



Western Michigan University  
Sustainability

# **Strategy and Accomplishments of the WMU President's Universitywide Sustainability Committee (PUSC)**

**SEI's Beyond Grades: College Sustainability Report Card  
Webinar Series**

**January 20, 2010**

Harold Glasser  
PUSC, Chair





# “The Gap”



The gap is the gulf that separates our collective aspirations from practical reality. More specifically, it is the breach between our stated values and aspirations to realize a more sustainable world *and* the world we create with our generally unsustainable actions, lifestyles, and policies.



“One of your Heavenly Shower heads has been turned off in an effort to minimize water usage and protect one of our most precious natural resources.

To experience the most out of your Heavenly Shower, you can turn the second shower head on by pushing the small button behind the lower head.”

# Rough Sustainability Activities Timeline

- 1990s wide range of energy efficiency activities originating from Operations Staff
- 2000s expansion of Operations activities to include water efficiency
- 2000-2003 WMU houses the Campus Sustainability Assessment Project (Directed by H. Glasser)
- 2002 Facility Life-Cycle Design Guidelines approved
- 2/2003 VP of Business & Finance, R. Beam, establishes a Campus Sustainability Committee, made up of staff, students, and faculty (Chaired by H. Glasser)
- 12/2003 Sustainability Committee creates the WMU “Environmental Mission Statement”—which lays out a commitment to “create a safe, healthy, aesthetically pleasing, & sustainable campus”. It is approved by the Faculty Senate & the Western Students’ Association.
- **2004-2007 the “Environmental Mission Statement” sits—unsigned—in the President’s Office**
- 1/2008 Newly appointed President John Dunn & VP of B&F, Lowell Rinker create a new President’s Universitywide Sustainability Committee (Chaired by H. Glasser)—with the mission to create a “Strategic Sustainability Initiatives Report”
- 1/2008 President Dunn signs the Talloires Declaration

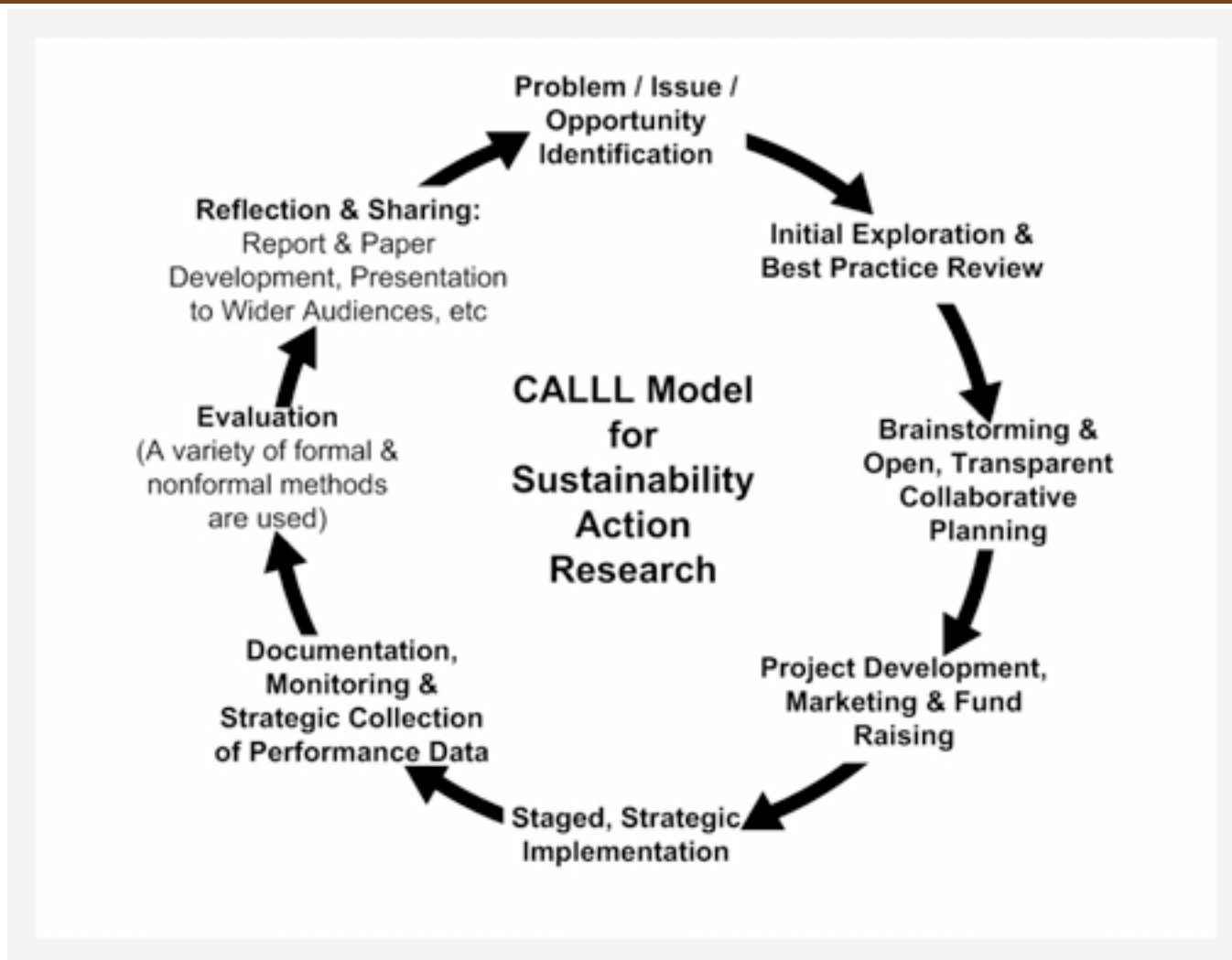
## Key Lessons:

1. Windows of opportunity can open (& close) rapidly—stay focused and be prepared for change.
2. Meaningful campus change can be accelerated with dual top-down and bottom-up leadership and collaboration!



# WMU's Strategy for Bridging "The Gap"

- VISION: Engage the whole campus in building a “culture of sustainability”—  
HIGHER EDUCATION FOR A HIGHER PURPOSE
- Open & regular statements of this vision from top leadership
- Support high levels of active social learning for sustainability
- View the campus as a living, learning laboratory for real-world problem solving
- Model the behavior we seek—use the campus as a “test bed” for rapid prototyping of solutions
- Dripping Faucet Model of Change (strategic incrementalism can, over time, generate radical behavior change)
- Document our work, evaluate, and reflect on/learn from our “successes & messes”
- Make our efforts VISIBLE!





## THE TALLOIRES DECLARATION

WE, THE PRESIDENTS, RECTORS, AND VICE CHANCELLORS OF UNIVERSITIES FROM ALL REGIONS OF THE WORLD are deeply concerned about the unprecedented scale and speed of environmental pollution and degradation, and the depletion of natural resources.


Local, regional, and global air and water pollution; accumulation and distribution of toxic wastes; destruction and depletion of forests, soil, and water; depletion of the ozone layer and emission of "green house" gases threaten the survival of humans and thousands of other living species, the integrity of the earth and its biodiversity, the security of nations, and the heritage of future generations. These environmental changes are caused by inequitable and unsustainable production and consumption patterns that aggravate poverty in many regions of the world.

We believe that urgent actions are needed to address these fundamental problems and reverse the trends. Stabilization of human population, adoption of environmentally sound industrial and agricultural technologies, reforestation, and ecological restoration are crucial elements in creating an equitable and sustainable future for all humankind in harmony with nature.

Universities have a major role in the education, research, policy formation, and information exchange necessary to make these goals possible. Thus, university leaders must initiate and support mobilization of internal and external resources so that their institutions respond to this urgent challenge.

### WE, THEREFORE, AGREE TO TAKE THE FOLLOWING ACTIONS:

- 1) Use every opportunity to raise public, government, industry, foundation, and university awareness by openly addressing the urgent need to move toward an environmentally sustainable future.
- 2) Encourage all universities to engage in education, research, policy formation, and information exchange on population, environment, and development to move toward global sustainability.
- 3) Establish programs to produce expertise in environmental management, sustainable economic development, population, and related fields to ensure that all university graduates are environmentally literate and have the awareness and understanding to be ecologically responsible citizens.
- 4) Create programs to develop the capability of university faculty to teach environmental literacy to all undergraduate, graduate, and professional students.
- 5) Set an example of environmental responsibility by establishing institutional ecology policies and practices of resource conservation, recycling, waste reduction, and environmentally sound operations.
- 6) Encourage involvement of government, foundations, and industry in supporting interdisciplinary research, education, policy formation, and information exchange in environmentally sustainable development. Expand work with community and nongovernmental organizations to assist in finding solutions to environmental problems.
- 7) Convene university faculty and administrators with environmental practitioners to develop interdisciplinary approaches to curricula, research initiatives, operations, and outreach activities that support an environmentally sustainable future.
- 8) Establish partnerships with primary and secondary schools to help develop the capacity for interdisciplinary teaching about population, environment, and sustainable development.
- 9) Work with national and international organizations to promote a worldwide university effort toward a sustainable future.
- 10) Establish a Secretariat and a steering committee to continue this momentum, and to inform and support each other's efforts in carrying out this declaration.

  
SIGNATORY

President  
TITLE



ULSF

ASSOCIATION OF  
UNIVERSITY LEADERS  
FOR A  
SUSTAINABLE FUTURE

WESTERN MICHIGAN UNIVERSITY  
INSTITUTION

January 1, 2008  
DATE



Western Michigan University  
Sustainability

# PUSC Members



Harold Glasser, Chair  
Paul Pancella, Vice Chair  
Casey Barrons  
Krystal Breshnahan  
Christopher Caprara  
Suhashni Datta-Sandhu  
Eileen Evans  
Paul Farber  
John J. Greenhoe  
Danielle E. Harik\*  
Patricia Holton  
Carolyn Noack  
John Patten  
Gini Pikaart  
Christopher Pyzik

Stephanie Michelle Ruhl  
Anand Sankey  
Kaitlyn Shields  
John Schmitt  
Daniel Seidling\*  
David Shoup\*  
Joshua Shultz\*  
Barbara Wygant  
Sarah Campbell, *ex officio*  
Samantha Cooper, *ex officio*  
David Dakin, *ex officio*  
Evan Escamilla, *ex officio*  
Brandi Pritchett, *ex officio*\*  
Lowell Rinker, *ex officio*  
Pete Strazdas, *ex officio*

\*Past members

# Sampling of Recent Administrative Accomplishments

## 2008

- Created a Sustainability Website to document all campus sustainability activities and building our campus culture of sustainability
- Created 0%-net discharge Storm Water Control Policy for new project sites
- Developed a Green Cleaning Policy
- Initiated a tray elimination pilot and subsequently a tray elimination program in the majority of campus dining halls

## 2009

- Issued “Strategic Sustainability Initiatives Report” (2/09)
- Completed our student-run, full Scope 1-3, peer reviewed GHG Inventory
- President Dunn signed onto the Climate Savers Computing Initiative & shortly after the ACUPCC
- **Wesustain** EcoMug Project—for all incoming 1<sup>st</sup> Years
- Sustainable Communities Initiative
- Completed a *Review and Assessment of Food Waste Composting Alternatives*
- University Comprehensive Recycled Paper Policy (under development)
- Sustainability Office, with Base-Budget allocation (in process)
- Reviewed Master Plan w.r.t. sustainability considerations
- Web-based, Building Metering Program

# “Bridging the Gap” at WMU

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SUGGESTIONS, COMMENT, AND FEEDBACK

### WMU Sustainability

**President John Dunn**—As I've gotten to know Western Michigan University, some of the most exciting revelations have revolved around the dedication of the WMU campus community to the principles of sustainability.

The energy savings initiatives developed by our physical plant personnel have become best practices for large campuses around the nation. Our campus regularly attracts colleagues from other institutions who pose just one question, "How do you do it?"

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### the EcoMug INFO

W LATEST NEWS

- WMU Expands Rechargeable Battery Recycling
- WMU Reaches Mile—Greatest Green Initiative Award
- SEE Green Report Card Data for WMU = B

W ON CAMPUS

- EcoMUGs
- Gibbs House

W QUICK LINKS

- Green Jobs
- Containing Operating Cost Using Sustainability Practices
- Strategic Sustainability Initiatives Report

“We’re enormously proud of the campus environment we’ve built, but we recognize that we are only at the beginning of this journey of creating a culture of sustainability.”

*President John Dunn*



**APPENDIX 3: WMU Sustainability Activities vis-à-vis the *Talloires Declaration***

<b>TALLOIRES DECLARATION 10 POINT ACTION PLAN ITEM*</b>	<b>OVERVIEW OF WMU SUSTAINABILITY ACTIVITIES</b> (The following list is non-exhaustive & highlights recent efforts)	<b>EXTENT OF PROGRESS</b>
1. <i>Increase Awareness of Environmentally Sustainable Development</i>	<ul style="list-style-type: none"> <li>A full-service Campus Sustainability website went online (1/0/08).</li> <li>Joined The Association for the Advancement of Sustainability in HE (2008).</li> <li>Joined the Southwest Michigan Sustainable Business Forum (2008).</li> <li>Students for a Sustainable Earth &amp; The Gibbs House provide a variety of opportunities for the campus and community to learn about sustainability.</li> <li>The ENVIS Program, which services nearly 200 majors &amp; minors, will introduce its Gwen Frostig Lecture Series (Spring 09).</li> <li>The Environmental Institute coordinates several environment &amp; sustainability research &amp; outreach projects, including the the Environmental Research Center.</li> </ul>	
2. <i>Create an Institutional Culture of Sustainability</i>	<ul style="list-style-type: none"> <li>President Dunn signed the <i>Talloires Declaration</i> (1/1/08).</li> <li>President Dunn created a Universitywide Sustainability Committee (PUSC) in January, 2008 to develop a proposal for strategic sustainability initiatives as a first step to developing a Sustainability Strategic Plan for the campus.</li> <li>The PUSC includes undergraduate &amp; graduate students, administrators, operations staff, &amp; faculty from all across the university.</li> </ul>	
3. <i>Educate for Environmentally Responsible Citizenship</i>	<ul style="list-style-type: none"> <li>Significant opportunities exist to infuse sustainability throughout the university curriculum; to create specialized certificates or degrees in management, engineering, business, education, etc.; &amp; to develop interdisciplinary, non-grad. degrees.</li> </ul>	
4. <i>Foster Environmental Literacy For All</i>	<ul style="list-style-type: none"> <li>Currently no initiatives exist on campus to enhance the capability of university faculty to deliver environmental literacy &amp; education for sustainability to all undergraduate, graduate, &amp; professional students.</li> </ul>	
5. <i>Practice Institutional Ecology</i>	<ul style="list-style-type: none"> <li>A Recycling Coordinator, first hired in '90, now also manages Trash-to-Treasures, Recycle Mania, &amp; Waste Reduction Services.</li> <li>Total campus water consumption has been reduced by 50% since 1999.</li> <li>Over the last 12 yrs, state-of-the-art energy conservation measures (daylight harvesting, advanced controls, a CFL policy) have enabled a 19% increase in building square footage while generating a 17% reduction in total energy use.</li> <li>Building Custodial and Support Services has implemented an innovative &amp; ambitious "Green Cleaning Policy" throughout campus.</li> <li>A 2001 30% recycled paper purchasing policy was reinforced, Fall 2008.</li> <li>A variety of significant landscape initiatives have been created to implement USGBC Leadership in Energy &amp; Environmental Design (LEED) protocols for existing buildings (see WMU Sust. website under "Policies &amp; Guidelines").</li> <li>Dining Services eliminated trays in three dining halls (Fall 08), biodegradable packaging is being piloted, &amp; food waste composting is being researched.</li> <li>Facility Life Cycle Design Guidelines exist for all new buildings &amp; retrofits.</li> <li>PV &amp; wind RE demonstration/research projects have been introduced.</li> <li>Environmentally conscious management of Arcadia Creek, Klemmuck Preserve, Aylham Lake Preserve, &amp; the Business, Technology, and Research Park.</li> <li>The PUSC is exploring the feasibility of implementing the Association of College &amp; University Presidents Climate Commitment (ACU/CCC).</li> </ul>	
6. <i>Involve All Stakeholders</i>	<ul style="list-style-type: none"> <li>At President Dunn's request, the PUSC is exploring the creation of a cooperative community sustainability planning initiative with the Cities of Kalamazoo and Portage, local foundations, and other local HE institutions.</li> </ul>	
7. <i>Collaborate for Interdisciplinary Approaches</i>	<ul style="list-style-type: none"> <li>Creating the PUSC was an important step in helping to facilitate interdisciplinary collaboration to support an environmentally sustainable future.</li> <li>Many opportunities exist both to overcome institutional barriers and to create meaningful incentives for collaborative curriculum development, research initiatives, operations and facilities management, campus policies &amp; master planning, and outreach activities to support a sustainable future.</li> </ul>	
8. <i>Enhance Capacity of Primary and Secondary Schools</i>	<ul style="list-style-type: none"> <li>A small group of faculty collaborate with KPS, GRPS, private schools, and the State on environment/sustainability curriculum &amp; professional development.</li> <li>The PUSC has identified a tremendous opportunity to create pre- &amp; post-service training in education for sustainability.</li> </ul>	
9. <i>Broaden Service and Outreach Nationally and Internationally</i>	<ul style="list-style-type: none"> <li>A few faculty &amp; staff actively work on sustainability research/outreach projects (such as campus greening or the United Nations Decade of Education for Sustainable Development, 2005-2014)—there is great potential for improvement by initiating policies that link promotion to such activities.</li> </ul>	
10. <i>Maintain the Movement</i>	<ul style="list-style-type: none"> <li>While creation of the PUSC was a critical step, additional resources and more dedicated staff time will be necessary to maintain the momentum, continue to implement our ambitious sustainability agenda, and stimulate continuous improvement through effective assessment, goal setting, &amp; benchmarking.</li> </ul>	
— KEY —		
 Needs improvement	 No marked advance	 Significant improvement





TABLE 1. PRIORITIZED STRATEGIC SUSTAINABILITY INITIATIVES

CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
I. Governance & Administrative	1. Create a single structure for coordinating and implementing campus sustainability initiatives that transcends academics and operations and reports directly to the President.	T
	2. Perform and Institutionalize a Campus Sustainability Assessment process, which is directly tied to improving practice and policy (see the Campus Sustainability Assessment Project Website for details: <a href="http://csap.emu.wmich.edu/pages/csap_guidelines.html">http://csap.emu.wmich.edu/pages/csap_guidelines.html</a> ).	P
	3. Review the WMU Master Plan with an emphasis on addressing and improving campus sustainability biennially or annually.	T
II. Operations & Outreach	1. Develop a comprehensive campus food-waste reduction strategy and policies. This includes creating a campus composting pilot as a prelude to creating a full-scale composting system.	P
	2. Model green building principles when developing new residential life opportunities.	T
	3. Review and improve the Campus Recycling Program & the Trash to Treasure Program (make recycling more accessible, increase bin availability, etc.).	T
	4. Begin phasing in battery electric, hybrid, & plug-in HE vehicles into the WMU fleet.	T
	5. Review campus water saving measures and water use with an eye toward creating a new, comprehensive campus water reduction plan and policies.	T/P
III. Community Service & Outreach	1. Create a cooperative, community sustainability planning initiative starting with local governments & educational institutions in Portage and Kalamazoo (preliminary discussions are now underway to launch this effort by starting with exchanging best practices).	P
	2. Integrate sustainability into Student Orientation materials & offerings (see post outreach).	T
	3. Create monthly or bimonthly Campus Sustainability Roundtables (possibly a lunch) open to the entire campus community, sponsored by the President's Office.	T
	4. Educate Residence Hall Directors on sustainability issues and opportunities.	T
IV. Curriculum	1. Following WMU's "General Principles of Curriculum Change" (GPCC) & using the online Curriculum Change Guide, integrate sustainability into all curricula & throughout every College.	P
	2. Create more opportunities for structured internships, projects, theses, etc., for students to collaborate with staff, administrators, and faculty to address key campus sustainability issues.	T
	3. Create Summer Faculty Development Workshops for facilitating integration and infusion of sustainability throughout the curriculum.	T/P
	4. Following WMU's GPCC, develop new environment- & sustainability-oriented degree concentrations, minors, & concentrations (examples include: Green Business & ENVY, Ecological Engineering/Green Design & ENVY, Education for Sustainable Development/Environmental Education & ENVY, etc.). Special opportunities exist for new/restructured undergraduate & graduate programs in "Green Materials, Design, Energy, & Manufacturing" & "Education for Sustainability Teacher Training".	P
V. Research (Unprioritized list)*	• Create a focused, coordinated effort between OVP&R & the Development Office to expand internal funding for sustainability research and teaching.	T/P
	• Create a new Cross College "Center for Interdisciplinary Sustainability Research, Teaching, Operations, and Outreach).	P
	• Create a Green Materials, Design, Energy, & Manufacturing Research Center.	T
	• Explore strategies for developing a "Green Technology" focus for future BTR park occupants.	T
	• Perform a baseline and follow-up study of a campus building after a green renovation to assess worker/student productivity efforts with green buildings.	P
	• Develop competitive research grants for student sustainability research projects.	T

\*This list is unprioritized because research is a special category. The PUSC Research Subcommittee believes that in order to initiate a successful sustainability research initiative, WMU will have to address two sets of issues (Structural & Strategic) before attempting to prioritize a list of potential research opportunities.



CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
I. Governance & Administrative	1. Create a single structure for coordinating and implementing campus sustainability initiatives that transcends academics and operations and reports directly to the President.	T
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	3. Review the <i>WMU Master Plan</i> with an emphasis on addressing and improving campus sustainability (biennially or annually).	T



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## EcoMug

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Each year Western Michigan University spends over \$32,000 to purchase Styrofoam® cups, paper cups, and plastics lids. There are additional "upstream" environmental and energy costs with manufacturing the disposable beverage and "downstream" costs associated with the collection, transport, and disposal. On campus we purchase over 1/2 million disposable cups, which generate over 5 tons of waste.

The EcoMug Program to respond to this campus sustainability opportunity. The EcoMug:

- is a 15 oz. dual-wall, recyclable, stainless-steel travel mug
- is **FREE**—to all incoming first year and transfer students
- offers discounts at [Campus Cafés and local businesses](#)
- Dining Halls for Breakfast and Late Night Carry-out.

With your participation, the EcoMug will help eliminate these harmful "upstream" and "downstream" costs while saving you money.



[Learn More about the EcoMug's History!](#)



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# Sustainable Communities Initiative



[Sustainable Measures](#)



What we have before us are some breathtaking opportunities disguised as insoluble problems.

*John W. Gardner*

## Contact Information:

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Western Michigan University  
**Sustainability**

## **Appendix: Background Slides**



CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
III. Community Service & Outreach	1. Create a cooperative, community sustainability planning initiative starting with local governments & educational institutions in Portage and Kalamazoo (preliminary discussions are now underway to launch this effort by starting with exchanging best-practices).	P
	2. Integrate sustainability into Student Orientation materials & offerings (use peer outreach).	T
	3. Create monthly or bimonthly Campus Sustainability Roundtables (possibly at lunch) open to the entire campus community, sponsored by the President's Office.	T
	4. Educate Residence Hall Directors on sustainability issues and opportunities.	T



CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
IV. Curriculum	1. Following WMU's "General Principles of Curriculum Change" ( <i>GPoCC</i> ) & using the online <i>Curriculum Change Guide</i> , integrate sustainability into all curricula & throughout every College.	P
	2. Create more opportunities for structured internships, projects, theses, etc., for students to collaborate with staff, administrators, and faculty to address key campus sustainability issues.	T
	3. Create Summer Faculty Development Workshops for facilitating integration and infusion of sustainability throughout the curriculum.	T/P
	4. Following WMU's <i>GPoCC</i> , develop new environment- & sustainability-oriented degree combinations, minors, & concentrations (examples include: Green Business & ENVS; Ecological Engineering/Green Design & ENVS; Education for Sustainable Development/Environmental Education & ENVS; etc.). Special opportunities exist for new/restructured undergraduate & graduate programs in "Green Materials, Design, Energy, & Manufacturing" & "Education for Sustainability Teacher Training".	P



CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
V. Research (Unprioritized list)*	<ul style="list-style-type: none"> <li>• Create a focused, coordinated effort between OVPR &amp; the Development Office to expand external funding for sustainability research and teaching.</li> </ul>	T/P
	<ul style="list-style-type: none"> <li>• Create a new Cross-College “Center for Interdisciplinary Sustainability Research, Teaching, Operations, and Outreach).</li> </ul>	P
	<ul style="list-style-type: none"> <li>• Create a Green Materials, Design, Energy, &amp; Manufacturing Research Center.</li> </ul>	T
	<ul style="list-style-type: none"> <li>• Explore strategies for developing a “Green Technology” focus for future BTR park occupants.</li> </ul>	T
	<ul style="list-style-type: none"> <li>• Perform a baseline and follow-up study of a campus building after a green renovation to assess worker/student productivity effects with green buildings.</li> </ul>	P
	<ul style="list-style-type: none"> <li>• Develop competitive research grants for student sustainability research projects.</li> </ul>	T

\*This list is unprioritized because Research is viewed a special category. The PUSC Research Subcommittee believes that in order to initiate a successful sustainability research initiative, WMU will have to address two sets of issues (Structural & Strategic) before attempting to prioritize a list of potential research opportunities.

**WMU Sustainability Committee:** Harold Glasser (chair), Evie Asken, Wayne Fuqua, Richard Gershon, Dave Lemberg, Carl Newton, Carolyn Noack, Christopher Pyzik, Bob White, Ryan Teelander (student), Peter Voice (g. Student), Robert Beam (ex officio), Paul Pancella (ex officio)

### **Proposed WMU “Environmental Mission Statement” (121503)**

Approved by the WMU Faculty Senate and the Western Students Association

#### **Commitment:**

We, the Western Michigan University community, are dedicated to creating a safe, healthy, aesthetically pleasing, and sustainable campus. Consistent with the University’s mission to “advance responsible environmental stewardship,” we affirm our commitment to foster:

- environmental awareness,
- understanding of and responsibility for the physical environment,
- just and ecologically sustainable resource use,
- sensitivity to the needs and aspirations of future generations, and
- global thinking with local action.

As a learning institution, we appreciate that planning for sustainability will be an ongoing, intellectually engaging process.

We establish this “Environmental Mission Statement” to identify general goals and strategies for implementing our commitment to environmental responsibility. By enacting and implementing this Mission Statement, Western Michigan University will set a positive example and confirm its role as a leader in promoting environmental stewardship on campus and beyond.

#### **Goals and Strategies:**

To meet its commitment to advance responsible environmental stewardship, the Western Michigan University community will:

- Recommend that the President sign the Talloires Declaration;
- Make environmentally sound practices a core value of our teaching, research, service, and operations;
- Create opportunities for all students, faculty, and staff to become environmentally literate;
- Prepare graduates to have the knowledge, skills, tools, and values to become leaders in the worldwide effort to promote just and ecologically sustainable communities;
- Conduct our business practices in accordance with this Environmental Mission Statement;
- Build on existing programs and initiatives in energy management, recycling, waste management, water conservation, transportation planning, ecological landscaping, and sustainable design as well as create and promote new programs to fully implement this Environmental Mission Statement throughout the University;
- Develop a plan for assessing the University’s current strengths and weaknesses. Perform this assessment and prepare a WMU “Sustainability Strategic Plan.” This plan will include recommendations, achievable goals and targets, and an ongoing monitoring and reporting strategy; and
- Allocate the fiscal and human resources necessary to implement this Environmental Mission Statement.



CAMPUS CATEGORY	RECOMMENDED INITIATIVES	TECHNICAL (T) or PLANNED (P)
II. Operations & In-reach	1. Develop a comprehensive campus food-waste reduction strategy and policies. This includes creating a campus composting pilot as a prelude to creating a full-scale composting system.	P
	2. Model green building principles when developing new residential life opportunities.	T
	3. Review and improve the Campus Recycling Program & the Trash to Treasures Program (make recycling more accessible, increase bin availability, etc.).	T
	4. Begin phasing in battery electric, hybrid, & plug-in HE vehicles into the WMU fleet.	T
	5. Review campus water-saving measures and water use with an eye toward creating a new, comprehensive campus water reduction plan and policies.	T/P