Connecticut College Campus Sustainability Plan 2018 – 2028, Phase 2 Update

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About Connecticut College

Connecticut College is a highly selective, private liberal arts college in the historic seaport of New London. Our 750-acre arboretum campus overlooks Long Island Sound and the Thames River. Founded in 1911, the College enrolls 1,800 students from across the country and around the world. We offer more than 1,000 courses in 30 academic departments and more than 40 traditional majors. Close to 55 percent of our students study abroad and nearly 80 percent participate in the paid summer internship program. Graduates are creative, adaptive thinkers prepared to take on complex challenges with an academic foundation rooted in integrated study, research opportunities and service learning.

The College submitted its third Sustainability, Tracking, Assessment & Rating System (STARS) report in March 2024 and achieved a Gold rating.

From the President

June 2025

If you've heard me speak about the camel, you know how much I admire this incredible animal. Camels are among the most sustainable creatures in nature: adaptive, efficient, and able to thrive with minimal impact on their environment. In many ways, they're the perfect symbol for how we approach sustainability at Connecticut College.

Sustainability is part of our mission and central to our work as a liberal arts college. Understanding how environmental, economic, and social systems connect is key to preparing students to "put the liberal arts into action as citizens in a global society." That belief has guided our Campus Sustainability Plan; and I'm pleased to share this Phase 2 update as we take stock of what's been accomplished and where we're headed next.

Since launching the plan in 2018, we've sharpened our goals and deepened our commitment. With strong support from our Board of Trustees, we've invested in real progress and stayed honest about the challenges.

Over the past few years, we've more than doubled our energy efficiency investment target, completing $1.75 million in upgrades. We launched a major solar array project that will generate the equivalent of 9% of our campus electricity use, added renewable energy systems, and expanded access to electric vehicle charging. We also earned our second STARS Gold rating and improved our overall score — placing us among a select group of sustainability leaders.

Just as important, we've made progress in the curriculum. Sustainability courses are now easier to find in the course catalog, via designations for sustainability-focused and sustainability-inclusive courses. These classes span 75% of our academic departments and reflect our belief that education is our most powerful tool for long-term impact.

We know there is still work ahead. Our overall emissions are down 15% from our 2017 baseline — meaningful progress, though short of our goal. Even so, we're building a strong foundation for what comes next. This update is part of that journey — one grounded in action, education, and yes, a little bit of camel wisdom.

Andrea E. Chapdelaine

Sustainability Milestones

1911 Connecticut College founded to provide higher education to women

1931 Connecticut College Arboretum established

1952 Bolleswood Natural Area designated for long-term ecological studies

1969 Human Ecology (now Environmental Studies) major first offered

Environmental Model Committee established

1970 Campus wide recycling program begins (one of the first in the nation)

1973 Unity House founded to support multicultural students

1993 Goodwin-Niering Center for the Environment established

1994 First environmental coordinator hired

Earth House established

1996 Holleran Center for Community Action and Public Policy established

1999 25 -year carbon offset agreement signed with Reforest the Tropics

2001 Renewable Energy Fund (now Sustainable Projects Fund) established

2012 Sustainability Fellows Program begins

New London Hall reopens with geothermal system and receives LEED Gold certification

2013 Office of Sustainability established

2014 Suzi Oppenheimer '56 Faculty Director of Sustainability position created

2016 First Dean of Institutional Equity and Inclusion hired

2017 Campus Sustainability Task Force convened

2018 Silver rating earned for first campus STARS report

Campus Sustainability Plan adopted by the College

2021 First student-designed solar array installed

First electric vehicle charging stations installed

Gold rating earned for second STARS report

2022 Goal of achieving carbon neutrality by 2030 adopted

2024 Gold rating earned for third STARS report

2025 Second student-designed solar array installed at Dayton Arena

Progress Summary

We are excited to share the continued progress on our campus sustainability goals. There remain many large challenges to tackle, and we are hopeful that with a new campus-wide emphasis on infrastructure we can accelerate our progress. Unlike our annual reports, **this Phase 2 Update contains a status report on each action item in the Campus Sustainability Plan**. Each item that has been completed is marked COMPLETE so you can easily see where we have made the most progress. We encourage you to explore the report to see what progress has been made and where more work is needed to reach our goals. Below, we summarize the key highlights and the upcoming priorities for Phase 3. We are excited to continue working with you to advance sustainability on campus.

Selected Highlights from Phase 2

Goal 1.2.1: ***Undertake at least $750,000 in energy efficiency projects by 2025***
From 2022-2024, **the College completed $1.75 million in energy efficiency projects**, exceeding this goal. The completed projects were **LED lighting** installations in Shain Library, the Plex, 40 renovated classrooms and all outdoor lighting; the installation of **air-source heat pumps** at 33 Gallows, Nichols House, the Service Building and Strickland House; and more than 70 **steam trap and thermostatic radiator valve repairs**. Working with our energy efficiency representative, the College received over $700,000 in incentive awards from Eversource to support these projects.

Goal 1.3.2: ***Implement renewable energy at a scale to reduce greenhouse gas emissions by at least 5%***
The College is moving ahead with **plans to install a large ground-mount solar array** at the south end of our main campus. This array will produce electricity equivalent to ~9% of our main campus electrical usage. We have a **buy-all incentive from Eversource** for this array, which means that we will sell the electricity produced and the renewable energy credits (RECs) for a period of 20 years. This incentive made the project a financially sound investment for the College while adding renewables to our local grid.

Goal 2.2.4: ***Achieve STARS Gold***
The College completed its third Sustainability Tracking, Assessment & Rating System (STARS) report in March 2024 and **achieved its second Gold rating**. The College also improved its overall score by 1.91 points. Particularly strong gains were made in the staff engagement, research, investment, academic courses and purchasing credits. In comparison to peer groups, we currently have the third highest active score among the eleven NESCAC schools and the fourth highest score among our sixteen financial-admission peers.

Goal 2.3 ***Incorporate sustainability more broadly into the curriculum***
In 2023, the Faculty approved **two new course designations** suggested by the Office of Sustainability. **Sustainability Focused Course (SFC) and Sustainability Inclusive Course (SIC)** designations have been added to class attributes in the College Catalog, making it easier for students to find courses that incorporate sustainability. The new designations will also simplify and improve our tracking of course offerings for reporting to the Association for the Advancement of Sustainability in Higher Education (AASHE) STARS system.

Goal 4.3: ***Expand and develop programs to support the use of sustainable forms of transportation***
Facilities Management began the process of transitioning its fleet vehicles from gas to electric vehicles. **Four GEM small utility electric vehicles** are now being used by the trades. The purchase of electric vehicles resulted from the efforts of a team of Office of Sustainability fellows who inventoried our existing fleet of vehicles and researched various electric vehicle options. This switch resulted in a 34 MTCO2e reduction in emissions from our fleet vehicles.

Four additional electric-vehicle (EV) charging stations were added to campus, bringing the total ports available for charging up to ten. We have over 50 unique users per month and have supplied enough electricity to replace over 50 MTCO2e of gasoline emissions.

Progress on the Campus Master Plan to decentralize parking and create a more pedestrian-friendly campus continued with the completion of the first phase of the Cro Boulevard. The second phase, extending the pedestrian walkway all the way to The Plex, is expected to be completed in Summer 2025.

All **outdoor bike racks on campus were replaced in 2023** with a more functional design. Three locations currently have racks designed by Artists for Humanity and all other locations have complementary stainless steel circle racks. Covered racks have been installed in four locations near residence halls with a fifth planned as part of the Cro-Plex Connector project this year.

Phase 3 Priorities

Goal 1.2.5: ***Add smart-submeters to all buildings over 5,000 sq ft.***
We had hoped to install **building level 'smart' meters** for all large campus buildings as part of both Phase 1 and 2, but we have not made any significant progress. This remains a key priority as we move into Phase 3 because building level meters allow us to confirm that energy efficiency upgrades are working as planned, engage in educational campaigns with building occupants, provide data for energy modeling during the design phase of renovations, and identify mechanical issues quickly to avoid costly malfunctions. Cost concerns may limit the scope of this work, but we hope to see some progress in the coming years.

Goal 2.2.4: ***Prepare for STARS 3.0***
The third version of the STARS reporting tool was launched in 2024 and will be the default reporting tool for our next submission in 2027. This version represents a significant change from the previous versions and it will be more difficult to maintain our gold rating. Emphasis has shifted from the educational aspects of sustainability, where we excel in comparison to many of our peers, to more operational details like building management and energy, where our current scores are lower. We hope to use the next two years to prepare for the next submission to put ourselves in the strongest possible position.

Goal 3.2: ***Reduce water consumption on campus by 8 percent by 2028 from a 2017 baseline***
After many years of decreasing water use, the past 3 years have seen large increases in use almost back to the level of our 2017 baseline. Some of this increase was related to leaks that have been repaired, but we want to re-focus on this goal in Phase 3 to try to reverse this trend. The installation of building level water-metering, which is a future goal, would improve the quick identification of water leaks.

Prepare for the next Campus Sustainability Plan
This Campus Sustainability Plan guided our actions from 2018-2028. Now that we are approaching that end date, and moving into the final phase of this plan, we recognize the need to start the next cycle of sustainability planning. We anticipate this will be a year-long process, beginning in summer 2025. While we will continue to maintain our strong commitment to education and engagement, the next plan will need to focus more heavily on climate action and measurable progress towards carbon neutrality and campus decarbonization. Progress in this area will conserve energy, reduce emissions and save the college money in the long term.

Student activities during the 2023-2024 academic year.

Energy and Climate

Achieve carbon neutrality by 2030.

When this plan was written in 2018, our overarching climate goal was a 26% reduction in greenhouse gas (GHG) emissions by 2025 from the 2017 baseline of 15,472 MTCO2e (estimated). The College has accelerated its goals for GHG emissions reductions twice since then. First, in 2020 the College updated our target reduction to 45% by 2030. Then, in 2022, recognizing that the need for climate action was even more urgent, and with support from the Board of Trustees, the College adopted a new goal of reaching carbon neutrality in 2030. Our commitment to reducing our emissions was also affirmed publicly in 2017 and 2021 when we joined with hundreds of academic institutions, municipalities and businesses to show our support for the Paris Climate Agreement by signing the We Are Still In and America is All In pledges.

While we have undertaken several substantial energy-efficiency projects since 2018, the COVID pandemic, financial constraints and our aging campus infrastructure have hampered our ability to make significant progress on emissions reductions. As you will see below, emissions have decreased by 15% (to 13,197 MTCO2e) from the 2017 baseline over the span of this sustainability plan. While this pace of reductions is not what we had hoped for, we are pleased that we have made some progress. We have also been able to add new reporting to our annual GHG inventory – study abroad was added in 2020 and business travel was added in 2024. While these additions make comparisons across time more difficult, they are important for transparency and are necessary for our commitment to include all transportation-related emissions in our carbon neutrality goal. We are now tracking and publishing all emissions related to the American College and University President's Climate Commitment, signed by Connecticut College in 2007. We expect the next iteration of the Campus Sustainability Plan to be much more focused on climate action and specific energy-related projects.

Goals	Action Items	Progress
1.1 Utilize more efficient forms of energy generation	1.1.1 COMPLETE: Install efficient on-site electricity generation and interconnect campus to form a microgrid	1.1.1 A natural gas fuel cell was installed in October 2019. While this system did not include a microgrid as originally planned, it did provide a small reduction in GHG emissions from our past electricity provider. This reduction was mainly in the form of Scope 3 Transmission and Distribution (T&D) Losses.

Goals	Action Items	Progress
1.2 Increase energy efficiency and conservation at the College through systems upgrades and by increasing awareness of energy issues among students, faculty and staff	1.2.1 COMPLETE: Undertake at least $750,000 in energy efficiency projects by 2025, focusing on lighting and other projects with short payback time	1.2.1 The College completed $1.75 million in energy efficiency projects, exceeding this goal. Projects include LED lighting, air-source heat pumps and steam trap replacements. Most of these projects had a payback period of under five years.
	1.2.2 Use building level data to identify times when low-use buildings can be "closed" to conserve energy	1.2.2 Some preliminary work on this action item was done as part of a study in 2021. Additionally, the building management system was upgraded in 2023. More work remains to be done to program set-backs and to maximize energy savings after hours and during breaks.
	1.2.3 Consolidate building use to reduce the number of smaller, less efficient buildings	1.2.3 The Facilities Condition Assessment, completed in 2024, has provided a roadmap for reconsidering how buildings are used, limited building replacements and building removal. The end result of this long-term plan should be a more efficient campus with a smaller overall footprint.
	1.2.4 Implement existing Sustainability Building Guidelines for all renovation and building projects over $1 million	1.2.4 A new version of the original Sustainable Building Policy was developed by the Environmental Model Committee, the Office of Sustainability and Facilities Operations in 2020. The new version has better synergy with the project planning process, clarifies requirements vs. aspirations and is easier for contractors to understand.
	1.2.5 Add smart submeters to all buildings over 5,000 square feet and publicize the data	1.2.5 We have not made progress in this area and it. continues to be a top priority for action in Phase 3.

Goals	Action Items	Progress
1.3 Develop renewable energy and clean energy alternatives on campus	1.3.1 COMPLETE: Conduct feasibility studies for a variety of renewable energy options to reduce natural gas usage, including at a minimum biogas and geothermal	1.3.1 As part of a study done in 2021, campus-wide geothermal, biomass and full electrification were investigated as replacements for the steam heating system. The first step to any replacement for our steam heating system is a conversion to low-temperature hot water. This process is beginning with the Plex HVAC upgrade this summer.
	1.3.2 Implement renewable energy at a scale to reduce GHG by at least five percent	1.3.2 While we have installed two substantial solar arrays on campus since 2018, we have sold the renewable energy credits (RECs) for these projects to improve the financial payback. After the REC contracts expire, we will begin to capture the impact of these projects on emissions. The smaller SmartFlower is one solar project where we have retained the renewable energy credits and we see small electricity and emissions savings through that project.
	1.3.3 Include solar arrays and/or green roofs as a standard part of roofing and parking lot projects	1.3.3 Dialogue with Facilities has begun about where rooftop solar would be possible and how we can plan for solar when we do roof replacements. Current economic conditions make solar carports hard to fund and get incentives for because of their high cost in relation to ground-mount arrays. The College applied for state incentive funding for a solar carport project at the Athletic Center in 2021, but the project was not selected.

The SmartFlower was installed in November 2023 and provides electricity to Woodworth House.

Goals	Action Items	Progress
1.4 Permanently protect the Connecticut College Arboretum for both habitat conservation and carbon sequestration	1.4.1 Permanently protect at least 400 acres of the Arboretum through deed restrictions or other legal means	1.4.1 We have not moved ahead with plans to permanently protect the arboretum for carbon offsets yet, but it remains a potential piece of our carbon neutrality planning.
	1.4.2 COMPLETE: Conduct assessment of carbon sequestration in the Arboretum and retire offset credits	1.4.2 A Botany course taught in Fall 2024 by Prof. Mariana Vazquez Alonzo estimated the carbon sequestration potential of the arboretum as 28,200 MT based on a small number of plots. Seventy-five additional plots would need to be sampled to fully document potential sequestration and offsets.
1.5 Develop a detailed Climate Action Plan based on this plan		1.5 The College contracted the Stone House Group out of Bethlehem, PA, to develop a campus energy plan starting in spring 2021. They conducted an audit of all our building mechanical systems, reviewed electricity and fuel use data, and analyzed a variety of options for heating, cooling and electricity. They also worked with two Connecticut College student interns who did a lighting audit and data analysis. While their report is not a complete Climate Action Plan, and it does not address Scope 3 emissions, it does lay out some specific steps for achieving net zero energy-related carbon emissions. A full climate action plan must be the centerpiece of the next Campus Sustainability Plan.

Energy and Climate Highlight: Student Centered Solar Projects

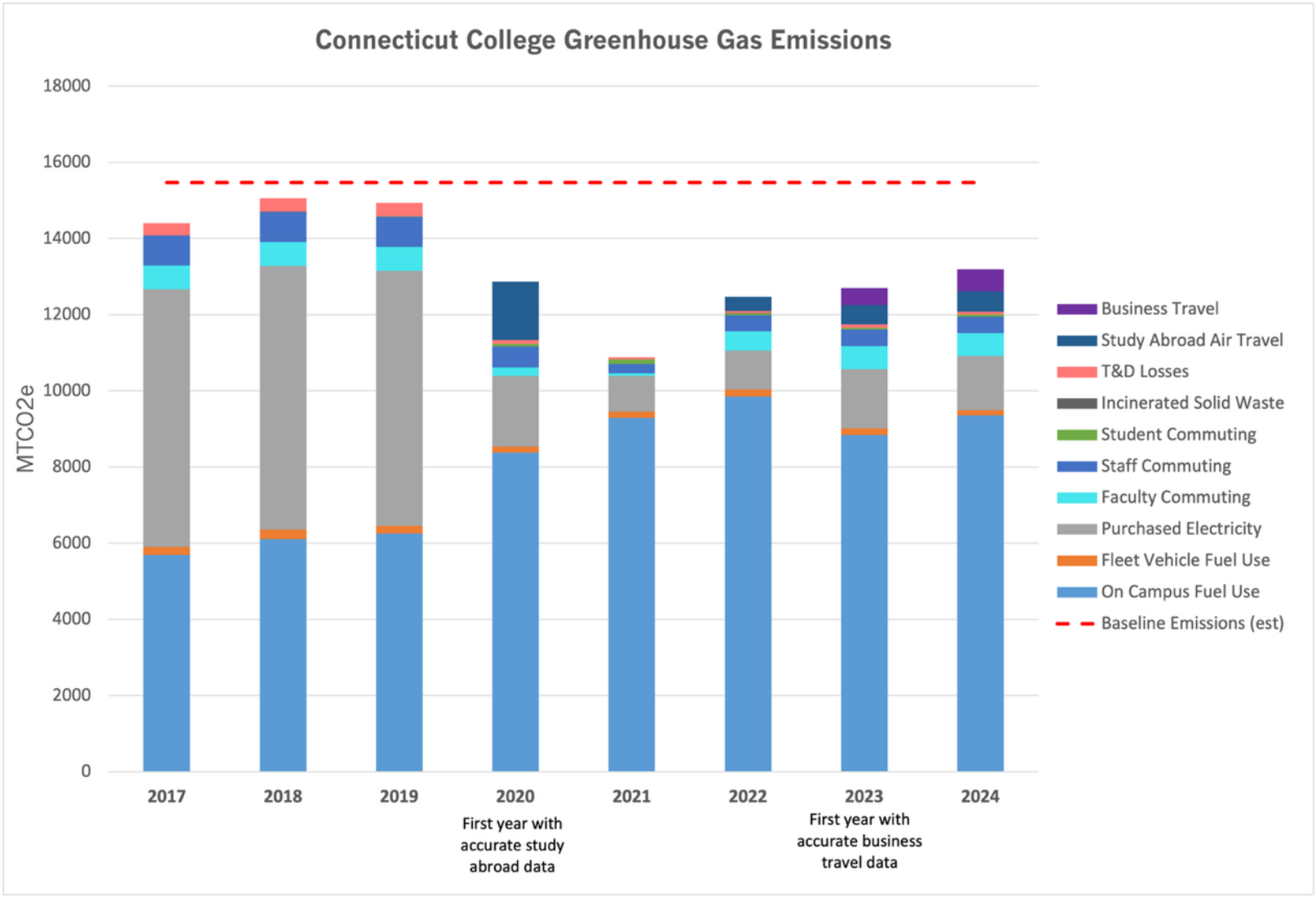
The College has installed two student driven solar arrays on campus. In May 2021, a group of students, faculty, staff and alumni installed a 53kW, 130 panel solar array on the roof of the Service Building (shown far right). The system provides about 2/3 of the electricity needed at the Service Building. The second array, a 78kW array next to Dayton Arena, was installed in Spring 2025 and will be fully operational soon (shown right). The students who designed, planned and installed these arrays participated in courses taught by Professor Chad Jones and mentored by Rocky Ackroyd ’83. Funding for both projects was provided by the Sustainability Revolving Fund, which will be paid back by the electrical cost savings, and by selling the Renewable Energy Credits for 15 years through the state NRES Program.

Current Greenhouse Gas Emissions

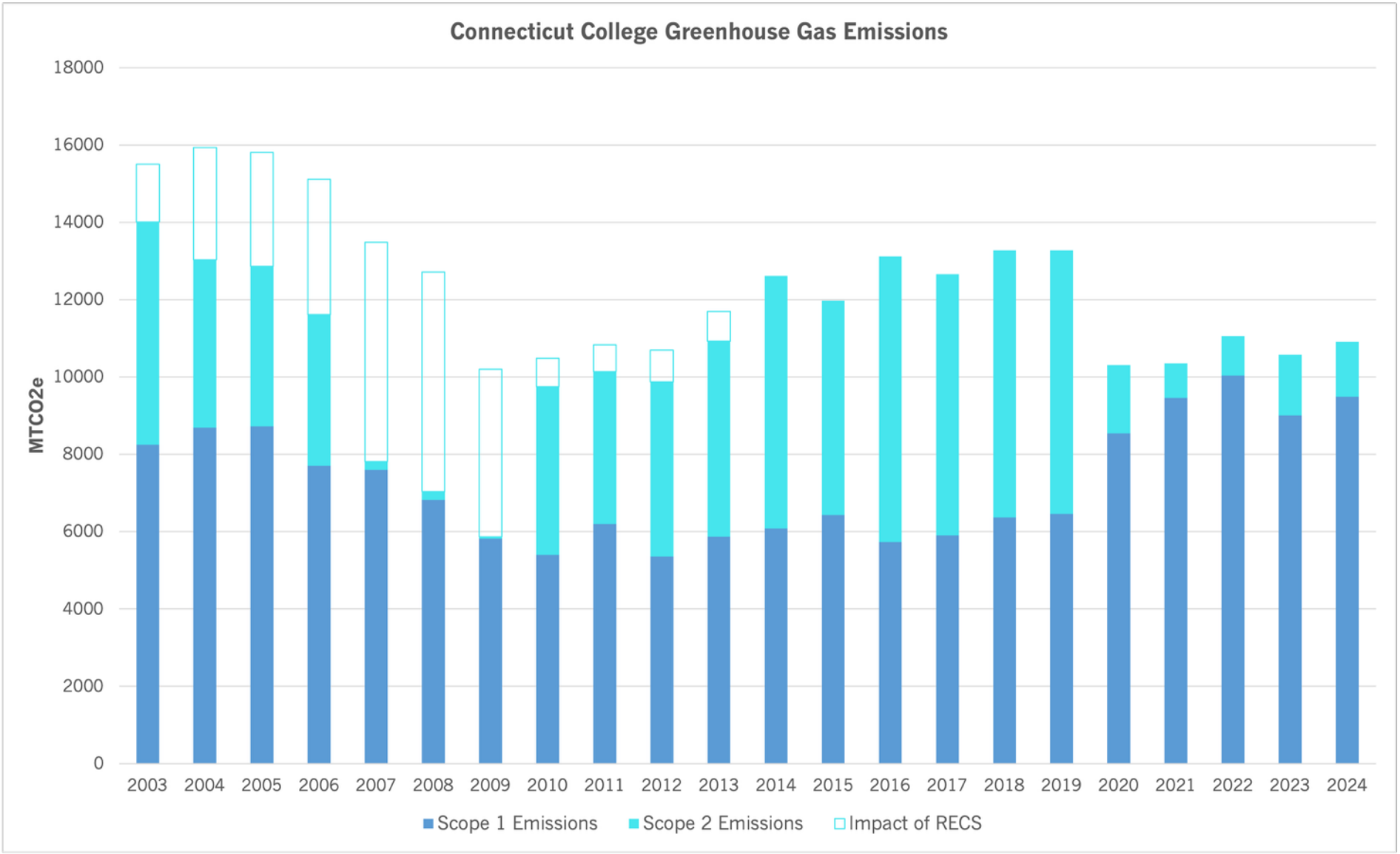
Tracking and publicizing our energy use and GHG emissions is one of the goals outlined in this plan. Written annual reports, including emissions and energy use data, are sent out to the campus community annually. The Suzi Oppenheimer ’56 Faculty Director of Sustainability and the Director of Sustainability have also been presenting regularly at Faculty and Staff Meetings to share data, progress and upcoming projects. Data is always available upon request for use in courses or research.

The chart on the next page shows our campus GHG emissions, estimated to the best of our ability, from 2017 to 2024. Throughout this plan, you will see references to three scopes of emissions. Scope 1 emissions are those that are directly caused by the College’s operations – this includes natural gas burned in our steam plant, natural gas used in the fuel cell, other fuels used for heating and cooking, and gasoline and diesel used in our campus fleet. Scope 2 emissions are caused by our purchase of electricity from the grid. You will notice that after the installation of the fuel cell in 2019 more of our emissions shift to Scope 1 from Scope 2 because it is producing electricity on campus using natural gas. Scope 3 emissions are those emissions caused by College-related activities, but that we do not directly control. We have done calculations for Scope 3 emissions related to commuting, study abroad, business travel, solid waste, and transmission and distribution losses.

Year to year changes in campus emissions have been challenging to predict since the COVID closures that significantly reduced our Scope 3 emissions in 2021. Total emissions have been fairly steady since 2022, but we did see a slight increase in emissions in FY24 driven by on-campus fuel use and business travel. The student population has also increased by around 100 students since 2022. **Comparing 2024 to our baseline from 2017 of 15,472 MTCO2e, we have achieved a 15% reduction in emissions**. Emissions per student have declined by a similar percentage (14%). This is a slower pace of reductions than would be necessary to achieve carbon neutrality in 2030 without the significant use of RECs and offsets. Moving forward, sustainability is one of the key factors in the prioritization process for the response to the Facilities Conditions Assessment. This provides the College with an opportunity to identify places where Facilities priorities overlap with significant potential emissions reductions.



From 2003-2013 the College purchased Renewable Energy Credits (RECs), funded by a student fee, to offset varying amounts of our purchased electricity. From 2007-2009, these RECs temporarily offset almost all of our Scope 2 emissions. The REC program was ended in 2013 with votes from SGA and EMC and those funds were transformed into the Sustainable Projects Fund (SPF). The hope was to use the SPF to support actions with direct reductions in GHG emissions instead of addressing them indirectly through RECs. The graph below shows the campus Scope 1 and Scope 2 emissions since 2003, when the REC purchasing program began. The empty boxes show the reduction in emissions associated with the REC purchases.



Academics and Education

Integrate sustainability into the campus culture.

Sustainability is implicit in Connecticut College's mission and core values. An understanding of sustainability and the interconnectedness of environment, society and economy is key to educating the campus community to "put the liberal arts in action as citizens in a global society." Ultimately it is through education that Connecticut College can have the greatest impact on the sustainability of our world. This education includes the formal curriculum as well as opportunities and experiences outside the classroom, both on and off campus. Our overall goal is for sustainability to be more broadly integrated in both the formal and informal learning at the College for all members of the campus community.

A key effort in this area from Phase 2 is a catalog of sustainability focused and inclusive courses from across departments. Over the past three years the College has offered 119 sustainability-focused courses and 244 sustainability inclusive courses, representing 15% of all courses offered. These courses are offered through 75% of our academic departments. In 2023 the faculty approved two new course designations to mark these courses in the catalog. The sustainability focused course (SFC) and sustainability inclusive course (SIC) designations are live now in the course catalog allowing students to search by these attributes. The Office of Sustainability used the catalog of courses reported in STARS to make the initial designations. Going forward, faculty will add this attribute in the course proposal form.

Goals	Action Items	Progress
2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice	2.1.1 COMPLETE: Implement diversity, cultural literacy and sustainability training for all new faculty and staff, phase in training for current employees and enhance current trainings for students	2.1.1 All students, faculty and staff took a mandatory online diversity training course offered by EverFi in 2021. While this training is no longer mandatory for faculty and staff, the College continues to offer training on diversity, inclusion and managing bias. The most recent time training was offered to all employees was in September 2023.
	2.1.2 COMPLETE: Implement a peer-to-peer sustainability education program for faculty and staff	2.1.2 A new Green Office Certification launched in August 2021. Admission, the Office of Sustainability and the Goodwin-Niering Center for the Environment were the first offices certified. Since that time, seven more

Goals	Action Items	Progress
2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice – *continued*	2.1.2 Implement a peer-to-peer sustainability education program for faculty and staff – *continued*	offices and five academic departments have been certified. 24% of our employees are now working in a certified office. Five more offices are currently working through the certification process.
	2.1.3 COMPLETE: Administer a campus sustainability literacy and climate survey every two years	2.1.3 The Sustainability Literacy and Culture survey was administered in 2019, 2020, 2022 and 2025. Overall, the results of the assessment show that our campus community has a basic understanding of environmental and sustainability issues. The survey administered in April 2025 had 379 total respondents. The majority of respondents answered most of the literacy questions correctly. Questions that have had a majority of incorrect responses across surveys are those focused on global population increase (34.3% answered correctly), where our trash goes (33.8% answered correctly) and the location of hazardous waste landfills (22.2% answered correctly). In 2025, 91% of students and 93% of faculty and staff agreed or strongly agreed that it was important to them that the college prioritize sustainability in decision making. Around a third of both groups also report attending on-campus events or lectures focused on sustainability. We have also seen a continued increase in the number of students who report that Conn's sustainability efforts were a very important or extremely important part of their decision to attend (20.5% in 2025, compared to 20% in 2022, 16% in 2020 and 11% in 2019).

Goals	Action Items	Progress
2.1 Educate students, faculty and staff about sustainability and the connections between social, economic and environmental justice – *continued*	2.1.4 COMPLETE: Have a major sustainability awareness campaign each academic year	2.1.4 The Office of Sustainability has successfully implemented an annual sustainability campaign each year since the adoption of the plan. The campaign themes have been: 2018-2019 Pass on Plastic 2019-2020 Putting the Liberal Arts into Climate Action 2020-2021 Nourishing Community 2021-2022 Pass on Plastic 2022-2023 Climate Change/Culture Change 2023-2024 Quality Water 2024-2025 No Time to Waste
	2.1.5 COMPLETE: Work with Residential Education Fellows and other existing programs to include sustainability in their events	2.1.5 Collaboration between the Office of Sustainability and Residence Life has continued to grow. Each fall, the Office participates in a Programming Collaboration Training for student staff. Examples of events planned with housefellows in 2024-2025 include Halloween and Floralia pop-up clothing swaps with Larrabee House, a visible mending workshop with Lambdin and an origami crane making with Lazrus House. Collaboration has also grown with other groups like Sexual Violence Prevention and Advocacy (SVPA). In 2024 and 2025 we participated in Denim Day events by providing free denim from The Dressing Room. We also held a joint Green Dot/Green Thumb bingo night. Other partnerships included clothing swap events with WOC+C and a workwear pop-up with the Hale Center for Career Development.

Goals	Action Items	Progress
2.2 Increase awareness of sustainability policies, practices and accomplishments at the College	2.2.1 COMPLETE: Update and bring all sustainable building and operations policies through official approval channels and then publicize them to the campus	2.2.1 Sustainability policies for building renovation and construction, building operations, integrated pest management, purchasing and bottled water can be found on the sustainability website and on CamelWeb.
	2.2.2 COMPLETE: Prepare an annual sustainability report that includes progress toward goals	2.2.2 An Annual Sustainability Report has been written and shared with the campus community each year since this plan was adopted.
	2.2.3 COMPLETE: Create a standard design for and install sustainability signage across campus	2.2.3 Sustainability Trail have been installed at Horizon House, Tempel Green (geothermal wells), the Nierderman Garden, Sprout Garden and at the waterfront (Camel's Reef). Three indoor signs have also been ordered to highlight smaller initiatives. A new sign will be installed at the Dayton Arena solar array upon completion.
	2.2.4 COMPLETE: Achieve a STARS Gold rating by 2021	2.2.4 The College submitted its third STARS report in March 2024 and achieved a Gold rating for the second time. We received a total of 71.19 points, a small increase from 2021. Our biggest point increases came from Curriculum, Campus Engagement, Investment and Sustainable Purchasing credits.
2.3 Incorporate sustainability more broadly into the curriculum	2.3.1 Incorporate learning objectives related to sustainability into Connections and/or individual majors	2.3.1 The Social Difference and Power requirement, adopted in 2020, is related to sustainability, but is not sustainability focused. For STARS it was reported as a "sustainability supportive" learning outcome. Work should continue in this area.

Goals	Action Items	Progress
2.3 Incorporate sustainability more broadly into the curriculum - *continued*	2.3.2 Develop a recurring, week long summer workshop for faculty interested in including sustainability more fully in their courses	2.3.2 The Office of Sustainability has offered training sessions at Camp Teach and Learn for faculty interested in incorporating sustainability into their courses. The Office has also started offering a $500 course development grant to faculty who have concrete plans for developing a sustainability-focused course. We have awarded the grant to seven faculty members.
	2.3.3 COMPLETE: Develop a network of alumni working in sustainability-related fields willing to connect with the College through sustainability projects and courses	2.3.3 The Office of Sustainability has sent an electronic Annual Sustainability Newsletter to over 800 alumni since 2021. Seven different alumni working in sustainability have been engaged as mentors for the SUS293 Applications of Sustainability course since 2021. Rocky Ackroyd '83 is continuing his mentorship of the students installing the Dayton Arena Solar Array. More information about his work with students is on page 10.
	2.3.4 COMPLETE: Develop a first-year seminar (FYS) module on sustainability that engages students with the campus' sustainable features	2.3.4 Two FYS modules were developed and offered to classes in 2018 and 2019. A presentation titled "Sustainability at the College and Beyond," covered the concept of sustainability, projects on campus, and how students can get involved. The other was a sustainability scavenger hunt. The structure of the FYS program was changed in Fall 2021. The Office of Sustainability will continue to offer support for individual FYS upon request.

Goals	Action Items	Progress
2.4 Provide access to the College's sustainability-related data for use in courses	2.4.1 COMPLETE: Develop a system for tracking and reporting sustainability data and make these data accessible to the campus community	2.4.1 Key sustainability data including GHG emissions, energy use, solar array outputs, and waste is now shared in annual reports. All data reported to STARS is also publicly available through their platform. We will also provide more detailed sustainability data upon request.
	2.4.2 COMPLETE: Adopt the model of "campus as a living lab" to incorporate building design and construction, energy use, and other sustainability data into coursework	2.4.2 As part of our 2024 STARS report, we did a survey of "campus as a living lab" projects and reported projects in 13 of 14 subject areas. Projects included research and coursework in the Sprout Garden, anthropologic and hydrologic surveys of the area we plan to use for a solar array, and a senior integrative project investigating how the college could reduce food waste and increase food donations.
2.5 Expand and strengthen reciprocal partnerships with sustainability related community organizations	2.5.1 Assess and document current sustainability partnerships, with an initial focus on food related programs	2.5.1 While no formal assessment was conducted, FRESH New London and the local tribal nations have been identified as key partners.
	2.5.2 Enhance global-local engagement opportunities in the areas of sustainable food, education, and social innovation	2.5.2 Students continue to engage with the community through placements at FRESH New London, ENRICH, Ledge Light Health District and the Mystic Aquarium. Approximately 45% of our student population engages in community partnerships.
	2.5.3 Develop processes for including community stakeholders in campus construction and infrastructure projects	2.5.3 Based on current priorities, work on this action item is now planned for Phase 3.

Goals	Action Items	Progress
2.5 Expand and strengthen reciprocal partnerships with sustainability related community organizations - *continued*	2.5.4 COMPLETE: Establish a full-time position to coordinate and develop partnerships in the area of food, assist with the advising of the Sprout Garden and teach related courses in the Botany Department	2.5.4 A two-year Visiting Professor of Botany position, with a focus on Sustainable Agriculture, was created in 2019 and Eric Vukicevich started in this position that July. The position has been converted to a tenure-track position, providing for continued support of Sprout Garden. This ongoing support is critical for maintaining the connection between Sprout and the curriculum and for increasing food production. More details about Professor Vukicevich's work are below.

Academics and Education Highlight: Sprout Garden

Sprout Garden, now located behind Crozier-Williams, was established in 2004 by students living in Earth House. The addition of a new field in 2019 and a second hoop house in 2021 have allowed Sprout to greatly increase production and extend the growing season further into the academic year.

Each summer, Sprout partners with FRESH New London to provide fresh organically-grown produce to the local community while creating opportunities for community-based learning around food justice and local food systems. In the first several years, Sprout/FRESH provided a 35-member sliding scale community supported agriculture (CSA) program to the New London community. In 2023 and '24, produce was made available at pay-what-you-can tables at FRESH and Sprout two days per week. A 20-member sliding-scale CSA is returning for 2025 along with the market tables.

The Internship in Community Agriculture, a 14-week paid summer farming educational experience, is entering its sixth season. Interns learn to farm from seed to market including local food systems, culturally-relevant crops, organic farming practices, and community engagement. Highlights include providing fresh produce to the campus and New London community, hosting youth education visits, field trips, partnering with FRESH New London, and honoring historic agricultural land use by growing a three sisters garden together with members of local tribes. Sprout typically produces around 6,000 lbs of food per year, with about 60-70% donated to the CSA program with FRESH and the rest used on campus.

Courses regularly use Sprout as a living laboratory including: Community Agriculture, Ecological Agriculture, Environmental Plant Physiology, Ecology, and others.

Campus Operations

Reduce the environmental impact of the College's operations.

Operating a campus necessarily comes with an environmental impact from the everyday use of buildings and resources. The more than 2,600 daily users of our campus create 500 tons of waste, use 34 million gallons of water, and consume more than 620,000 meals in our dining halls each year. The goals in this focus area are intended to reduce the consumption of these resources at the College and to redirect our purchasing toward more sustainable food, goods and services. The specific action items outlined below were meant only as first steps toward reducing our environmental impact.

This year we have focused our sustainability campaign on waste reduction on campus. As part of this campaign, we piloted waste centralization in two buildings, Fanning and Cro, and are hopeful that we will expand the program over the summer. Waste centralization (described more below) asks faculty and staff to take more personal responsibility for their waste by carrying it to shared waste containers. This change will save money by reducing the number of bags and bins we buy, re-direct labor hours for the custodial staff towards building upkeep, and reduce the contamination rates in our trash and recycling bins. As part of the campaign we have also held waste education events, pop up clothing swaps and promoted reuse by screen-printing thrifted tote bags and t-shirts as giveaways instead of buying new swag.

Goals	Action Items	Progress
3.1 Reduce total waste by 20% by 2028 from a 2017 baseline	3.1.1 Install standard, highly visible signage at all paired recycling and trash bins	3.1.1 New standard recycling and trash signage has been installed in Crozier-Williams and Fanning Hall. Some signage from 2019 remains in Shain Library. Expansion is planned for summer 2025.
	3.1.2 Minimize the use of paper towels in bathrooms by removing paper towel dispensers and installing hand driers where appropriate	3.1.2 A limited pilot of a more absorbent paper towel was conducted by Custodial Services in 2019 to see if that led to less usage. We expect work on this action item to resume in Phase 3.

Goals	Action Items	Progress
3.1 Reduce total waste by 20% by 2028 from a 2017 baseline - *continued*	3.1.3 COMPLETE: Follow green building standards for construction and demolition waste recycling on all construction and renovation projects	3.1.3 We now receive waste reports for all projects upon completion. A particular highlight is that 89% of non-hazardous waste from the bathroom renovations completed in 2023 was recycled.
	3.1.4 COMPLETE: Expand the reach of the Office Swap program by establishing a permanent office-supply closet and by creating a catalog in the forthcoming eProcurement system	3.1.4 Office Swap is now the first catalog displayed in the CTW OneSource Marketplace. We saw a 94% increase in orders from 2020-2024 (following a 750% increase in annual orders comparing 2016 to 2020). Over this span, Office Swap has delivered 996 items worth $16,747.
	3.1.5 COMPLETE: Implement food-waste tracking software in the dining halls	3.1.5 A food waste tracking system, called Phood, was used in Harris from January - May 2019. The key finding was that the vast majority of food waste is post-consumer (student plate waste), so our main point of intervention should be education of consumers. Ongoing software issues with Phood led us to discontinue use. The findings from 2019 will continue to guide efforts to reduce waste.
	3.1.6 Educate campus community members and visitors about the impact of food waste and the variety of ways that they can minimize waste from their on-campus events.	3.1.6 We have had several events in Harris Dining Hall focused on food waste. We also worked with Chartwells in Fall 2024 to create new signage for the food waste collection bins. Work on this action item remains ongoing.

New waste signage in Fanning Hall.

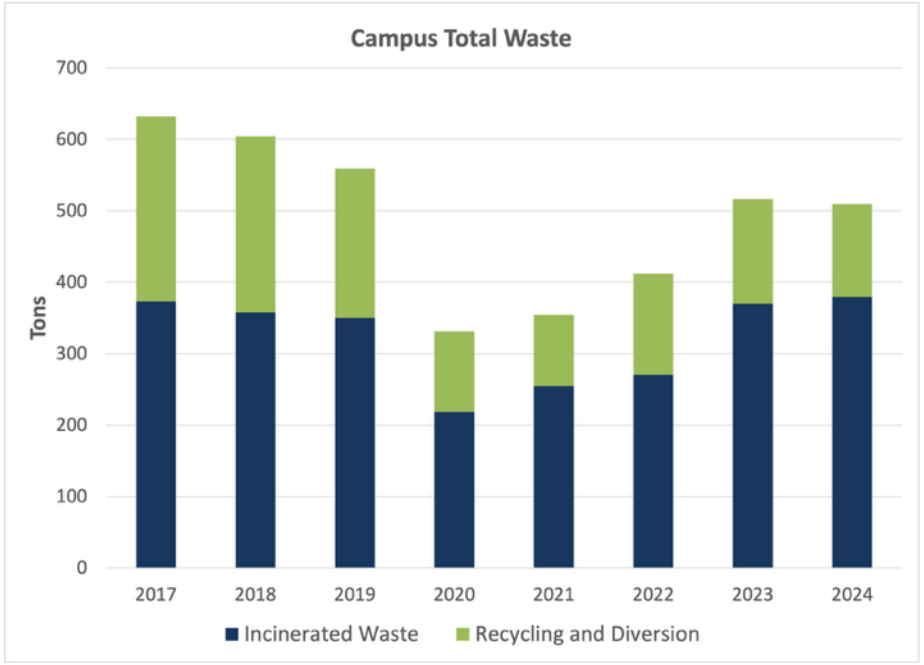
Goals	Action Items	Progress
3.1 Reduce total waste by 20% by 2028 from a 2017 baseline - *continued*	3.1.7 COMPLETE: Set up a system for collecting small amounts of compost from events, student-run coffee shops and independent living facilities	3.1.7 A group of students first piloted offering compost to independent living in Spring 2018 with funding from the Sustainable Projects Fund. After a break from 2020-2023 due to COVID, program was re-launched in Spring 2024. Students in the Office of Sustainability have been collecting compost from 30 students and staff. Approximately 750 lbs. of compost have been collected.

Progress Towards Reducing Total Waste

While we have seen an increase in total waste since the low caused by the COVID closure, we still have 19% less total waste than in our baseline year (very close to achieving our goal). We have also continued to see a decline in our recycling rate. This means that while we have less waste overall, a higher percentage is going to the incinerator. There appear to be both collection and education issues impacting proper recycling disposal on campus.

The Office of Sustainability and Facilities Management worked together in Spring 2025 to pilot waste centralization in Fanning and Crozier-Williams. Under the new plan, faculty and staff take their own trash and recycling to centralized containers located in hallways and other communal spaces. Containers were also removed from classrooms.

Waste sorts done before the waste centralization pilot found that approximately 22% of material in the trash cans could have been recycled. In comparison, waste sorts completed at the end of the spring semester found that 12.8% of the material in the trash cans could have been recycled. This is an improvement of 48%. We are now proposing that waste centralization expand to three additional buildings this summer and then to the broader campus over the next year. We will also be working over the next year to add the new standard signage to all waste bins on campus.



Goals	Action Items	Progress
3.2 Reduce water consumption on campus by 5% by 2023 and 8% by 2028 from a 2017 baseline	3.2.1 COMPLETE: Replace the dishwashing machine in Harris with a newer, more efficient model	3.2.1 A new dishwasher was installed in Harris Dining in 2024 that is expected to use 69% less water, 29% less electricity and 83% less steam than the previous dishwasher.
	3.2.2 COMPLETE: Adapt or replace toilets, faucets and showerheads with low-flow fixtures	3.2.2 From 2022-2025, 17 buildings have had full bathroom renovations that included new showers, sinks and dual flush toilets.
	3.2.3 Implement an education campaign around water conservation	3.2.3 This action item has been delayed to Phase 3. Water conservation is tentatively planned as our sustainability theme for 2026-2027.
	3.2.4 Install water meters on residential buildings to track the impact of water conservation projects and education campaigns	3.2.4 This action item has been delayed to Phase 3.
	3.2.5 Integrate rainwater collection into upcoming Crozier-Williams renovation to provide irrigation for Sprout Garden	3.2.5 The scope of the Cro project was scaled back to include only the main lobbies and the 1962 room. Since no mechanical systems or other infrastructure was included, this action item has not been completed yet.
3.3 Increase the amount of local, organic and fair trade food purchased across campus to 10% by 2023 and 20% by 2028 from a 2017 baseline of 5.86%	3.3.1 Increase Dining Services food budget to accommodate purchasing more locally or regionally grown, organic and fair-trade food	3.3.1 With the switch to outsourced dining through Chartwells, this action item is no longer directly under the College's control.
	3.3.2 Formalize a partnership between the Sprout Garden and Dining to produce specific items for the dining halls, such as herbs	3.3.2 Sprout regularly sold food to Dining and Catering from 2019-2024. In FY23, Sprout earned $281.55 from these sales. Since the switch to Chartwells, Sprout has not been able to sell food for use in campus dining due to requirements to provide GAP certification for crops grown. Certification is cost-prohibitive for Sprout's scale.

Goals	Action Items	Progress
3.4. Increase the percentage of sustainable and fair labor practice goods purchased by the College	3.4.1 COMPLETE: Gather information to establish a baseline for what percentage of goods the College purchased in FY2018 were sustainable and/or fair labor.	3.4.1 A baseline of sustainable purchases for paper, cleaning supplies, custodial paper supplies and electronics was created as part of our 2021 STARS report.
	3.4.2 COMPLETE: Include sustainability education in the Procurement Services training program	3.4.2 The Sustainable Procurement Policy is reviewed in p-card training and in CTW OneSource trainings. It is also posted in multiple locations on the college website.
	3.4.3 COMPLETE: Establish and use recognized "green" and "recycled" symbols and designations in the proposed eProcurement system and make those items the default option	3.4.3 Leaf and recycling symbols (chasing arrows) are used to designate environmentally preferrable products in CTW OneSource catalogs. More work remains to be done to properly label items, as the designations can still be confusing. There is a hard stop on purchasing any paper without at least 30% recycled content. There is a note in CTW OneSource about the Bottled Water Ban.
	3.4.4 COMPLETE: Include sustainability initiatives in supplier quarterly business review meetings and investigate opportunities to reduce packaging and lower emissions by redesigning delivery schedules with supply partners	3.4.4 Procurement continues to engage with existing supplies on sustainability – including WB Mason and Base Technology. New suppliers are asked about sustainable practices during onboarding.

Planning and Construction

Embed sustainability in the campus landscape, buildings and infrastructure.

The College landscape has been continually changing since its founding over a century ago. Over the next 10 years and beyond, we expect that the campus will continue to evolve with new buildings, infrastructure and landscapes. A key piece of this sustainable development will be increasing and improving accessibility for pedestrians, bicyclists and those with limited mobility. Equally important will be making long-term plans to ensure the continued health and vitality of our tree canopy and natural landscapes. The goals in this focus area are intended to ensure that growth and change on campus is done sustainably.

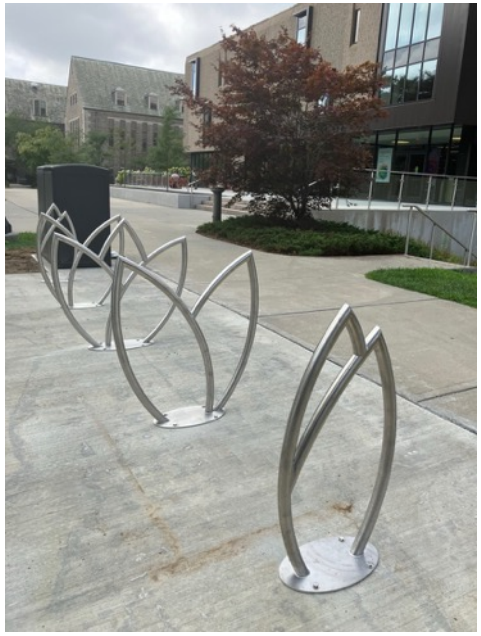
We expect the next three years to be a period of significant transformation for our campus buildings and landscapes. There are key sustainability focused projects planned, some of which are noted below, but it will also be extremely important that sustainable design drives the response to the new Facilities Condition Assessment (FCA).

Goals	Action Items	Progress
4.1 Renovate facilities and landscapes with sustainability at the forefront of design decisions	4.1.1 Transform Earth House and other existing residences into sustainable houses that can serve as models for innovative ideas	4.1.1 Earth House is being taken offline and moved to Lazrus House in response to the FCA. Over the next year we will determine if Lazrus House can serve as a suitable long-term home for the sustainable living community.
	4.1.2 Incorporate innovative green design into all construction and renovation projects.	4.1.2 The newly launched project planning process includes review of the Sustainable Building Policy with contractors and project teams. Sustainability representatives have been included on Project Teams for recent projects, including the Cro renovation, and sustainability has been listed as a criterion in evaluating RFPs.

Goals	Action Items	Progress
4.2 Improve the health and sustainability of the arboretum campus landscape	4.2.1 Enhance collaboration between Grounds Management and the Arboretum to make best use of resources and expertise	4.2.1 The 2020 re-organization that placed Grounds Services under the organizational umbrella of the Arboretum was reversed in 2023. Grounds now reports to a new position, Assistant Director of Building and Grounds within Facilities Management. Grounds and the Arboretum have monthly Plant Collections Committee meetings to discuss tree planting and other landscape issues.
	4.2.2 Develop and implement a long-term campus vegetation management plan for invasive species and the tree canopy	4.2.2 Starting in 2021, new protocols including an Integrated Pest Management plan, a Hazard Tree Assessment Plan, and the development of Standard Operating Procedures for routine landscape maintenance were developed.
	4.2.3 COMPLETE: Make efforts to improve the quality of stormwater runoff and to reduce the amount of runoff	4.2.3 Rain gardens were added into the design of the East Lot to reduce stormwater runoff from the new parking surface. A rain garden is also planned as part of the Cro-Plex Connector project that will be completed this summer. Finally, there will be bioswales added along the new Cro Boulevard pedestrian walkway.
	4.2.4 Reduce the amount of landscape that needs high levels of maintenance	4.2.4 Some effort has been put into identifying zones where high levels of maintenance can be reduced without a loss of aesthetic beauty or landscape functionality. For example, the new East Lot perimeter includes a meadow / no mow area. The Dayton Arena solar array will also be planted with a low-mow pollinator meadow to reduce mowing and maintenance under the panels. More work remains to be done in this area.

Goals	Action Items	Progress
4.3 Expand and develop programs to support the use of sustainable forms of transportation	4.3.1 Use a variety of methods to reduce the amount of GHG emissions associated with commuting including telework, carpooling and EV incentives	4.3.1 The COVID policy of allowing staff to work up to two days/week remotely has continued. Approximately 16% of staff take advantage of this remote-work arrangement. EV charging was free on campus until June 2024 to encourage our community to feel comfortable choosing this type of vehicle. Our current fee for charging is competitive and is designed only to cover our costs.
	4.3.2 COMPLETE: Install EV charging stations on campus to encourage the campus community to invest in zero emissions vehicles	4.3.2 Two dual ChargePoint charging stations, donated by Bruce Becker 'P22, were installed in July 2021. The station in Horizon House visitors lot is still in service, but the station at Hillel House is going to be removed for the East Lot project. Two more dual stations were installed at Cummings in 2023 and two additional stations are awaiting final activation at the East Lot.
	4.3.3 Enhance support for Spokespeople to improve and expand their semester-long bike rentals and bike repair program into a true campus bike share	4.3.3 Improvements in the workspace and bike loan tracking system were implemented for Spokespeople, which is now directly managed by the Office of Sustainability. Spokespeople received $5,000 from the state's Active Transportation Microgrant Program was used to purchase three new bikes to improve the quality of loaner bikes. An e-bike and trailer were also purchased with these funds for use by the Office of Sustainability and Spokespeople. Students are currently considering re-establishing Spokespeople as a registered student organization.

Goals	Action Items	Progress
4.3 Expand and develop programs to support the use of sustainable forms of transportation - *continued*	4.3.4 COMPLETE: Create better bike facilities such as more accessible bike racks, covered areas for bike parking and tire pumps at central bike racks	4.3.4 All outdoor bike racks on campus were replaced in 2023 using funding from the Hale Gift. Four locations have racks designed by Artists for Humanity (AFH), a non-profit in Boston working with underserved high school students. All other locations have complementary stainless-steel racks that provide two points of contact with bikes to provide better support. Covered racks have been installed in four locations (Freeman, Burdick, Shain and Johnson). A fifth covered rack is planned for Morrison as part of the Cro-Plex Connector project in 2025. A permanent outdoor maintenance station, with pump, was installed at the Shain bike shelter in Fall 2024.



From left, the new outdoor bike maintenance stand at the Blaustein/Shain bike shelter, new racks at New London Hall and the AFH designed racks.

Goals	Action Items	Progress
4.3 Expand and develop programs to support the use of sustainable forms of transportation – *continued*	4.3.5 COMPLETE: Add new sidewalks to expand connectivity, especially around parking areas to keep pedestrians off of the roadways	4.3.5 The transformation of Cro Boulevard into a pedestrian corridor as part of the Master Plan to move parking and roadways to the perimeter of campus is underway. This summer another pedestrian corridor will be added to connect Crozier-Williams and the Plex. New sidewalks were also added in south campus for movement between South Lot and Admission and to the East Lot to provide safe pathways for pedestrians walking to Hillel House.
	4.3.6 COMPLETE: Audit the campus fleet for opportunities to invest in hybrid and/or electric vehicles or reduce the size of the fleet	4.3.6 A student team in the Office of Sustainability worked on this audit in Spring 2022 with Facilities. They hosted several test drives, collected feedback and ultimately recommended an EV replacement vehicle. Four GEM small electric utility vehicles (shown left) have been added to the Facilities fleet. There are plans to continue to add more EVs each year.
4.4 Increase campus accessibility for those with limited mobility	4.4.1 Consolidate student and guest facing offices into buildings with elevators to make them fully accessible	4.4.1 The elevator added to Fanning during the Hale Career Center renovation has made the class deans' offices, the president's office and more classroom space fully accessible.
	4.4.2 Create more accessible common spaces and indoor and outdoor seating for classes, lunch and small group meetings	4.4.2 A new Disability Cultural Center opened in April 2025 to affirm and celebrate disability on campus. New furniture was added to the common area of Olin Science Center to make a more inviting indoor study and small group workspace.
	4.4.3 Invest in the capacity to provide temporary accessibility to spaces so that students, faculty or staff with injuries do not need to be moved	4.4.3 Work continues in this area.

Administration

Consider sustainability in high-level decision making at the College.

Campus sustainability cannot be accomplished through the efforts of just one office or a small group of champions. To be truly successful, sustainability must be included at the highest levels of decision-making about investments, equity and inclusion and long-term campus planning. Using our investments in a way that upholds the mission and values of the College is especially important to our students. In Spring 2016, the Student Government Association passed a resolution calling on the College to create a plan to divest from fossil fuel holdings. While the College currently has no direct holdings in this industry, clarifying a sustainable investments policy will be a key next step to meeting this charge from our students. As reported in our 2024 STARS report, approximately 9% of our endowment, over $41,000,000 is invested in sustainable industries or socially beneficial mutual funds. When holistic sustainability is considered as a default in high-level decision-making, it will become easier to implement all of the goals outlined in this plan.

Goals	Action Items	Progress
5.1 Use our investments to support a just and sustainable society	5.1.1 Create a Committee of Investor Responsibility to advise the Board of Trustees on ethical and sustainable investing and complete proxy votes on behalf of the College	5.1.1 The Investment Committee of the Board of Trustees reviewed possible structures and membership, but elected to adopt a sustainable investment policy (described below) instead of forming a new committee.
	5.1.2 COMPLETE: Develop a sustainable investment policy and/or include sustainability considerations in existing investment policies	5.1.2 The Board of Trustees Investment Committee adopted a policy designed to include environmental, social and governance (ESG) factors in their investment analysis to help assess risk and return. The sustainable investment policy is applied during both the due diligence of new investment managers and monitoring of existing investment managers. The Investment Committee reviews the overall portfolio's ESG and diversity characteristics on an annual basis.

Goals	Action Items	Progress
5.2 Increase the Sustainability Revolving Fund to $1 million by 2023	5.2.1 Allocate 30% of utility savings from the fuel cells to the Revolving Fund over the next 10 years	5.2.1 The Revolving Fund continues to grow by small increments through unspent funds from the Sustainability Project Fund. Growing the Revolving Fund in a variety of ways remains a high priority in Phase 3.
	5.2.2 COMPLETE: Advertise donations to the Revolving Fund to donors as a way to make a long-term impact.	5.2.2 Advancement has approached donors about the opportunity to enhance the Revolving Fund through a major donation. These efforts are on-going. Since the adoption of the Campus Sustainability Plan, the Revolving Fund grew from $50,000 to close to $200,000. While this is falling well short of our goal, it was able to fund the installation of the rooftop solar array on the Service Building and the ground-mount array at Dayton Arena.
5.3 Promote an equitable work environment	5.3.1 COMPLETE: Administer bi-annual campus climate survey to students, faculty and staff	5.3.1 The Higher Education Data Sharing Consortium (HEDS) Diversity and Equity Campus Climate Survey was administered for the first time in Spring 2021. In Spring 2024, the NSSE Survey with an extra set of questions about diversity on campus was administered as a follow-up. In Fall 2024, we administered a campus climate survey about sexual assault prevention on campus.
	5.3.2 COMPLETE: Promote Faculty/Staff equity through coordinated information sharing and decision-making	5.3.2 Monthly Faculty and Staff Meetings continue to bring the two groups together for information sharing. These meetings are offered both in-person and virtually to increase accessibility. The Faculty Steering and Conference Committee (FSCC) voted in 2021 to hold

Goals	Action Items	Progress
5.3 Promote an equitable work environment – *continued*	5.3.2 COMPLETE: Promote Faculty/Staff equity through coordinated information sharing and decision-making – *continued*	at least one meeting per semester with Staff Council to improve communication and planning on shared interests. The Board of Trustees established a Staff Liaison Committee in 2023 to give staff a forum for discussing issues with trustees. President Chapdelaine added a staff representative to senior cabinet meetings in 2025.
	5.3.3 Develop programs to recruit and support staff members from underrepresented groups	5.3.3 A support network for staff of color meets monthly to discuss relevant topics pertaining to their work within the campus community. New faculty from underrepresented groups attend an orientation program where they are matched with mentors from the senior faculty. More work remains to be done to support these groups.
	5.3.4 COMPLETE: Implement paid parental leave for staff	5.3.4 The Paid Parental Leave Policy, effective as of June 1, 2018, provides four weeks of full-pay parental leave to eligible staff members. The State of Connecticut also now provides up to 12 weeks of paid family leave.
5.4 Improve the efficiency of our workforce and reduce paper use	5.4.1 COMPLETE: Switch from paper timesheets to an online payroll and timesheet system	5.4.1 An online timesheet system was launched in August 2020 using ETR Dayforce.

Goals	Action Items	Progress
5.4 Improve the efficiency of our workforce and reduce paper use – *continued*	5.4.2 COMPLETE: Create a phase-out plan to reduce the number of personal printers by at least 50 percent	5.4.2 A new desktop printer policy was adopted in June 2020 that eliminated almost all personal desktop printers from campus and replaced them with a new fleet of shared multi-function devices, all of which are Energy Star certified. The only desktop printers remaining are those that are connected to lab equipment or are needed for other specialized purposes. Twenty-four printers were donated to Norwich Public Schools and over 100 more were donated to the non-profit L.E.A.R.N.
	5.4.3 COMPLETE: Provide materials electronically as a default and use tools, such as a document management system, to reduce the number of paper-based processes	5.4.3 The Library and Information Technology group at Connecticut College have a website, grant program, and multiple ongoing initiatives to increase the adoption of Open educational resources, mostly in electronic form. The remote work brought on by the COVID pandemic meant that many new electronic processes were developed. Compared to 2019, sheets printed have decreased by 61%.
5.5 Expand and strengthen support for the Office of Sustainability and campuswide sustainability coordination	5.5.1 COMPLETE: Create a Sustainability Advisory Committee to advise on holistic sustainability projects and goals	5.5.1 The President's Sustainability Council was formed in Fall 2019 and has been meeting bi-annually since December 2019. The Sustainability Council is charged with furthering the sustainability goals described in the College's Strategic Plan and Campus Sustainability Plan, approving policy recommendations from other committees, selecting the annual campus sustainability theme, and ensuring effective communication of sustainability efforts.

Goals	Action Items	Progress
5.5 Expand and strengthen support for the Office of Sustainability and campuswide sustainability coordination – *continued*	5.5.2 Move the Office of Sustainability to a central campus location	5.5.2 This remains a recommendation for raising the profile of the Office of Sustainability, but it is not a high priority.
	5.5.3 COMPLETE: Update the sustainability website with current goals and resources for students, faculty and staff and audit how sustainability appears on other College pages	5.5.3 The sustainability website underwent a large update in August 2023. This included an update to the style of the landing page and new content. Regular updates have been made since to keep information current.
	5.5.4 COMPLETE: Advance staff position to Director, Office of Sustainability to more accurately reflect the functional structure of the office	5.5.4 This promotion was approved by the Strategic Position Review Committee (SPRC) on February 17, 2022.
	5.5.5 Add a Program Coordinator position to supervise student Sustainability Fellows	5.5.5 This remains a recommendation for increasing the bandwidth of the Office, but we recognize with the current fiscal situation it is unlikely to occur before the end of this plan. A restructuring of our student employees planned for next year may help address some of the current gaps.

Student sustainability events.

Implementation Plan

When we wrote this plan in 2018, we knew that achieving these goals would require the work of many people and departments across campus over a period of ten years. The sequencing that was laid out in the original plan was based on what we knew at the time about funding, capacity and what we believed we needed to implement to achieve STARS Gold in 2021. The implementation plan below has been updated to reflect what action items have been completed (green), are in progress (yellow) or have not been started (red). It has also been updated to reflect the recommended new wording of several action items. These new wordings have been noted with an *.

We have also moved action items that require ongoing or annual action to a new section at the end of the timeline labeled "ongoing." We hope that this better reflects that much of the work of sustainability is never done and is a continual process. Ongoing projects have been marked in green if *substantial* progress has been made and we have reason to anticipate ongoing annual action. They have been marked in yellow if only small steps have been taken to institutionalize the action.

The action items are numbered according to their focus area, goal and action item number in the document above. For a quick reference, refer to the Plan Overview on page 5. Office of Sustainability is abbreviated OoS in the coordinating office column.

Phase		Action Item	Coordinating Office
	Spring 2018	3.4.2 Include sustainability in Procurement Services trainings	Procurement Services
		3.4.4 Include sustainability in supplier review meetings	Procurement Services
		5.4.2 Reduce use of personal printers by 50%	F&A, OoS
		5.5.3 Update the sustainability website	OoS, Communications
	Summer 2018	1.2.4 Implement Sustainable Building Guidelines	Facilities
		1.2.5 Add submeters to campus buildings	Facilities, OoS
		2.3.4 Develop sustainability focused FYS module	OoS, Dean of First Years
		2.4.1 Track and report sustainability data	OoS
		3.1.5 Implement food-waste tracking software	Dining Services, OoS
		3.3.2 Formalize partnership between Sprout Garden and Dining	Dining Services, OoS
		3.4.1 Establish a baseline for sustainable purchases using FY18	Procurement Services
		4.2.1 Enhance collaboration between Grounds and Arboretum	Grounds, Arboretum
		5.3.4 Implement paid parental leave for staff	HR
	Fall 2018	1.5 Develop a Climate Action Plan	EMC, OoS
		2.1.1 Sustainability training for new students and employees	OoS, DIEI, Student Engagement
		2.1.4 Have a sustainability awareness campaign	OoS
		2.2.1 Update and publicize sustainability policies	OoS, EMC
		2.2.3 Install sustainability signage	OoS, Communications
		3.1.1 Install standardized, highly visible recycling signage	OoS, Communications
		3.1.2 Minimize the use of paper towels	Facilities, OoS
		3.1.4 Expand the reach of the Office Swap program	OoS
		3.1.7 Set up a system for collecting small amounts of compost	OoS
		3.4.3 Make sustainable products the default in the eMarketplace	Procurement Services

		5.2.2 Advertise Revolving Fund to donors	Advancement
		5.3.2 Promote Faculty/Staff equity	FSCC, Staff Council
	Spring 2019	2.1.3 Administer sustainability literacy survey	OoS, Institutional Research
		2.2.2 Prepare an annual sustainability report	OoS
		4.3.1 Reduce commuting related emissions*	OoS
		5.1.1 Create a Committee of Investor Responsibility	F&A, Board of Trustees, CC Divest
		5.3.1 Administer a bi-annual campus climate survey	Institutional Research, DIEI
		5.5.1 Create a Sustainability Steering Committee	OoS, EMC
	Summer 2019	1.1.1 Install fuel cells	Facilities
		1.3.1 Assess renewable energy options	OoS, Facilities
		2.1.2 Develop employee peer-to-peer sustainability program	OoS
		2.3.1 Create sustainability learning objectives	OoS, Dean of the College
		2.3.2 Host summer workshop for faculty	OoS, Dean of the Faculty
		2.4.2 Adopt the model of "campus as a living lab"	OoS, Dean of the Faculty
		3.1.3 Recycle construction and demolition waste	Facilities
		4.3.3 Transform Spokespeople into a true bike share program*	OoS, Student Engagement
		5.1.2 Develop a sustainable investment policy	F&A, Board of Trustees, CC Divest
	2019-2020	2.1.5 Include sustainability in existing events	OoS, REAL, Student Engagement
		2.2.4 Achieve STARS Gold	OoS
		2.5.1 Assess current sustainability partnerships	Community Partnerships, OoS
		2.5.2 Develop key sustainability partnerships	Community Partnerships, OoS
		2.5.4 Establish Sprout/Botany position	Botany, OoS
		3.1.6 Educate campus about the impact of food waste*	Events and Catering, F&A
		4.3.6 Audit campus fleet for efficiency	Facilities
		5.3.3 Recruit and support staff from underrepresented groups	DIEI
	2020-2021	1.2.3 Consolidate building use for efficiency	Facilities
		5.4.1 Implement online timesheets and payroll system	F&A
Phase 2 (2022-2025)		1.2.1 Undertake $750K in energy efficiency projects	Facilities
		1.2.2 Identify low-use times for buildings	Facilities
		1.3.2 Implement selected renewable energy option	Facilities
		1.4.1 Permanently protect the Arboretum	Arboretum, Board of Trustees
		1.4.2 Assess carbon sequestration options for Arboretum	OoS, Botany, Arboretum
		2.3.3 Develop network of sustainability alumni	OoS, Alumni Engagement
		2.5.3 Include community in infrastructure planning	F&A, Facilities
		3.2.1 Replace the dishwashing machine in Harris	Dining, Facilities
		3.2.2 Install low flow fixtures to maximize water efficiency	Facilities
		3.2.5 Collect rainwater or greywater at Cro	Facilities, OoS
		~~3.3.1 Increase Dining budget~~	~~Dining~~
		4.1.1 Transform residential buildings into sustainable houses	Facilities, Res Life
		4.1.2 Incorporate green design into all projects	Facilities, OoS
		4.2.2 Develop and implement a vegetation plan	Grounds, Arboretum
		4.2.3 Make efforts to reduce stormwater runoff	Facilities, Grounds

	4.2.4 Reduce the amount of high-maintenance landscape	Grounds
	4.3.2 Install electric vehicle charging stations	Facilities, OoS
	4.3.4 Create better bike facilities	Facilities, Spokespeople, OoS
	4.3.5 Add new sidewalks to expand pedestrian connectivity	Facilities
	4.4.2 Create more accessible gathering spaces	Facilities, Accessibility Services
	4.4.3 Increase the capacity to fulfill accessibility accommodations	Facilities, Accessibility Services
	5.2.1 Allocate utility savings from the fuel cells to Revolving Fund	F&A
	5.4.3 Provide materials electronically as a default	OoS
	5.5.2 Move the Office of Sustainability to a central location	OoS, Facilities
	5.5.4 Advance staff position to Director, Office of Sustainability	F&A, HR
Phase 3 (2025-2028)	1.3.3 Include solar/green roofs in planning*	Facilities, OoS
	3.2.3 Implement a water conservation campaign	OoS
	3.2.4 Install water meters on residential buildings	Facilities, OoS
	4.4.1 Consolidate offices into accessible buildings	Facilities
	5.5.5 Add Program Coordinator to Office of Sustainability	OoS, HR

Tracking and Reporting

Progress toward these goals and updates to the plan will be reported each year in an Annual Sustainability Report prepared by the Office of Sustainability. In this Annual Sustainability Report, we will provide information on action items that are in progress, completed, or not yet begun. For those action items in progress or completed, we will also report on key metrics for success by which our achievements can be assessed. We expect that as finances and technology evolve, this plan will also need to evolve. Therefore, the annual report will also highlight any areas where we have needed to make changes to a goal, action item or the implementation timeline.

In addition, the College will continue to report to the Association for the Advancement of Higher Education (AASHE) through the STARS reporting tool every three years. These reports, and supporting data, will be made publicly available on the Office of Sustainability website.

Acknowledgements

The Campus Sustainability Plan was developed through a year-long planning and feedback process led by the Campus Sustainability Planning Task Force. The members of the Task Force worked in five subgroups to develop the recommendations that ultimately became the goals and action items in this plan. The five subgroups were: Energy and Climate, Academics and Education, Planning, Design and Construction, Food, Waste, Water and Purchasing, and Administration. We would like to thank the Task Force for their hard work this year that made this plan a reality.

We would also like to acknowledge the suggestions and feedback we received from the campus community during our two open forums and from our Sustainability Fellows. Thank you to everyone who provided input.

Campus Sustainability Planning Task Force, 2017-2018

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President’s Sustainability Council, Spring 2025

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Martha C. Merrill ‘84, Interim Vice President for College Advancement
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