

Cornell University

Sustainability: Today and Tomorrow

2013 Strategic Plan and Annual Report for the Ithaca Campus

**President's Sustainable Campus Committee
April 2013**

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Introduction

As a world leader in sustainability, Cornell University is a committed steward of the Earth and its people. From innovation to public engagement, Cornellians are balancing today's economic, environmental, and social issues with related needs of the future. It is a tremendous interdisciplinary challenge, which Cornell is uniquely positioned to address through research, education, public engagement, and campus operations.

Sustainability: Today and Tomorrow is a guiding document to support Cornell University's efforts in environmentally, socially, and economically sustainable leadership. Updated annually this document is both an annual report and strategic plan for the Ithaca campus and outlines broad strategies; recent accomplishments; governance and current efforts, including goals and targets across 10 focus areas; student initiatives; and opportunities ahead. The appendix catalogs partners and stakeholders in Cornell's efforts.

The university's commitment to campus sustainability was formalized in the 2010-2015 Cornell University Strategic Plan, which calls for sustainability to be a guiding principle in all campus operations, including the implementation of the Climate Action Plan and Comprehensive Master Plan. The first Campus Sustainability Plan released in 2011 provided the first comprehensive summary of Cornell's initiatives and goals in service to the high-level goals outlined in the Strategic Plan.

Cornell's commitment to sustainability spans the core areas of the university...

Research

A premier hub for sustainability research, Cornell cultivates internal and external collaborations to advance multidisciplinary research in energy, environment, and economic development. The interconnected and interdependent nature of these arenas transcends individual disciplines, encouraging partnerships and innovative thought. Across campus, scholars form multi-disciplinary research partnerships utilizing their unique strengths. The David R. Atkinson Center for a Sustainable Future brings these scholars together—catalyzing cross-disciplinary intellectual collaborations, stimulating an open research environment on and off campus, and engaging with a wide variety of key partners.

Education

Students at Cornell can choose from a variety of sustainability curricula or minor in climate change and sustainable energy systems. Courses are designed by scholars who are the most creative and productive in their disciplines, allowing students to view sustainability in relationship to their chosen field of study. Student organizations provide real world experience in creative problem-solving, leadership, service, and entrepreneurship across a broad range of sustainability topics. Meeting every challenge with the spirit of explorers, students discover sustainable solutions for their community and world.

Public Engagement

As New York's land-grant university, Cornell transforms the quality of life in the state, the nation, and the world. Cornellians use knowledge for the public good, striving to turn research into action through sustained collaborations and partnerships at local, state, and international levels. To advance the university's commitment to sustainability, Cornell relies on strong governmental, corporate, and reciprocal community partnerships—a reason the Carnegie Foundation for the Advancement of Teaching recognizes Cornell as an "Institution of Community Engagement." These collaborations provide the mutually beneficial exchange of knowledge and resources between Cornell, citizens, and organizations as they make crucial decisions for a sustainable future.

Campus Operations

At Cornell, the operation of campus reflects the university's commitment to sustainability. From large-scale energy savings projects to personal choices to recycle, Cornell is a living laboratory where doers meet thinkers and learners. With this knowledge, the President's Sustainable Campus Committee (PSCC) oversees all aspects of campus sustainability-related operations: energy, climate, water, food, waste, buildings, people, land, purchasing, and transportation. The committee includes representatives from faculty, staff, and students and is just one example of the university's efforts to foster collaboration between academic units and campus operations.

Strategic Plan

Overarching Strategies

The following seven strategies provide a broad overview of Cornell's long term aims across research, education, engagement, and campus operations. These strategies serve as a high-level road map for annually updated priorities and objectives highlighted later in this document.

1. Internationally recognized for cutting-edge sustainability science and education
2. Environmental sustainability serves as a guiding principle in planning and decision-making
3. A campus culture of sustainable and inclusive behavior
4. Excellence in academic-operations partnerships
5. Achievement of interim benchmarks on the path to climate neutrality by 2035
6. Development of a dense, green, and compact campus
7. Contributions to a just and sustainable future for the Finger Lakes region and New York State

1. Internationally recognized for cutting-edge sustainability science and education

Cornell's colleges lead the development of sustainability education. The colleges currently offer 337 introductory, fundamental, and specialized sustainability courses, and provide courses of study through new majors and minors; including an Environmental Science and Sustainability major, Climate Change minor, Sustainable Energy Systems minor, and a Minority, Indigenous, and Third World Studies minor. Cornell University's David R. Atkinson Center for a Sustainable Future (ACSF) advances multidisciplinary research and cultivates innovative collaborations within and beyond Cornell to foster a sustainable future for all. The ACSF uses its program resources to multiply the productivity and visibility of Cornell's distinguished academic units, centers, and institutes. ACSF's 318 Faculty Fellows form a vibrant research community spanning across all Cornell colleges and encompassing more than 66 departments. Since its inception, ACSF has seeded more than 50 cross-cutting research efforts, generating over \$92 million of external follow-on funding to advance initiatives from concept to impact. In April 2012, the Atkinson Center and CARE USA launched a new partnership, CARE-Cornell, to advance sustainable solutions to global concerns, including world hunger and climate change. The partnership is focused on the most vulnerable populations, especially women and families. This unique collaboration unites Cornell's leading scientists in sustainability and CARE's professional staff in 70+ nations on a singular mission to address the most urgent needs of women, families, and communities in the developing world.

2. Environmental sustainability serves as a guiding principle planning and decision-making

In May of 2010, Cornell University formally adopted a five-year strategic plan to implement university-wide goals and actions that crosscut or transcend the boundaries of colleges, schools, and administrative units. In regard to the Ithaca campus, the plan details how decisions regarding facilities and the physical environment typically involve the complex interplay of multiple factors and interests that must be recognized and addressed in order to steward the university's physical resources. These decisions will be framed by and consistent with Cornell University's commitments to sustainability. The Strategic Plan specifically states that an integrated planning model will make environmental sustainability a guiding principle in the stewardship of the university's facilities and resources and in assessments of its impact on the community and region.

3. A campus culture of sustainable and inclusive behavior

A diverse and inclusive community is the foundation for the meaningful exploration and exchange of ideas. In 2011, the University Diversity Council developed an institutional diversity planning initiative, "[Toward New Destinations](#)" that lays the foundation for the university to remain positioned on the leading edge of education and employment through enhancement of a culture that provides for the full participation of all members of our community. In a similar way, the University's Strategic Plan and Climate Action Plan address the need to integrate environmental sustainability into the culture of the institution alongside such an ethic of inclusion. The President's Sustainable Campus Committee People Focus Team supports the alignment of these important institutional commitments, and seeks programmatic collaborations that focus on culture change, well-being, leadership development, and public engagement.

4. Excellence in academic-operations partnerships

Cornell strives to be "living laboratory for sustainability creating sustainable solutions through action-oriented partnerships between faculty, students, staff, and off-campus partners. As a living laboratory, the campus becomes a test bed for applied research and experiential learning, and operational innovation is accelerated. The President's Sustainable Campus Committee's 10 Focus Teams were designed to provide a forum to enable such collaborations. The Cornell NYC Tech project highlights the living laboratory approach from the initial student leadership in the design of a communications campaign to the student-staff teams assisting in the planning for a cutting-edge net-zero energy building. Lessons learned here, practices refined, and innovations developed help Cornell become more sustainable, and set an example for various entities both near and far.

5. Achieve interim benchmarks on the path to climate neutrality by 2035

Created with financial support from the New York State Energy Research and Development Authority and among the first such comprehensive programs undertaken by a major university, the Climate Action Plan (CAP) sets the goal of reducing carbon-based emissions from the Ithaca campus to net zero by the year 2035, thus achieving carbon neutrality. Recommended actions in the plan will help the university improve the energy efficiency of its facilities, reducing operating expenses and realizing savings otherwise subject to commodity fuel cost fluctuation, projected carbon legislations, and potential capital expenditure. At the same time, the CAP will help Cornell unify research and teaching around sustainability in its broadest sense: economic strength and stability; research and teaching excellence; and outreach programs that fulfill our Ivy League and land grant missions.

6. Development of a dense, green, and compact campus

In 2005, with new development on the campus increasingly constrained, Cornell determined it needed a vision and strategy for the best use of the university's lands, both within and beyond the current academic core. The campus master plan provides the university with an integrated framework to guide its long-range physical development over a 30-to-60-year time frame. The campus master plan and subsequent master planning processes are guided by five interrelated and mutually supportive principles. These principles respond to the issues and opportunities that emerged early in the process and encapsulate the main objectives of the plan. They describe an integrated approach to sustainability, recognizing that the stewardship and development of Cornell's campus must balance academic, social, cultural, athletic, environmental, and economic priorities, improving its setting over time for the benefit of all people and ecosystems. These principles are to support the academic mission, promote stewardship, enhance the campus experience, reinforce community, and ensure integrative planning and design.

7. Contributions to a just and sustainable future for the Finger Lakes region and New York State

As New York State's land grant university, Cornell transfers and applies university-based knowledge for practical benefits and, as a major enterprise, contributes to the State's economic vitality, ecological sustainability and social well-being. In 2011, Cornell was recognized by the Carnegie Foundation as one of the country's leading "[Institutions of Community Engagement](#)" because of the depth of its many community research partnerships and the breadth of its civic engagement opportunities for students, faculty, and staff across the university. Engaged Learning + Research, a new university-wide center, was recently founded to build off Cornell's accomplishments in the area of engagement, and advance academic service-learning, community-based research, and public scholarship across a wide spectrum of academic disciplines and programs. In December 2011, Mayor Bloomberg selected Cornell

University to build a world-class applied sciences campus on Roosevelt Island, in the heart of New York City. Cornell NYC Tech fuses educational excellence with real-world applications and commercializes technology rooted in three interdisciplinary hubs: Connective Media, Healthier Life and Built Environment. The campus aims to build one of the largest net-zero energy academic buildings, a model of sustainability and innovation in both design and function.

2013 Objectives

The following seven objectives were established by the President's Sustainable Campus Committee as priorities to advance Cornell's long term sustainability strategies. For each objective a responsible party and annual objective is provided.

1. Continuous improvement through sustainability performance reporting
2. Stimulate multidisciplinary sustainability research
3. Update the Climate Action Plan
4. Pilot a Sustainability Engagement Campaign in the College of Engineering
5. Implementation of a broad social media strategy
6. Advancing leadership development programs for sustainability
7. Engage in partnerships to promote sustainability outside Cornell

1. Continuous improvement through sustainability performance reporting

Responsible Party: Campus Sustainability Office

Annual Objective: Optimize STARS as a campus scorecard and improve STARS scores in all categories

Sustainability has become a cross-cutting priority for Cornell University and requires leadership and activity from a wide range of departments and divisions. In order to measure our success over time and to communicate efforts to prospective students and interested members of the public, the Sustainability Office has coordinated submissions to voluntary surveys from Princeton Review, Sustainable Endowments Institute, and Sierra Club over the last three years. None of these surveys covers the breadth of sustainability initiatives on campus. In 2011, Cornell registered as a Charter Member of the national Sustainability Tracking, Assessment, and Rating System (STARS), which provides a standard set of sustainability performance data that is comparable across institutions. Cornell has achieved a Gold Rating in the STARS system. See Appendix B to see the STARS Scorecard. More information on most recent STARS submission is available [here](#).

2. Stimulate multidisciplinary sustainability research

Responsible Party: Atkinson Center for a Sustainable Future

Annual Objective: Provide approximately \$700,000 in funding for new research

The Atkinson Center's cornerstone program, the Academic Venture Fund (AVF) is designed to stimulate new, original, multidisciplinary research at Cornell in sustainability research, emphasizing work having the potential to involve external partners such as industry, government, foundations and other non-

governmental organizations. In 2013, the Center commits to funding approximately \$700,000 in new projects and to host and promote forums that engage faculty from multiple disciplines across campus.

3. Update the Climate Action Plan

Responsible Party: Campus Sustainability Office

Annual Objective: Engage the PSCC and campus stakeholders in a comprehensive update of the Climate Action Plan, submitted by January 2014

The 2009 Climate Action Plan (CAP) was based on the best knowledge of fiscally responsible carbon-reducing operations and research opportunities to demonstrate new technologies in 2009. Given that energy prices, government regulations, and research opportunities are constantly changing, the CAP will remain a living document that requires regular assessment and updates. As required by our commitment to the American College and University Presidents Climate Commitment, Cornell will assess these changing conditions along with our accomplishments to date and provide an updated CAP every two years. Over the course of 2013 a major CAP update will be undertaken and released in January, 2014. The Campus Sustainability Office will facilitate the review and update of the CAP with participation from staff, students, and faculty from Focus Teams and across campus.

4. Pilot the Sustainability Engagement Campaign in the College of Engineering

Responsible Party: Energy Management

Annual Objectives: Launch campaign in fall 2013 and complete toolkit for expansion by 2014

The Energy Management Office along with various campus stakeholders is developing a campaign focused on achieving resource conservation and community wellbeing impacts. The campaign will focus on individual colleges and residence halls and utilize peer-to-peer networking, leadership development, community-based social marketing and social media approaches to engage the campus community. The vision of the campaign is to create social norms within faculty, staff and students that lead to making thoughtful decisions about resources and creating healthier communities. The approach is based on the success of the CALS Green program that ran in 2010 within 6 academic buildings and recent survey data on Cornell faculty, staff, and graduate students by Professor Katherine McComas that showed 96% of those surveyed support energy conservation practices. In order to reach the diverse audiences of the Cornell community, the campaign will be strategically planned with input from the individual colleges and units to target specific, sustainable actions for its constituents. By working with each college and unit, the campaign will be able to reach more individuals by developing key messages based on the attitudes and mentalities of the members within that community.

5. Implementation of a broad social media strategy

Responsible Party: PSCC Communications Committee

Annual Objective: Coordination and integration of social media across multiple sustainability websites and use of the Honeycomb technology to streamline newsletters.

The Campus Sustainability Office (CSO) in collaboration with University Communications, and the Atkinson Center for a Sustainable Future launched a new 'Cornell is a living laboratory for sustainability' themed website and social media strategy in late 2012 that aims to dramatically expand the reach of Cornell's sustainability efforts and opportunities to engage the campus community. The PSCC Communications Committee will oversee the integration of social media efforts across various platforms. The website has several new features to support its engagement and informational objectives. All web pages highlight current and relevant blog posts including news, events, videos, and actions with tools to comment on and share posts using popular social media options (Facebook, Twitter, LinkedIn, RSS, and email). The blog posts draw content from the Chronicle, Sun, Atkinson Center for a Sustainable Future, local newspapers, and web-based articles from around the world. Blog posts are reviewed and published daily by CSO staff. The Take Action section of the website provides tools for campaigns as well as featuring behavior change suggestions and opportunities to engage with campus, local, and national education, research, and organizations. The website's blogs are published daily as Facebook posts and Twitter tweets by the CSO, and disseminated in the weekly Sustainability News Blast email. Post authors are responsible for engaging in online "conversations" about the posts (e.g. responding to comments, sharing or re-tweeting, etc.). To date, website traffic and social media activity has more than doubled. Google Analytics data indicates that the *Cornell Sustainability News Blast* and our more active social media accounts are largely responsible. CSO is in the process of planning usability evaluations for the first half of 2013 to identify improvements that should be considered for the website design.

6. Advancing leadership development programs for sustainability

Responsible Parties: PSCC People Team and Human Resources

Annual Objectives: Integrate sustainability as a university-wide 'skill for success'

Given the breadth and complexity of Cornell's sustainability commitments, the university cannot approach the work as simply a technical operational and environmental endeavor. Critical to sustainability will be progress in Cornell's commitments to diversity and inclusion, community engaged learning and research, and human wellbeing. There is a clear need for the development of staff, student, and faculty capacities to advance sustainability in both the social and environmental dimensions, as individuals and members of the campus community. The People Focus Team will play vital role in the advancement of "people-centered" sustainability approaches that strengthen leadership capacities, support a culture of inclusion, and promote sustainable, healthy lifestyle choices in both personal lives and campus-related activities. The People Focus Team will support existing

partnerships between Human Resources, Diversity Councils, Cornell United Religious Work, University Communications, Cornell Outdoor Education, and Student and Academic Services. These partnerships will be critical in the development of resources for personal choices, programs for student leaders, orientation and ongoing training for students and staff, residential programs, departmental Green Teams, and additional community-building activities for staff and students.

7. Engage in partnerships to promote sustainability outside Cornell

Responsible Parties: Community Relations, Tompkins County Cooperative Extension, and Engaged Learning + Research

Annual Objective: Participate in at least 2 new sustainability-focused community engagement projects in the Finger Lakes region

As the land grant university for New York State, and with a mission to impact the well-being of people around the world, Cornell has a critical role in advancing sustainability outside of the Cornell campus. Through a combination of public engagement organizations, partnerships, and networks, Cornell's advancements in sustainability can be leveraged to have a much broader impact. Cornell has a leadership role in each of the following areas, and must continue to be a proactive leader and identify the highest impact opportunities that can be served by Cornell's diverse human, intellectual, and financial resources:

Regional

- Ongoing membership in the Tompkins County Climate Protection Initiative
- Support for the development of downtown Ithaca Sustainability Center

Statewide

- Ongoing leadership by Cornell Cooperative Extension in the areas of sustainable food systems, nutrition and health, climate and energy, and natural resource management

National

- Support and extend college and department briefings for federal officials on the science of sustainability
- Membership in Association for the Advancement of Sustainability in Higher Education (AASHE) and the American College and University Presidents Climate Commitment (ACUPCC)

Global

- Evaluate membership in the International Sustainable Campus Network
- Participate in the United Nations' Conference of Parties on Climate Change

2013 Focus Team Objectives

The President's Sustainable Campus Committee's Focus Teams develop program recommendations, assess progress, and help implement policy recommendations in major operational areas related to sustainability. The teams are composed of staff from these operational areas, students and staff who represent key Cornell community groups, and faculty whose research interests intersect with sustainable campus endeavors. The Focus Teams develop long term strategies and annual objectives, reported below, to guide their efforts. In addition the teams oversee sustainability performance reporting in their respective areas.

Buildings Team

Staff Lead: Brad Newhouse, Contract Colleges Facilities

Academic Representative: TBD

Cornell is taking steps to improve the sustainability performance of the campus buildings. Buildings are generally the largest user of energy and the largest source of greenhouse gas emissions on campuses. Buildings also use significant amounts of potable water. Cornell aims to design, build, and maintain buildings in ways that provide a safe and healthy indoor environment for inhabitants while simultaneously mitigating the building's impact on the outdoor environment. Team objectives include:

- **PRIORITY ACTION:** Refine energy modeling and building energy intensity standards to serve as an integral process within design and construction.
- Assessment of carbon reductions and participation in Climate Action Plan update
- Support policy of LEED Silver and 30% less energy use than ASHRAE standards for all new buildings and renovations over \$5 million with a goal of achieving 50% less energy use.
- Reduction of average energy intensity to 150,000 BTU/SF/YEAR in labs and 50,000 BTU/SF/YEAR in office spaces.
- Develop additional metrics and targets in the following areas: Standardized Tools for Building Energy Modeling, Post Occupancy Evaluations, Efficient Space Utilization, Outreach, Maintenance and Operations, Energy Conservation, Design and Construction Standards.

Climate Team

Staff Lead: Abena Ojetayo, Facilities Engineering

Academic Representative: Tim Fahey, Professor, Natural Resources

Cornell is committed to reducing greenhouse gas emissions related to campus operations. The Cornell Climate Action Plan (CAP) aims to completely eliminate net carbon emissions from campus by 2035. The Climate team will lead this effort by tracking emissions and facilitating the implementation of initiatives that reduce our carbon footprint. Team objectives include:

- **PRIORITY ACTION:** Oversee the bi-annual Climate Action Plan update process

- Develop a draft policy recommending an institutional adoption of a carbon offset program.
- Submit bi-annual greenhouse gas reports to American College and University Presidents Climate Commitment (ACUPCC) and annually to the Environmental Protection Agency (EPA).
- Support university efforts to diversify energy portfolio with renewable sources through public private partnerships.

Energy Team

Staff Lead: Mark Howe, Energy and Sustainability

Academic Representative: Jeff Tester, Professor, Chemical and Biomolecular Engineering
Cornell is reducing energy consumption through conservation and efficiency, and switching to cleaner and renewable sources of energy such as solar, wind, geothermal, and low-impact hydropower. Implementing conservation measures and switching to renewable sources of energy can also help save money. Renewable energy generated locally will reduce carbon emissions and support local economic development. Team objectives include:

- **PRIORITY ACTION:** Reduce energy consumption through a college-level engagement campaign including green office and lab certification and building dashboards
- Assessment of carbon reductions and participation in Climate Action Plan update
- Complete 3 major Energy Conservation Initiative projects.
- Create 3 additional renewable energy courses.
- Explore opportunities for solar and biofuel energy production.

Food Team

Staff Lead: Therese O'Connor, Dining Administration

Academic Representative: Jane Mt Pleasant, Associate Professor, Horticulture

Our team addresses the sustainability of the Cornell food system, examining it from multiple perspectives and involving players and stakeholders from across the community. We consider food as it is procured, prepared, and served in all food service facilities on campus. By educating the campus community, we attempt to raise awareness and inspire students, staff, and faculty to adopt behaviors that will lead to a more sustainable food system. The team includes members from: Cornell Dining, The Statler Hotel, various food service contractors, Cornell Cooperative Extension of Tompkins County, Cornell University Agricultural Experiment Station, students, and faculty from food-related disciplines.

- **PRIORITY ACTION:** Foods consumed on campus are produced and transported in ways that minimize environmental costs, support regional farmers and producers, improve human health, and are economically affordable to our community.
- Food service facilities minimize waste at every stage of their operations.
- Campus community members are knowledgeable about the complexity of the food system and can make informed choices that support a sustainable food system.

- Students, staff, and faculty collaborate on research projects that address sustainable food at Cornell.
- University policies consistently support a sustainable food system at Cornell.

Land Team

Staff Lead: Mina Amundsen, Capital Projects and Planning

Academic Representative: Marianne Elizabeth Krasny, Professor, Natural Resources

Cornell manages its land and land-based resources weaving sustainability through its planning and operations. The Cornell Master Plan is a guide for long-term green development in a compact footprint, with greater densities, mixed uses, a more pedestrian, bike, and transit friendly campus, and maintaining over two-thirds of the campus as open space. Housing and transportation initiatives are closely interlinked with sustainable community and regional development and infrastructure. The grounds, and working landscapes (including extensive research plots, orchards, pastures, wooded areas, and recreation and athletics fields) are maintained to minimize the use of toxic chemicals and prioritize the use of native species. Natural areas are managed for the conservation of plant and wildlife habitat, as well as natural resources. The management of the two gorges that run through the campus is an important component of this stewardship. The Land Team will advocate for best practices in sustainable campus land use planning and management and serve as a recognized clearinghouse for information and decisions related to gorge management within Cornell. Its membership reflects the multiple areas of expertise required to develop sustainable land use, management, development, and conservation policies.

- **PRIORITY ACTION:** Research and adopt LEED-ND for campus development in 2013.
- Assessment of carbon reductions and participation in Climate Action Plan update
- Develop additional metrics for land use, ecosystem services.
- Engage Students in campus stewardship activities (FOG, COE, planning and landscape projects, measuring ecosystem services, etc.)
- Communicate the naturalization effort to Cornell community.
- Complete Campus Tree Inventory update to include ecosystem services (maintaining Tree Campus designation).
- Promote use of and learning opportunities related to campus, natural areas, and city trails through creating maps, interpretive signs, QR information linked to through smart phones, and encouraging local hikes.
- Establish green infrastructure for storm water management/CO2 emissions absorption.
- Develop additional metrics.

People Team

Staff Lead: Linda Croll Howell, Inclusion and Workforce Diversity, Human Resources

Academic Representative: Susanne M. Bruyère, Professor, School of Industrial and Labor Relations

Recognizing sustainability as responsible and effective utilization of our limited resources,

Cornell's people resources are an important area of focus. We strive to practice sustainable people leadership creating a climate where our diverse faculty, staff and students are fully engaged and have the tools, resources and support to achieve their personal wellbeing. We also will provide the knowledge, tools, and resources to empower every member of the Cornell community to demonstrate leadership in all aspects of sustainable stewardship.

- **PRIORITY ACTION:** Host one community-wide educational experience on campus that highlights the connection between diversity and sustainability.
- Continuous improvement of Management Academy sustainability module for campus managers.
- Work with the Staff Survey team on increasing personal energy program.
- Create student based lunch series.
- Integrate key sustainability facts/information into the new employee orientation.
- Support launch of Green Offices program.
- Collaborate with Diversity Councils to develop a 'Toward New Destinations initiative' in one division that highlights the connection between diversity and sustainability.

Purchasing Team

Staff Lead: Tom Romantic, Procurement Services

Academic Representative: Rohit Verma, Professor, Executive Director the Center for Hospitality Research

Cornell is using its purchasing power to help build a sustainable economy in areas such as recycled paper in the library printers to ENERGY STAR products. Each purchasing decision represents an opportunity to choose environmentally and socially preferable products and services and support companies with strong commitments to sustainability.

- **PRIORITY ACTION:** Continue to work with R5 group and Dining groups to communicate contracts with sustainable suppliers.
- Increase awareness of paper buying on campus through workshops offered at annual vendor show.
- Expand the availability of e-invoices to suppliers w/ limited IT capabilities via web form.
- Increase percentages of Ecologo & Green Seal usage specifically.

Transportation Team

Staff Lead: Joe Lalley, Facilities Operations

Academic Representative: Kathryn Gleason, Professor, Architecture

Cornell continues to engage the campus and the region to move toward more sustainable transportation systems through partnerships that include Tompkins County Area Transit, Ithaca Carshare, Big Red Bikes and Zimride. We will continue to promote the use of alternative fuels, vehicles, and transportation modes for commuting, business travel, and fleet use to lower Cornell's carbon emissions, and will continue to reduce the dependence on single-occupant vehicles (SOVs).

- **PRIORITY ACTION:** Assessment of carbon reductions and participation in Climate Action Plan update Commission three (6) electric vehicle charging stations by June 2014
- Define LEV parking program by June 2014 for FY 2015 implementation
- Add 2 more bike racks on campus by August 2013
- Continue TDM program support that includes support for Ithaca Carshare, TCAT and Zimride
- Help institutionalize Big Red Bikes and C-TRAC
- Implement improved short term parking program by August 2013
- Complete bicycle infrastructure plan by June 2014

Waste Team

Staff Lead: Spring Buck, Facilities Operations

Academic Representative: Jean Bonhotal, Associate Professor, Crops and Soil Sciences
Cornell reduces reuses, recycles, and composts. These actions reduce extraction of virgin materials such as trees and metals from the earth, and reduce Cornell's carbon impact. Cornell campus operations are a living laboratory for education and exploration of environmental stewardship in relation to waste.

- **PRIORITY ACTION:** Develop the scope, metrics, and network needed for a comprehensive, campus-wide full life-cycle materials management strategy
- Develop a university wide waste reduction policy
- Educate campus community through engagement opportunities with student clubs, green initiatives, green teams, individual efforts, and specialized programs.
- Become a benchmark institution for Universal Waste programs.
- Grow and develop money saving programs for improved management of university materials.
- Be a catalyst and a resource for landfill reduction generated at large scale university events.

Water Team

Staff Lead: Chris Bordlemay, Energy and Sustainability

Academic Representative: Todd Walter, Associate Professor, Biological and Environmental Engineering

Cornell conserves water and strives to protect water quality in the regional watershed through land management, green building practices, and conservation education. Water conservation and effective storm water management reduce the discharge into local surface waters and helps improve the health of local water ecosystems.

- **PRIORITY ACTION:** Research end-use breakdowns of water use and energy use associated with campus water use.

- Increase awareness and encourage water conservation and the Take Back the Tap campaign.
- Collect and compile existing data of Fall Creek watershed surveys.
- Benchmark water conservation plans in preparation for 2014 re-write of Cornell's Water Conservation Plan.
- Update Cornell Design Standards to incorporate filling stations, as appropriate.
- Increase web communications of storm water management initiatives.
- Monitor post-construction storm water practices for water quality.
- Coordinate with the Land Team to develop a campus wide storm water management plan.

Annual Report

2012 Accomplishments

The following accomplishments are a few highlights from an impressive year of sustainability outcomes and milestones. The accomplishments that were identified as priorities in 2012 by the President's Sustainable Campus Committee are followed by a ✓

1. Achieved a campus-wide STARS gold rating ✓
2. Proposed a cutting-edge Cornell NYC Tech sustainable campus plan ✓
3. Reported carbon emissions reduction of 32% since 2008 and 7% since 2010) ✓
4. Human Ecology Building became the first LEED Platinum Cornell building
5. Mann Library garden became the first SITES certified Cornell landscape
6. Cornell Dining received Marine Stewardship Council certification
7. Cornell received the Carnegie Community Engagement Classification
8. Hosted 3rd annual Sustainability Summit and awarded the Cornell University Partners in Sustainability Award (CUPSA) ✓
9. Launched a sustainability training for managers
10. Advanced sustainability at student orientation
11. CALS launched the Environmental Science and Sustainability Major and Climate Change Minor
12. Campus Sustainability Office launched a new website and social media strategy

1. Achieved a campus-wide STARS Gold Rating ✓

Cornell's attention to sustainability across the board earned the university a STARS gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS, the Sustainability Tracking, Assessment and Rating System, it is a transparent, self-reporting framework for colleges and universities to compare themselves with their peers and to provide benchmarks for improvement. It is the only comprehensive, peer-reviewed sustainability assessment tool designed for higher education. [Chronicle Story](#)

2. Plan for cutting-edge Cornell NYC Tech campus ✓

Cornell was selected to develop a cutting-edge NYC Tech campus on Roosevelt Island and has aggressively pursued a vision for a net-zero energy academic building and sustainability features deeply integrated into the campus environment. Cornell University Sustainable Design and Johnson School students have worked closely with Facilities Services to research and implement this vision for a 21st century, green-oriented campus. [Chronicle coverage of Cornell NYC Tech](#)

3. Reported carbon emissions reductions of 32% since 2008 and 7% since 2010 ✓

Since 1990 campus carbon emissions have been reduced by 57%. Two decades ago central campus emissions were at 333,000 tons, and the most recent Green House Gas Inventory highlights Cornell is now only emitting 141,000 tons. This also marks a 32% reduction since 2008. These reductions can be attributed to [Cornell's new combined heat and power plant](#), [the Beyond Coal initiative](#), [building energy conservation](#), increased output from the hydro-plant, and improved electric grid emission factors.

4. Human Ecology Building became the First LEED Platinum Cornell building

The U.S. Green Building Council certified the Human Ecology Building as LEED Platinum -- its highest rating for sustainable structures -- making it the first building to achieve the distinction on the Cornell campus. Opened in August 2011, the 89,000-square-foot building earned 53 out of 69 possible LEED credits, earning high marks for being developed on a sustainable site, limiting energy use and emissions and ensuring indoor environmental quality. Most notable of the building's environmental features is an extensive real-time energy usage monitoring system accessible through an online dashboard, giving researchers, students and others a trove of information to analyze its efficiency or to launch energy conservation competitions for users. [Chronicle Story](#)

5. Mann Library Garden Becomes the First SITES Certified Landscape

The Mann Library 5,000-square-foot entrance garden was site-assessed, designed and built by students in 2010 by the Creating the Urban Eden course. The students documented the process and helped Facilities Services prepare the SITES certification application. SITES is the nation's most comprehensive rating system for the sustainable design, construction and maintenance of built landscapes. The garden's sustainable features include healthy soil remediated with Cornell-made compost for better percolation, nutrients and microorganisms; a design that will have a closed canopy in two to three years so plants mesh and block out weeds; removal of invasive species; site-appropriate, pest-resistant plants; the preservation of two trees; and benches. [Chronicle Story](#)

6. Cornell Dining Receives Marine Stewardship Council Certification

Cornell became the first Ivy League school to be certified by the Marine Stewardship Council (MSC) for its use of sustainable seafood in its dining halls. To meet MSC certification standards, seafood must come from sustainable fisheries, which have low impacts on marine ecosystems, and MSC-certified processors and distributors. Beginning in 2012, Robert Purcell Marketplace Eatery and the Keeton

House Dining Room began serving sustainably certified seafood and Cornell Dining plans to expand the program to all campus dining outlets by 2015. [Chronicle Story](#)

7. Cornell receives the Carnegie Community Engagement Classification

As New York's land-grant university, Cornell has a long history of outreach, applied research, and community partnership. In 2011, the Carnegie Foundation for the Advancement of Teaching -- whose classifications of colleges and universities are considered the country's gold standard -- designated Cornell an "institution of community engagement," Cornell is now one of only 311 U.S. colleges and universities to receive this classification. [Chronicle Story](#)

8. Hosted 3rd annual Sustainability Summit and awarded the Cornell University Partners in Sustainability Award (CUPSA) ✓

November 28th was the 3rd annual gathering of the President's Sustainable Campus committee and its partners. Over 80 staff, students, and faculty attended the day-long event filled with speakers, workshops and a recognition ceremony. The CUPSA was awarded to Mona Aditya, a student for her leadership of the student Sustainability Hub and the development of an online sustainability education module for new students. The club, Cornell University Sustainable Design, won the 'group' category for their various efforts in Nicaragua and on the Cornell NYC Tech campus. Director of Campus Life Marketing and Communications, Karen Brown, won the staff category for her leadership of the Dump and Run program that targets outgoing students to donate reusable items to be re-sold in the fall. [Chronicle Story](#)

9. Launched sustainability training for managers

Cornell University's Management Academy is designed to further the skills of the university's current managers who can immediately apply what they have learned. The Sustainability Course is one of 10 required courses to complete a Management Academy Certificate. The three-hour, sustainability training demonstrates how sustainability fits into Cornell's culture, gives managers tools to encourage sustainability in their unit, identifies managerial interests, passions, and skills in relationship to sustainability and helps managers develop plans for integrating sustainability into their units. The Sustainability Course was first integrated in the program during the winter of 2012 and has already trained over 45 managers. [Pawprint Story](#)

10. Sustainability at student orientation

Beginning in 2010, the Orientation Steering Committee and the Campus Sustainability Office began a partnership to engage incoming freshmen in recycling, composting, and general sustainability awareness. In 2011 and 2012, all freshmen received a free, reusable Cornell water bottle, and all major orientation events had recycling and composting education coordinated by the Cornell Organization for Resource Efficiency (CORE). In addition, a sustainability market and educational sessions were organized throughout the week. [Cornell Daily Sun Story](#)

11. CALS Launches Environmental Science and Sustainability Major and Climate Change Minor

Sustainable development in research, education, and outreach has become a major priority in the College of Agriculture and Life Sciences. In the last year, sustainability has become a college-wide learning outcome and the college has created two new academic programs. [Major Chronicle story](#) and [Minor Chronicle Story](#)

12. Campus Sustainability Office launches new website

The Campus Sustainability Office (CSO) conducted a communications project in 2012 to design an integrated strategy to manage and enhance PSCC messaging, with an emphasis on a new website and use of social media tools. The website features the campus as a living laboratory concept and is intended to be an online destination where target audiences are engaged, informed, and motivated to become part of the sustainability effort at Cornell. Visitors can quickly obtain the information they need to appropriately engage in related efforts to help realize a sustainable campus and to encourage lifelong sustainable behavior. The website blog is fully integrated with a weekly newsletter and social media strategies using [Facebook](#) and [Twitter](#).

Student Initiatives

Historically, Cornell students have been catalysts for change on many fronts including carbon reduction planning, waste reduction, double-sided printing, bike and car sharing, and local food purchasing. Currently there are over 35 registered clubs that focus on sustainability. A small sample of campaigns and initiatives include: formation of a green revolving loan fund, divestment from fossil fuel industries, development of a sustainable neighborhood in Nicaragua, design of water treatments plants in Honduras, reducing bottled water use on campus, promoting composting in dining halls and residences, and development of an online sustainability education module for new students. These efforts are reflected in this current snapshot of student-led groups:

[Cornell University Sustainable Design](#)

Calling on the talent and knowledge of students from multiple disciplines, CUSD utilizes a research-based approach to create sustainable built structures...

[Big Red Bikes](#)

Big Red Bikes is a student managed free bike share program...

[Cornell Computer Reuse Association](#)

The CCRA rebuilds and donates computers and other technology to humanitarian organizations...

[Dilmun Hill Student Farm](#)

The farm provides students, faculty, staff and community with opportunities for experiential learning, group collaboration and research...

[CU Compost](#)

CU Compost is a student organization that aims to expand and promote compost practices...

[Environmental Law Society](#)

Environmental Law Society promotes interest in and awareness of environmental law at Cornell University...

[Greeks Go Green](#)

The Greek community at Cornell represents over 30% of the undergraduate population...

[Sustainable Global Enterprise \(SGE\)](#)

The Sustainable Global Enterprise Club focuses on the intersection of business and sustainability...

[Sustainability Hub](#)

The Cornell Sustainability Hub is a student-run organization dedicated to promoting and furthering the sustainability of our campus...

[Society for Natural Resources Conservation \(SNRC\)](#)

SNRC strives to keep sustainable use at the forefront of people's mind through education and campaigns...

[Farm to Cornell](#)

Farm to Cornell evolved out of expressed student interest to promote sustainable agriculture...

[Lights Off Cornell](#)

The university could save up to \$60,000 per year by simply turning off lights that are not in use...

[KyotoNOW](#)

Formed in response to the United States' rejection of the Kyoto Protocol in 2001...

[New World Agriculture and Ecology Group](#)

Analyze the environmental and social issues associated with contemporary agriculture in order to develop and implement sustainable alternatives...

[Take Back the Tap](#)

Cornell has recognized that the use of bottled water on campus is not a sustainable practice and is taking action to address it...

[AguaClara](#)

An engineering team at Cornell University dedicated to creating high-reliability, low-cost solutions to global water problems...

[Cornell Students Against Sweatshops](#)

Students fighting with workers for justice on our campus and around the world...

[Cornell Organization for Labor Action \(COLA\)](#)

COLA is a non-hierarchical organization of students committed to the struggle for economic justice...

[Sustainable Enterprise Association \(SEA\)](#)

SEA brings together students interested in exploring the intersection of non-profit, business, and government...

[Green Catch](#)

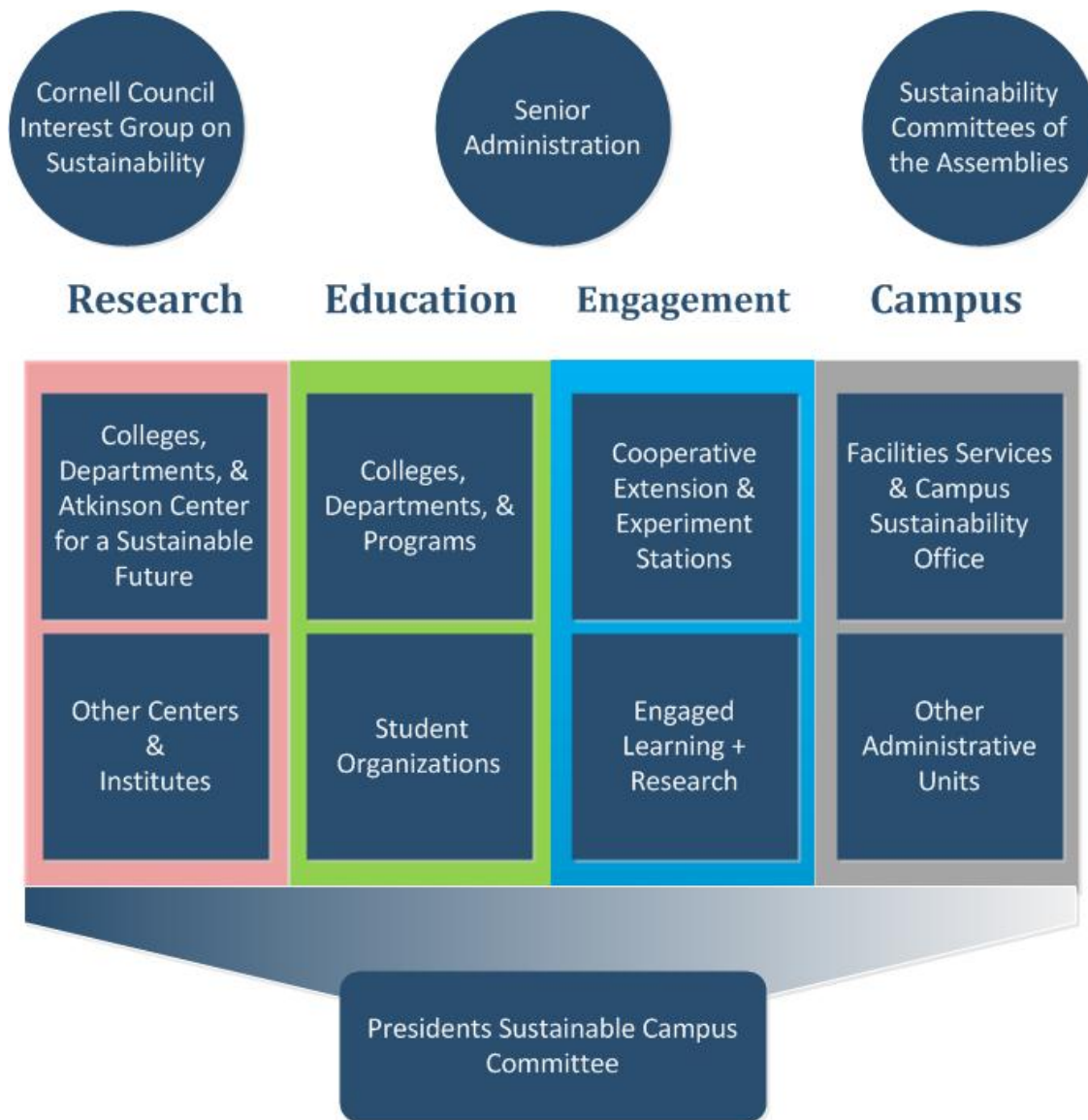
Green Catch educates students about sustainable seafood...

[Energy Corps at Cornell University](#)

Energy Corps' mission is to reduce Cornell's carbon footprint through implementation of cost-effective energy saving technology...

Governance Organizations

As a university-wide effort, the leadership and oversight of Cornell’s sustainability efforts involves numerous divisions, centers, departments, representative bodies, and organizations. The President’s Sustainable Campus Committee (PSCC) has been tasked by President Skorton to provide high-level oversight and coordination among these diverse stakeholders. The PSCC provides an annual report to the senior administration on this breadth of strategies and impacts. The chart below highlights many of these stakeholders, and further describes the PSCC’s committees, functions, and priorities.



President's Sustainable Campus Committee (PSCC)

The President's Sustainable Campus Committee (PSCC) was established to a) provide high-level oversight on administrative decisions that impact campus and regional sustainability and b) facilitate communication and promote synergies across relevant University functions and constituencies. The PSCC works to promote a culture of sustainability on campus through effective collaborations among staff, students, faculty, and regional partners, and it advocates for policies and programs that enhance Cornell's commitment to be a living laboratory for the environmental, economic, and social dimensions of sustainability.

PSCC Operational Strategies

- Partner with units, colleges, and programs that advance sustainability-related initiatives
- Support the ten Focus Teams and the Executive, Advisory, and Communications Committees
- Track sustainability metrics across all areas of sustainable operations, research, education, and public engagement
- Increase Cornell's recognition in national media through public sustainability reporting
- Support implementation of the University-wide sustainability initiatives including, but not limited to, the 2010-2015 Strategic Plan, Climate Action Plan, and Campus Master Plan
- Promote awards, volunteer recognition, and training to encourage and empower sustainability leadership among students, staff, and faculty

PSCC Measures of Success

- Strengthen and develop the 10 Focus Teams and PSCC subcommittees
- Update the Climate Action Plan biannually
- Improve STARS Rating
- Update the Ithaca Campus Sustainability Plan annually
- Host the annual Campus Sustainability Summit
- Provide an annual report to the President, Senior Staff, and College Deans
- Host networking events for teams and stakeholders
- Confer the annual Cornell Partners in Sustainability Awards to staff, students, and external partners

PSCC Membership

The PSCC consists of approximately 45 to 50 members, that is, all members of the Executive Committee, Advisory Committee, Communications Committee, and the Focus Team leaders. The President of Cornell appoints the staff and faculty co-chairs of the PSCC. The co-chairs select members of the Executive Committee, the chairs of the Advisory Committee and the Communications Committee, and the leaders of the 10 Focus Teams. Each chair and focus team leader serves at the discretion of the PSCC co-chairs. Each of the chairs nominates the members of their respective committees, with final approval from the PSCC co-chairs. Committee members serve at the discretion of the committee chairs. All members are appointed for three-year, renewable and staggered terms, so that no more than one-third of members are new each year.

PSCC Committee Structure



PSCC Executive Committee

Organizational Charge

The Executive Committee provides leadership for the PSCC through high-level strategic decision making on policies, initiatives, and allotment of resources, and reports annually to the President, Deans, Vice Provosts, and Vice Presidents, Alumni Advisory Board for Sustainability, and the Cornell Council Interest Group on Sustainability.

Operational Strategies

- Provide oversight for initiatives that seek to engage the overall PSCC and encourage collaboration across multiple focus areas, units, colleges, and regional partners
- Seek, consider, and respond to recommendations of the Advisory Committee, Communications Committee, and the Focus Team leaders regarding specific policies and initiatives
- Develop and promote specific policies and initiatives that have university-wide impacts
- Partner with the Campus Sustainability Office and the Atkinson Center for a Sustainable Future to mobilize the financial and human resources required for the advancement of the PSCC's overarching charge
- Members collectively and individually serve as thought leaders, advocates, and agents of change within their respective units, colleges, centers, and across campus

Measures of Success

- An energized and active membership provides leadership and guidance across the university community
- An increase in the number and quality of policy recommendations forwarded to senior staff and the Board of Trustees
- An increase in the number and quality of initiatives implemented across the PSCC

Membership and Meetings - *Approximately 10 members to meet monthly*

- *Co-Chair:* Kyu Whang, Vice President, Facilities Services
- *Co-Chair:* Tim Fahey, Liberty Hyde Bailey Professor of Natural Resources
- *Advisory Committee Chair:* Michael Hoffmann, Associate Dean of CALS; Director, CUAES
- *Communications Committee Chair:* Lesley Yorke, Public Affairs, University Communications
- Lauren Chambliss, Director of Communications, Atkinson Center for a Sustainable Future
- Mary-Lynn Cummings, Director of Space Planning, Planning and Budget
- Lisa James, Assistant Director, Facilities Management, Student & Academic Services
- Gary Stewart, Director Community Relations, Government and Community Relations
- Daniel Roth, Director, Campus Sustainability Office
- Bert Bland, Senior Director, Energy and Sustainability Department

PSCC Advisory Committee

Organizational Charge

The PSCC Advisory Committee develops and forwards recommendations to the PSCC Executive Committee that ensure continued progress toward sustainability on campus and in the local and regional communities. The advisory committee addresses policies and initiatives that impact colleges, research centers, and administrative units, as well as those that concern students, faculty, staff, and regional partners.

Operational Strategies

- Provide specific and actionable guidance to the PSCC Executive Committee that will result in clearly defined outcomes with specific timeframes
- Engage the Focus Teams, units, colleges, and programs that are interested in advancing sustainability-related initiatives and identify ways to help them succeed on specific issues or issues of common interest
- Members collectively and individually serve as thought leaders, advocates, and agents of change within their respective units, colleges, centers, and across campus

Measures of Success

- An energized and active membership that provides leadership and guidance to their units and the broader university community
- An increase in the number and quality of policy recommendations brought to the PSCC Executive Committee
- An increase in the number and quality of interactions with Focus Teams, units, colleges, and partners on sustainability-related initiatives

Membership and Meetings - *Approximately 15 members to meet quarterly*

- *Chair:* Michael Hoffmann, Associate Dean; Director CUAES, CALS
- Karl Pillemer, Associate Dean for Outreach and Extension, Human Ecology
- Joe Grasso, Associate Dean for Finance, Administration, and Corporate Relations, ILR
- Sarah Wicker, Associate Dean for Administration, Graduate School
- Alan Zehnder, Associate Dean for Diversity and Faculty Development, College of Engineering
- Aimee Turner, Associate Vice President, Finance
- Tracy Vosburgh, Assistant Vice President, University Communications
- Maria Cimilluca, Senior Director of Facilities Management, Facilities Services
- Frank DiSalvo, Director, Atkinson Center for a Sustainable Future
- Darrick Evensen, Graduate Representative, Board of Trustees
- Becca Macies, Student Sustainability Intern, Campus Sustainability Office
- Linda Croll Howell, Director of Work/Life Services, Human Resources
- Kent Hubbell, Dean of Students, Student and Academic Services
- Richard Kiely, Director, Engaged Learning + Research
- Ken Schlather, Executive Director, Tompkins County Cooperative Extension

PSCC Communications Committee

Organizational Charge

The Communications Committee is charged to raise the awareness of Cornell's campus sustainability efforts in support of PSCC strategic objectives. The committee develops and supports strategic relationships with Focus Teams, the Atkinson Center, Facilities Services, student leaders, and campus partners. The committee communicates "above the noise" with internal and external audiences by employing authentic storytelling and developing strategic messaging about Cornell's Living Laboratory. The committee leverages appropriate communications channels and technology on campus and in the broader sustainability community. The committee implements semi-annual campus sustainability awards.

Operational Strategies

- Develop a strategic communications plan to support broad communications about Cornell campus sustainability efforts.
- Focus Teams, Atkinson Center, Facilities Services, student leaders, and other campus partners provide content and context for sustainability stories, events, and programs.
- New members are added to the Communications Committee, especially partners in the colleges and units.
- The Living Laboratory brand is developed to support communications about campus sustainability and the PSCC Focus Teams.
- Committee members are aware of the breadth of channels and technology available, and make appropriate use channels/technologies for targeted audiences.
- External partners and staff/students are recognized for their sustainability efforts with semi-annual CUPSA awards.

Measures of Success

- Strategic communications plan is documented and forms basis for activity and decision-making.
- Current and new members are engaged in communications planning and storytelling; new members are recruited and trained.
- Living Laboratory brand is developed, integrated into the Sustainability message frame, and employed consistently by campus communicators. Audiences understand the meaning of Living Laboratory in the Cornell context.
- The Sustainability News Blast leverages Honeycomb technology for weekly news digest.
- CUPSA awards are used as a storytelling and engagement tool as well as recognition of campus partners in sustainability.

Communications Committee Membership and Meetings - Approximately 10 members to meet monthly

- *Chair:* Lesley Yorke, Public Affairs, University Communications
- Careen Arsenault, Sustainability Administrator, Campus Sustainability Office
- Spring Buck, R5 Operations Manager, Facilities Operations
- Wendy Franzese, Assistant to the Director, Facilities Management, Facilities Services
- Lisa Hogarty, Webmaster, Campus Sustainability Office
- Ashley Kossakowski, Energy Conservation Intern, Energy Management Office
- Mark Lawrence, Communications Manager, Atkinson Center for a Sustainable Future
- Becca Macies, Student Sustainability Intern, Campus Sustainability Office
- Erin Moore, Energy Conservation Outreach Manager, E&S
- Daniel Roth, Director, Campus Sustainability Office
- Raquel Sghiatti, Social Media Intern, Campus Sustainability Office
- Sarah Zemanick, Environmental Management Specialist, Campus Sustainability Office
- Karen Dietrich, EcoReps Intern, Campus Sustainability Office

PSCC Focus Team Leaders

Organizational Charge

The Focus Team Leaders support the development of multi-stakeholder Focus Teams with student, staff, faculty, and community partners. The Focus Teams support implementation of sustainability initiatives, identify policy gaps, and report on progress and barriers.

Operational Strategies

- Support collaboration between the academic community, students, operations, and external partners
- Recruitment and coordination of appropriate Focus Team members
- Provide briefings to the various committees of the PSCC
- Coordination, planning and/or implementation of the campus sustainability activities
- Support data collection and internal reporting through STARS and the annual Campus Sustainability Plan
- Partner with Campus Sustainability Office and Communications Committee to promote and communicate activities and opportunities

Measures of Success

- An energized and active membership that provides leadership and guidance to their units, clubs, and the broader university community
- Increase in the number of policy gaps and solutions identified and promoted to the PSCC Executive Committee
- Increase in the quantity and quality of sustainability initiatives implemented on campus
- Improvements in the relevant STARS points
- Number of campus community members engaged in related sustainable behaviors

Focus Team Leader Membership and Meetings

The Focus Team Leaders will meet with the full PSCC semi-annually and all 10 Focus Teams develop regular meeting schedules and participate in semi-regular networking events with other Focus Team members

Buildings Team

- Brad Newhouse, Capital Projects and Planning
- TBA

Climate Team

- Abena Ojetayo, Facilities Engineering
- Tim Fahey, Professor, Natural Resources

Energy Team

- Mark Howe, Energy and Sustainability
- Jeff Tester, Professor, Chemical and Bio-molecular Engineering

Food Team

- Therese O'Connor, Dining Administration
- Jane Mt. Pleasant, Associate Professor, Horticulture

Land Team

- Mina Amundsen, Campus Planning Office
- Marianne Elizabeth Krasny, Professor, Natural Resources

People Team

- Linda Croll Howell, Inclusion and Workforce Diversity, Human Resources
- Susanne M. Bruyère, Professor, School of Industrial and Labor Relations

Purchasing Team

- Tom Romantic, Procurement Services
- Rohit Verma, Professor, Executive Director the Center for Hospitality Research

Transportation Team

- Joe Lalley, Facilities Operations
- Katherine Gleason, Professor, Architecture

Waste Team

- Spring Buck, Recycling Operations
- Jean Bonhotal, Associate Professor, Crop and Soil Sciences

Water Team

- Chris Bordlemay, Water Treatment Plant Manager, Facilities Services
- Todd Walter, Associate Professor, Biological and Environmental Engineering

Additional Organizations

The Campus Sustainability Office (CSO)

The CSO catalyzes institutional transformation to foster a culture of sustainability and to integrate sustainability principles into campus planning and operations. The CSO oversees management of the President's Sustainable Campus Committees and Focus Teams. Additional functions include:

- Oversight of strategic sustainability communications including public relations, newsletters, sustainable campus website, and social media
- Advocate for sustainability in planning, design, construction, operation and maintenance
- Development and/or management of campus outreach programs
- Support for student leadership and engagement
- Coordination of performance data collection and public reporting utilizing STARS
- Partnership development through regional, national, and international networks and conference

Sustainability Committees in the Assemblies

Within Cornell University's campus governance system, several of the representative bodies have been involved with sustainability policy and programming on campus. At present, two representative bodies have active sustainability efforts: the Student Assembly (SA), the undergraduate student government system and the University Assembly (UA), a joint body made up of students, faculty, and staff. Both representative bodies can advise the President's Sustainable Campus Committee (PSCC). The SA has charged the Environmental Committee to debate and formulate recommendations on programs to improve Cornell's environmental performance. The UA has established the Campus Infrastructure Committee to be a standing committee focused on issues relating to environmental impact and sustainability in addition to other related issues such as facilities, transportation and information technology.

Alumni Advisory Board for Sustainability

The AAB-S (Alumni Advisory Board – Sustainability) is a group of selected alumni, chaired by Daniel Goldman ('87) who meet periodically throughout the year. The mission of the group is to provide support and counsel to the leadership of sustainability activities at Cornell University, principally through the director and staff of the David R. Atkinson Center for a Sustainable Future.

Cornell Council Interest Group on Sustainability

The CIG-S (Council Interest Group – Sustainability) is an ad-hoc collection of current University Council members interested in sustainability activities at Cornell University. The group forms annually at the Trustee-Council Annual Meeting in October.

Appendix A: Partners and Stakeholders

On Campus

- The Campus Sustainability Office, www.sustainablecampus.cornell.edu
- The Sustainability Hub, sites.google.com/site/cornellsustainabilityhub
- Atkinson Center for a Sustainable Future, www.sustainablefuture.cornell.edu
- Centers, institutes, and initiatives, www.sustainablefuture.cornell.edu/partners/index.php Includes the KAUST Sustainable Energy Institute, Energy Materials Center at Cornell, American Indian Program, Sustainable Global Enterprise, CIIFAD, Africa Initiative, Center for Transformative Action, and more.
- Cooperative Extension Sustainability Programs in New York State, cce.cornell.edu/sustainability/Pages/default.aspx

Regional Partners

- Tompkins County Climate Protection Initiative, www.tccpi.org
- Sustainable Tompkins, www.sustainabletompkins.org
- Tompkins County Environmental Management Council, www.tompkins-co.org/emc/
- New York Coalition for Sustainability in Higher Education <http://www.nycshe.org/>
- Northeast Campus Sustainability Consortium, <http://sustainability.yale.edu/necsc>
- Ivy Plus Sustainability Working Group, <http://sustainability.yale.edu/ivy-plus>

National Partnerships

- Association for the Advancement of Sustainability in Higher Education, www.aashe.org
- American College and University Presidents Climate Commitment, www.presidentsclimatecommitment.org
- Clinton Global Initiative, www.clintonglobalinitiative.org/

Appendix B: Sustainability Tracking, Assessment & Rating System (STARS) Scorecard

Categories	Score 2011	Score 2012	Changes since 2011
Education & Research Total	59.88%	66.46%	
<i>Average among all gold rated schools</i>	<i>73.13%</i>	<i>72.90%</i>	
Co-Curricular Education	14.54/18.00	15.09/18.00	The EcoRep Program is now offered twice a year as a course titled "Sustainable Lifestyle Practices"
Curriculum	22.74/55.00	26.24/55.00	Changed the approach to characterizing sustainability courses and included the college learning outcomes from Veterinary Medicine and CALS
Research	23.55/27.00	25.13/27.00	Increased the number of faculty involved in sustainability research
Operations Total	46.76%	50.98%	
<i>Average among all gold rated schools</i>	<i>47.02</i>	<i>46.78%</i>	
Buildings	4.86/13.00	5.00/13.00	Increased the number of LEED Buildings
Climate	5.74/16.50	7.18/16.50	Reduced greenhouse gas emissions
Dining Services	4.52/8.25	5.00/8.25	Increased food expenditures of Marine Stewardship Council certified fish and local beef
Energy	4.35/16.50	5.42/16.50	Reduced building energy consumption and developed a pilot project to use LED lighting in elevators
Grounds	2.47/3.25	3.25/3.25	Increased in the number of acres managed by Integrated Pest Management
Purchasing	3.81/7.50	3.91/7.50	Increased expenditures for EPEAT certified computer equipment and Green Seal cleaning products
Transportation	7.43/12.00	7.53/12.00	Increased the number of hybrid and electric vehicles in the fleet
Waste	8.63/12.50	8.64/12.50	Improved our waste diversion rate and handling of construction and demolition waste
Water	4.95/10.25	4.92/10.25	Although there was an increase in water conservation measures and education, water use was slightly elevated
Planning, Administration & Engagement Total	79.86%	82.64%	
<i>Average among all gold rated schools</i>	<i>71.09%</i>	<i>73.53%</i>	
Coordination and Planning	18.00/18.00	18.00/18.00	Continued to support President Sustainable Campus Committee and Campus Sustainability Office
Diversity and Affordability	13.75/13.75	13.75/13.75	Continued to support diversity and affordability initiatives
Human Resources	16.66/19.75	16.94/19.75	Increased participation in employee sustainability education programs
Investment	5.96/16.75	5.91/16.75	The portion of the endowment that is in sustainable investments decreased disproportionately to the changes in the total endowment
Public Engagement	25.07/31.50	27.83/31.50	Increased student involvement in community service
Innovation Total(Bonus Points)	100%	100%	
<i>Average among all gold rated schools</i>	<i>3.92/4.00</i>	<i>3.87/4.00</i>	
SITES(Sustainable Sites Initiative)	1/1	1/1	
CARE-Cornell Partnership	1/1	1/1	
School House of South Africa	1/1	1/1	
Sustainability Management Academy	1/1	1/1	
TOTAL	66.13	70.69	Average of 3 main categories + innovation points
<i>Green=Higher or the same score than in 2012</i>			
<i>Red=Lower score than 2012</i>			