



**SUSTAINABILITY
TASKFORCE**

Lori Mazor
Vice-President
Administration, Hunter College

Kelli Stephens
*Chair, Sustainability and
Energy Specialist, Facilities
Management and Planning,*
Hunter College

Allan Frei
Professor
Department of Geography and
Environmental Studies

Annabel Gregg
Student, Class of 2023
Roosevelt Scholar

Makia Harper
Grants Administrator
Institute of
Sustainable Cities at
Hunter College

Theoren Hyland
Student, Class of 2019
Macaulay Honors College

Douglas Price
Program Manager
Institute of Sustainable Cities at
Hunter College

Mark Roginkin
Student Club VP,
Class of 2020
Hunter Sustainability
Project, Hunter
College

Haley Robinson
Student, Class of 2020
Hunter College

Victoria Skorodinsky
Student Club President,
Class of 2019
Geography Club, Hunter College

Francisco Sandoval
Assistant Director
Undergraduate Admissions
and Recruitment, Hunter
College

Maria Vanegas
Associate Director
Financial and Administrative
Services, Hunter College

Tim Wilson
Legal Affairs,
Hunter College

February 2020

President Jennifer J. Raab
Hunter College
695 Park Avenue New
York, NY 10021

Dear President Raab,

The Hunter College Sustainability Council presents the following 10-Year Sustainability Action Plan for consideration of adoption by the President and Senior Administration.

This 10-Year Sustainability Action Plan builds on the goals and objectives from Hunter's first 10-Year Plan (assembled in 2008) to adapt and prescribe new short-term, mid-term, and long-term recommendations for the College to pursue and implement over the next ten years.

There is an increasing awareness and activism among youth and society embracing the call for aggressive actions in tackling climate change and advancing sustainability. In the face of a burgeoning climate emergency, students of all ages are rallying to preserve their future and demanding stakeholders to do the same to set deliberate goals and deliver on the commitments made. Colleges play a pivotal role taking up the call and advancing sustainability as we are the hubs for learning, research and investigation, as well as interdisciplinary connections that are training and empowering the next generation of leaders who must tackle these problems.

The goals within the 2018 Sustainability Action Plan address the 7 pillars originally identified and established by Sustainable CUNY in 2008, when CUNY campuses were first charged to convene a Sustainability Council and come up with individual action plans. The 7 pillars are identified as: Energy, Water, Waste and Recycling, Transportation, Sustainable Nutrition, Sustainable Procurement, Sustainable Education and Outreach.

We believe this 2018 Sustainability Action Plan sets an ambitious and achievable agenda for Hunter College. A mission alignment with Hunter's Strategic Plan, as well as alignment with the widely recognized United Nations Sustainability Development Goals (SDGs) remained a key priority in the Sustainability Council's goal setting strategy for Hunter's 2018-2028 Sustainability Action Plan.

The Hunter Sustainability Council is comprised of a diverse set of student, faculty, and staff representatives. During the creation of this 10-Year Action Plan, these diverse perspectives gathered together to assess Hunter's progress on its 2008 goals, express its solidarity, and strategize on new opportunities for Hunter to strengthen its sustainability commitment.

The compilation of this Plan could not have been achieved without the extraordinary dedication and work from every Sustainability Council member, and the indispensable executive support provided by the VP, Administration.

We look forward to your review of the Plan and adoption to the Hunter College campus community.

Thank you,
Hunter Sustainability Council



**Hunter College 10-Year
Sustainability Action Plan 2.0**

Table of Contents

I. MESSAGE FROM VICE PRESIDENT.....	page 2
II. COUNCIL MEMBERS.....	page 3
III. PURPOSE AND OBJECTIVE OF 2018 10-YEAR PLAN.....	page 4
i. Welcome	
ii. Recap of Purpose	
iii. Acknowledgements	
IV. SUSTAINABILITY PROFILE OF HUNTER COLLEGE.....	page 5
V. HUNTER CAMPUS ACHIEVEMENTS & PERFORMANCE	
VI. ASSESSMENT OF 2008 10-YEAR PLAN & LESSONS LEARNED.....	page 7
VII. 2018 SUSTAINABILITY RECOMMENDATIONS BY PILLAR AREA.....	page 10
i. Waste and Recycling	
ii. Water	
iii. Transportation	
iv. Sustainable Nutrition	
v. Procurement	
vi. Sustainable Education and Outreach	
vii. Energy	
VIII. CONCLUDING REMARKS.....	page 41
IX. APPENDIX.....	page 42

I. MESSAGE FROM VICE PRESIDENT

Thank you for viewing Hunter's 10-Year Sustainability Action Plan! The new 10-Year Plan comes at a time as the College sets new program priorities in alignment with the Hunter Mission and Strategic Plan. In unity with the sustainability commitments coming out at the city, state, and even global level with the United Nations Sustainable Development Goals (SDGs), Hunter is also reinforcing its values and strengthening its impact in recognition and celebratory embrace of our *Mihi Cura Futuri* motto – urging all members of the Hunter community to care for the future, and preparing students to be leaders and change agents within their communities.

Hunter College has been an early leader and advocate for sustainability, and through the focused support, advocacy, and guidance provided by Sustainable CUNY, has a long history of early implementation and achievements in mitigating pollution, improving environmental health, and reducing emissions.

Over the past ten years Hunter College has also saved over \$20M in energy costs, with every dollar over the past three years going directly to fund the operating budget. The College has achieved nearly an 18% reduction in energy use intensity (EUI) -- (a decrease ten percentage points higher than the State average), and has reduced greenhouse gas (GHG) emission levels by 9%. Solar panels were installed on the roof of Hunter's 68th Campus North Building to provide students with a living laboratory to learn, study, and observe the impacts and operations of renewables and energy efficiency. Hunter's newly-constructed Silberman School of Social Work building also received LEED certification in 2015.

With the installation of water bottle filling stations on campus, over 19 million (and counting) plastic water bottles have been eliminated from the NYC waste stream. Hunter partnered with the *public-private* organization MillionTreesNYC, to plant trees around campus in solidarity with the organization's mission to plant a million trees throughout New York City by 2017.

Following the introduction of green campus reporting into the Princeton Review survey portfolio, Hunter College has been included in every annual edition of the Princeton Review's Guide to 399 Green Colleges since 2014. Hunter has also been recognized as an Achiever under the NY State Clean Energy Initiative for the campus' commitments and progress to reducing GHG emissions, and having a dedicated staff focused on implementing innovative clean energy solutions.

Hunter's dynamic sustainable achievements could not have been realized without the significant aid of the Dormitory Authority of the State of New York (DASNY) and the City University Construction Fund (CUCF) whose superior project leadership, strategic insight, and resources helped to implement numerous projects that turned a multitude of Hunter's green objectives into reality.

A special thank you and recognition also goes out to the members of the Hunter College Sustainability Council for their dedication, commitment and tireless work in helping to set a new sustainability vision for Hunter College!

II. COUNCIL MEMBERS:

Allan Frei,

Professor, Department of Geography and Environmental Studies

Annabel Gregg,

Class of 2023, Roosevelt Scholar Student Representative

Makia Harper,

Grants Administrator, The Institute of Sustainable Cities at Hunter College

Theoren Hyland,

Class of 2019, Macaulay Honors College Student Representative

Courtney Leborious,

Executive Director of Finance and Business Operations

Lori Mazor,

Acting Vice President, Administration

Douglas Price,

Program Manager, The Institute of Sustainable Cities at Hunter College

Mark Roginkin,

Class of 2020, Hunter Sustainability Project Student Vice-President

Haley Robinson,

Class of 2020, Philosophy Major Student Representative

Victoria Skorodinsky,

Class of 2019, Geography Club Student President

Francisco Sandoval,

Assistant Director of Undergraduate Admissions and Recruitment

Kelli Stephens,

Chair, Sustainability and Energy Specialist, Facilities Management and Planning

Maria Vanegas,

Associate Director of Financial and Administrative Services

Tim Wilson,

Operations Coordinator, Office of the Vice President For Administration

III. PURPOSE AND OBJECTIVE OF 2018 10-YEAR PLAN

The objective of the 2018 Sustainability 10-Year Action Plan is to align ourselves with the priorities of the College's Strategic Plan as well as reaffirm the commitments and expressed values made in 2008 sustainability mission statement. Hunter's 2008 Action Plan set bold and aggressive targets as a reflection of the college's purpose-driven commitment and role in putting thoughts into action, engaging across the interdisciplinary spectrum, and remaining an enduring resource of innovation and collaboration. The 2008 Plan created a pathway to chart the College's progress over the next ten years in aspects of energy, waste and recycling, water, transportation, procurement, education and outreach, and sustainable nutrition.

Hunter's 2018 Sustainability Action Plan revisits those 2008 goals and objectives and builds off the successes and challenges encountered to redefine strategy, reassign priorities, and rebrand the rhetoric to set new sustainability targets for the next ten years.

IV. SUSTAINABILITY PROFILE OF HUNTER COLLEGE

Hunter College takes specific, concrete actions in the pledge to reduce its carbon footprint in areas such as energy use, water conservation and other campus operations.

Hunter College's primary **waste and recycling** hauler is the New York City Department of Sanitation (DSNY). The scope of Hunter's recycling program is determined and affected by the changes and/or decisions that take place at the DSNY agency level. All items accepted for recycling by DSNY are also accepted items for recycling at Hunter College, which includes mixed paper, cardboard, metals, glass bottles and jars, beverage cartons, and rigid plastics. At the individual level, items are collected on-campus via a dual stream recycling system, with one color-coded bin for mixed paper and cardboard, and a second bin for metals, glass bottles and jars, beverage cartons, and rigid plastics. The Hunter Department of Environmental Health and Safety (EHS) also recycles household batteries, and coordinates the responsible recycling efforts for College-owned electronics, such as laptops, desktops, and printers. All members of the Hunter campus community are invited and encouraged to bring in their used batteries. When College electronics reach the end of their product lifecycle, faculty and administrative staff internally notify EHS and Facilities to have the items disconnected and safely stored. EHS utilizes a third-party vendor to pick up and responsibly recycle the campus e-waste. As a responsible steward, the EHS vendor regularly sends data on the volume of e-waste collected from the College.

Without the significant presence of grounds and landscaping maintenance, the depth of Hunter's **water** conservation and efficiency efforts lies in the installation and operation of high-efficiency plumbing fixtures (such as sinks and toilets) and mechanical/HVAC equipment. Once an obsolete plumbing fixture has reached the end of its capital use cycle, fixtures with an EPA WaterSense certification are prioritized for replacement. WaterSense products are verified by the U.S. EPA and are proven to streamline performance and contribute to reduced water usage in a building's operations. The New York City Department of Environmental Protection (DEP) keeps an inventory of water meters associated with Hunter College properties, and both DEP and CUNY track and monitor how much water is consumed on a daily and weekly basis.

Hunter's current and previous practices have had direct impact on directly minimizing the extent of Hunter's **transit**-related carbon footprint. No parking spaces are made available to students, faculty, and staff. All of Hunter College's properties are purposely sited to available/accessible modes of public transportation and through the New Jersey Transit's University Partnership Program, full-time Hunter students are provided a discount fare for monthly passes on the NJ Transit. Bicycle racks are available at each campus, and at 68th Street a CitiBike hub was erected for use by all in the surrounding community.

The 68th Street Hunter West Cafeteria and vending machines represent the primary areas of opportunity for **sustainable nutrition** options at Hunter College. CUNY provides language and guidelines for food service operations. To address the elements of accessibility and affordability for sustainable nutrition, Hunter's establishment of Purple Apron is a welcome addition to the College. The

Purple Apron is a free resource for undergraduate and graduate students to twice weekly receive a free bag of groceries stocked with balanced options of dairy, fruit, vegetables, grains, and protein.

Sustainable **procurement** opportunities at Hunter College are manifests through the college's relationship with CUNY, as well as compliance with NYS Executive Order 4. Many campus commodity assets (such as technology, appliances, office supplies, building materials, etc.) are procured from a list of designated vendors that have been pre-approved and pass CUNY guidelines. Under Executive Order 4, Hunter is also required to prioritize the purchase of products that meet environmentally preferable qualifications and performance. The New York State Green Procurement and Agency Sustainability Program manages green procurement lists and specifications of products, services and technology. Hunter College utilizes this inventory to source and identify green product purchasing opportunities.

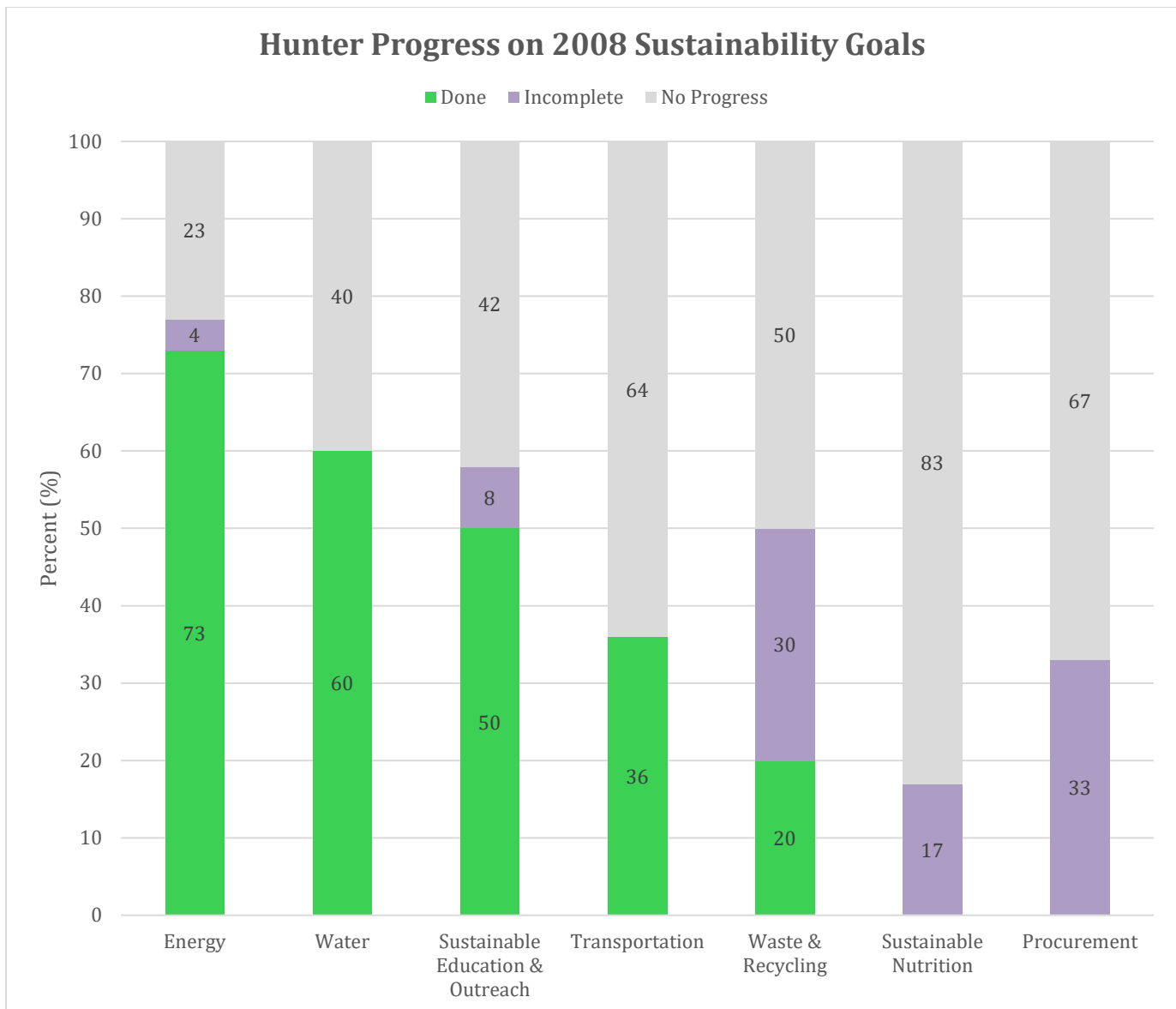
Hunter's **sustainable education and outreach** efforts adapt and cater to the dynamic, on-the-go commuter profile for many of the college's students. The development and maintenance of the Hunter Green sustainability website serves as a centralizing resource to provide and encourage more transparency and ease of access for the campus community to learn and view information about Hunter's performance, impact, and progress in sustainably-driven domains. Select utilization of the campus display monitors helps to elevate the presence of sustainable groups, related events, and opportunities that are available and open to the Hunter community, such as the Hunter Sustainability Project (HSP) student group and The Green Initiative Fund for green grant ideas.

Hunter College's **energy** performance is driven two-fold in alignment with several citywide, energy-saving directives; Executive Order 26 (E.O. 26) and Executive Order 88 (E.O. 88). E.O 88 requires Hunter to reduce its energy use intensity (EUI) 22%, and E.O. 26 requires the College to reduce its GHG emissions 20%. The directives have a target goal by the years 2020 and 2030, respectively. Sustainable CUNY is an instrumental force in facilitating the implementation of strategies and practices that deliver on these directives and streamline both energy efficiency and optimal performance. Hunter Facilities and Capital Planning leverage all opportunities and regularly carry out mechanical equipment upgrades, replacements, and retrofits that lower energy consumption in building operations. Hunter also participates in the New York Power Authority's "Peak Load Management" program. Under the terms of the program, the College scales back its electricity usage on up to 15 of the hottest days of summer, helping relieve the heavy demands that are placed on the regional power grid during those times.

V. ASSESSMENT OF 2008 TEN-YEAR ACTION PLAN & LESSONS LEARNED

The following chart provides an assessment of Hunter College's performance towards the initiatives outlined from the 2008 10-Year Action Plan; demonstrating where the College has been able to reach its goals, where items are in progress, and where objectives have been delayed in starting. An itemized list of Hunter's individual 2008 goals is also available in Appendix.

Taking an assessment of the 2008 10-Year Action Plan, the College completed 45% of its goals. Hunter's Energy and Water objectives have had the most demonstrable gains and progress, respectively reaching and completing more than half of the objectives identified towards conserving energy, reducing energy waste, and improving storm water runoff management. However, with no reportable progress, Procurement and Sustainable Nutrition are the two key pillar areas that will benefit from focused attention for future sustainability growth.



The Hunter College Sustainability Council gathered and reviewed the earlier barriers and roadblocks to progress within each of Hunter's seven sustainability pillars. The evaluation identified that much of the general causes and reasons behind the College's other delayed sustainability objectives were attributed to:

- **insufficient data**

A number of 2008 objectives could not have their progress validated due to lack of available data. With the absence of data collection and measurement efforts, baselines were not established, results not benchmarked, and the performance for several of the 2008 goals could not be thoroughly verified.

- **no monitoring or progress reports**

A lack of any five-year or mid-year performance reviews hindered progress on particular 2008 objectives. Those 2008 goals that may have suffered from lack of direction, task ownership, or other conditional factors could have been identified sooner, adapted, and set back on track. Without thorough monitoring, decision makers are limited in learning what objectives are working, and what one has to do next.

- **goals too specific**

Several 2008 objectives would have delivered high impact, yet the scale, quantity demanded, or project scope of what needs to be accomplished was one that could not completely fit in a 10-year span.

- **goals too vague**

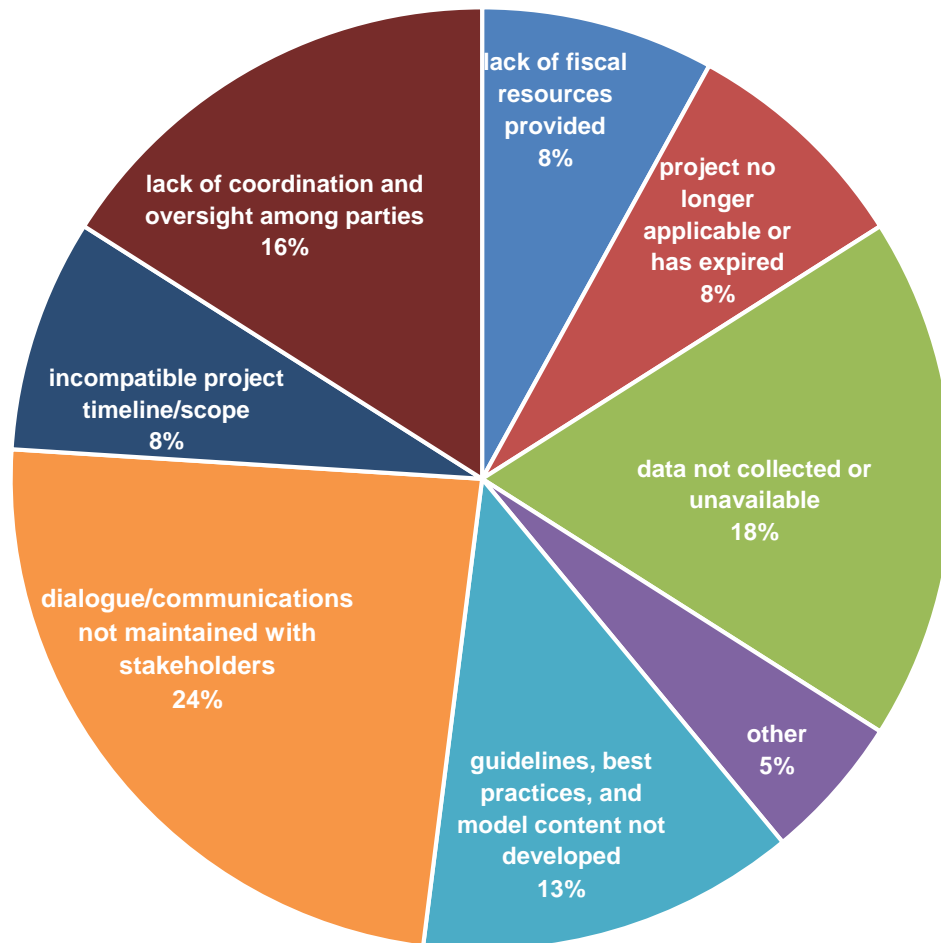
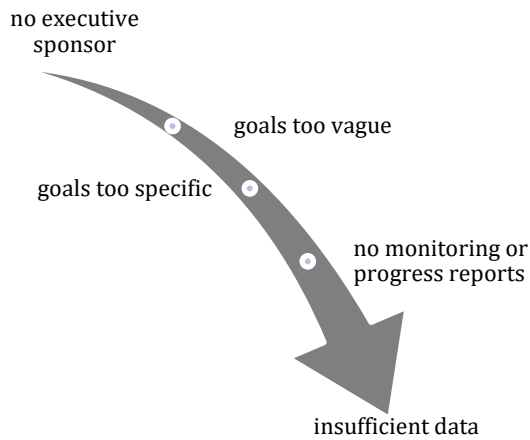
Some 2008 objectives provided vague direction or had no purposeful target, further coupled with a lack of accompanying performance measures, the goals were not actionable enough to assess if progress was made.

- **no designated executive sponsor**

Certain 2008 objectives required interdepartmental collaboration and leadership from the Administration in order to ensure implementation. At times not ensuring that a designated administrative sponsor was engaged meant goals did not get the visibility, counsel, and/or guidance to cultivate the momentum and campus-wide attention that would propel them to the next phase.

These roadblocks touched off a host of other structural disruptors that also played a role in affecting the progress of Hunter's 2008 sustainability goals. The below chart takes a deeper dive towards assessing the delays and setbacks of the 2008 10-Year Action Plan, and comprehensively categorizes the elements of those distinct progress disruptors.

Progress Disruptors to 2008 Sustainability Goals



Moving forward with the 2018 10-Year Action Plan, the Sustainability Council has applied these lessons learned to reframe each of the lagging objectives as one that will drive and demand results, ensuring that each new goal meets the mark for being specific, measurable, attainable, relevant, and timely.

VI. 2018 GOALS BY PILLAR AREA

WASTE AND RECYCLING

The 2018 objectives for Hunter College **Waste & Recycling** demonstrate and emphasize the campus' standing and alignment with the City's zero waste commitment goals. The Council's waste and recycling recommendations are marked by a renewed focus to increase the waste diversion rate, promote lower consumption practices, and expand the breadth of Hunter's recycling program. The Sustainability Council makes the following waste & recycling recommendations:

WASTE & RECYCLING	2018-2028 GOALS
1.1	Implement a campus-wide educational campaign of Hunter's recycling program
1.2	Increase the volume and visibility of recycling bins present on campus
1.3	Make the battery recycling program more visible
1.4	Make double-sided printing the default setting on campus printers
1.5	Develop and launch a 30-Day Zero Waste Awareness Challenge at each campus
1.6	Develop a furniture recycling and exchange program
1.7	Implement a comprehensive food waste collection solution in Hunter West Cafeteria
1.8	Increase the waste diversion rate by 30% by December 2028

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective







\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)







Time Investment:


represents an appraisal of the estimated impact, effort and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory research, and/or degree of anticipatory involvement with decisive parties and regulators.


5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years

Short-Term


Goal 1.1:	Implement a campus-wide educational campaign of Hunter’s recycling program - campaign to be carried out on an ongoing basis						
<i>Next Immediate Action:</i>	Council to compile definitive list of web-accessible resources and learning tools to be developed for the Hunter Green website Council to internally compile listing of all communication and outreach sources managed by Hunter (including their primary audience and publication cycles)						
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach (SEO) Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President of Administration & AVP, Communications</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Vice President of Administration & AVP, Communications</i>
Cost	Time investment	Sponsor					
		<i>Vice President of Administration & AVP, Communications</i>					


Goal 1.2:	Increase the volume and visibility of recycling bins present on campus						
<i>Next Immediate Action:</i>	Council to conduct landscape survey of the current type and number of recycling bins found per floor per building						
<i>Metrics for Success:</i>	will be covered in coordination with Waste & Recycling Goal #1.1 – [Educational campaign of Hunter recycling program]						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President of Administration</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Vice President of Administration</i>
Cost	Time investment	Sponsor					
		<i>Vice President of Administration</i>					

Goal 1.3:	Make the battery recycling program more visible		
<i>Next Immediate Action:</i>	Council to map out all current battery collection points Council to develop uniform labeling and language to post at each collection point		
<i>Metrics for Success:</i>	will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President of Administration</i>


Goal 1.4:	Make double-sided printing the default setting on campus printers		
<i>Next Immediate Action:</i>	Council to map out campus hotspots of high volume printing activity Council to review existing notifications and procedures that caution single-sided use		
<i>Metrics for Success:</i>	will be covered in Procurement Goal #5.3 – [Educational/Training tips sheet for green usage practices] and #5.4 – [Hunter-public promo campaign of sustainable products/benefits available on campus]		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President of Administration</i>


Intermediate

Goal 1.5:	Develop and launch a 30-Day Zero Waste Awareness Challenge at each campus		
<i>Next Immediate Action:</i>	Council to coordinate with HSP student group to gauge as a student-led project Council to prepare report that benchmarks different zero waste challenges/programs that have been conducted: 1- RecycleMania, 2- challenges taking place at other CUNY campuses and neighboring NYC colleges/universities, 3- other regional colleges/universities with publicly documented waste diversion rates		
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>VP, Student Affairs</i></p>

Goal 1.6:	Develop a furniture recycling and exchange program		
<i>Next Immediate Action:</i>	Council to review current procedures for how faculty and staff, respectively, are notified for intake opportunities Council to begin tracking and gathering data on current inventory of surplus furniture		
<i>Metrics for Success:</i>	will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Long-Term

Goal 1.7:	Implement a comprehensive food waste collection solution in Hunter West Cafeteria		
<i>Next Immediate Action:</i>	Council to engage with Business Office to discuss and explore existing stipulations for space modifications Council to outreach to Food Waste Erased to obtain amended report with full details of the food waste collection programs in place at other CUNY campuses		
<i>Metrics for Success:</i>	will be covered in Sustainable Nutrition Goal #4.8 – [Provision of local food sourcing, organics, and recycled material content into food service contract stipulations]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> <p></p>	<p>Sponsor</p> <p><i>Vice President for Finance and Budget</i></p>

Goal 1.8:	Increase the waste diversion rate by 30% by December 2028		
<i>Next Immediate Action:</i>	Council to obtain a new annual waste generation baseline in December 2019 from Facilities		
<i>Metrics for Success:</i>	an observable percentage point increase in the annual volume of waste diverted from landfill – [Transparency effort will be covered in SEO Goal #6.1 – Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> <p></p>	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

WATER

The 2018 objectives for Hunter College **Water** are impacted by the College’s urbanized landscape. The Council’s recommendations are made with the emphasis on simultaneously conserving water and lowering the campus’ consumption, as well as reducing storm water runoff. The Sustainability Council makes the following water recommendations:

WATER	2018-2028 GOALS
2.1	Create an inventory of available green spaces on campus to identify future green roofs potential
2.2	Install water bottle-filling stations on each campus’ floor for more accessibility, and
2.3	Install building sub-meters to effectively track and analyze Hunter’s campus water usage
2.4	Increase the number of high-efficiency plumbing fixtures on campus to a minimum of 50% by year 2028

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective


\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)

Time Investment:


represents an appraisal of the estimated impact, effort and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory research, and/or degree of anticipatory involvement with decisive parties and regulators.



5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years

Short-Term



Goal 2.1:	Create an inventory of available green spaces on campus to identify future green roofs potential		
<i>Next Immediate Action:</i>	Council to obtain copy of final feasibility report from student who is compiling a campus green space inventory with TGIF grant support		
<i>Metrics for Success:</i>	will be covered in TGIF student grant proposal, and SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Intermediate

Goal 2.2:	Install water bottle-filling stations on each campus' floor for more accessibility		
<i>Next Immediate Action:</i>	Council to obtain mapping from Facilities of additional locations per building for available water fountain installations		
<i>Metrics for Success:</i>	the addition of new fountains beyond the current inventory		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Goal 2.3:	Install automated water building sub-meters to the Hunter East and West buildings to effectively track and analyze Hunter’s water usage		
<i>Next Immediate Action:</i>	Council to outreach to applicable trade to investigate and get technical summary of project potential		
<i>Metrics for Success:</i>	the installation of new, additional water sub-meters		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Vice President of Administration</i>

Long-Term

Goal 2.4:	Increase the number of high-efficiency plumbing fixtures on campus to a minimum of 50% by year 2028		
<i>Next Immediate Action:</i>	Create inventory of high-efficiency plumbing fixtures installed on campus to include in Facilities Annual Report Council to conduct landscape assessment of total count of conventional vs. high-efficiency sinks/toilets and create summary stats per building		
<i>Metrics for Success:</i>	will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Vice President of Administration</i>

TRANSPORTATION

The 2018 objectives for Hunter College **Transportation** are influenced by Hunter's existing integration with NYC's mass transit system! Council recommendations put a renewed focus on continuing Hunter's advocacy and active support of mass transit, increasing opportunities of fuel-efficient vehicles within the campus fleet, and incentivizing more bicycle use. The Sustainability Council makes the following transportation recommendations:

TRANSPORTATION	2018-2028 GOALS
3.1	Initiate research into the market opportunities for large-scale fuel efficient vehicles to assess procurement potential for Hunter campus fleet
3.2	Raise awareness of Transit Discount Programs available to the Hunter community
3.3	Initiate seasonal general transportation surveys to campus community to facilitate Hunter incentives and educational tools for rider safety, visibility, and security
3.4	Alleviate congestion during peak times with promotional campaign increasing usage of stairs
3.5	Create a de facto position on the Sustainability Council for a representative from External Affairs Office

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective


\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)


Time Investment:

represents an appraisal of the estimated impact, effort and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory research, and/or degree of anticipatory involvement with decisive parties and regulators.


5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years


Short-Term







Goal 3.1:	Initiate research into the market opportunities for large-scale fuel efficient vehicles to assess procurement potential for Hunter campus fleet		
<i>Next Immediate Action:</i>	Council to prepare report benchmarking benefits of fuel-efficient vehicle use, as well as what are the contract opportunities under CUNY purchase requirements		
<i>Metrics for Success:</i>	a finished summary report of market feasibility for campus EV's		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Goal 3.2:	Raise awareness of Transit Discount Programs available to the Hunter community		
<i>Next Immediate Action:</i>	Council to compile docket of means and methods the Transit Discount Program (as well as other student discount services for LIRR, MTA, Amtrak, Metro-North, and PATH) are currently advertised		
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach Goal #6.5 – [Designation of Hunter Student Eco-Rep Role]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President, Student Affairs</i></p>

Intermediate

Goal 3.3:	Initiate seasonal general transportation surveys to campus community to facilitate Hunter incentives and educational tools for rider safety, visibility, and security		
<i>Next Immediate Action:</i>	Council to review current state of Hunter offerings and resources for campus bicycle riders		
<i>Metrics for Success:</i>	will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration & Vice President, Student Affairs</i></p>

Goal 3.4:	Alleviate congestion during peak times with promotional campaign increasing usage of stairs		
<i>Next Immediate Action:</i>	Council to discuss scope and intended outcome of campaign (“you ride, you text, you pay (for it)...”)		
<i>Metrics for Success:</i>	will be covered in Procurement Goal #5.4 – [Hunter-public promo campaign of sustainable products/benefits available on campus]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Goal 3.5:	Create a de facto position on the Sustainability Council for a representative from External Affairs Office						
<i>Next Immediate Action:</i>	Council to discuss what would be the role, responsibilities, and management handled in this position						
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach Goal #6.5 – [Designation of Hunter Student Eco-Rep Role]						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 33%;">Cost</td> <td style="text-align: center; width: 33%;">Time investment</td> <td style="text-align: center; width: 33%;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President for External Affairs</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Vice President for External Affairs</i>
Cost	Time investment	Sponsor					
		<i>Vice President for External Affairs</i>					

SUSTAINABLE NUTRITION

The 2018 objectives for Hunter College **Sustainable Nutrition** are shaped by a renewed emphasis on the provision of organic foods, locally-sourced ingredients, and return to eco-friendly packaging. The Sustainability Council makes the following sustainable nutrition recommendations:

SUSTAINABLE NUTRITION	2018-2028 GOALS
4.1	Implement a food labeling initiative to further dining transparency and healthy eating
4.2	Establish Hunter become a Greenmarket host
4.3	Pilot an expanded grab-and-go produce market within the Hunter Cafeteria
4.4	Offer at least two seasonal menu items within the Hunter Cafeteria (later stages transition seasonal menu items to also be organic)
4.5	Pilot a bulk distribution service for dried bulk snacks/goods (i.e. trail mix, granola, nuts, etc.) in the Hunter West Cafeteria
4.6	Have 20% of produce (food and beverage) offerings in the Hunter Cafeteria and Faculty Dining Room sourced locally by the year 2028
4.7	Secure the provision of local food sourcing, organics, and recycled material content adopted into food service contract stipulations for the Hunter Cafeteria

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective



\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)



Time Investment:


represents an appraisal of the estimated impact, effort and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory assessment, and/or degree of anticipatory involvement with decisive parties and regulators.


5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years


Intermediate

Goal 4.1:	Implement a food labeling initiative to further dining transparency and healthy, informed eating		
<i>Next Immediate Action:</i>	Council to compile benchmark report of CUNY schools that offer and currently have food wellness labeling rules with visible signs, postings, stickers, etc. that advertise menus' nutritional/wellness info (such as low-impact, gluten-free, vegan, etc.)		
<i>Metrics for Success:</i>	final summary report		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>


Goal 4.2:	Establish Hunter become a Greenmarket host		
<i>Next Immediate Action:</i>	Council to research member criteria for existing Greenmarket hosts		
<i>Metrics for Success:</i>	trial launch of a Hunter Greenmarket		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>

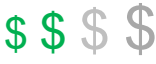

Goal 4.3:	Pilot an expanded grab-and-go produce market within the Hunter Cafeteria		
<i>Next Immediate Action:</i>	Council to engage with existing vendor and present this objective to gauge interest and cooperation		
<i>Metrics for Success:</i>	will be covered in Procurement Goal #5.4 – [Hunter-public promo campaign of sustainable products/benefits available on campus]		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>

Goal 4.4:	Offer at least two seasonal menu items within the Hunter Cafeteria (in later stages, transition the seasonal menu items to also be organic)		
<i>Next Immediate Action:</i>	Council to review current Cafeteria menu offerings to assess of present changes from each semester		
<i>Metrics for Success:</i>	will be covered in Procurement Goal #5.4 – [Hunter-public promo campaign of sustainable products/benefits available on campus]		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>

Goal 4.5:	Pilot a bulk distribution service for dried bulk snacks/goods (i.e. trail mix, granola, nuts, etc.) in the Hunter West Cafeteria		
<i>Next Immediate Action:</i>	Council to engage with existing vendor and present this objective to gauge interest and cooperation		
<i>Metrics for Success:</i>	launch of pilot initiative		
<i>Cost:</i>	Cost \$\$\$ \$	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>

Long-Term

Goal 4.6:	Have 20% of produce (food and beverage) offerings in the Hunter Cafeteria and Faculty Dining Room sourced locally by the year 2028		
<i>Next Immediate Action:</i>	Council to engage with existing vendor to solicit disclosure of where produce is purchased and sourced and develop a baseline		
<i>Metrics for Success:</i>	a completed food and beverage purchasing inventory – AND – a continued dialogue and relationship maintained between designated member of Sustainability Council and the vendor liaisons		
<i>Cost:</i>	Cost \$\$\$ \$	Time investment 	Sponsor <i>Vice President for Finance and Budget</i>

Goal 4.7:	Secure the provision of local food sourcing, organics, and recycled material content adopted into food service contract stipulations for the Hunter Cafeteria		
<i>Next Immediate Action:</i>	Council to engage with Business Office to discuss and review existing sustainable-related contract requirements in CUNY food service contracts		
<i>Metrics for Success:</i>	expanded sourcing and disclosure requirements integrated into food service contracts		
<i>Cost:</i>	<p>Cost</p> 	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President for Finance and Budget</i></p>

PROCUREMENT

The 2018 objectives for Hunter College **Procurement** take steps to ensure actionable progress is achieved towards purchasing green products, incorporating the use of more sustainable materials, and implementing a paperless procurement process. The Sustainability Council makes the following procurement recommendations:

PROCUREMENT	2018-2028 GOALS
5.1	Create a comprehensive commodity “product map” surveying and listing opportunities for the College to purchase green in other commodity areas
5.2	Organize an education & training tips sheet on green procurement practices
5.3	Raise the green product procurement baseline to comprise 28% of the College expenses on goods and services by year 2028

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective


\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)

Time Investment:


represents an appraisal of the estimated impact and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory assessment, and/or degree of anticipatory involvement with decisive parties and regulators.

5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years







Short-Term

Goal 5.1:	Create a comprehensive commodity “product map” surveying and listing opportunities for the College to purchase green in other commodity areas		
<i>Next Immediate Action:</i>	Council to compile internal list of existing procurement opportunities		
<i>Metrics for Success:</i>	will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President for Finance and Budget</i></p>

Intermediate

Goal 5.2:	Organize an education & training tips sheet on green procurement practices		
<i>Next Immediate Action:</i>	Council to review the existing green educational messaging and outreach utilized by Procurement/Accounts Payable Office and consider how to digitize processes		
<i>Metrics for Success:</i>	number of purchase orders for copy paper will be progress metric for Procurement & AP department		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President for Finance and Budget</i></p>

Long-Term

<p>Goal 5.3:</p>	<p>Raise the ‘green’ product procurement baseline to comprise 28% of all College expenses on goods and services by year 2028</p> <p><i>(‘green’ to be expressed as a reduced use or release of toxic substances, maximal use of recycled content and sustainably managed renewable resources, minimal volume use of packaging, low discharge risk of pollutants and/or provision of other environmental benefits)</i></p>						
<p><i>Next Immediate Action:</i></p>	<p>Council to compile a centralized inventory of green products currently procured (to be repeated on annual basis) and produce green product baseline</p>						
<p><i>Metrics for Success:</i></p>	<p>will be covered in SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]</p>						
<p><i>Cost:</i></p>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center; width: 33%;">Cost</td> <td style="text-align: center; width: 33%;">Time investment</td> <td style="text-align: center; width: 33%;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <p><i>Vice President for Finance and Budget</i></p> </td> </tr> </table>	Cost	Time investment	Sponsor			<p><i>Vice President for Finance and Budget</i></p>
Cost	Time investment	Sponsor					
		<p><i>Vice President for Finance and Budget</i></p>					

SUSTAINABLE EDUCATION AND OUTREACH

The 2018 objectives for Hunter College **Sustainable Education and Outreach** are made with the overall strategy to engage with student government more, and to work toward creating a shareable suite of resources that help to promote accountability and better transparency, facilitate engagement and more inclusivity, as well as bring a keen awareness throughout the campus community on the importance of sustainability and the opportunities that can be found. The Sustainability Council makes the following sustainable education & outreach recommendations:

SUSTAINABLE EDUCATION & OUTREACH	2018-2028 GOALS
6.1	Create a suite of resources and learning engagement tools for the Hunter Green website (such as a campus sustainability map, waste and recycling dashboard, and water savings dashboard)
6.2	Compile an inventory of sustainability courses offered at Hunter
6.3	Add sustainability tabling to Hunter Welcome Week – Resource Fair
6.4	Implement a sustainability rooftop laboratory on the Hunter North roof
6.5	Designate student members of the Sustainability Council to serve as Official Hunter Student Eco-Reps
6.6	Incorporate an open Sustainability Exhibition feature into the annual EcoFair and Hunter Green Week
6.7	Create a sustainability column in the Hunter Gatherer newsletter
6.8	Unify campus sustainability social media under Hunter Green
6.9	Create a mobile-based sustainability reporting service for campus community
6.10	Sponsor a Hunter Environmental Speaker series to be cross-promoted with existing environmental events on campus
6.11	Showcase the presence of sustainability-related courses
6.12	Create a viewbook of sustainability-related courses and electives for interested students
6.13	Develop Hunter-public promotional campaign (organized and led by the Sustainability Council) to motivate and remind users of sustainable products and benefits available on campus

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective


\$\$\$ \$ (Low)
 \$\$\$ \$ (Moderate)
 \$\$\$\$ (High)







Time Investment:







represents an appraisal of the estimated impact and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory assessment, and/or degree of anticipatory involvement with decisive parties and regulators.







5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years

Short-Term


Goal 6.1:	Create a suite of resources and learning engagement tools for the Hunter Green website (such as a campus sustainability map, waste and recycling dashboard, and water savings dashboard)		
<i>Next Immediate Action:</i>	Council to compile set of most effective resource and engagement tools for the website and the accompanying criteria		
<i>Metrics for Success:</i>	restoration of Hunter Green website		
<i>Cost:</i>	Cost \$\$\$ \$	Time investment 	Sponsor <i>Vice President of Administration</i>


Goal 6.2:	Compile an inventory of sustainability courses offered at Hunter						
<i>Next Immediate Action:</i>	Council to review an existing template for categorizing courses – the presence of an inventory becomes a resource for the Council to strategize what we can do in the intermediate and long-term						
<i>Metrics for Success:</i>	a baseline of sustainable course offerings provided at Hunter						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Provost and Vice President for Academic Affairs</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Provost and Vice President for Academic Affairs</i>
Cost	Time investment	Sponsor					
		<i>Provost and Vice President for Academic Affairs</i>					




Goal 6.3:	Add sustainability tabling to Hunter Welcome Week with inclusion of a Hunter Green table at the Resource Fair						
<i>Next Immediate Action:</i>	Council to discuss and review intended tabling materials & content that would be shared						
<i>Metrics for Success:</i>	a new tabling presence and inclusion during Welcome Week						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President, Student Affairs</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Vice President, Student Affairs</i>
Cost	Time investment	Sponsor					
		<i>Vice President, Student Affairs</i>					




Goal 6.4:	Implement a sustainability roof laboratory on the Hunter North roof						
<i>Next Immediate Action:</i>	Council to obtain updates from Provost on status of proposal						
<i>Metrics for Success:</i>	approval of rooftop operating budget by the College						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;">  </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President of Administration</i> </td> </tr> </table>	Cost	Time investment	Sponsor			<i>Vice President of Administration</i>
Cost	Time investment	Sponsor					
		<i>Vice President of Administration</i>					


Intermediate

Goal 6.5:	Designate student members of the Sustainability Council to serve as official Hunter Student Eco-Reps to share news and developments of sustainability at the campus-level		
<i>Next Immediate Action:</i>	Council to conduct feasibility analysis to determine and assess what would be the function, responsibilities, and reporting structure of this position		
<i>Metrics for Success:</i>	Implementation of a new peer-to-peer student educators series that promotes visibility, transparency, and behavioral changes		
<i>Cost:</i>	Cost \$\$\$ \$	Time investment 	Sponsor Vice President, Student Affairs


Goal 6.6:	Incorporate a Sustainability Exhibition feature into the annual EcoFair and Hunter Green Week (such as student poster and project presentations, poems, art, etc.)		
<i>Next Immediate Action:</i>	Council to gauge collaborative potential of Exhibition inclusion with the existing Student Sustainability Conference at Hunter College		
<i>Metrics for Success:</i>	launch of a campus-wide arts & learning interactive sustainability forum		
<i>Cost:</i>	Cost \$\$\$ \$	Time investment 	Sponsor Vice President, Student Affairs



Goal 6.7:	Create a sustainability column in the Hunter Envoy and Hunter Gatherer newsletter						
<i>Next Immediate Action:</i>	Council to determine and assess scope and extent of reporting information for a sustainability column - initiative to be later presented to OSC to gauge cooperation						
<i>Metrics for Success:</i>	approval from Office of Student Communications (OSC)						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;"> \$ \$ \$ \$ </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>AVP, Communications</i> </td> </tr> </table>	Cost	Time investment	Sponsor	\$ \$ \$ \$		<i>AVP, Communications</i>
Cost	Time investment	Sponsor					
\$ \$ \$ \$		<i>AVP, Communications</i>					



Goal 6.8:	Unify campus sustainability social media under Hunter Green						
<i>Next Immediate Action:</i>	creation of Hunter Green social feed						
<i>Metrics for Success:</i>	a diversified means of engagement among students						
<i>Cost:</i>	<table style="width: 100%; border: none;"> <tr> <td style="text-align: center;">Cost</td> <td style="text-align: center;">Time investment</td> <td style="text-align: center;">Sponsor</td> </tr> <tr> <td style="text-align: center;"> \$ \$ \$ \$ </td> <td style="text-align: center;">  </td> <td style="text-align: center;"> <i>Vice President of Administration</i> </td> </tr> </table>	Cost	Time investment	Sponsor	\$ \$ \$ \$		<i>Vice President of Administration</i>
Cost	Time investment	Sponsor					
\$ \$ \$ \$		<i>Vice President of Administration</i>					

Goal 6.9:	Create a mobile-based sustainability reporting service for campus community		
<i>Next Immediate Action:</i>	Council to review and itemize most frequent sustainable maintenance issues and complaints		
<i>Metrics for Success:</i>	launch of Hunter 311 initiative		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President of Administration</i>

Long-Term

Goal 6.10:	Launch a regular Hunter Environmental Speaker series exclusive to Hunter students to be cross-promoted with existing environmental events on campus		
<i>Next Immediate Action:</i>	Council to explore potential to consolidate promotion and updates of the speaker engagements (such as a mix of speakers, film/documentary screenings, and mini-workshops) with those also handled by different departments/programs		
<i>Metrics for Success:</i>	launch of Environmental Speaker series		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President, Student Affairs</i>

Goal 6.11:	Showcase the presence of sustainability-related courses		
<i>Next Immediate Action:</i>	Council to first compile and survey existing campus resources and promotions that purposefully highlight sustainability curricula		
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Provost and Vice President for Academic Affairs</i>

Goal 6.12:	Create a viewbook of sustainability-related courses and electives for interested students		
<i>Next Immediate Action:</i>	Council to convene and discuss content scope, identification of stakeholders, and distribution channel of proposed user guide		
<i>Metrics for Success:</i>	Development of a sustainability playbook that engages students on related course options		
<i>Cost:</i>	Cost 	Time investment 	Sponsor <i>Vice President, Student Affairs</i>

Goal 6.13:	Develop Hunter-public promotional campaign that will be organized and led by the Sustainability Council to motivate and remind users of sustainable products and benefits available on campus		
<i>Next Immediate Action:</i>	Council to review best practices utilized from the model similar to the “burn energy/save electric” elevator campaign		
<i>Metrics for Success:</i>	will be in coordination with SEO Goal #6.1 – [Dashboard and suite creation of resource/learning engagement tools]		
<i>Cost:</i>	<p style="text-align: center;">Cost</p> <p style="text-align: center;">\$\$\$ \$</p>	<p style="text-align: center;">Time investment</p> <p style="text-align: center;"></p>	<p style="text-align: center;">Sponsor</p> <p style="text-align: center;"><i>AVP, Communication</i></p>

ENERGY

The 2018 objectives for Hunter College **Energy** maintain the same focus and intention of minimizing electric waste, improving energy efficiency, and lowering consumption. The Council recognizes that this is a pillar in which Hunter has already made remarkable progress and has continued to incorporate best practices and maintenance strategies at every opportunity. The Sustainability Council makes the following energy recommendations:

ENERGY	2018-2028 GOALS
7.1	Create an inventory of Hunter’s LED lighting usage
7.2	Compile a comprehensive solar assessment and evaluation report for all 68th campus roofs
7.3	Replace vending machines with energy-efficient LED lighting and/or equip vending machines with energy-saving features
7.4	Create an annual greenhouse gas (GHG) inventory for the 68th campus

Legend Key –

Cost:

represents an appraisal of estimated material and labor costs for a chosen initiative, as well as portrayal of the level of scope for the objective


\$ \$ \$ \$ (Low)
 \$ \$ \$ \$ (Medium)
 \$ \$ \$ \$ (High)

Time Investment:


represents an appraisal of the estimated impact and depth for a chosen initiative, as assessed based on level of cross-coordination required, extent of needed preparatory assessment, and/or degree of anticipatory involvement with decisive parties and regulators.


5 – 10 years →  ← < 1.5 years
 3 – 5 years ↗  ↖ 1.5 – 3 years

Short-Term


Goal 7.1:	Create an inventory of Hunter’s LED lighting usage (to effectively track rooms/areas with and without LED lighting)		
<i>Next Immediate Action:</i>	Council to engage with Facilities to obtain inventory of previously completed LED projects		
<i>Metrics for Success:</i>	a completed tracking document completed for all campuses		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Intermediate

Goal 7.2:	Compile a comprehensive solar assessment evaluation report for all 68th campus roofs		
<i>Next Immediate Action:</i>	Council to keep communications open with existing TGIF project assessing green roof potential on all campus roofs and assess feasibility to add solar capacity to project scope with NY SolarMap		
<i>Metrics for Success:</i>	a complete, detailed report that documents depth of potential for additional solar panel arrays on campus		
<i>Cost:</i>	<p>Cost</p> <p>\$ \$ \$ \$</p>	<p>Time investment</p> 	<p>Sponsor</p> <p><i>Vice President of Administration</i></p>

Goal 7.3:	Replace vending machines with energy-efficient LED lighting and/or equip vending machines with energy-saving features (i.e. motion sensors, timers, etc.)		
<i>Next Immediate Action:</i>	Council to review the current energy-efficiency features on machines and as well as product options for improved efficiency		
<i>Metrics for Success:</i>	Installation of added energy-saving equipment		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President of Administration</i>

Long-Term

Goal 7.4:	Create an annual greenhouse gas (GHG) inventory for the 68th campus		
<i>Next Immediate Action:</i>	Council to conduct feasibility analysis to determine array of energy-related tasks and channels to promoting integration		
<i>Metrics for Success:</i>	will be covered in Sustainable Education & Outreach Goal #6.5 – [Designation of Hunter Student Eco-Rep Role]		
<i>Cost:</i>	Cost \$ \$ \$ \$	Time investment 	Sponsor <i>Vice President of Administration & Vice President, Student Affairs</i>

VII. CONCLUDING REMARKS

The release of the 2018 10-Year Action Plan will be a catalyst to elevating sustainability, delivering impact, and empowering the Hunter community in developing a strong and proactive sustainability culture. As the Hunter Sustainability Council lays the groundwork for setting an ambitious agenda and incorporating innovative solutions and best practices for a greener Hunter campus, the College will also be taking the next step to also promote more accountability and transparency with the first-ever Hunter College submission to S.T.A.R.S. STARS is a sustainability tracking, assessment, and rating tool developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). The STARS tool is specifically tailored for colleges and universities and Hunter's completion of this report would be a first-ever for any CUNY college!




Though challenges may lie ahead, the opportunities for adopting and embracing a sustainable future at Hunter are greater, and we boldly look forward to ensuring Hunter College is part of that change.












VII. APPENDIX
















* For a list of all of Hunter’s achievements and progress over nearly two decades, a green chronology is also available on the Hunter Green sustainability website.
















2008 10-Year Action Plan Goals













(* indicates goal has been adopted into regular practice and is applied as a rolling, ongoing routine)

















Progress:  -- Done |  – Incomplete |  – No Progress

SUSTAINABILITY PILLAR	2008 GOAL	NOTES
ENERGY		
	Conduct a full campus energy audit	Done
	Lights on 7 th floor crossover bridge (which connects East and West Buildings) are connected by timers; most lights on bridge are turned off overnight	Done
	Install 3kW solar panel array on North Building rooftop	Done
	Minimize energy usage by lowering hot water temperature	Done
	Minimize energy usage by raising chilled water temperature (summer months only)	Done
	Commission elevator operations study to optimize elevator use	Done
	Capture “waste” heat/steam for reuse – via rerouting waste water through a heat exchanger before being drained away -- (<i>Boiler “blow-down” is a process that involves periodic removal of water to clear away accumulated dissolved solids/sludge from inside a boiler</i>)	Done
	Replace Hunter High School elevator	Done
	Retrofit all 68 th Street campus escalators	Done
	Repair leaky/malfunctioning steam traps which allow steam to pass to the condensate side of the system, resulting in energy loss	Done
	Minimize the energy consumption by implementing preventive maintenance (“PM”) across campus on all our equipment	Done*

	Install digital control throughout the campus, resulting in precise control of building conditions, including ability to shed electric load	Done*
	Insulate/repair damaged insulation on pipes carrying conditioned air	Done*
	Minimize heat and conditioned air loss by closing unused ducts	Done*
	Upgrade current motors, fans and pumps with energy efficient, variable speed motors/pumps	Done*
	Repair leaks in the high temperature steam system or hot water system	Done*
	Installation of 7 new, EE fume hoods in 2 teaching/research labs in the North Building; fume hood exhaust systems run only when in use, rather than on a continuous basis, saving large amounts of conditioned air and energy	
	Replace “traditional” beverage vending machines with machines that run on a “sleep” mode until a customer begins pushing buttons; replaced traditional food vending machines with machines that are illuminated by LED lighting instead of bulbs.	Goal Reiterated in New 10 Year Plan
	Minimize the electricity consumption by installing occupancy sensors and other controlling devices in the areas not installed previously and using best practices	Goal Modified and Amended in New 10 Year Plan
	Create a ‘State of Good Repair’ survey, periodically update	Goal Withdrawn
	Install 30 kW PV (photo-voltaic) panel array on roof of East Building	Goal Modified and Amended in New 10 Year Plan
	Use existing chiller plant to provide central A/C to the North Building and THH	
WATER		
	Reduce storm water runoff – maintain plants and vegetation at 8thFloor West Terrace, 8th Floor East Terrace, Loewe Plaza, and Poses Park, and participation with MillionTreesNYC program	Done
	Conserve water – encourage use of water fountains and/or filtering systems to reduce use of bottled water	Done
	Conserve water – upgrade plumbing fixtures, install low-flow showerheads and faucet aerators	Done*
	Conserve water – use recently-installed pool cover to keep the swimming pool in the North Building covered	Goal Modified and Amended in New 10 Year Plan

	Reduce boiler water consumption [via chemical treatment of boiler water] – reduce the frequency of boiler blow-down events, thereby also reducing frequency with which boiler water must be refreshed	
TRANSPORTATION		
	Install additional bicycle racks	Done
	Enroll in NJ Transit’s Student Discount Program	Done
	Partner with NYC DOT to receive/install bike racks from DOT’s CityRacks program	Done
	Burn Calories, Not Electricity + Get Fit campaign	Done
	Campus fleet consisting of fuel-efficient vehicles	Goal Modified and Amended in New 10 Year Plan
	Increasing bicycle use by staff – Public Safety uses bicycles instead of automobiles to shuttle between campuses	Goal Modified and Amended in New 10 Year Plan
	Expand efforts to encourage use of mass transit - increase efforts to advertise and encourage Hunter employee enrollment in the MTA TransitBenefits program	Goal Withdrawn
	Encourage use of MTA’s 1 st and 2 nd Ave BRT and bicycle path improvements	Goal Withdrawn
	Invite DOT’s Bike Program to street fair for DOT-sponsored helmet giveaway	Goal Modified and Amended in New 10 Year Plan
	Revive CUNY Bikes! Club at Hunter College (student and faculty-based biking coalition)	Goal Withdrawn
	“No Idling” campaign on Hunter campus	Goal Withdrawn
WASTE & RECYCLING		
	Make household battery recycling available on campus	Done
	Initiate research into the benefits of composting	Done
	Faculty/staff/student education – raise awareness of the scope of Hunter’s recycling program in the community	Goal Modified and Amended in New 10 Year Plan

	Paperless billing/transcripts – reduction of paper use, reduction of printing/mailing resources	Goal Modified and Amended in New 10 Year Plan
	Recycle furniture	Goal Reiterated in New 10 Year Plan
	For each department, purchase and place extra recycling bins in the area where departmental classes are held	Goal Modified and Amended in New 10 Year Plan
	Expand college-wide measures for recycling paper, plastic, and bottles – to develop a system to <i>monitor</i> recycling efforts	Goal Modified and Amended in New 10 Year Plan
	Assure that all vendors employed for waste recycling are the most cost effective & environmentally sound choices possible – streamline vendor usage for elevated level of efficiency	Goal Modified and Amended in New 10 Year Plan
	Enact a college-wide initiative for double-sided printing and copying	Goal Modified and Amended in New 10 Year Plan
	Increase college-wide recycling by 25% by December 2017	Goal Reiterated in New 10 Year Plan
PROCUREMENT		
	Purchase green products – take advantage of green products as they become available on state contracts	Goal Modified and Amended in New 10 Year Plan
	Reduce paper usage in the procurement process – implement internal improvements to Hunter’s purchasing and finance system (FOCIS) in the short term and adopting CUNYFirst’s paperless process when it becomes available	Goal Modified and Amended in New 10 Year Plan
	Encourage use of sustainable products – improve end users’ awareness of sustainable products available through State and CUNY contracts, make it easier to buy sustainable products, and develop method for tracking usage of sustainable materials	Goal Modified and Amended in New 10 Year Plan
SUSTAINABLE NUTRITION		
	Reduce environmentally-unfriendly packaging – reduce and/or eliminate plastics and Styrofoam in food packaging	Goal Modified and Amended in New 10 Year Plan
	Local food sourcing – source bulk food products from area farms, when possible	Goal Reiterated in New 10 Year Plan

	Selling organic foods and beverages	Goal Modified and Amended in New 10 Year Plan
	Develop college-wide measures for recycling food – to develop a system to monitor the recycling/composting of food scraps and waste	Goal Reiterated in New 10 Year Plan
	Farm Fresh Seasonal Menu – explore potential for vendor to purchase fresh fruits, vegetables from an organic farm that is local or from a local CSA	Goal Modified and Amended in New 10 Year Plan
	Grow organic foods on campus – partnership between vendor and student group to cultivate organic herb garden	Goal Withdrawn
SUSTAINABLE EDUCATION & OUTREACH		
	Draft and gain college senate approval for a sustainability commitment statement	Done
	Create Hunter-sponsored sustainability website	Done
	Establish Hunter College Sustainability Council, hold regular Council meetings	Done
	Green Tips	Done
	The Green Initiative Fund	Done
	Develop/offer classes that address sustainability issues – develop interdisciplinary coursework that combines sustainability issues with other subject areas of study	Done*
	Solar Tour Program	Goal Modified and Amended in New 10 Year Plan
	Offer Continuing Education coursework in sustainability	Goal Withdrawn
	Establish Environmental Speaker Series	Goal Reiterated in New 10 Year Plan
	Add sustainability component to new student orientation	Goal Reiterated in New 10 Year Plan
	Create a graduate certificate program in Urban Sustainability	Goal Reiterated in New 10 Year Plan
	Create a minor focused on Urban Sustainability offered through the Department of Urban Affairs and Planning	Goal Reiterated in New 10 Year Plan