

Table 4 – Lead Party and Next Steps by Strategy

Topic Area	Lead Party (Support)	Next Steps
<b>Mission and Vision</b>		
<b>Mission and Vision</b>	Campus Ministry (Theology Department;; Jesuit Community; DoIT; Human Resources; Division of Student Life; Marketing and Communications; Office of the President; University Relations)	<ol style="list-style-type: none"> <li>1. Take the <a href="#">St. Francis Pledge to Care for Creation and the Poor as a University</a></li> <li>2. Use the toolkit for guidance on how to integrate sustainability into Creighton’s existing mission</li> <li>3. Convene Strategic Planning group to incorporate sustainability into mission and vision</li> </ol>
<b>Sustainability in the Curriculum</b>		
<b>Student On-Boarding &amp; Outreach</b>	Green Jays (Welcome Week [staff and students]; Division of Student Life)	<ol style="list-style-type: none"> <li>1. Develop a sustainability primer for distribution to all new students during orientation, or another time.</li> <li>2. Identify other opportunities and programs for introducing incoming students to Creighton’s sustainability efforts</li> </ol>
<b>Curriculum</b>	Faculty Council  (Faculty in various colleges)	<ol style="list-style-type: none"> <li>1. Use outcomes from the sustainability curriculum team retreat (January 2013) to identify opportunities for student engagement in sustainability studies</li> <li>2. Develop a list of all courses offered by Creighton that relate to sustainability so students have a one-stop shop to identify their options</li> <li>3. Begin steps to integrate sustainability into the freshman introductory and senior capstone programs</li> <li>4. Begin discussion of integrating sustainability into core classes in all colleges on campus</li> </ol>
<b>Sustainability Institute</b>	Jay Leighter	<ol style="list-style-type: none"> <li>1. Follow status of institute development and develop a plan for having the institute lead/coordinate all sustainability issues on campus</li> </ol>
<b>Emission Reduction Strategies</b>		
<b>Green Building and Capital Improvement Projects</b>	Facilities Management  (Campus Planning; University Relations; Energy Technology; Vendors and contractors; Athletics; Residence Life)	<ol style="list-style-type: none"> <li>1. Develop process to require all new gifted buildings be climate neutral or provide an endowment to become so; similar to maintenance endowment</li> <li>2. Develop a Creighton Sustainable Building Policy</li> <li>3. Develop a simple triple bottom line tool to use in evaluating capital projects using environmental, community, and economic factors</li> <li>4. Apply policy and tool to deferred maintenance project list</li> <li>5. Develop policy to require a sustainability/energy assessment for all renovations and remodels</li> <li>6. Develop approach to meet the Architecture <a href="#">2030 Challenge</a> for all buildings on campus. (carbon neutral for all new construction and 50% reduction by 2030)</li> </ol>
<b>Preventative Maintenance</b>	Facilities Management	<ol style="list-style-type: none"> <li>1. Develop a documented handbook for preventative maintenance</li> </ol>

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	<i>(Budget)</i>	2. Provide any necessary training to facilities staff on the preventative maintenance process and use of the handbook
<b>Energy Conservation Measures</b>	Facilities Management  <i>(DoIT; Purchasing)</i>	<ol style="list-style-type: none"> <li>1. Refer to the Utilities and Energy Management Master Plan for more direction on targeted programs and next steps</li> <li>2. Refer to Sodexo Energy Audit for additional information and guidance on Energy Conservation Measures</li> <li>3. Utilize new scheduling software to identify when rooms are (un)occupied to refine lighting/HVAC schedules</li> <li>4. Consider efficiency in all deferred maintenance projects</li> <li>5. Conduct more detailed energy assessments of each campus facility</li> <li>6. Prioritize efficiency upgrades based on assessments and building EUIs</li> <li>7. Set standards for energy conservation (purchasing and use) for computers and peripherals across campus</li> <li>8. Enforce EnergySTAR purchasing policies</li> </ol>
<b>Outreach and Behavior Change</b>	Sustainability Council <i>(Green Jays; Facilities Management; Creighton Student Union; Graduate Student Government; Inter-Residence Hall Government; Marketing and Communications; DoIT; Finance Department; Student Activities Office; Athletics; Human Resources)</i>	<ol style="list-style-type: none"> <li>1. Develop an on-line sustainability pledge to be rolled out in August 2013</li> <li>2. Review and evaluate options for updating internal billing process to bill departments directly for usage</li> <li>3. Incentivize departments by sharing a percentage of any energy savings realized by projects or program implemented</li> <li>4. Increase the signage around campus to encourage conservation and educate about energy savings (e.g. plug load management)</li> <li>5. Identify programs to target harder to reach sectors of the Creighton community such as off-campus housing</li> </ol>
<b>Re-commissioning and Tune-Up</b>	Facilities Management  <i>(Residence Life; Athletics; Budget; School of Medicine)</i>	<ol style="list-style-type: none"> <li>1. Include re-commissioning in the plan for the change of use of the Harper Center</li> <li>2. Review the deferred maintenance handbook and identify opportunities for incorporating re-commissioning into the identified projects</li> <li>3. Develop a plan and schedule for conducting re-commissioning/tune-up in all campus facilities</li> </ol>
<b>Renewable Energy - Electric</b>	Campus Planning  <i>(Facilities Management; Energy Technology Program; Development)</i>	<ol style="list-style-type: none"> <li>1. Identify priority projects for next round of rooftop solar PV installation implementation; integrate this action into the Energy Technology Program course development for Fall 2013</li> <li>2. The first priority will be to develop projects on campus. Secondly, develop a guide/process for how to consider and evaluate future land donations for renewable energy installations. Current potential opportunities to consider include:</li> </ol>

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		<ul style="list-style-type: none"> <li>a. Iowa farm land</li> <li>b. Hospital in Arizona (partner of Creighton's; potential PV site)</li> </ul>
<b>Renewable Energy - Thermal</b>	Energy Technology Program	<ol style="list-style-type: none"> <li>1. Develop research project for Energy Technology students to research this strategy further and evaluate various options</li> <li>2. Conduct pilot project/prototype in the "county building" in Summer 2013; utilize findings from pilot project to identify additional opportunities</li> </ol>
<b>Reduced Fleet Fuel Consumption</b>	Purchasing  <i>(Transportation; Development, Facilities Management; Jesuit Community; Athletics; Mail Center; Admissions; Residence Life; Public Safety; Energy Technology)</i>	<ol style="list-style-type: none"> <li>1. Apply for biodiesel/biofuels grant due June 2013</li> <li>2. Develop policy for new vehicle purchases that considers more efficient options as well as electric or CNG vehicles where applicable</li> <li>3. Create outreach campaign for faculty and staff to encourage reduced use of fleet vehicles as a means to minimize non-essential trips</li> <li>4. Learn more about grant proposal in for developing a collaborative biodiesel program between Metro, Iowa Western CC, and Creighton with production performed at Iowa Western and waste oil from campuses as the feedstock.</li> <li>5. Identify opportunities to reduce the use of fuel for off-road equipment on campus (e.g. leaf blowers)</li> </ol>
<b>Reduced Commuting</b>	Student Life & Human Resources  <i>(Transportation; Creighton Student Union; Green Jays; Inter-Residence Hall Government; Graduate Student Government; Finance Department; Public Safety; Metro Bus System; Sustainability Council; Wellness Council; Creighton Office for Online Learning/Center for eLearning and Academic Innovation)</i>	<ol style="list-style-type: none"> <li>1. Participate in the next <a href="#">Metro Commuter Challenge</a></li> <li>2. Evaluate current shuttle routes and need for additional routes, larger vehicles etc</li> <li>3. Install bike racks on current shuttle fleet</li> <li>4. Install bike racks in the neighborhoods near campus (<i>Community and Government Relations - Chris Rodgers</i>)</li> <li>5. Work with Campus Safety to get campus bike fleet/bike library implemented on campus (bikes already purchased)</li> <li>6. Work with other higher education institutions and organizations in Omaha, potentially through a Community Alliance for Climate Action Plans to:               <ul style="list-style-type: none"> <li>a. Secure bus passes and better service for all entities</li> <li>b. Support community-wide transportation programs (MAPA bike trail project, Metro light rail grant, etc)</li> </ul> </li> <li>7. Develop communications campaign to educate Creighton community about existing programs (shuttle service, floater vehicle, zip cars, GPS shuttle tracking, etc)</li> <li>8. Cost/benefit analysis for CNG and/or electric vehicle fueling station(s) on campus</li> <li>9. Take steps to become a <a href="#">Bike Friendly University</a></li> <li>10. Evaluate options to reduce parking on campus:               <ul style="list-style-type: none"> <li>a. Do not allow freshman to have a car on campus; alternatively supply them with a bus pass and/or access to a bike</li> <li>b. Increase parking costs</li> <li>c. Require all new employees to live within a certain</li> </ul> </li> </ol>

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		<p>distance of campus to increase potential of using alternative transportation options</p> <p>d. Create a “sustainability credits” program where faculty/staff can receive points for taking alternative transportation to work (biking/walking, bus, carpool) to be exchanged for subsidized bus passes, healthy dining dollars, etc.</p> <p>11. Evaluate options to remove Creighton shuttle system and instead increase Metro service to/from campus</p> <p>12. Dedicated motorcycle parking</p> <p>13. Incentivize campus community to drive more sustainable vehicles to campus</p> <p>14. Develop the Virtual Student Concierge to provide students a single point of access to information and potentially support the reduction of student commuting</p>
<b>Reduced University Financed Travel</b>	<p>Creighton Office for Online Learning/Center for eLearning and Academic Innovation – Tracy Chapman</p> <p>( DoIT; Purchasing; VP Academic Affairs)</p>	<p>1. Evaluate options for increasing video conference options on campus</p> <p>2. Set targets to reduce the number of university financed trips by faculty and staff if video/tele-conference options are available; offer guidelines and alternatives when the options are identified</p>
<b>Purchased Goods &amp; Waste Management</b>	<p>Purchasing</p> <p>(Facilities Management; DoIT; Division of Student Life; Sodexo; Xerox; Bookstore)</p>	<p>1. Purchased Goods</p> <p>a. Develop approach for reducing amount of purchased goods (paper, office supplies, electronic equipment).</p> <p>b. <a href="#">Freecycle program</a></p> <p>c. Purchase more environmentally friendly options to reduced associated GHG emissions</p> <p>d. Local food picnic next fall to promote wellness and local food economy</p> <p>e. Increase the role of gardens on campus to support the local food economy (student gardens, community gardens, etc)</p> <p>2. Waste Management</p> <p>a. Evaluate options for joining <a href="#">EPA WasteWise</a></p> <p>b. Increase recycling and compost activities on campus</p> <p>c. Address food waste (reinstate service to distribute leftover food to community and compost remaining food waste)</p> <p>d. Build off reusable bag program at Follett bookstore to reduce plastic bag and other disposable product use on campus</p> <p>e. Identify a role for Sodexo in the implementation of waste management strategies identified in the CAP</p>
<b>OPPD Renewable</b>	Community and	1. Convene a Community Alliance for Climate Action Plans

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<b>Energy Goals</b>	Government Relations - Chris Rodgers  (Facilities Management; Marketing and Communications)	2. Coordinate the Community Alliance to encourage OPPD to increase the amount of renewable energy in its portfolio and meet the goals it has set
<b>CAFE Standards</b>	Community and Government Relations - Chris Rodgers  (Marketing and Communications)	1. Continue to track national standards and work with the City to take steps to continue to increase these standards
<b>Carbon Offsets</b>	John Jesse	1. Pursue private investments that invest in sustainable energy projects 2. Determine which approach will be taken to address offsets (purchasing or owning) 3. Identify opportunities to increase green space on campus
<b>Organizational Development</b>		
<b>Governance</b>	Sustainability Council	<b>Governance</b> determines how an organization makes decisions and holds itself accountable to those decisions. Sustainability efforts need to tap into these processes, ensuring that management holds the organization accountable for sustainability decisions and plans. Thus leadership and management review mechanisms are critical for success of the CAP.
<b>Organizational Structure</b>	Sustainability Council	1. Hire full-time sustainability director or co-director position with both faculty and staff representation. This is also a recommendation of the Utilities and Energy Management Master Plan.
<b>Planning</b>	Campus Planning	1. Incorporate sustainability and the CAP into the Creighton Strategic Plan update to be finalized in 2013
<b>Human Resources Management</b>	Human Resources - Jeff Branstetter  (Staff Advisory Council)	1. Incorporate sustainability actions and targets into faculty and staff reviews 2. Provide incentives for participation
<b>Budget and Financial Management</b>	Finance – Director for Continuous Improvement	1. Institutionalize the process for incorporating sustainability into funding/financing decision making so that faculty and staff are empowered to make purchasing decisions with sustainability in mind. 2. Update Creighton’s request for funding form. Specific revisions include: a. Include sustainability as a selection criteria or a lens by which to revise current selection criteria b. Incorporate changes from the strategic plan update to reflect Creighton’s revised mission as it relates to sustainability, as it will inform financing decisions

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		<ol style="list-style-type: none"> <li>3. Develop 5-year budget and financing plan for the CAP</li> <li>4. Identify an approach for earmarking cost savings from strategy implementation for the implementation of future strategies</li> <li>5. Review the list of financing options outlined below (Table x6) to develop a portfolio of financing options for Creighton</li> </ol>
<b>Communications</b>	Marketing and Communications (Campus Ministry; list in Outreach section)	<ol style="list-style-type: none"> <li>1. Identify opportunities to utilize engage.creighton.edu to gather ideas and input from the Creighton community</li> <li>2. Sustainability 101 Handbook for faculty and staff new hires</li> <li>3. Incorporate into new staff/faculty orientation</li> <li>4. Ongoing sustainability training for all faculty and staff – determine frequency and develop a training schedule</li> <li>5. Communication strategy for sustainability</li> </ol>
<b>Core Values and Cultural Norms</b>	Marketing and Communications (Campus Ministry; list in Outreach section)	<ol style="list-style-type: none"> <li>1. Develop a targeted approach for continuing to outline the links between sustainability and the Jesuit Mission</li> <li>2. Leverage the activism of the Green Jays to institutionalize sustainability within the Creighton student body</li> </ol>