



# **CENTER FOR A SUSTAINABLE FUTURE**

INDIANA UNIVERSITY SOUTH BEND

## **2020-2023 Strategic Plan**

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## **VISION**

The Center for a Sustainable Future will be the transformative change agent in the region leading a cycle of education, engagement, empowerment, and evaluation that is the priority resource for educational, innovative, and sustainable partnerships and solutions.

## **MISSION**

The Center for a Sustainable Future works with campus and community to find innovative and engaging ways to meet the needs of the present without compromising the ability of future generations to meet their own needs. We educate our campus and community through the discovery and dissemination of practices and strategies that are ecologically friendly, economically sound, and socially responsible.

## **VALUES**

Center activities draw inspiration from the following values which help to guide projects, programs, and processes:

- Education as essential to democracy and the quality of life;
- Open and free inquiry;
- Self-directed learning and independent thought;
- Pluralism and diversity in all its manifestations;
- Life-long learning; and,
- Civic engagement, global awareness, and environmental sustainability.

These values contribute to the likelihood of success, support the technical and financial feasibility of the goals outlined in this plan, enable innovative and exciting steps that support the ongoing development of campus as a living-learning lab

**Indiana University South Bend** values excellence in teaching, student-faculty interaction, research and creative activity, diversity and inclusivity, a global perspective, and collaboration in life-long learning. IU South Bend develops engaged citizens prepared to build strong communities.

The Center connects and supports this mission of the campus. In this plan, it aims to achieve measurable outcomes during the next three years with the goal of institutionalizing a culture of sustainability across the campus and university.

## INTRODUCTION

Through effective and innovative teaching, research, and service, the Center for a Sustainable Future works to create a more resilient population and infrastructure. To make a transformational impact on the state of Indiana, the region, the city of South Bend, and the campus, the Center educates about and promotes triple bottom line accountability in our lives, workplaces, and communities.

To fulfill its mission and vision, the Center provides resources and support systems through a network of relationships and opportunities that connect the academic, economic, social, and cultural communities of Michiana. Through engaged process and work, the Center provides students, faculty, staff, and community members with a sense of understanding and fulfillment.

The Center promotes change through action by serving as the primary resource for campus and community members interested in growing a more sustainable future by:

- Engaging campus in sustainability initiatives through collaborative cross campus initiatives;
- Advancing sustainability research opportunities;
- Hosting service-learning opportunities and civic engagement for students; and,
- Developing community impact projects that educate and involve campus and community.

Center activities support proactive and responsible initiatives in response to climate change, environmental restoration, and social justice. These include projects, education, and action that work towards:

- greenhouse gas emission reductions;
- increased investment in and support for energy efficiency and low-carbon, renewable and zero-emissions energy (buildings, transportation, food sourcing, etc.);
- social justice; through recruitment and retention of active and diverse student body in sustainability studies, sustainability club, and work at the Center.

The Center strives to be self-sustainable as it provides resources and support systems that enable individuals and organizations to live, learn, work, and play in Michiana as active participants in its sustainable future.



Image [source](#)

## **The United Nations SUSTAINABLE DEVELOPMENT GOALS**

In addition to campus, community, and national goals that foster sustainability, the Center’s plan aligns with a range of the Sustainable Development Goals (SDGs) outlined by the United Nations.

While the SDGs are not a formal reporting mechanism for the Center or the campus at this time, it is important to acknowledge how Center activities align with international goals. The work of the Center and the IU South Bend campus can and should make a local and global impact as work as a responsible part of our global community.

The SDGs addressed in this Strategic Plan include:

**SDG 2:** *End hunger, achieve food security and improved nutrition and promote sustainable agriculture:*

- By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.
- By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

**SDG 4:** *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*

- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

**SDG 6:** *Ensure availability and sustainable management of water and sanitation for all:*

- By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally
- By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- Support and strengthen the participation of local communities in improving water and sanitation management

**SDG 7:** *Ensure access to affordable, reliable, sustainable and modern energy for all*

- By 2030, double the global rate of improvement in energy efficiency

**SDG 9:** *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*

- Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

**SDG 11:** *Make cities and human settlements inclusive, safe, resilient and sustainable*

- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

**SDG 12:** *Ensure sustainable consumption and production patterns*

- By 2030, achieve the sustainable management and efficient use of natural resources

- By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

**SDG 13:** *Take urgent action to combat climate change and its impacts*

- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

**SDG 15:** *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss*

- Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
- Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

**SDG 16:** *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

- Promote and enforce non-discriminatory laws and policies for sustainable development.

**SDG 17:** *Strengthen the means of implementation and revitalize the global partnership for sustainable development*

- Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

## **The IU South Bend Academic Mission**

The Center for a Sustainable Future supports the academic mission of the campus by providing student-faculty interaction, supporting and promoting student and faculty research and creative activity, promoting and fostering diversity and inclusivity, and collaborating for life-long learning. Doing so, it helps to develop engaged citizens who are prepared to build strong communities.

The Center's role and goals align with specific goals outlined in the campus academic mission:

- Improve student success
- Encourage vision, effectiveness, and innovation in programs and curricula
- Increase high-impact educational practices including student research, learning communities, internships, service learning, international experiences, and other experiential learning opportunities
- Build a culture of assessment, transparency, and continuous improvement
- Advance diversity and open mindedness and create a civil, welcoming and caring culture for all
- Foster engagement of all campus constituents with our community, increase the use and visibility of resources we provide, and strengthen our reputation by improving our advancement efforts and through superior strategic marketing

In conjunction with priorities outlined by Chancellor Elrod, the Center supports the focus on the following priorities:

- Enrollment and Retention
- Diversity / Campus Climate
- Campus and Community Engagement
- Marketing and Communications
- Facilities
- Bicentennial Celebration and Campaign



## **STRENGTHS**

The Center has developed a strong foundation from which to grow. Interest is strong in the programs and internship positions at the Center. There is increased support at the University level through the Sustain IU initiative. The field of sustainability has a good reputation in the region and throughout the IU system.

### **Enrollment and Retention**

- The last two AYs have drawn students to campus specifically for the academic and campus sustainability program and projects
- Employment of students at the Center fosters community, connection to campus, leadership, and supports student success.

### **Diversity**

- Center partnerships on campus and community reach across disciplines and focus on building a diverse network

### **Campus and Community Engagement**

- Community Service by the Center Director is strong, primarily centered on serving on boards and alliances addressing sustainability, transportation, and community health.
- Center projects and activities have and will focus on promoting sustainability on campus and in the community through participatory learning and results oriented projects. Initiatives includes waste reduction, campus garden, tree surveys, pollinator projects (hives, education, plantings), Sunrise Movement, Green Ribbon Commission, WNIT's Outdoor Elements and Experience Michiana, St. Joseph County Food Access Council, and the Bike South Bend Committee.
- Active member of Sustain IU. Collaborative work on system wide initiatives that began in 2015 continues, building understanding, collaboration, and momentum.
- The Center is part of the Sustainability Studies program (major, minor, graduate certificate) that includes 18 affiliated faculty who teach in Sustainability Studies and support Center activities.
- Center Director serves as chair of the Sustainability Committee. It includes representatives from across campus faculty, staff, and students.
- Active member of the premier professional international organization in the field, the Association for the Advancement of Sustainability in Higher Education (AASHE)

### **Marketing and Communications**

- The Center actively promotes and engages campus and community through its Facebook, Twitter (@IUSBSustain and @IUSBees), Instagram, blog, and a recently updated webpage.
- The Center works with the Marketing Department regularly to post events and information on the Daily Titan and shares press releases about events.
  - A feature in a 2019 issue of Foundations included projects done by the Center and sustainability students.

### **Facilities**

- Center Director communicates regularly with CFO Phil Iapalucci to identify and address lighting, grounds, and parking opportunities
- The plan for the Sustainability Showcase continues to garner interest and support as a way to highlight research, teaching, and community engagement around urban sustainability issues and opportunities.
- Concept designs for the Showcase have been shared widely over the past three years, resulting in broad based awareness of the project by the neighborhood, faculty, and community partners.
- IUSBees: Campus has hosted bee hives on campus since 2017. Beekeepers have worked with students and a staff member to monitor the hives and to promote the important role of pollinators on campus and in the community.
- Bicycle Friendly University: IU South Bend received an honorable mention recognition as a BFU in 2017, making the campus one of three in the state to be recognized.

### **Budget Process**

- \$16,000/yr from IU South Bend
- \$43,000 IU Foundation account
- \$8,000+ Annual fund donations
- A full time lecturer has 25% release to serve as Director
- Work Study funding from Academic Affairs supports the employment of undergraduate and graduate students who work on projects

### **Bicentennial Celebration**

- The 50th anniversary of Earth Day is in 2020, and a large scale campus-community event is being planned.

## **WEAKNESSES**

### **Enrollment and Retention**

- Growth of the program is unsustainable with the only faculty in the program also serving 25% as Director. A vacated faculty line has not been filled since the death of Dr. Joseph in summer, 2018. A robust and growing program

needs to provide instruction in the field from more than one individual who is beyond the limit of time and financial compensation and at risk of burnout.

- The employment of students at the Center relies on support from internal grants. While AY18-19 award allowed 11 students to work at the Center, AY19-20 is supporting only 4. This hinders the sustainability of projects, programs, and esprit de corps among students.
- Lack of funds to support student internships, an integral part of engaged coursework, undermines campus goal to retain students and prepare them for graduation success.

### **Diversity**

- The Center struggles to create and maintain strong and ongoing partnerships in the community with underrepresented populations.

### **Campus and Community Engagement**

- Community Service by the Center Director is strong, but is driven and supported by that individual. Center projects with the community rely on working with one person who only has 25% of their time dedicated to all sustainability work that could and should be done.
- The Center Director does not have a membership in the International Society of Sustainability Professionals (ISSP), the world's leading professional association of sustainability practitioners. The ISSP provides ongoing learning and training in the field; networking, collaboration and leadership opportunities; and credentialing.
- Campus lacks data regarding climate impact from food, transportation, waste, heating/cooling, and purchasing practices.
- It is unclear what campus members (staff, faculty, students, and alumni) know about sustainability and what sustainability actions they can and do practice. This prevents the most effective education and engagement activities to be designed and/or supported by the Center.
- Significant and consistent community education opportunities are nonexistent. As the premier public university in the region, it should be a role that is taken in order to support a resilient and healthy future for all.

### **Marketing and Communications**

- Students have the role of keeping the Center active through its Facebook, Twitter (@IUSBSustain and @IUSBees), Instagram, blog, and a recently updated webpage. Unsustainable funding for work study students has undermined consistency on this effort, which cannot be supported by a 25% Director unless it is the only thing that person does.
- The Marketing Department, despite receiving regular updates and notices about Center activities, does not seek out the Center for new, stories, or marketing features.

### **Facilities**

- Working with the CFO is irregular at best, but cannot sustainably grow within limited staff time available to the Center.
- The plan for the Sustainability Showcase remains conceptual three years after Landscape Architects commissioned designs from a local architecture firm. Despite strong community and campus feedback and interest in this nationally unique model for research, teaching, and community engagement, it is not on the campus Master Plan.
- Recycling has irregular signage, bins, and communication resulting in irregular and inconsistent participation.
- A lack of organic waste reduction program on campus increases campus tipping fees and greenhouse gas emissions.
- IUSBees: pollinator friendly plantings have not been prioritized in campus plantings, which undermines the health and success of the bees and threatens the recognition of campus as a Bee Campus.
- Bicycle Friendly University: lack of capacity to leverage convenient and protected bike parking, as well as amenities for bike commuters and organized support for cyclists threatens campus capacity to improve its ranking and model low carbon transportation options as a norm for campus and community.

### **Budget Process**

- A full time lecturer has 25% release to serve as Director, which is supported at a level significantly lower than similar positions across the country. A staffing survey conducted by AASHE indicates that IU South Bend likely pulled the national wage level down. See Appendix A for details.
- A limited budget supports Center marketing, technology bills, some travel, and hourly student worker employment but lacks money for staff support.
- Annual fund donations are hard won, and have required outreach and organization by the Director to garner donations each year. Advancement Office requires grants to be mostly written by the Director before being sent to the grants specialist. The Advancement Office does not communicate active efforts to seek support for the Center despite the Director reaching out to discuss opportunities and spending significant time spent outlining fundraising needs.
- Research in sustainability among the faculty and affiliated faculty is on the rise. A need remains to support research (grants or the development of a publication) to enable and to showcase faculty's research work in sustainability fields.

### **Bicentennial Celebration**

- The Center has not been included in any campus wide or system wide plans for the Bicentennial Celebration, even though it coincides with the 50<sup>th</sup> anniversary of Earth Day. Lack of sustainability leadership in this area of campus planning leaves sustainability out of the event foci or details.

## OPPORTUNITIES

The following outlines IU South Bend specific opportunities to rise in prominence as a sustainability champion in South Bend, Michiana, across the state and region, and nationally.

### Enrollment and Retention

- Provide support for classes and student support that does not rely on one faculty or overloads to provide needed courses.
  - Fill the empty faculty line.
- Work with a set group of work study students to ensure sustainability of projects and student support.
  - Secure multi-year funding for work study student support
- Support paid student internships to provide engaged learning opportunities.
  - Identify and obtain funds for internship support.

### Diversity

- Identify and promote diversity and inclusion initiatives
  - Partner with other IUSB Centers (Civil Rights Heritage Center, American Democracy Project) to reach and engage diverse audiences
  - Partner with at least one new community partners each year that serves immigrant, Latino, African American, and LGBTQ+ communities to promote diversity and inclusion initiatives Campus and Community Engagement

### Campus and Community Engagement

- Enable more work on projects to grow and improve campus and community sustainability activities
  - Expand role of the Director to 50%.
- Engage with a broader array of sustainability professional organizations to expand and support the capacity of the Director to learn, grow, assess, plan, and evaluate campus and community initiatives.
  - Secure funds for ISSP membership
- Gain recognition as a sustainability campus.
  - Earn STARS rating of Bronze or higher
- Expand community education and outreach.
  - Develop and support a signature campus and public engagement activity each year (i.e. - new student and new employee orientation, peer mentoring/leadership teams for students and employees, campus presentations by sustainability professionals, organize and host events, etc.)
- Provide students, faculty, staff, and community members with a sense of understanding and fulfillment.

- Conduct a Sustainability Literacy survey on campus to determine knowledge and practices
- Educate about and promote triple bottom line accountability for individuals, workplaces, and campus
- Collaborate with South Bend Office of Sustainability to support and promote city plans and a vibrant sustainability network
  - Attend Green Ribbon Committee meetings and play a supporting role in its organization and related activities.
- Increase understanding of sustainability on campus and how individuals, units, and the campus can put them into practice.
- Conduct Intercampus collaboration events (i.e. Goshen Sustainability Semester, Sustain IU, ND Office of Sustainability & Sustainability Minor, Environmental Change Initiative, St. Mary's Environmental Science program)
- Conduct a greenhouse gas inventory of campus to determine baseline
- Incubate sustainability programs in the community
  - Recruit and support up to 3 Sustainability Fellows per year
- Promote sustainability on campus and in the community through participatory learning and results oriented projects.
  - Organize and advocate Waste reduction projects (recycling, organic waste, etc.),
  - Create sustainable management plan for the campus garden
  - Support engaged learning activities that will result in data to help promote, support and promote sustainability activities
  - Tree surveys
  - Pollinator projects (hives, education, plantings)
  - Raise recognition level as a Bicycle Friendly Campus
- Collaboratively develop one community education opportunity each semester
  - Sustainability Showcase related event that focuses on urban sustainability practices (speaker, workshop, or film)
  - Conduct one sustainability speaker series/event that brings the community to campus to discuss, explore, and network on issues.

### **Marketing and Communications**

- Actively promote and engage campus and community through social media and website.
  - Secure ongoing funds to support student worker as social media manager
- Work with the Marketing Department develop a publicity plan of action for the Center.

### **Facilities**

- Expand role of Director to enable regular communication with and project support for facilities related initiatives (lighting, landscape, heating/cooling, transportation).

- Hire a staff person to work collaboratively with the Center and Facilities to monitor, advise, and plan for project cost savings available.
- Secure Sustainability Showcase location on campus Master Plan
  - Work with facilities and dining services to develop strong and effective waste reduction programs.
  - Reduce the negative environmental impact and expand the positive environmental impact of campus and community.
  - Reduce energy used on campus (lighting, heating/cooling, and transportation)
  - Assess and make recommendations for more sustainable dining options (food choices, waste reduction, serving materials, etc.)
  - Attain Bee Campus USA designation
  - Attain Tree Campus USA designation

### **Budget Process**

- Ensure the financial viability of campus sustainability initiatives.
  - Secure funding for a support staff member to enable expanded impact on the culture, increased financial returns, and decrease negative environmental impacts of individual and campus operations.
- Increase funding for the Director position to bring the salary closer to the national average and ensure long-term viability of the position and role. (currently 20,000+ under, see Appendix A for details)
- Secure program and internship grants to support:
  - student wages
  - waste reduction, energy efficiency, and biodiversity projects
- Build relationships with potential donors by working with campus Advancement office
  - Meet with and cultivate partnership with donors at networking lunches and meetings at least twice each semester
- Support and promote sustainability research by securing funds to support:
  - Conference attendance and presentations
  - Initiate and explore ways to support and promote research, especially that of affiliated faculty.
  - Share and promote publication opportunities & accomplishments by working with IU South Bend Marketing staff, Alumni Office, and peer reviewed sustainability journals.
- Ensure the financial viability of campus sustainability initiatives.
  - Increase campus funding to \$20,000+/yr from IU South Bend
  - Increase IU Foundation account to \$50,000
  - Generate \$10,000+ Annual fund donations

### **Bicentennial Celebration**

- Align and promote the 50th anniversary of Earth Day in 2020.

## THREATS

### Enrollment and Retention

- Without adequate faculty and staff support, student recruitment suffers and retention is impacted by lack of diverse and vibrant faculty in the program

### Diversity

- Sustainability at IU South Bend will be seen as exclusive and non-inclusive effort that benefits few.

### Marketing and Communications

- Students regularly report never learning about sustainability before their first class at IU South Bend. Without awareness of the issue or opportunity to learn how to affect it, the program will dwindle.

### Facilities

- If IU South Bend does not look “sustainable” or supportive of sustainability studies and projects, student and alumni support will lose momentum and respect on campus and community.

### Budget Process

- Lack of long term financial viability of Center and associated campus sustainability initiatives.
  - Need competitive salary for Director
  - Director time to 50% by 2023
  - Need consistent support for work study student wages
  - Need support staff to identify, support, and evaluate projects and programs
- Lack of dedicated support for sustainability research dissuades active research in this area, and undermines the ability of the campus to attract faculty
  - Work with research office to offer research funds specifically to sustainability projects

### Bicentennial Celebration

- No inclusion of sustainability in planned events, from waste reduction and recycling at all events to the events themselves, signals that sustainability is a low priority for the campus and university.



## **Strategic Plan Summary: Goals and Objectives 2020-2023**

The following outline the primary goals and objectives the Center for a Sustainable Future will pursue over the next three years. They reflect the primary opportunities and threats outlined above, and align with campus values, goals, and priorities outlined by the Chancellor in Fall, 2019.

### **Goals**

- 1. Grow a Campus Culture of Sustainability** *(9 objectives)*
- 2. Provide students, faculty, staff, and community members with a sense of understanding and fulfillment.** *(4 objectives)*
- 3. Develop more community connections to strengthen sustainability initiatives on and off campus** *(6 objectives)*
- 4. Expand Role, Capacity, and Impact of Center** *(3 objectives)*

### **Grow a Campus Culture of Sustainability**

Organize and advocate Waste reduction projects (recycling, organic waste, etc.)

- Educate and engage campus community about recycling
  - Print and electronic signs
  - Campus communication (Daily Titan)
  - Develop and host recycling awareness event each year
- Collect and track diversion of organic waste
  - Benchmarks:
    - Quantity
    - GHG reduction calculations
    - Promote and educate about programs at least twice each semester and summer
  - Promote, manage, and celebrate collections from “Tops Off” program each semester and summer.

Conduct a campus sustainability literacy assessment

- SP20 survey distribution
- SU20 data analysis
- FA20 action/response plan that will outline best practices to increase understanding of sustainability on campus and how individuals, units and the campus can put them into practice.

Conduct a greenhouse gas inventory of campus to determine baseline

- Complete SIMAP report in SP20
- Use results to outline triple bottom line opportunities
- Prepare recommendations by FA20
- Outline action plan by SP21

- Implement step by step reduction measures SP21-FA23

Earn recognitions and rankings for sustainability activities and projects on campus. The following reporting tools and recognition provide benchmarks to guide steps that will reduce the negative environmental impact and expand the positive environmental impact of campus and community.

Attain Bicycle Friendly Campus designation (Bronze or higher)

- Work with Sustainability Committee, staff, faculty, administration, and students to identify areas for improvement.
- Prepare application for SP20 submission
- Assess feedback and next steps (improvements, celebration, etc.)

Attain recognition as a Bee Campus USA from the Xerces Society

- Submit application by SP20
- By SU20, outline ongoing education plans for events each semester
  - Beekeeping 101 workshop for campus and community
  - Pollinator planting workshop for campus and community
  - “Bee Art” contest for students

Attain Tree Campus USA designation from Arbor Day Foundation

- Develop public portal to share results
- Support completion of updated campus Tree survey &

Receive a STARS rating of Bronze or higher

- Complete STARS report SP20
- Use feedback to outline action plan
- Celebrate results

Campus Pride Index

- Investigate benefits of this benchmarking tool developed by campus pride to provide overall indicator of institutional commitment to LGBTQ-inclusive policy, program and practice.
- If feasible and beneficial (time, staff, capacity), identify partner departments, programs, and clubs
- Collect data FA20-SP21
- Turn in report SP21

**Provide students, faculty, staff, and community members with a sense of understanding and fulfillment.**

Educate about triple bottom line accountability for individuals, workplaces, communities in order to incubate sustainability programs on campus and in the community

- Collaboratively develop one community education opportunity each semester
- Foster and support participatory learning and results oriented projects focused on campus and community sustainability.

Engage with a broader array of sustainability professional organizations to expand and support the capacity of the Center to learn, grow, assess, plan, and evaluate campus and community initiatives.

- Collaboratively develop a sustainable care management plan for the campus garden by partnering with Student Life, Honors Program, International Students

Identify funding and institutional support for Sustainability research

- Initiate and explore ways to support and promote research, especially that of affiliated faculty.
- Share and promote publication opportunities & accomplishments by working with IU South Bend Marketing staff, Alumni Office, and peer reviewed sustainability journals.

Support existing and emerging sustainability initiatives by hosting education and awareness events and programs.

- Host one Pollinator project each semester (hive care, education, plantings)
- Hold one Sustainability Showcase related event focused on urban sustainability practices (speaker, workshop, or film) each year
- Conduct one sustainability speaker series/event that brings the community to campus to discuss, explore, and network on issues.
- Conduct one Intercampus collaboration event each academic year (i.e. Goshen Sustainability Semester, Sustain IU, ND Office of Sustainability & Sustainability Minor, Environmental Change Initiative, St. Mary's Environmental Science program)
- Hold at least one collaborative event each semester with other IUSB Centers (Civil Rights Heritage Center, American Democracy Project) to reach and engage diverse audiences
- Develop and support a signature campus and public engagement activity each year (i.e. - new student and new employee orientation, peer mentoring/leadership teams for students and employees, campus presentations by sustainability professionals, organize and host events, etc.)
- Continue to work with facilities and dining services to develop strong and effective waste reduction programs.
  - Assess and make recommendations for more sustainable dining options (food choices, waste reduction, serving materials, etc.)

- Identify innovative and proven approaches to improve recycling awareness and success

### **Develop more community connections to strengthen sustainability initiatives on and off campus**

Partner with at least one new community partner each year that serves marginalized communities (immigrant, Latino, African American, and LGBTQ+) to promote diversity and inclusion initiatives

Recruit and support up to 3 Sustainability Fellows projects per year

- Promote, identify, and recruit fellow applications each summer
- Select Fellows with Advisory Board each August
- Announce new Fellows each September

Collaborate with South Bend Office of Sustainability to support and promote city plans and sustainability network

- Attend Green Ribbon Committee meetings and play an active and supporting role in its organization and related activities.

Maintain active role on Bike South Bend Committee to support and enhance campus bike friendly status

Work with the Marketing Department develop a publicity plan of action for the Center.

Secure Sustainability Showcase on campus Master Plan

- Work with campus space and facilities committees to outline process and steps to update Master Plan
- Continue to work with campus and community partners who will benefit from Showcase research, teaching, and service opportunities on Showcase

### **Expand Role, Capacity, and Impact of Center**

Ensure long-term viability of the Director position and role

- Director position salary upgrade closer to the national average (currently \$20,000+ under national average, see Appendix A for details).
- Expand role of Director to 50% to enable regular communication with and project support for facilities related initiatives (lighting, landscape, heating/cooling, transportation).

Secure funding for a support staff member to enable expanded impact on the culture, increased financial returns, and decrease negative environmental impacts of individual and campus operations.

- Use benchmark data from STARS, SIMAP (GHG emissions), and others to identify cost savings opportunities from sustainability project management
- Develop proposal for staff position that provides ROI for staff role
- Work with administration and advancement to propose and fund role

Secure multi-year funding for Center and related campus sustainability initiatives

- Build relationships with potential donors by working with campus Advancement office to:
  - Meet with and cultivate partnership with donors at networking lunches and meetings at least twice each semester
  - Secure multi-year funding for work study student support
  - Identify and obtain internal and external funds for internship support.
  - Secure funds for International Society of Sustainability Professionals
  - Secure program and internship grants to support:
    - student wages
    - waste reduction, energy efficiency, and biodiversity projects
    - Professionals membership
  - Increase campus funding to \$20,000+/yr from IU South Bend
  - Increase IU Foundation account to \$50,000
  - Generate \$10,000+ Annual fund donations

Appendix A

**Association for the Advancement of Sustainability in Higher Education  
Staffing Survey 2017**

Comparisons & Results

	<b>Survey Results</b>	<b>IU South Bend</b>
Staff Role	Sustainability Director = 25.9% (96% from U.S.)	Director of Center for a Sustainable Future
Qualifications/Degree	<ul style="list-style-type: none"> <li>• 64% of Sustainability Directors hold a Master's degree</li> <li>• 21% of Sustainability Directors have Doctoral degree</li> </ul>	Master's degree. Currently pursuing a doctoral degree.
Type of Institution	Directors at Midwest Master's Institution = 19% of total	Midwest Master's Institution
Size of Campus	30% with 20,000 or more students 22% with 10,000-19,999 students 12% with 5,000-9,999 students 15% with 2,500-4,999 students	5,000-9,999 students
Level of Responsibility	74.1% direct a Sustainability Office/Center	Director of Center for a Sustainable Future
	94% Control a budget	Control/Manage budget, raise funds from donors, write grants
	Number of Paid Student staff average for similar institutions = 4.7 Sustainability Staff average for similar institutions = 2.2	Have partial time Admin Asst. Worked with 8 students in 2017-18, 11 in 2018-19, and 6 in 2019-20 (decrease due to decreased funds from Academic Affairs)
Time in position	32% of Directors have held the position for 3-5 years	5 ½ (Director since January, 2016; 2 yrs as Asst Director)
Percent of Time to Sustainability Role	91% of Directors are Full Time	25%
	<b>Survey Results</b>	<b>IU South Bend</b>

Salary	Survey Median Pay = \$82,000 (Men = 89,757 & Women = 80,000) Midwest Master's Institution Median Pay = \$74,787	2017-18 = \$46,023 (AC1 FLX) IUSB Lecturer average = \$46,773
<b>IU Sustainability Salary Comparison (2017)</b>		
Campus	Person/Position/Code	Salary
Bloomington	Andrew Predmore/Director/ PAE 5AD	\$ \$116,725.00
	Makayla Bonney/Assistant Director/ PAE 3AD	\$52,520.00
IUPUI	Jessica Davis/Director/ PAE 4AD	\$78,566
	Deborah Ferguson/Assistant Director/PAE 3AD	\$140,514.00 (2018-19)
IUK	Leda Casey/SR Lecturer/ AC1 FLX	\$48,669
IU South East	Randy Hunt, Professor/Sustainability/AC1 FTX	\$75,211.00
<b>IUSB Center Director Comparison</b>		
Civil Rights Heritage Center	Darryl Heller/Director/ PAE 3AD	\$66,687

To bring IUSB Sustainability Director in range of median salary for those directing a Center, although not necessarily supervising as many people, with the same degree, or holding the position for a similar amount of time, the Center for a Sustainable Future Director salary should be *in addition to* lecturer pay (currently carries a 3/3 teaching load).

## **SALARY PROPOSAL**

Current Lecturer Salary \$46,948

25% of Average Director Salary at Midwest master's Campus = \$18,696.75

**Proposed Salary \$65,644.75**

*Market adjustments are salary adjustments for an employee or group of employees who have fallen behind in base salary as compared to similar positions on campus and/or in the market.*

*Adjustments may not be approved if the differences are explainable based on qualifications, type or length of experience (both internal and external to IU), the work itself, and/or performance and productivity. Market data utilized must be approved by University Compensation.*

(From <http://hr.iu.edu/salary/mid-pay-adjust-guide.html>)