programming

VIII) Foster Sustainability as a K-State Community Value

Each recommendation includes suggested actions, mostly classified into short-term or long-term timeframes for completion. The task force considers one to two (1-2) years as appropriate for short-term aims, while long-term aims are appropriate for a three-to-five (3-5)-year timeframe. Some of the recommended actions might take longer than five years because of current economic circumstances. Short-term actions are low- or no-cost efforts or should occur soon, while long-term recommendations typically require significant funding or organizational effort to accomplish.

Taken together, these recommendations comprise a “road map” of sorts for strategic and targeted sustainability developments and leadership for the next five to 10 years. The task force charge, *“Develop a comprehensive set of recommendations and responsibilities to chart K-State’s sustainability efforts for the future,”* does not direct budgetary considerations. While the task force realizes there will be budgetary considerations, the spirit of our efforts has been to make recommendations that address the University’s needs. Budget implications will be factors in prioritizing action on the recommendations.

Budget and funding issues also have implications for the way any sustainability initiatives must be developed and managed. It is very likely that significant efforts must be supported to seek external funding through grants, donations, or other means as a result of state budget challenges. Limited availability of funding also dictates that any funding used for sustainability initiatives should be subject to evaluation of its effectiveness. The sustainability movement in higher education has emerged in part as a recognition and response to tremendous environmental resource challenges globally, nationally, and regionally. We will do disservice to ourselves, our funding sources, and environmental health if our initiatives do not produce tangible and cost-effective results.

II. Vision

The following vision statement was created by the Sustainability Task Force to guide its efforts. It addresses primary areas of concern for K-State: student life, curricula, operations, research, and engagement (SCORE).

Kansas State University will foster the transition to a more sustainable society by recognizing the global interconnectedness of economic, social, and environmental concerns. We will use our land-grant mission of education, research, and outreach programs to address the health of Kansas communities and individuals; the economic vitality of the University, State and Nation; and the ecological integrity of our campus, as well as local and global communities.

We will contribute to building a sustainable future by —

Infusing sustainability literacy throughout our undergraduate and graduate programs, as well as providing sustainability training to our leadership, faculty, and staff through professional development opportunities that will create a common purpose and build campus cohesion. [curriculum and education]

Supporting faculty and student research initiatives focusing on sustainability, with special consideration given to interdisciplinary teams formed to holistically address regional and global sustainability issues. [research]

Engaging with public and other off-campus partners through collaborations addressing community sustainability needs and goals; and sharing our discoveries of sustainable technologies, processes, and practices through educational programs and technical information that improves quality of life. [engagement and outreach]

Incorporating sustainability initiatives in all aspects of campus operations, new and existing facilities, purchasing decisions, and daily user behavior with particular attention to serving as a model of sustainable living to our local community, the State of Kansas, and other communities. [operations and campus behavior/practice]

Critical areas of concern include the following:

1. energy use and efficiency — direct and indirect (embodied energy)
2. water use and conservation
3. waste management and recycling (striving to create a no-waste society)
4. healthy land/space/buildings (protecting human and biological health)
5. eliminating pollution and creating environmental quality (to protect air, water, soils, etc.)
6. wise materials creation, use, and consumption
7. healthy food production

III. Background and Activities of the Sustainability Task Force

A. Introduction

Kansas State University is a land-grant and Carnegie I institution, with nine colleges and 23,000 students. The 668-acre main campus is located within the City of Manhattan, Kansas, which has a population of approximately 50,000. In addition to the main campus, the university has a Salina campus and is developing a campus in Olathe. The university also maintains numerous facilities throughout the state of Kansas.

This report is primarily focused on the main campus. Although the task force included representation from Salina and K-State Research and Extension, this representation was limited to one individual each. As a result, our work did not represent a thorough conversation involving many perspectives from each of these areas. We have included a recommendation in the engagement section to address the need for a conversation involving many more of these entities about their role in our sustainability efforts.

B. Overview of K-State's Efforts Toward Sustainability

Kansas State University's efforts to enhance sustainability have included a variety of successful endeavors to reduce energy and water use, increase recycling and composting, encouraging alternative modes of transportation, and improve purchasing practices; incorporating sustainability principles into design and management of buildings, and in research, teaching, and outreach.

Kansas State University's most recent effort to increase initiatives toward sustainability started with the Campus Planning and Development Advisory Committee (CPDA). This committee is responsible for advising the Vice President for Administration and Finance on the development, implementation, and continual updating of a long-range plan for physical development of the Kansas State University campus and lands. Early in 2007, the CPDA established a Stewardship Subcommittee. The term stewardship was selected because it represented an understanding that the role of a sustainability initiative was to be primarily focused on being good stewards of our financial and physical resources.

The Stewardship Subcommittee's charge was defined as follows:

1. *Propose strategies, principles, or guidelines for environmental stewardship to be included in the K-State Campus Master Plan.*
2. *Suggest methods to educate the campus to be stewards of the environment – for example, methods to improve existing buildings within the context of sustainability, methods to understand and utilize life cycle cost analysis when developing program statements for potential capital improvements, and methods to determine potential ways to fund stewardship activities.*
3. *Propose the inclusion of preservation and historical presence in the principles of stewardship.*
4. *Suggest a framework for organizing interested parties across campus to promote stewardship.*

The Stewardship Subcommittee is composed of university faculty and staff with a wide range of perspectives. The diversity of perspectives and the multi-faceted charge required the subcommittee to spend significant time articulating opportunities in the area of sustainability for the university. The subcommittee began identifying key areas of concern as curriculum, operations, research, and engagement. Although the first item listed in the charge was the most important to the CPDA, the other items were also significant.

The subcommittee's first accomplishments were to communicate in writing the opportunities presented by building new sustainable buildings and preserving existing historic buildings. These written documents can be downloaded at the following URL: <http://sustainability.k-state.edu/other>. This subcommittee documented the potential to build new buildings to meet the rating system of the U.S. Green Building Council known as LEED, which stands for Leadership in Energy and Environmental Design. The potential of preserving existing buildings (and adapting them to be more energy and water efficient) as part of campus sustainability efforts was documented as well. Preservation is an important aspect of implementing sustainability initiatives for K-State's main campus because a high percentage of the gross square feet in use today is within older and historic buildings. Seventy-two percent of the gross square footage of main campus buildings was built before 1960 and 55 percent of the gross square footage was built before 1940 (Inventory, 2006, p 3). Reusing existing buildings conserves the embodied energy in existing buildings.

In the fall of 2007, the subcommittee recommended the following action items to the Vice President of Administration and Finance:

1. *Develop a web site to communicate information about sustainability at Kansas State University.*
2. *Survey the campus community to identify current activities related to sustainability.*
3. *Join the Association for Advancement of Sustainability in Higher Education (AASHE).*
4. *Sign the American College and University Presidents Climate Commitment. (ACUPCC).*

The first three actions have been accomplished. The university administration has expressed an interest in signing the Presidents Climate Commitment, but needs evidence that we can fulfill the obligations of the commitment before signing.

The Stewardship Subcommittee identified potential ways to administer a comprehensive approach to sustainability within the university. In the spring of 2008, the subcommittee recommended hiring or appointing an individual to an administrative position that would report directly to the president or one of the vice-presidents of the university. In June 2008, Ben Champion was appointed Director of Sustainability.

The Stewardship Subcommittee assisted in planning the conference, Leading Kansas in Sustainability, which was held at K-State on January 23, 2009. The subcommittee has otherwise not been active while the Sustainability Task Force has been undertaking its charge.

C. Formation and Work of the Sustainability Task Force

In November 2008, K-State formed the Sustainability Task Force and provided the following charge:

Develop a comprehensive set of recommendations and responsibilities to chart K-State's sustainability efforts for the future.

The meeting schedule was aggressive to meet the short time line of producing a report by June 2009. The first meeting was held December 18, 2008. The task force met twice in January, three times in February, and twice in March. One of the first efforts of the task force was to compile a list of the priorities of the members—see Appendix A.

D. Task Force Membership and Working Group Structure

Task Force Membership

Co-Chairs:

Barbara Anderson Human Ecology / Stewardship Committee
Bruce Snead Engineering / Stewardship Committee

Staff Support:

Ben Champion Director of Sustainability, K-State

Members:

Laverne Bitsie Baldwin Multicultural Engineering Program
Michael Bell Director of Sustainability, Student Governing Association
Jim Bloodgood Management
Bruce Broce Development Officer, College of Architecture, Planning, and Design, KSU
Foundation
Jack Connaughton K-State Union/Recreational Services
Raju Dandu Mechanical Engineering, Salina
Todd Gabbard Architecture
Joye Gordon Journalism and Mass Communications (Public Relations)
Bill Hargrove Director, Kansas Center for Agricultural Resources and
the Environment
Skyler Harper Assistant Director, Housing and Dining Services
Ed Heptig Director, Facilities Maintenance / Stewardship Committee
Rhonda Janke Horticulture / Stewardship Committee
Doug Jardine Plant Pathology
Byron Jones Associate Dean, College of Engineering, Faculty Senator
Dennis Law Dean, College of Architecture, Planning, and Design
Kevin Lease Graduate School
Melody LeHew Apparel, Textiles, and Interior Design, Faculty Senate President-Elect
Chris Levy Chemistry
DaNesha McNeely Vice President, Students for Environmental Action
Gerad Middendorf Sociology
Ruth D. Miller Electrical and Computer Engineering
J. Pat Murphy Assistant Director, Agricultural Extension, Agriculture and Natural
Resources
Joe Myers Classified Staff
Ernie Perez Information Technology Assistance Center
Zack Pistora President, Students for Environmental Action

Bernard Pitts	Assistant Vice President, K-State Union/Recreational Services
Mary Rezac	Chemical Engineering
Antoinette Satterfield	Library
Brad Sidener	Alumni Association
Lee Skabelund	Landscape Architecture/Regional and Community Planning / Stewardship Committee
Mark Taussig	Associate Director, Facilities Planning
Kay Ann Taylor	Secondary Education
Charlie Thomas	Athletic Facilities
Deon Van der Merwe	Veterinary Medicine
John Woods	Director, Facilities Services

In January a small working group developed a draft vision statement—See page 6. In the middle of February working groups were formed to examine specific areas of concern including: curriculum, operations, research, and engagement. The working groups met frequently through the end of March and prepared reports—See Appendix B.

Working groups were asked to consider their assigned area of concern related to the following categories:

Technology

Buildings
Energy/Climate
Land/Water
Food/Fiber/Soil
Transportation
Re-use/Waste Mgmt.

Culture

Ethics/Stewardship
Human Health/Safety
Community/Equity
Arts

Management

Organizational Structure
Metrics/Measurement
Procurement

Leadership

Organizational Structure

Working Group Membership

Curriculum

Melody LeHew
Chris Levy
Ruth D. Miller (1)
Dennis Law
Michael Bell
Joye Gordon
Rhonda Janke
Kay Taylor
Gerad Middendorf
Laverne B Baldwin

Operations

Skyler Harper
Byron Jones
Joe Myers
Ernie Perez
Zach Pistora (1)
Jack Connaughton
Charlie Thomas
John Woods
Mark Taussig
Ed Heptig
DaNesha McNeely

Research

Jim Bloodgood
Lee Skabelund
Kevin Lease
Raju Dandu
Bill Hargrove
Mary Rezac
Deon V D Merwe

Engagement

Todd Gabbard
Doug Jardine
Ruth D. Miller (2)
Antoinette Satterfield
Zach Pistora (2)
Bruce Broce
Pat Murphy
Brad Sidener
DaNesha McNeely (2)

After meetings of the full task force and workgroups, the co-chairs and staff wrote a first draft of this report throughout April and May that incorporated the ideas of the workgroups to the best of their abilities. That draft was circulated to the task force in early June. Task force members wished to provide feedback and recommended edits. The process of developing and relaying these recommended edits, the process of incorporating edits, and the process of reaching a balanced representation of the variety of recommendations

required several further meetings and drafting periods throughout the summer. This final draft was produced in early September of 2009, with the task force voting to approve the report on September 20, with a vote of 22 in favor, 2 against, 1 abstention, and 12 not voting.

IV. Needs Identified by the Sustainability Task Force

After discussing the vision for addressing sustainability at K-State, the task force held conversations to determine areas needing improvement in order to bring its vision for sustainability to fruition. Some needs pertain to the whole of the University, involving leadership and general knowledge about sustainability and commitment to improvement as central concerns. Other needs are more specific to subsets of university activities, programming, and service. The following six needs were identified:

Actively Engaged University Leaders

University leaders have the opportunity to set the tone for the University's efforts regarding sustainability. They have the capacity to lead through public statements, as they have increasingly done in the past two years, but they also can lead by example. The simple question, "How is this related to sustainability?" can be a part of every major and minor decision made at K-State. University leaders play an important role in reinforcing this question and the active pursuit of our collective response to it. University leaders also lead through commitments and through proactive policy making. K-State needs a commitment to a sustainability mission, but it also needs some well-defined and measurable commitments to aspects of its sustainability mission. The sustainability mission, ideally, will be codified in terms of University policies.

General Community Knowledge and Culture

A consistent need expressed across all areas of activity and all constituencies was for a greater familiarity with what sustainability means and its implications. This is true for most groups of students, faculty, and staff. In order for units to develop effective policies, changes to operating procedures, new programs, and even cross-disciplinary collaborations, the K-State community needs to have a general familiarity with the scope and nature of sustainability concerns, and as close to a common definition of sustainability as is possible and practicable.

In addition to a common knowledge base about sustainability, the K-State community needs a culture or general attitude, that sustainability is vital and that our decisions and actions need to reflect this importance.

Academic Coordination and Encouragement

The triple bottom line of ecological, economic, and social concern for sustainability implies two fundamental lessons for academics: 1) every discipline has a role to play in responding to the themes and call for sustainability, and 2) sustainability is inherently interdisciplinary. K-State's academic needs with regard to sustainability can therefore be summarized according to these two lessons. K-State needs academic coordination and encouragement relevant to the diverse needs and roles of each individual department/unit, and it also needs academic coordination and encouragement for interdisciplinary pursuits both existing and nascent.

In terms of curriculum, the current generation of students faces a future full of change. Sustainability in the K-State curriculum needs to prepare these students for careers, both traditional and emerging, that respond to the ecological/environmental, social, and economic challenges of our time and the coming decades. This

will require both adjustments to existing curricular programs as well as the development of new programs. In the future, K-State may offer certificates, minors, secondary majors, and even majors in sustainability.

In terms of research, sustainability builds on existing trends toward greater interdisciplinarity in research as well as toward more engaged research. The degrees of interdisciplinarity and engagement in sustainability-related research will vary from center to center and project to project. Furthermore, the needs of existing centers and projects will differ from potential future research at K-State. K-State, therefore, must address the needs of existing research efforts in sustaining and enhancing their efforts at the same time as offering services, structures, policies, incentives, and/or other support for establishing new initiatives. It needs to do all this in a way that respects the roles and performance of traditional research efforts, at the same time as building the grounds for new efforts in the future.

In order to enhance the possibilities for interdisciplinary developments in sustainability curriculum and research, K-State needs active places for interaction along these lines. Such places might include public events such as guest speakers, conferences, and retreats, and dedicated common physical spaces for diverse academics (students, faculty, and staff) to gather and coordinate sustainability activities. Places that promote interaction are a vital part of fostering an academic environment of interdisciplinarity.

Operational Coordination, Education, and Encouragement

Campus facilities, operations, and infrastructure represent a major opportunity for K-State to have significant direct impact in resource use and sustainability. Substantial improvements have been made to university operations in each of these areas. However, substantial additional improvements are also needed in resource use efficiency, minimization of environmental impacts from campus activities, and involvement of the entire campus community in these improvements in all areas of campus activity. This includes campus master planning, buildings design and retrofitting, grounds management, purchasing and waste management, and more.

Campus needs to be a living example of best practices toward sustainability. To make the improvements summarized above, K-State has substantial needs in order to develop its capacity for concrete improvements.

a. Applied Education and Culture

Campus staff need substantial training and continued education in the fundamental environmental, social, and economic relationships underpinning sustainability priorities. Great uncertainty exists about what sustainability actually means and how it applies to operational responsibilities. Continued education in applied methods and best practices related to these responsibilities is also an important need for addressing sustainability on campus. In addition, there need to be on-campus activities that foster a culture of pro-active decision making for improvements in these areas.

b. Defining Issues of Importance and Prioritization (Leadership)

Even with good education, prioritization of efforts will still be needed. Determining which types of campus improvements are most important is a role for K-State's administrative leadership and diverse campus constituencies.

c. Policies, Standards, and Planning

University priorities will be more effective if they are codified in policies, standards, and master planning. It is important for sustainability efforts to have identifiable, and often measurable, impacts. Policies, standards, and planning can establish effective benchmarks and best practices to more effectively guide on-campus operational improvements and to provide continuity in this guidance over time.

d. Effective Coordination with Individuals/Groups/Efforts Outside the Campus Infrastructure Management Hierarchy

Users of campus facilities have important impacts on the efficiency and effectiveness of operations throughout campus. Users also have detailed knowledge of the functionality and problems with campus facilities. K-State needs robust channels of communication between infrastructure managers and users for feedback that moves both directions. This communication needs to be coordinated in a way that enhances common understanding between managers and users, and also in a way that focuses on efficiency, effectiveness, and reduction of resource use.

e. Reporting Structures Appropriate to the Issues

As new projects develop, individuals responsible will need to be responsive to different constituencies, depending on the project. In order to respond to these constituencies, there needs to be an effective set of advisory committees that report to relevant leadership and personnel such as the Director of Sustainability, the Vice President of Administration and Finance, the Provost, and possibly the President. This will help to ensure the effectiveness of project development and performance not only within Facilities and other operational departments, but also with academic and research programs.

Support for Student Life Issues

K-State is a student-centered university in keeping with its land-grant mission, and it strives to serve existing and future needs of students first and foremost. While curriculum, research, and campus environment all are important areas that serve student needs, there are student needs with respect to sustainability in student lifestyles and student services that deserve more targeted efforts. The following are areas where such targeted programs could help students benefit more from their time at K-State:

a. Recruitment

b. Incoming Orientation

- i. Guides for “going green” during move in and in lifestyles as students
- ii. Curriculum opportunities
- iii. Research and on-campus service opportunities

c. Internships and Employment Opportunities

d. Student Leadership – Student Government, Student Organizations, Student Events

Effective Communication and Engagement

It is not enough to improve the functionality of campus infrastructure, develop sustainability curriculum, and develop interdisciplinary research agendas if others do not know about it.

Communications, both internal and external to the University, are essential to continued support and development of the University’s strategic interests toward sustainability. The Director of Sustainability can facilitate much communication, but the University also needs a support structure for this communication.

This includes a well-developed internet presence as well as other forms of communications, supported both on campus and off campus.

Active communication will aid another important priority, that of engagement. Sustainability efforts in operations, curriculum, and research are ideally suited to an agenda of engaged university activities. The University already has significant assets in facilitating engaged activities, whether through K-State Research and Extension Services, the Center for Engagement and Community Development, or others. These assets need to be organized in such a fashion that enhancing sustainability efforts is a core part of their responsibilities. In addition, the University administration and Director of Sustainability need to help identify and close gaps in K-State's service to the public through the facilitation of engaged sustainability activities.

V. Recommendations from the Sustainability Task Force

The following are elaborations of the recommendations made by the Sustainability Task Force. Each recommendation area includes a rationale for its importance, and each actual recommendation includes specific recommended actions. In many cases, the recommended actions are classified into either "short-term" or "long-term" time frames. The task force considers one to two (1-2) years as an ideal time frame for short-term actions, while three to five (3-5) years is ideal for long-term actions. The task force realizes these time frames will need to be flexible with respect to funding realities, but they still indicate a difference between shorter and longer term actions and should be read with that in mind.

Additionally, it should be mentioned that it is ironic that a Sustainability Task Force would make "long-term" recommendations with a three-to-five-year time horizon. The resource challenges of sustainability would seem to dictate much longer planning horizons. The fact that our recommendations are so limited in time horizons speaks to the enormity of the challenge in true, long-term planning in a large and complex organizational environment. It is important to recognize that K-State's vision and goals with respect to sustainability can focus on the truly long-term, while the "long-term" recommended actions in this report can help to build a foundation toward reaching those long-term goals.

A. K-State's Commitment to Energy Responsibility

Rationale: As a concrete example of K-State's commitment to the pursuit of sustainability, K-State needs a sizeable and tangible project that involves commitment and action by every member of the university community.

By virtue of their pervasiveness and scale, energy challenges will be defining issues for society in the 21st century. Uncertainties regarding availability of energy sources, cost of technologies and feedstocks, and impacts such as climate change and air pollution are primary concerns for our future.

We use a lot of energy at K-State, and we could use a lot less. The pursuit of energy conservation serves environmental needs through reduced impacts from production and consumption activities; economic needs through cost avoidance to the university; and social needs as the realization of conservation requires community and awareness building, as well as working together. As sustainability involves using this triple bottom line in adjusting our activities, a robust energy conservation program is the perfect focus for a tangible university-wide commitment.

Action:

In the short term, develop a university-wide energy conservation program that engages all community members through a combination of campus user behavior and facilities management.

In the long term, establish quantitative goals commensurate with the scale of challenges from future energy availability and affordability, impacts such as pollution and climate change, and campus awareness. Many colleges and universities have pursued such goals through signing the ACUPCC agreement, while others have established their own internally defined goals. Whatever our commitment, it should be one that is both attainable and responsive to the challenges noted above.

B. Office of Sustainability

Recommendation B.1. Establish the Office of Sustainability

Rationale: Sustainability issues by their very nature cross boundaries. The vision provided in this report of K-State's response to sustainability concerns requires an interdisciplinary, interconnected, and systemic response. Many of the organizational needs identified earlier in this report involve coordination across disciplinary, operational, student life, and other units of the university. Furthermore, others involve a role for central leadership within the university administration for communications, engagement, and outreach.

The Sustainability Task Force recommends that an appropriately staffed and centrally positioned Office of Sustainability be the appropriate entity to conduct much of this coordination and leadership. Such an Office of Sustainability would serve the university community through four main functions: 1) seeking funds, 2) providing programming, 3) monitoring and evaluating university performance, and 4) promoting and coordinating efforts.

Action:

In the short term, the President, Provost, and Director of Sustainability should collaborate to identify the resources in order to establish the Office of Sustainability. The Provost and Vice President of Administration and Finance should identify appropriate space for the office and assign responsibility for operating the Office to the Director of Sustainability, and direct performance consistent with the mission of the office outlined below.

Mission for the Office of Sustainability

The Office of Sustainability should consider its primary mission to be a catalyst for collaborative sustainability efforts throughout K-State. In order to accomplish this mission, its primary concerns should be 1) seeking funding for development of sustainability efforts, 2) developing programming in areas not served by existing university entities, 3) evaluating the effectiveness of sustainability efforts and evaluating the performance of K-State relative to its sustainability goals, and 4) promoting sustainability efforts at K-State through raising awareness of efforts and successes as well as helping to build new interdisciplinary relationships and to coordinate efforts across the university. These primary efforts should reach across the areas of student life, curriculum, operations, research, and engagement (SCORE). A more detailed description of such efforts includes the following:

1. Work with diverse university units to determine funding needs for sustainability efforts, and working with administration, faculty, staff, and students to identify and secure funding for these efforts. It is assumed, given historical decreases in public funding for higher education and increasingly strained

university budgets, that funding will very often need to be sought from external sources. Considerable importance should be placed on efforts to secure such external funding for sustainability efforts.

2. Develop programming consistent with the University's needs and with the specific recommendations included in other parts of this report.
3. Evaluate the effectiveness of sustainability efforts as well as the performance of K-State as a whole in areas of sustainability. Many methods measure and verify effectiveness of sustainability performance in higher education. These measurement methods include use of environmental indicators such as quantifying greenhouse gas emissions and carbon footprints, waste diversion through recycling/composting, pollution impacts, wastewater infiltration and diversion, and more. Social indicators need to be developed and employed in addition to environmental indicators in this effort to understand impacts of efforts and overall existing university impacts. Finally, cost/benefit analysis of improvements in these indicators is important for gauging the effectiveness of our investments in economic terms.
4. Promote sustainability efforts and programs as well as successes, past and present. The Office of Sustainability should use various forms of media, events, recognition, and other forms of engagement with the K-State community and among its stakeholders to raise awareness of our efforts and to promote our strengths and successes. Coordination is a natural adjunct to promotion. By facilitating communication across campus, the Office of Sustainability will be in a position to support existing and new relationships in order to build on K-State's strengths. This may lead to new projects where the Office can play a role as coordinator of efforts.

In the long term, the Director of Sustainability, Provost, and Vice President of Administration and Finance should work together to secure resources and develop the Office of Sustainability in service of its mission described above.

Recommendation B.2. Optimize Reporting Structure for Director of Sustainability

Rationale: As currently positioned, the Director of Sustainability serves important functions in connecting efforts and resources across disparate units of the University. The Director also facilitates important communication with university leadership about sustainability efforts and needs. These functions should be retained, and ideally enhanced, in any future optimization of the reporting structure of the Director of Sustainability.

The Director of Sustainability currently reports to the Provost in order to adequately communicate with academic interests and the Dean's Council. However, the position was effective in many important ways over the past academic year while reporting to the Vice President of Administration and Finance. As sustainability efforts necessarily touch every area of university activities, there are benefits and detractors to any shift in the focus of attention for the Director.

While it does not want to make a recommendation for a specific reporting structure, this task force recommends that a central reporting structure is important for the Director of Sustainability as well as any future Office of Sustainability. In the future, it will be important for the Director of Sustainability to continue reporting to university leadership, with ongoing engagement of the President. This is the clearest way to ensure the necessary breadth of service by the Director by connecting people, groups, resources, and communicating/coordinating sustainability efforts.

Action:

In the short term, university leadership should consider appointing the Director of Sustainability to appropriate committees to enhance communication about 1) sustainability as a university value, and 2) the university's diverse efforts to implement sustainability initiatives.

In the long term, future optimizations of position of Director of Sustainability should not sacrifice its connection with university leadership or its ability to connect and communicate across operational and academic units of the University.

C. Curriculum and Research

Rationale: The greatest challenge of our time is to learn to live sustainably. Meeting this challenge will require new knowledge and ways of making decisions about how we interact with the natural environment and within global human systems. Research and education are necessary to facilitate changes in how we do things and the decision-making processes we use to determine appropriate actions for a sustainable human future. Through academic research on issues related to sustainability and educational programs that enhance sustainability literacy, K-State will contribute to meeting one of the greatest needs of our time.

Recommendation C.1. Develop Academic Programming

Use existing courses and, if necessary, new courses to create certificates, minors, and majors in sustainability.

Action:

During the 2009-2010 academic year, the Dean's Council (or a subset thereof) should identify the best methods by which this recommendation can be realized.

- Consider modifying the Natural Resources and Environmental Science (NRES) Secondary Major to provide curricular options that would make it more broadly applicable to students in majors that are not science based;
- Or consider creating a secondary major that uses some of the courses in the NRES secondary major but is composed of fewer science courses and more humanities courses. The result would be two secondary major options: one focused on science and technology and one focused on social, cultural, and behavioral sciences.

In the short term, it may be prudent to create certificates and minors in sustainability within existing courses and to administer them through re-assignment of existing faculty.

In the long term, the expectation is that majors in sustainability at the undergraduate and graduate levels would be developed. The majors might have a newly formed "departmental" home, or they could be developed and administered through cooperative relationships among existing colleges and departments.

Recommendation C.2. Enhance 1st-Year Student Education

Use sustainability literacy as the vehicle for a common first-year experience for all K-State students. [The University has begun offering 1st-year seminars (FYS). Currently, not all first-year students can be served in the FYS offerings; however, it has been recommended that it be a common first-year experience for all K-State students.]

Action:

The Provost should direct that the director of the first year student seminar consider implementing this recommendation during the 2010-2011 academic year.

In the short term, the Sustainability Task Force recommends that the subject matter of the FYS be on sustainability topics, thus raising the sustainability literacy of participating students.

In the long term, the expectation is that all K-State first-year students will participate in the first year student seminar (or similar) and through the course, they will also learn about key issues in sustainability.

Recommendation C.3. Create Introductory Course

Provide an introductory course on sustainability for all (or most) incoming K-State students. This could be accomplished with a new course or an existing course such as GEOG 360 Sustainability Science.

Action:

During the 2009-2010 academic year, the Dean's Council (or a subset thereof) should identify the best methods by which this recommendation can be realized.

In the short term, academic programs are encouraged to modify existing introductory courses to include content to increase sustainability literacy among all K-State students.

In the long term, the expectation is that all (or most) K-State first-year students will complete an introductory course in sustainability.

Recommendation C.4. Create Structural Support for Research

Create support structures and mechanisms necessary to enhance faculty and student sustainability research at K-State – thus helping seed, support, and facilitate collaborative efforts that address the three realms of sustainability in a rigorous, cross-disciplinary, and integrated manner. Maintain and capitalize on the strengths K-State already exhibits in research related to water, energy, food safety, bio-ag security, sustainable food production and transport, land use planning/policy, building design/construction, and community development. Provide subscriptions to paid sites and journals on sustainability.

Action:

The Vice President for Research should hire/re-hire and help retain a central coordinator, a grant writer, and administrative assistant/accountant to help bring sustainability researchers together and assist them in completing research projects and disseminating relevant findings to key constituents. In addition, the libraries should subscribe to resources in support of sustainability education and research.

In the short term, the Sustainability Task Force recommends internal research support to facilitate continued success of initiatives such as CESAS, K-CARE, Center for Sustainable Energy, and others. Internal support aimed at facilitating procurement of external grant support is especially important during these difficult economic times.

In the long term, there should be regularly allocated funding to support research that addresses the three realms of sustainability (land/ecology, people/society/culture, and economy).

Recommendation C.5. Incentivize Faculty Participation

Create incentives for academic programs, research, and academically oriented engagement activities that comprehensively address sustainability.

Action:

During the 2009-2010 academic year, the Dean's Council (or a subset thereof) should identify the best methods by which this recommendation can be realized.

In the short term, deans and department heads should establish incentives and rewards for academic programs, research, and engagement activities focused on sustainability issues.

In the long term, deans and department heads should provide release time for sustainability course development, seed grants, and other forms of support for sustainability research.

Recommendation C.6. Consider Need for Shared Resources

Action:

Create a task force consisting of representation from the Office of Sustainability, the Natural Resources and Environmental Science Secondary Major program, Leadership Studies, and other interested departments/faculty through the Deans Council to develop a plan for establishing a sustainability commons—both a physical space and an organization of entities to advance sustainability research and education at K-State. The charge of the task force should be to respond to academic needs identified in this report in developing a proposal for a commons or other similar entity to meet these needs. The proposal should articulate how the commons will do this as well as provide a plan for obtaining necessary funds, space, and other resources, as well as a time line and assignment of responsibilities to specific entities.

D. Sustainability in University Operations

Rationale: **University operations hold great opportunities for K-State to lead by example in its sustainability efforts.** Campus facilities, operations, and infrastructure have significant direct impact in terms of resource use and shaping usage patterns of the campus community. Areas of direct impact include utilities infrastructure and use; transportation infrastructure and services; waste management programs and services; purchasing policies and practices; building, maintenance, retrofitting, and grounds practices, and more. Other important indirect influences on these direct practices include campus master planning, building design standards, facilities policies and procedures, and personnel expertise. **As sustainability becomes an increasingly important concern, the ability to show effort and outcomes in sustainable operations likely will be valued by a broad range of constituents including prospective students, current students, and alumni.**

Recommendation D.1. Evaluate and Implement Sustainability Options for Campus Utilities

Evaluate best practices for developing and maintaining a sustainable campus utility infrastructure. The utility infrastructure has a major impact on efficiency in energy and water use. Decisions regarding how to maintain, modify, and expand existing systems should be made based on a plan that considers long-term opportunities and consequences.

Action:

In the short term, begin a strategic planning process for making the university utility infrastructure more environmentally benign and cost effective in the long term. There are several incentives to be tapped, for example, take advantage of state funds through the American Recovery and Reinvestment Act (ARRA) for energy efficiency upgrades to state-owned buildings. Investments in utility infrastructure should follow State of Kansas statutes and guidelines concerning payback periods.

In the long term, create a utility infrastructure that meets university needs of service and comfort through renewable, clean, and efficient energy and reduces water use as much as possible.

Recommendation D.2. Enhance Transportation for Campus and Community

Transportation is a vital and diverse area of concern for K-State. It involves university infrastructure and equipment, personal vehicles, regulations and policing, community interactions, and master planning. Not only this, but the university's transportation needs include a variety of modes of transport — private and university-owned automobiles, motorcycles and motorized scooters, bicycles, pedestrians, emergency vehicles, and the prospect of public transportation vehicles.

K-State currently has committees devoted to parts of this overall picture, such as the Council on Parking Operations, the Parking Citation Appeals Board, and the Campus Planning and Development Advisory Committee. Yet, diverse modes of transportation and their associated infrastructures and investments are all interrelated. K-State needs an approach that treats transportation issues as interrelated, and that looks at transportation as a systemic concern for the university.

This task force recommends a committee structure and process of decision making that takes the view of multi-modal transportation and the relationship between their diverse infrastructures as an overall university transportation system. This will enable long-term planning consistent with our vision for sustainability at K-State, and for long-term challenges of energy availability and climate-change mitigation strategies.

Action:

In the short term, establish a new comprehensive transportation committee or adjust responsibilities of existing transportation/parking-related committees to meet multi-modal needs of biking, walking, and public transportation issues in addition to those of personal automobiles, emergency vehicles, and maintenance vehicles.

- Cooperate with the public transportation fixed-route plan update by the City of Manhattan. Continue to work with the City of Manhattan and other regional governmental entities to develop partnerships that create public transportation opportunities.
- Engage in education programs that create awareness about active transportation opportunities such as biking and walking, as well as alternative commuting approaches such as carpooling and any public transportation that emerges in the future.
- Propose incentives for faculty, staff, and students that do not drive their vehicles or who carpool to campus.
- Work with the Campus Planning and Development Advisory Committee to consider master planning themes consistent with enhancing transportation options and reducing environmental impacts. As an example, such a theme might be recommending greater building density and removing private automobile access to the campus core, while encouraging forms of transportation other than personal automobiles.

In the long term—

- As campus service vehicles and motor pool vehicles reach the end of their effective lives, introduce hybrid, bio-diesel, and other green vehicles into the fleet when feasible.
- Determine the feasibility and effectiveness of park-and-ride facilities along major transportation corridors to campus and, where appropriate, work with local and regional planning bodies to establish such facilities.
- Work closely with the City of Manhattan and use or re-prioritize the City/University Fund to make the Manhattan campus and surrounding areas more pedestrian and bicycle friendly, including crosswalks, under and overpasses, lighting, separated bicycle paths, and traffic routing.

- Provide places for faculty and staff who bike or walk to campus to shower and change upon arrival to campus.
- Create a campus culture that is less oriented to private automobiles by limiting access to roadways (except for emergency and maintenance access) in the core campus as recommended in the campus master plan.
- Plan for public transportation options in order to enable a culture less dependent on private automobiles on campus.

Recommendation D.3. Expand Scope of Recycling Effort to Comprehensive Waste Management Effort

As with energy and transportation concerns, waste management is a systemic issue for K-State. It includes many different types of waste and many different means of managing that waste. It also involves the amount of waste generated and whether we can reduce our overall waste levels. We currently have many relatively separated waste management efforts. One example is that our office recycling effort is separate from our hazardous waste recycling effort, and the charge of the recycling committee and recycling program does not include composting or waste minimization concerns. Our recommendation is to create a more integrated and systemic approach to waste management at K-State.

Action:

In the short term, revise the title and charge of the current recycling committee to advise on university performance in composting, materials reuse, hazardous waste, and waste minimization needs in addition to recycling. Appoint new members as appropriate with the expertise to fulfill the expanded charge. Include tracking and communication of waste management performance in the revised charge. Charge the committee not only with advising on the integration of waste management operations, but also communicating performance to the K-State community and communicating challenges to the K-State administration.

In the long term, the waste management committee should work with other entities to affect change in all factors influencing the creation of waste with a goal of minimizing waste generated on campus. We should pursue zero waste as a long-term goal for K-State.

Recommendation D.4. Pursue Best Purchasing Practices for Sustainability

Purchasing practices are regulated by policies established by the State of Kansas and the University. Purchasing policies and decisions should be made within a framework of sustainability where possible. This recommendation may require revising purchasing policies and practices to incorporate best practices in sustainable purchasing consistent with the State of Kansas purchasing requirements. As with previous operational recommendations, committees and other bodies exist to study and enhance K-State's purchasing policies and activities. These bodies should be used where possible to enact the specific recommendations below.

Action:

In the short term, the Vice President for Administration and Finance should direct the University's purchasing personnel to review and update university policies and procedures to reflect best practices in sustainable purchasing. The Vice President should also establish a new purchasing committee or charge an existing committee to develop green purchasing guidelines for K-State, and to facilitate communication and training about these guidelines to various purchasing entities within the University. These guidelines should address

practices by purchasing personnel throughout the university, but they should also provide information useful to all other personnel who make purchasing requests about what sustainable purchasing options they may have. ***In the long term***, the University purchasing personnel should work with others within state government to revise state purchasing policies to reflect best practices in sustainability.

Recommendation D.5. Update Campus Master Plan

The University has a Campus Master Plan published in 2004. The purpose of this plan, as stated in its introduction, is to “guide, not dictate, the inevitability of change” and to function as a “framework for the growth and enhancement of the campus.” [URL <http://www.k-state.edu/facilities/depts/planning/masterplan/pdf/exsum.pdf>] **The Campus Master Plan identifies sustainability as important throughout, but it does not provide specific guidance on how to achieve a more ecologically benign campus environment through planning.**

The Stewardship Subcommittee of the CPDA researched and put forth six fundamental principles of sustainable design and construction for sites/landscapes and buildings. For more information see Appendix D.

Action:

In the short term, the Vice President for Administration and Finance should direct appropriate entities to begin a process of revising the Campus Master Plan to more explicitly include applications of sustainability principles. In addition, the Vice President for Administration and Finance appoints the Director of Sustainability to membership on the Campus Planning and Development Advisory Committee.

Recommendation D.6. Review and Update Policies and Procedures Manual

The Policy and Procedures Manual for K-State guides operational processes for the University. The manual generally conforms to best practices in the industry, but may need to be reviewed and updated to include emerging feasible and sound best practices that respond to sustainability principles.

Action:

In the short term, the Vice President for Administration and Finance should direct appropriate entities to begin a process of revising the Policy and Procedures Manual for K-State to more explicitly include best practices based on applicable sustainability principles.

Recommendation D.7. Develop Sustainability Expertise

Achieving sustainability goals implies a role for all employees. Increasing the capacity of all personnel to implement best practices in sustainability can be achieved in many ways. All personnel should have access to opportunities for professional development to learn best practices in facilities operations for sustainability. Knowledge of/expertise in sustainability is desirable in all new hires.

Action:

In the short term, grants should be pursued to fund workshops and speakers on campus (or send personnel off campus) for professional development. The best qualified persons will be hired, as they are now, and their professional/working knowledge of sustainability practices should be a desirable qualification for a position.

In the long term, employees should have a working knowledge of sustainability, and facilities decisions should be based on this knowledge.

E. On-Campus Events

Recommendation E.1. Provide Greater Opportunities for Campus Speakers

Action: Encourage sponsored lecture series, invited speakers, student events, and conferences to incorporate sustainability themes in their presentations, with a goal of at least two nationally recognized speakers on the topic of sustainability at the University each academic year.

Recommendation E.2. Support Sustainability Conference

Action: Continue support for a sustainability conference hosted by the University to focus both on the efforts at K-State and the needs of Kansas.

Recommendation E.3. Encourage Student-Led Programs

Action: Encourage the Office of Sustainability and Office of Student Life to support and sponsor student-led programs related to sustainability.

Recommendation E.4. Recognize Excellence

Action: Encourage the Office of Sustainability as well as other units on campus to host awards banquets, ceremonies, and other celebrations of excellent performance demonstrating sustainability throughout campus.

F. Engagement

Recommendation F.1. Extend the Sustainability Conversation at K-State to Other Campuses and Facilities

Action: Encourage further conversation about sustainability planning to more comprehensively include the K-State Salina and Olathe campuses, as well as various K-State offices throughout the State of Kansas. Only one representative from outside the Manhattan campus was appointed to this task force, and the needs of other campuses and facilities should be considered as future planning and sustainability efforts unfold for K-State.

Recommendation F.2. Leverage University Resources

Action: Bring together the Office of Sustainability, the Center for Engagement and Community Development, and K-State Extension leaders to coordinate active engagement on topics of importance to Kansas and respond to the following needs:

- External communication – website, public relations, coordinating/facilitating contact between K-State students, faculty, and staff and external groups
- Leveraging and partnering with other coordinators/facilitators such as the Center for Engagement and Community Development & Institute for Civic Discourse and Democracy
- Infusing sustainability in extension services

- Manhattan and surrounding area connections and needs
- Connecting K-State research, on-campus work, and student learning with the Manhattan community, State of Kansas, and beyond
- Sustainability speaker's bureau organized by K-State

Recommendation F.3. Engage Alumni

Action: Assist the K-State Alumni Association in developing an outreach campaign for alumni interested in sustainability issues and careers, and/or K-State's efforts related to sustainability.

Recommendation F.4. Engage Donors

Action: Assist K-State Foundation in organizing an effective and targeted fund-raising campaign for campus needs.

Recommendation F.5. Engage the Business Community

Action: Increase business (and industry) partnerships with interests in both sustainability and supporting higher education.

Recommendation F.6. Engage Sustainability Networks

Action: Learn best practices/share successes. The Office of Sustainability should lead and participate in state, regional, national, and international networks for information sharing of sustainability efforts in higher education, and it should facilitate efforts by various units at K-State in networking with their counterparts elsewhere.

G. Student Life

Recommendation G.1. Develop Green Employment Resources

Action: The Office of Sustainability, Career and Employment Services, and other areas of the Office of Student Life should develop appropriate university services to share "green" job and internship opportunities with students and alumni.

Recommendation G.2. Develop Student Orientation Programming

Action: The Office of Student Life and Office of Sustainability should develop orientation programming and information for new students to introduce them to sustainability opportunities at K-State and encourage their participation.

Recommendation G.3. Develop Prospective Student Recruitment Programming

Action: The Office of Student Life and Office of Sustainability should develop recruitment programming and information for prospective students to introduce them to sustainability opportunities at K-State and effectively promote K-State's successes.

Recommendation G.4. Promote Student Activities and Engagement

Action: The Office of Student Activities and Services and Office of Sustainability should incorporate sustainability initiatives into student activities and services, including but not limited to on-campus events, educational materials, organizational efforts, and programming.

H. Sustainability Values and Mission

Rationale: The University's actions should reflect its values. Sustainability principles can be found in the University's mission, motto, and elements of its strategic plan. As the K-State community develops greater understanding of the principles of sustainability, its actions will become more congruent to its sustainability-related values.

Action: University leadership needs to reinforce the overlap between university values and sustainability principles on an ongoing basis. The campus community needs to become more aware of sustainability principles and the potential of improving the alignment of our values and actions.

VI. Conclusion

This task force has articulated a vision and set of recommendations for action throughout K-State on the theme of sustainability. The vision and recommendations were developed with the aim of enhancing K-State's mission, tradition, and culture as a land-grant university through simultaneous consideration of environmental, social, and economic (triple bottom line) impacts of K-State as an institution.

By virtue of its mission and responsibilities, K-State has a great opportunity to serve the needs of Kansans and Kansas as we participate in a world that is simultaneously more economically and socially interdependent, and more ecologically fragile. The recommendations in this report reflect the scope and scale of these needs, while at the same time attempting to balance our efforts through a combination of central leadership and decentralized decision making that is right for K-State.

The Sustainability Task Force is pleased and excited to report the vision, statement of needs, and compilation of recommendations included herein. We anxiously await action and leadership on these items as we all strive to enhance the responsiveness of K-State to the needs of our students, the citizens of Kansas, the least among us, and the Earth.