

SUSTAINABILITY WORKING GROUP:

***Sustainable Solutions for our
University and for our State***



**University
of Idaho**

EXECUTIVE SUMMARY

The purpose of this white paper is to begin the transformation of our institution into an entity that espouses sustainable solutions in all that we do. This includes enriching course offerings and research with an increased focus on sustainability, providing access to the understanding and pursuit of sustainability to all students, and improving financial and operational efficiency to embody the values of sustainability in our daily actions. A sustainably built environment and sustainable business practices are not only compatible with our Land Grant mission, they are fundamental to our success. These commitments and the fulfillment of the recommendations herein will be the brand that defines our leadership in sustainability.

Charge from President Green

President Scott Green formed the Sustainability Working Group in Fall 2021 to develop and recommend a strategic approach to enable the University of Idaho to become known for sustainability. To this end, the working group's output is focused on 1) making a case for sustainability that distinguishes the university from our peers, 2) recommendations for our academic and research programs, 3) recommendations for university operations and facilities, 4) integrating sustainability into the cultural fabric of the university, and 5) establishing governance and program expectations to ensure accountability towards desired progress. These recommendations serve to challenge the university community to execute our strategic desire to be known for sustainability.

The working group intends for this white paper to be used as a road map for subsequent development of a university-wide Sustainability Action Plan or equivalent to guide related actions and accountability. A healthy, and indeed desired, tension exists between immediate action and long-term planning. As such, the recommendations herein focus both on actions that could be taken immediately to demonstrate our commitment to sustainability and longer-term considerations to ensure ongoing commitment by leadership and the university community. The group's deliberations were guided by the Sustainable Development Goals which are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set up in 2015 by the United Nations General Assembly and are intended to be achieved by 2030.

Working Group Members and Procedures

Comprised of dedicated alumni partners, state and regional stakeholders, and university staff and faculty (see Appendix A), the Sustainability Working Group met several times to form the recommendations in this white paper. Members were selected for their individual positions at the university, industry expertise, or experiences working on issues of sustainability in the region or globally.

In November 2021, the Sustainability Working Group broke into subcommittees to tackle major components of the whitepaper. Two surveys were administered during the spring of 2022 to establish a preliminary inventory of sustainability courses and inventory of faculty research. These inventories will serve as a baseline to coordinate immediate actions, and to build upon our campus-wide sustainability reporting efforts.

SECTION 1:

THE CASE FOR SUSTAINABILITY

As a University of Idaho core value, we strive to instill a philosophy of sustainability in how we teach, learn, conduct research, and live within our university community. But we have not done so consistently, nor have we sought to capitalize on or distinguish ourselves from peer institutions in this work. To better operationalize sustainability in the context of the University of Idaho, we offer the following principles to represent our orientation toward sustainability, which guided the working group's recommendations:

- Sustainability permeates all that we do and is therefore the responsibility of all students, faculty, and staff at the University of Idaho.
- Every student shall have an opportunity to obtain sustainability credentials.
- Immersive experiences that integrate education, training, research, operations, and practice shall drive sustainability innovation at the University of Idaho.
- Institutional investments shall seek to balance social, environmental, and economic goals.
- Responsibility for sustainable actions and innovation resides in the shared governance of students, faculty, and staff in partnership with community, government, and industry partners and constituents.
- Innovation in sustainability is driven by diversity of thought and ideas generated by inclusive dialogue with individuals from different backgrounds and experiences.

The University of Idaho has made various commitments to these principles over the previous decades, including the 2010 Climate Action Plan, participation in institutional STARS (Sustainability Tracking Assessment & Rating System) reporting, and a commitment to building with sustainable products. We now strive to make these commitments central to our integrated operations and educational mission. To this end, **affirming the University's commitment to sustainability is the working group's most important recommendation.**

Affirmation comes in various forms, but it must create an imperative that drives action for years to come. It must demonstrate a level of investment appropriate to the scope of activities that reflects our strategic desire to be known for sustainability. It must make a difference in our daily actions on our university campuses, field stations, and centers throughout the state. The affirmation of goals as defined in a Sustainability Action Plan shall lead the university toward more sustainable practices by establishing clear outcomes and accountability for goals. These goals, boldly stated, shall be a rallying cry to guide University of Idaho actions:

Recommendation 1.1:

The University of Idaho shall develop a 10-year sustainability action plan, or equivalent, by the end of 2023 to guide actions toward accomplishing our university sustainability goals.

Recommendation 1.2:

Goals and implementation actions seek to balance social, environmental, and economic principles outlined in the United Nations 17 Sustainable Development Goals and the STARS (Sustainability Tracking, Assessment & Rating System) framework.

SECTION 2:

ACADEMIC AND RESEARCH OFFERINGS

Academic Opportunities

An underlying principle adopted by the Sustainable Working Group is that every student at the University of Idaho shall have access to sustainability credentials. These credentials, which could be in the form of certificates, degrees or experiential opportunities, allow students to engage in meaningful training and to promote their skills to eventual employers. These credentials may be voluntarily acquired through programs already available at the university or new ones to be developed. The most important aspect of these opportunities, however, is that they be available through every college and potentially every degree program at the University of Idaho, and offered in a manner that students could mix and match courses tailored to their interests and career ambitions. For

instance, students interested in sustainable food systems could combine coursework in food and nutrition with agronomy and nonprofit management. This “stacking” of credits shall be available across degree programs and academic colleges to encourage students to tailor their skillset to their personal aspirations.

Recommendation 2.1:

Each college makes available a minimum of 12 undergraduate course credits that qualify for a sustainability certificate at the University of Idaho.

IMPLEMENTATION AND ACTIONS:

- Certificates are preferred over academic minors to maximize opportunities to mix and match coursework across degree programs; required university common core offerings such as ISEM (Integrated Seminar) could be considered but have proven difficult to sustain.
- Faculty establish a process to create and certify which courses meet sustainability criteria to be approved by the University Curriculum Committee (UCC). The Registrar would then designate these courses in the course catalog to help promote and to track progress toward degree completion.
- Faculty establish qualifying course credits for experiential training opportunities such as study abroad, approved internships, documented volunteerism, research experiences, and senior design project work.
- Identify opportunities to leverage UI Extension Centers and campuses to offer continuing education and sustainability courses to non-traditional audiences.
- As necessary, the Provost Office or designee works with the Director of Sustainability and university leadership to ensure academic program offerings are integrated with university and college goals.

TIMELINE AND PRIORITY:

- For immediate consideration, faculty form an inclusive working group to formally develop a university-wide sustainability certificate. The working group reports to the President’s Sustainability Counsel, or equivalent, as discussed in Section 5.
- UCC course approval is required by Fall 2023 to begin enrolling students for Fall 2024.

Recommendation 2.2:

Graduate degree programs make available graduate course credits that qualify for a sustainability certificate at the University of Idaho.

IMPLEMENTATION AND ACTIONS:

- Similar to an undergraduate certificate, criteria are needed to designate graduate sustainability courses and track progress towards degree completion. Faculty will also need to determine the number of credits required.
- As necessary, the Dean of the College of Graduate Studies or designee works with the Director of Sustainability and university leadership to ensure academic offerings are integrated with university and graduate program goals.

TIMELINE AND PRIORITY:

- For immediate consideration, graduate faculty work with the College of Graduate Study to form an inclusive working group to formally develop graduate-equivalent sustainability certificate.

Recommendation 2.3:

As opportunities allow, establish certificates in related areas of study like energy or water systems that complement sustainability goals and that serve more specific disciplinary needs.

IMPLEMENTATION AND ACTIONS:

- The proposed Global Energy Systems Program would offer students a cross-disciplinary perspective of energy systems, including sustainable energy transitions and other linkages to the university-wide sustainability certificate.
- A stand-alone energy or water certificate, separate from the university-wide sustainability certificate, would allow greater specialization in those areas.
- Employ the same procedures for establishing course certification and degree tracking for the university-wide sustainability certificate.
- Conduct recurring inventory of qualifying courses specific to complementary certificates.

TIMELINE AND PRIORITY:

- The proposed Global Energy Systems Program requires a dedicated group of faculty to establish curriculum needs, which could be convened during the 2022-2023 academic year.

Recommendation 2.4:

Conduct an inventory of existing undergraduate and graduate courses meeting faculty-established criteria for sustainability.

IMPLEMENTATION AND ACTIONS:

- Faculty establish criteria for courses to be designated as meeting the sustainability goals outlined in the United National 17 Sustainable Development Goals, or as determined by faculty.
- Conduct recurring inventory of undergraduate and graduate courses to facilitate student pursuit of certificates and for STARS reporting.
- Establish a student portal to easily identify and enroll in designated sustainability courses.
- Use inventory and web portal to promote the sustainability certificate to existing and prospective students.

TIMELINE AND PRIORITY:

- Initial inventory of courses was conducted during the Spring of 2022 using a voluntary survey tool that yielded marginal results for the purpose of planning.
- Protocols for future inventories are needed for complete and efficient data collection.

Recommendation 2.5:

Integrate sustainability experiential learning opportunities into academic disciplines.

IMPLEMENTATION & ACTIONS:

- Faculty establish criteria to designate experiential learning opportunities in each academic college.
- Consider hosting a Student Sustainability Expo to highlight academic and research achievement in sustainability.
- Engage with government, non-profit, and industry to sponsor and provide experiential opportunities. Entities like Idaho National Laboratory provide opportunities for student internships that are experiential in nature and focused on sustainability in a manner that amplifies UI and INL objectives.
- Institutionalize job and internship opportunities through events like the Student Sustainability Expo and annual career fairs.

TIMELINE AND PRIORITY:

- An inventory of current experiential learning opportunities should be included in the Course Catalog and university web portal highlighting these opportunities.
- Sustainability leadership should curate and develop external sustainability partners beginning in FY23.

Academic Portfolio and Research Productivity

Development of intellectually-vibrant areas of academic focus will provide distinctive, meaningful educational opportunities to undergraduate and graduate students, as well as develop and disseminate the new knowledge necessary to address global sustainability challenges. To that end, it is important for the university to define its academic portfolio of sustainability expertise and identify areas where it has, or will develop, the necessary faculty expertise to be a national or international leader. There is also an opportunity to deploy our research expertise to aid in the design and implementation of sustainability actions within the university and its operations. Utilizing our internal expertise may also provide graduate and undergraduate research opportunities to further distinguish ourselves from our peers. In short, research is a building block for our success.

Recommendation 2.6:

Establish a sustainability academic portfolio execution group to develop an enterprise-wide view of our sustainability portfolio and a strategy for development or maintenance of expertise in this portfolio. The group should also track and make recommendations for investment in faculty development and research on sustainability topics, including deployment of research to guide implementation of on-campus actions.

IMPLEMENTATION AND ACTIONS:

- The academic portfolio execution group could be led by the Sustainability Director (or a committee of deans or the Provost), with representation from across academic colleges, research institutions and centers, and ORED.
- Engage industry and agency partners to help define and coordinate sustainability research with business and agency needs.

TIMELINE AND PRIORITY:

- Initial inventory of university research was conducted during the Spring of 2022 using a voluntary survey tool that yielded marginal results for the purpose of planning. Protocols for future inventories are needed for complete and efficient data collection.

Recommendation 2.7:

Integrate research on sustainability with actions that enhance student experiential opportunities, inform facility operations, and is coordinated with the development and maintenance of data systems and monitoring.

IMPLEMENTATION AND ACTIONS:

- Convene operational leadership and faculty researching sustainability to align catalogue and assess opportunities to marry operational needs and opportunities with course work, research, and experiential learning goals.
- Develop a process for requests for research support for operational projects and requests to research operations.
- Pilot the collaborative research in recycling, utilities, and dining operations where opportunities are known.

TIMELINE AND PRIORITY:

- Convene group and conduct a needs and opportunities assessment in FY23.

Recommendation 2.8:

Integrate sustainability research into the university capital campaign.

IMPLEMENTATION AND ACTIONS:

- Define sustainability goals and focus in terms of relationships to research in Land Grant-mission-focused areas of natural resource management, agriculture, engineering, and science.
- Develop campaign approach and assets around sustainability research focus.
- Cultivate relationships and donors interested in sustainability research in specific areas of study
- Develop a strategy in conjunction with the University Sustainability Director and ORED for ongoing engagement.

TIMELINE AND PRIORITY:

- This approach should be part of the overall sustainability messaging in the capital campaign. Partnerships with both STEM and non-STEM colleges will determine research priorities for investment and campaign focus. All of the colleges need to be involved – and the university’s sustainability portfolio will be entirely dependent on what faculty expertise exists or is developed in those colleges.

SECTION 3:

UNIVERSITY OPERATIONS AND FACILITIES

Energy Efficiency and Production and Water Use

The path to sustainable energy production and water use follows a multi-pronged approach balanced with financial goals: 1) partner for funding and project planning and delivery measure and track ongoing production and use, 2) establish transparent data systems and goals, 3) implement technologies contributing to meeting those goals, and 4) engage the university community across campuses, field stations, and centers. To foster innovation and ensure sustainable funding for the infrastructure needed, partnerships with private industry and government will be essential.

Recommendation 3.1:

Convene a resource management leadership team on an ongoing basis comprised of relevant university, community, and industry partners to develop and achieve sustainability goals for energy production and water use on university campuses, field stations, and centers.

IMPLEMENTATION AND ACTIONS:

- Include relevant university utility providers (SPUPI, McKinstry, Avista, Idaho Power), industry partners (INL, SEL, INW), local government representatives (Moscow, Coeur d’Alene, Boise, Idaho Falls), and UI facilities and infrastructure staff.
- Prioritize design of system solutions to long-standing water and energy problems that demonstrate university leadership in innovation among our peers.
- Seek funding and/or financing relationships with industry partners, utility providers, and government entities to execute sustainability projects.
- Deliver sustainable energy and water infrastructure projects that are innovative in design, delivery, and function while contributing to our sustainability goals.

TIMELINE AND PRIORITY:

- This advisory group should be convened during Fall 2022.
- The team shall be charged with seeking funding and prioritizing project implementation in conjunction with state and federal funding cycles and capital improvements related to our utility P3 agreement.

Recommendation 3.2:

Measure and track energy and water systems performance and utilization.

IMPLEMENTATION AND ACTIONS:

- Install energy and water use meters in primary buildings to track usage and inform building and system level decisions.
- Develop a database and dashboard reporting system to track, visualize, and publish energy use/production, water use, and conservation effort data.
- Promote and share these data and reporting systems with students, staff, faculty, and the community to promote dialogue and innovation.
- Provide access to operational data for student recruitment, instruction, and research needs.

TIMELINE AND PRIORITY:

- Metering infrastructure projects should be proposed for immediate development and implementation in 2023.
- Database and dashboard development may occur concurrently for a simultaneous go-live with the meters.
- Information from meters will be essential for establishing accurate, achievable goals for the Sustainability Action Plan.

Recommendation 3.3:

Utilize the Sustainability Action Plan to guide University of Idaho decision making and tradeoff analysis for investments in energy and water infrastructure and efficiency gains.

IMPLEMENTATION AND ACTIONS:

- Perform economic, environmental, and social impact studies for the achievement of carbon neutrality goals and contributing incremental targets. These studies will help evaluate potential projects and solutions for achieving overall goals.

- Set incremental energy and water targets associated with measurable outcomes resulting from projects that reduce carbon emissions or water consumption, prioritize renewable energy over fossil fuels, reduce overall consumption at university campuses, and move the university towards energy independence.

TIMELINE AND PRIORITY:

- Impact studies for the achievement of incremental targets and our overarching carbon neutrality goals should commence immediately in Fall of 2022 as this information will be essential to the design of a Sustainability Action Plan.
- Upon completion of the university's Sustainability Action Plan, utility capital projects may be designed to achieve individual metrics.

Recommendation 3.4:

Deliver sustainable infrastructure projects that maximize tradeoffs of costs, resource utilization, and efficiency. Both tried and true solutions, as well as innovative ideas should be explored.

IMPLEMENTATION & ACTIONS:

- Energy independence and carbon neutrality goals shall be pursued through a combination of:
 - » Efficiency measures like microgrids, building management systems, building envelope modifications that reduce energy loss, and space planning.
 - » Renewable energy sources like solar, wind, biomass, green hydrogen, and geothermal.
 - » Electrification of buildings and vehicles.
- Water efficiency goals should be pursued by:
 - » Reducing consumption and waste through low-flow fixtures and replacing aging infrastructure such as irrigation systems.

TIMELINE AND PRIORITY:

- This work will be continuous.
- Projects with immediate and known impacts, such as building envelope improvements, space planning, and low-flow fixtures, should be prioritized for quick development and implementation.
- Larger systemic projects, such as microgrids and innovative renewable energy sources, will require more foresight and planning.

Waste Management

The University of Idaho generates more than 500 tons of solid waste annually, including over 200 tons of food waste. Much of this waste can be reused at the university or within the community, reduced through behavioral interventions, or recycled by creating collection systems, aligning financial incentives, and engaging individuals in adopting sustainable behaviors. The City of Moscow's Climate Action Plan supports the expansion of recycling in the community.

Recommendation 3.5:

Reconstitute a Moscow campus recycling program.

IMPLEMENTATION AND ACTIONS:

- Partner with the City of Moscow, Inland North Waste, and the university community to design recycling programs and internal workflows that leverage the regions' existing infrastructure and recycling systems.
- Design recycling programs tailored towards student living groups, academic areas, staff facilities and public event spaces, using diverse means to collect information to understand individual and group behaviors.
- Hire dedicated recycling staff.

TIMELINE AND PRIORITY:

- Pilot a recycling program in Summer 2022 and relaunch indoor recycling during the Fall 2022 semester.
- Initiate study and analysis of individual and group behaviors through partnership with university research faculty.

Recommendation 3.6:

Research and implement technology and systems to reduce and reuse food waste.

IMPLEMENTATION AND ACTIONS:

- Develop a process to donate non-spoiled food from residential and retail dining locations to community groups.
- Foster collaboration between Idaho Eats and Vandal Food Pantry allowing unspoiled food to be used by campus community members.
- Offer residential students the opportunity to donate a portion of their unused meal plan each year.
- Collect all compostable items from the residential and retail dining location for use in a large-scale composting program.
- Install digestors for composting and diversion of food waste.

TIMELINE AND PRIORITY:

- Policy and operational changes that divert unspoiled food to those in need should be prioritized.
- Research and grant writing for composting and digestors should commence in FY23 through partnerships with Idaho Eats, the City of Moscow, and Inland North Waste.

Recommendation 3.7:

Establish procurement standards by which to reduce or eliminate single-use plastic on campus in dining services, vending, and research labs.

IMPLEMENTATION AND ACTIONS:

- Collaborate with Idaho Eats to provide reusable to-go food containers for campus residential and retail dining locations.
- Replace all single-use straws/cutlery at campus dining locations with compostable or reusable products.
- Add water bottle fill stations in each building.

TIMELINE AND PRIORITY:

- Procurement standards will need to coexist with current and future contracts with Idaho Eats, Coca-Cola, and other partners.
- Efforts to convey university goals and look for common solutions with our partners should begin immediately.

SECTION 4:

UNIVERSITY SUSTAINABLE SOLUTIONS CULTURE

The University of Idaho exists for our students, and it is their motivation to sustain an environment that drives our resolve to do better. Our students' actions and leadership define and guide these efforts, which reflect their diverse backgrounds and experiences. In this regard, innovation in sustainability is driven by the diversity of thought generated by our students. Similarly, staff and faculty are leaders and examples to our students. Together our actions and behaviors will define the culture of sustainability for future Vandals. Student, staff, and faculty engagement through visibility, awareness, daily actions, and volunteerism can promote culture change at the institutional level and behavior change at the personal level to perpetuate these efforts.

Recommendation 4.1:

Promote visibility of and access to sustainability data for instructional, research, and informational purposes for the student body, employees, and the community.

IMPLEMENTATION & ACTIONS:

- Create systems (that include participation from students, staff, and faculty) to collect and measure data.
- Create public-facing dashboards to track and compare operational and research sustainability data. Align data and metrics to the Sustainability Action Plan, or equivalent. Make these data available through a university website, such as a sustainability resource center.
- Grant access for students and faculty to sustainability data through Institutional Research.
- Develop self-guided tours and other informative media that highlight sustainable aspects of campus to students, employees, and visitors.
- Integrate prominent sustainability investments and initiatives into campus recruitment and orientation efforts.
- Continue to implement actions even where data are not readily available. Not all actions require data, and some outcomes will take time to measure and accomplish.

TIMELINE AND PRIORITY:

- Establish a repository of existing utility meters and available data in 2023. Update as metering is added.
- Develop dashboards in 2024 and launch access in FY25.
- Publish annual updates on a regular cycle and highlight continuous access to data through dashboards.

Recommendation 4.2:

Develop and implement a sustainability communications and marketing strategy that is externally facing for student and employee recruitment, and internally facing to improve adoption of sustainability practices and learning.

IMPLEMENTATION & ACTIONS:

- Integrate sustainability marketing into current marketing plans.
- Develop a communications plan for university sustainability efforts.

- Promote sustainability academic offerings through SEM and the colleges.

TIMELINE AND PRIORITY:

- Engage with UCM in FY23 to develop a sustainability marketing plan aligned with the CAP, the implementation of strategic operational improvements, and the launch of the sustainability certificate.

Recommendation 4.3:

Recognize and celebrate operational, environmental, and social excellence in sustainability.

IMPLEMENTATION & ACTIONS:

- Develop annual Sustainability Excellence Awards with a ceremony and awards for students, staff, and faculty based on specific criteria that builds upon previous efforts at the university.
- Highlight sustainability in the arts and humanities by placing sustainability-focused artwork across our campuses and centers, presenting sustainability writing in university press, and periodically hosting sustainability concerts and film festivals.
- Prizes may include scholarship, research awards, or operating funds to implement ideas or institutionalize and promote sustainability work. Selected entries may be implemented by the operational units responsible for the day-to-day work effected.
- Align honors and other academic recognition related to the sustainability certificate and degrees.

TIMELINE AND PRIORITY:

- The Sustainability Excellence Awards can be launched in conjunction with the Sustainability Action Plan rollout at the end of 2023, with the first awards ceremony in April or May of 2024 coinciding with the end of spring semester.

Recommendation 4.4:

Establish programs and incentives to promote personal responsibility and volunteerism for sustainability among students, staff, and faculty.

IMPLEMENTATION & ACTIONS:

- Design and implement a 'Vandal Green' sustainability engagement platform and app to help students implement sustainable actions relevant to campus life and reward them for impact with Vandal Store gift cards, charitable donations, shared savings, or sustainability tools.

- Create a student sustainability ambassador program to promote sustainable behaviors and literacy among students and in the community through a campus sustainability orientation, sustainability tours for current and prospective students, and local school outreach.
- Create green certifications for offices, classrooms, and events to encourage unit and individual behaviors and ensure a collective awareness of environmental, social, and financial impact.
- Encourage sustainability advocacy within shared governance.

TIMELINE AND PRIORITY:

- Resource needs and an implementation plan for ‘Vandal Green’ should be developed in FY23 for a launch in tandem with the Sustainability Action Plan as behavior change and engagement will aid in accomplishing sustainability goals.
- The student sustainability ambassador program can be implemented in FY23 through the ASUI Sustainability Center and Center for Volunteerism and Social Action with goals and programs developing through student prioritization and initiative.
- Green certifications should be aligned with the Sustainability Action Plan, STARS, Sustainable Development goals established at the end of 2023.

Recommendation 4.5:

Institutionalize sustainability employment and internship opportunities through long-term partnerships with employers seeking sustainability professionals to help them achieve their goals.

IMPLEMENTATION & ACTIONS:

- Identify industry partner organizations working in sustainability in Idaho and the region.
- Develop criteria that may include the commitment to hire University of Idaho graduates, placement programs, investment in student recruitment, fast-tracked interview processes during, and direct hiring.
- Establish job and internship pipelines through events like the Student Sustainability Expo and annual career fairs. Advertising those jobs and internships through a clearing house would increase access for students and help promote awareness.
- Establish mentorship programs for students with industry partners and their employees.

TIMELINE & PRIORITY:

- Efforts to create employment pipelines should begin in conjunction with the capital campaign highlighting sustainability in FY23.
- This should be integrated into a student life-cycle approach to engagement that starts with recruitment and continues through successful degree completion, employment, and professional contributions to the university.

SECTION 5:

GOVERNANCE AND DATA MANAGEMENT

Governance

Responsibility for sustainable actions and innovation at the University of Idaho resides in the shared governance of students, faculty, and staff in partnership with community, government, and industry partners and constituents. An effective governance model in this regard is consistent with current university leadership structures while allowing flexible multi-disciplinary teams coming together to tackle challenges and opportunities that span multiple units, divisions, or colleges. Effective governance also includes clear accountability for actions, which falls to those assigned to lead these endeavors. To that end, it is important to focus on specific measurable goals that can be reasonably achieved.

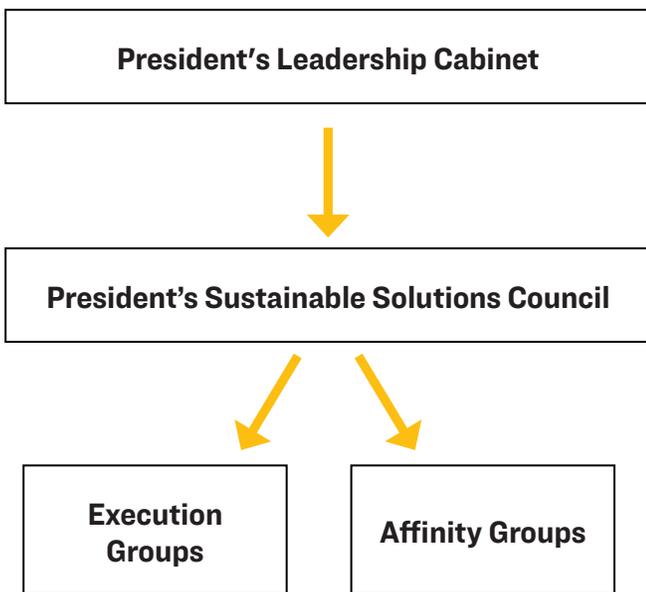
To foster collaboration among units, colleges, and other groups affecting sustainability at the university, and to promote innovation in our actions, related governance shall encourage collaborative structures that reinforce existing as well as desired future actions. Efforts to achieve our sustainability goals must remain flexible to accommodate differences in programs and locations but must also be scalable over time to include all university campuses, field stations, and regional centers. Our efforts must also promote the sharing of ideas across units and facilitate cross-functional engagement.

Recommendation 5.1:

Establish a sustainability governance structure with clear accountability for actions that is compatible with existing university structures and that utilizes functional roles to provide scalable and continuous support for innovation.

IMPLEMENTATION AND ACTIONS:

- Define the functional roles and responsibilities of university employees and students to promote sustainability governance across the university. This structure may be comprised of the following or similar groupings to promote accountability and action:
 - » **President’s Sustainability Council**, or similar body, shall provide feedback and guidance to the Presidents’ Leadership Cabinet, and shall be comprised of university leaders who represent operations, academics, research, and student affairs. The council shall be chaired by the University Director of Sustainability. The council’s primary functions shall be to set goals, prioritize actions, monitor, and evaluate progress, and make recommendations pertaining to the alignment of resources.
 - » **Execution Groups** shall be comprised of students and employees charged by university leadership to design and implement priority projects, track performance, and engage stakeholders.
 - » **Affinity Groups** shall be comprised of students, faculty, and staff to support university functions. These are the employees and other constituents who carry out the specific functions of the university to support direct and indirect activities related to sustainability.



Recommendation 5.2:

Hire a University Director of Sustainability to oversee the design and coordination of sustainability initiatives at the University of Idaho.

IMPLEMENTATION AND ACTIONS:

- The Director may be a member of the President’s Leadership Cabinet and have direct input on investments and initiatives related to sustainability at all university campuses, field stations, and regional centers.
- The Director reports to the President of the University of Idaho to ensure sustainability initiatives are integrated into all levels of university functions.
- The Director shall guide a reimagined sustainability umbrella organization in its functions, advise college units and operations across the university, and is responsible for representing sustainability interests and perspectives in operations, academics, research, and student affairs.

TIMELINE AND PRIORITY:

- Hiring a University Director of Sustainability is a high priority to ensure timely design and coordination of actions, including development of a Sustainability Action Plan to guide university functions and investments.

Recommendation 5.3:

Reimagine the University of Idaho’s sustainability organization to serve as the hub of sustainability interest and umbrella organization for sustainability leadership and efforts across the university.

IMPLEMENTATION AND ACTIONS:

- The reimagined sustainability organization shall be supervised by the University Director of Sustainability.
- The new organization would serve the functions of engagement, promotion, education, and support practices for sustainability, including 1) data gathering and validation, 2) establish best practices for data collection and sharing, 3) host design contests and events to identify ideas and promote innovation, and 4) engage in efforts to educate and encourage dialogue among students, faculty, and staff, 5) establish and nurture relationships with contributors, supporters, donors, and partners who can provide additional time, talent, and financial support for university sustainability efforts.
- A new structure may require additional staff and faculty positions to support the initiative.

TIME AND PRIORITY:

- Upon hire, the University Director of Sustainability should prioritize engagement with key internal stakeholders to reimagine a new sustainability organization.
- This should be a high priority to structure and support critical milestones such as the Sustainability Action Plan.

Recommendation 5.4:

Engage a dynamic group of contributors, supporters, and partners from industry, the community, alumni, students, staff, and faculty who wish to contribute time, talent, and treasure towards sustainability efforts.

IMPLEMENTATION AND ACTIONS:

- Define specific ways of engaging through volunteering, mentorship, partnerships, and financial contributions.
- The University Sustainability Director and the Vice President for Development should determine key approaches to engagement, participation, and recognition for contributions.

TIME AND PRIORITY:

- This work should be ongoing and should be developed prior to launching phases of the capital campaign focused on sustainability.

Data Management

Key to the success of proposed sustainability initiatives is the annual collection and organization of monitoring data to inform decisions and investment priorities. These data must be readily available and transparent to the university community to promote integrated evaluation across areas, instill confidence in decisions, and encourage ongoing improvement. Data collection and management should follow internationally recognized standards for sustainability. A focus on STARS for alignment with higher education, industry, government, and non-profit partners can create structures for flexibility in analysis, comparison, and reporting. Successful program management involves the proper investment in data collection and reporting systems.

Recommendation 5.5:

Establish a data repository of university sustainability metrics to monitor progress towards institutional goals.

IMPLEMENTATION AND ACTIONS:

- The President's Sustainability Council, or similar body, shall identify key sustainability metrics to be collected annually to inform university decisions.
- The Council, in consultation with the requisite working groups, establish practices for standardized data collection and measurement of key indicators, priorities for which data to be collected, and reporting to the Presidents' Leadership Council.
- These data shall be collected in conjunction with the STARS reporting system and the 17 Sustainable Development Goal.
- The repository shall be made available, as appropriate, through a web dashboard to university employees and students. Sensitive or confidential information shall be password protected and available to relevant employees.
- Data collection shall encompass academic programming, research, and student and employ engagement related to sustainability across all university campuses, field stations, and regional centers.

TIME AND PRIORITY:

- Reporting for STARS should move to an annual cycle and the university should prioritize systems for reporting these metrics first.

Recommendation 5.6:

Align monitoring and reporting with the Sustainability Tracking, Assessment & Rating System (STARS) and the 17 Sustainable Development Goals.

IMPLEMENTATION AND ACTIONS:

- Create processes and institutional means to establish a clear baseline inventory by area.
- Determine frequency of data collection according to the type of reporting needed (e.g., monthly building energy and water consumption, annual food waste reduction).
- Annually compare the University of Idaho STARS rating relative to our established peers.

TIME AND PRIORITY:

- STARS reporting is already being done. The university should prioritize annual reporting and create structures and data collection processes to support that work with increased frequency of reporting.
- Research and data collection related to a subset of the 17 Sustainable Development Goals may commence immediately and be conducted through an annual process along with STARS. Of the 17 goals, it is recommended we initially focus on a few to chart some early success.

- Report on the 17 Sustainable Development Goals should be developed in coordination with industry and government partners so as to align with their priorities and leverage their data collection and reporting mechanisms.
- Once structures and reporting methodologies are in place, they should be rolled out to the greater campus community in manner that allows for easy self-reporting from across the university community.

SUMMARY:

The University of Idaho is poised for innovation in economic, social, and environmental sustainability in all that we do. The steps to being known for sustainability made definitive in this document lay the groundwork for an all-encompassing sustainability initiative that will transform the educational and research landscape of the university. The implementation of this roadmap by the University Sustainability Director and a robust cross-functional team we take our current offerings and processes to the next level. This work will commence with the development of a Sustainability Action Plan to translate aspiration into action. The University of Idaho will be known for our actions and the impact they have on those we serve.

APPENDIX A:

Sustainability Working Group

Chandra Zenner Ford, Executive Sponsor
Office of the President & Center Executive Officer

Dennis Becker, Co-Chair
Dean, College of Natural Resources

Lee Espey, Co-Chair
Division Operations Officer for Finance and Administration

Olivia Wiebe
Sustainability Center Coordinator

Clara Abplanalp
Student

Ian Glasgow
Student

Olivia Niemi
Student

Madison Dougherty
Student

Damon Woods
Interim Program Director, Integrated Design Lab

Matthew Doumit
Associate Dean, College of Agricultural and Life Sciences

Cathy Roheim
Senior Associate Dean, College of Agricultural and Life Sciences

Yvonne Sertich
Executive Director, Executive Education

Jennifer Ladino
Faculty

Jeremy Mutart
Supervisor, Surplus and Solid Waste

Scott Slovic
Faculty

Timothy Link
Faculty

Jerry Fairley
Faculty

Patricia Colberg
Interim Associate Dean, College of Engineering

Amin Mirkouei
Faculty

Dylan Hedden-Nicely
Faculty

Brad Ritts
Senior Associate Vice President, Office of Research and Economic Development

John Barnhart
Senior Director, Marketing and Creative Services

Todd Combs
Associate Laboratory Director for Energy and Environment Science and Technology, Idaho National Laboratory

Byron Flynn
Technical Solution Director, General Electric Renewable Energy (Retired)

Victor Borque
Vice President of Business Development North America, Sacyr CEO, Sacyr Plenary Utility Partners Idaho LLC

Heather Druffel
Policy and Engagement Specialist, Manulife

Chris Meyer
Director of Education, Coeur d'Alene Tribe

Ben McLuen
Associate Vice President, Development and University Advancement

Erik Elordi
Director of Campus Services, Auxiliary Services

Brett Dumas
Director of Environmental Affairs, Idaho Power

Kyle Nagy
Superintendent & Sandpoint Orchard Operations Manager, CALS

APPENDIX B:

RECYCLING MARKETING PLAN

University of Idaho Recycling Initiative
Vandals Recycle

AKA: Recycling Reboot

PROJECT / CAMPAIGN NAME: Think Recycle

CAMPAIGN TYPE: Awareness & Engagement

CONTACT: Cynthia Barnhart | cbarnhart@uidaho.edu
John Barnhart | jbarhart@uidaho.edu

SPONSORING UNIT: UCM/PRES BUDGET: Marketing
Designs and Collateral +/-35K

Project Overview & Description

The university cares about sustainability and being that the concept is embedded in our mission and values, sustainability is a presidential focus.

ONE OF OUR VALUES

The University of Idaho is committed to sustainability and responsible stewardship of the natural environment. This is embodied in our values and expressed in our mission statement.

“Sustainability- We embrace our personal and social obligation to ensure the sustainability of our future. For this community, ensuring a sustainable healthy lifestyle is part of a comprehensive desire to acknowledge stewardship of the natural environment to human interactions and well-being.”

It is our responsibility to ensure a sustainable, healthy environment for the benefit of current and future community members. In alignment with our values, the University of Idaho is reintroducing recycling to our campus after deliberations with students, the Sustainability Working Group, and President Green. Recycling upholds the value of environmental stewardship and encourages responsible waste management, something that all campus community members can help us achieve. Recycling allows us to divert materials from landfills while reducing the need to extract, refine, and process raw materials for new products. This process can decrease air and water pollution and decrease greenhouse gas emissions that are released during raw material processing. The recycling program will be introduced and maintained through a phased approach, eventually moving to an approach that emphasizes a reduction in the overall amount of waste produced by our community.

Phase 1 (Fall 2022)

Indoor Recycling on Moscow Campus

- Single-stream
- Accept only materials accepted by Inland North Waste
- Estimated annual waste diversion = 100 tons
- Centralized collection points on Moscow campus
- Internal collection by U of I custodial staff (single-stream, one collection area per floor, dedicated staff, process)
- Contract with the City of Moscow
- Inland North Waste collection at each building
- Bi-weekly collection
- Collocated with other solid waste collections totes
- Recycling Kickoff Event – First day of class
- Milestone Recycling Celebration April 22, 2023
- Earth Day

Phase 2 (Spring 2023)

Exterior Recycling and Outside Events

Phase 3 (Ongoing)

Ongoing Education and Other Site

TARGET MARKET & AUDIENCE

Employees and Students on the University of Idaho Moscow campus

OBJECTIVES

To promote awareness of the recycling program and responsible waste management, integrate recycling into campus culture, and educate our students, staff, and faculty how to recycle in Moscow and on campus.

KEY PERFORMANCE INDICATORS

Key performance indicators are hard to quantify because there is not a benchmark for success, however it is prudent to celebrate success:

- Student Participation Rates: The % of the student population living on campus that have requested recycling bins.
- Employee Participation Rates: How do we measure this? Survey
- Annual Waste Diversion Rate: Pounds or tons recycled
- Recycling Contamination Rate: % of materials in recycling bins contaminated

CONNECTION TO STRATEGIC PLAN

To review strategic plan, visit:

<http://www.uidaho.edu/provost/strategic-plan>.

Goal 1: Innovate

Goal 2: Engage

Goal 3: Transform

Goal 4: Cultivate

Education and Engagement – UCM/ Student Sustainability Cooperative/ Building Services/DFA

Marketing and awareness campaign

- UCM - Lead
- Student Sustainability Cooperative/Building Services/DFA – Content

Undergraduate and graduate recruiting

- Student Sustainability Cooperative – Lead in partnership with SEM

Undergraduate and graduate Uldaho Bound

- Student Sustainability Cooperative

Undergraduate and graduate orientation

- Student Sustainability Cooperative

Recycling guide in welcome packets

- UCM – Design and creation
- Student Sustainability Cooperative/Building Services/DFA – Content

Recycling ambassadors for the first few weeks of each semester

- Student Sustainability Cooperative

Recycling guides by bins

- UCM – Design and creation
- Student Sustainability Cooperative/Building Services/DFA – Content

Engagement with RAs

- Student Sustainability Cooperative/Building Services/DFA

Meetings with departments and building users and engagement with existing recycling committees in specific buildings

- Student Sustainability Cooperative/Building Services/DFA

Vandal Green platform

- Student Sustainability Cooperative

Live diversion dashboard online and on TVs showing the total amount of waste diverted from the landfill through recycling

- Student Sustainability Cooperative/Building Service/DFA in coordination with Institutional Research
- UCM to support design

Palousa Fest

- Student Sustainability Cooperative
- Use UCM recycling assets

Marketing and Awareness Campaign Overview

UCM will facilitate the marketing campaign and outreach for the Recycling Reboot, AKA Vandals Recycle. The marketing and communications plan will interest employees and students to engage with the campaign by meeting the audience where they are. Not a discussion about whether or not to recycle, but rather a bright, forward-thinking message about working together, being conscientious about the rules, and encouraging everyone to do their part to make the University of Idaho the place we are all proud of. Avoiding conversations around whether or not to recycle by covering the message with so much information on **how** and **where** to recycle, that the inclination to recycle proliferates because of ease of use and clarity of goal. UCM will market the program by doing the following:

- Broad Outreach for Employees and Students
- In-Person & Zoom Workshop Events(Focus on the how)
- FAQs
- Social Marketing on Brand and College Channels
- Campus Digital Marketing (flatscreens, websites)
- Email- campus-wide and audience focused
- Selecting specific “Days” and “Events” to communicate messaging throughout the phases – Look for opportunities to promote and collaborate around recycling.
- Recruiting for involvement by providing Assets, Templates, and Knowledge Bases/Education
- Email List for Initiative Leaders for communicating schedules, suggestions, etc.

- Email Address with committee members and UCM project lead (Cynthia) on it **vandals-recycle@uidaho.edu**
- Webpage Creation and Maintenance
- Multimedia Promotional Assets Library for College Use
- Image Library
- Educational Collateral: How-To Guidelines, How-To Presentation Templates for the two audiences, Checklists, and Best-Practices for Social Media Posts

PROJECT SPECIFICS

Offering Details

A Fall semester launch in 2022 is planned. OFFICIAL KICKOFF is the first or second week of fall semester. Recycling will also be featured prominently in new student orientation.

UCM and Creative Services has started implementation of branding, marketing, and advertising stages at this time.

Marketing Campaign for Education and Engagement

Roll out program to 2 audiences in Fall 2022

- Students
- Faculty and Staff

Marketing Campaign for Education and Engagement Details

- Sitecore Landing Page development or edits to this page: <https://www.uidaho.edu/current-students/sustainability-center/recycling> Example Page that is organized well (but visually boring and too wordy) <https://www.ou.edu/sustainability/campus-efforts/recycling#program>
- Vanity and Tracking URLs
- Landing page elements like the COVID dashboard, but about Recycling and fewer pages
- Vandals Recycle page with a Dashboard where we keep stats and info <https://www.uidaho.edu/vandal-health-clinic/coronavirus/dashboard>,
- Buttons for Students, Employees
- -Vandals Recycle Toolkit <https://www.uidaho.edu/vandal-health-clinic/coronavirus/toolkit> for all the templates and assets, and a
- -Vandals Recycle Pledge <https://www.uidaho.edu/vandal-health-clinic/coronavirus/healthy-vandal-pledge>

- Series of Social Media Posts on colleges and brand
- Promoting the Q&A/How-To Events
- The videos
- UGC from students and employees
- Did You Know – Tips and Tricks on Recycling- See Examples
- Email Series to all audiences
- Promoting the Q&A/How-To Events
- Did You Know, Bookmark This- See Examples
- Printed Posters /Handfliers to admin, faculty and staff for display
- Promoting the Q&A/How-To Events
- Promoting Relevant Topics and Reminders

Communications Campaign Development by Comms Manager

- Feature Story/Story Machine development and asset coordination (photo, video, graphic design) consistent with university recycling campaign goals
- Writing, editing and distributing news releases to local media as appropriate . For instance, once an amazing milestone is met.
- Argonaut features – How-to, why, etc.
- Proofreading and editing
- Dean/college-level newsletters (OAR, Career Services, Boise and CDA newsletters, CLASS Notes, weekly updates, Friday Letter reminders, etc.)
- Daily Register and My Uidaho newsletter

Deliverables

- Name the Initiative, Tag Line, Main CTA, ETC.
- Vandals Recycle. Think before you throw.
- CTA- Recycle, Learn More
- Promos-
- IMAX Heading: Vandals Recycle
- IMAX Call to Action: Recycle
- IMAX Photo: from photo library
- IMAX Placement: Wherever makes sense
- Standard Heading: Think Before You Throw
- Standard Subheading: Vandals Recycle. Reduce. Reuse. Recycle.
- Call to Action: Recycle , Learn More
- Standard Photo: Header (One Drive)
- Alt Tag: We embrace our personal and social obligation to educate about the sustainability of our future. Vandals Recycle

- Email List for Initiative Leaders for communicating schedules, suggestions, updates, new assets, ideas for promotions, etc.
- Email Address with committee members and UCM on it **vandals-recycle@uidaho.edu**
- In-Person and Zoom Q & A Forum Events- two in Fall 2022
- Dates TBA
- In Pitman
- Stage, Intro from Pres. Green, 5W and How Powerpoint Presentation and display of materials, signs, containers, etc., Committee introduced, Answer questions submitted in advance by email on the RSVP, then accept questions from the audience
- Announce the **vandals-recycle@uidaho.edu** email for questions in the future
- Social Marketing on Brand and College Channels
- How-To and Best Practice Information
- In-Person and Zoom Events promoted
- Campus Digital Marketing (flatscreens, websites)
- Digital Ads – personalized for the college
- In-Person and Zoom Events promoted
- Email- campus-wide and audience focused
- Coming Soon- 5W
- How You Can Help/Get Involved
- In-Person and Zoom Event- Dates Announced. Invitation with RSVP
- In-Person and Zoom Event- Dates Reminder with RSVP
- What to Expect
- Any new information
- Educational email series “Did You Know”
- 3 different emails with 3 relevant topics
- Webpage Creation and Maintenance- Create content and assets for the Sitecore landing page. Example of good organization web page <https://www.ou.edu/sustainability/campus-efforts/recycling#program>
- GIF Header- GIF (various sizes for different channels)- EXAMPLE: https://vandalsuidaho-my.sharepoint.com/:f/g/personal/johannab_uidaho_edu/Ep1rQsX3W8NNsgJHspFnunABHToVi_drtxM4rsUztb6-Aw?e=OgkI5G
- Statement of Use: We embrace our personal and social obligation to ensure the sustainability of our future. Vandals Recycle
- Call to Action: **Learn More**
- Create Promo: colleges run on their iMAX during Awareness Days
- Site Branded with suitable logos, images, fonts, colors, etc.
- Buttons (Links) to the Landing Page installed on uidaho.edu where students and employees can access the service info and collateral
- colleges’ pages
- all other unit pages
- Multimedia Promotional Assets Library for General Use
- Centralized Location on the Website = Tool Kit
- Photography Library
- Photo and Video Shoot
- Library for general use
- Educational Collateral:
- How-To Guidelines- See Content Below
- Powerpoint Presentations
- Checklists
- Best-Practices for Social Media Posts
- Recycling Guide for Welcome Packets
- Signage
- Recycling Guide and Directions by bins
- Promoted “Awareness and Engagement Days” for saturated messaging throughout the phases (two in Fall 2022- Oct and Nov) Like National Boss’ Day only Recycling Day or something relevant. We can assign our own “day” but would be better to align with national messaging. We can do a celebration of success on National Recycling Day in Nov.
- Social Takeovers
- Messages to employees and students from the Deans (email)
- The Q&A/How-To Events will be held on these days

COLLEGE MARKETING

Unit marketing and comms manager and coordinators and others are asked to partner to amplify the message through their channels. The central efforts are not enough without the institution moving forward together.

While participation is expected, the details of what to do to remain authentic within the unit are flexible. Here are elements recommended to include:

- Social media – 1-2 awareness postings | 1-2 weeks before kickoff
- Social media – 5-6 postings during the first Phase | Fall 2022
- Unit Specific Email from leadership | 1-2 weeks before the Q&A event and the Awareness and Engagement Days | Fall 2022
- Social media – 1-2 postings after the Awareness and Engagement Days | Fall 2022
- Modify central copy or create original post copy, specific to your unit's needs.
- Mix original content with content shared from central where relevant to minimize the lift.
- Avoid posting other content during the Awareness and Engagement Days to maintain the university content takeover and to focus all audiences on messaging.
- Utilize graphics created for the events in the Multimedia Promotional Assets Library for College/Unit Use
- Central will take care of reaching out to all to promote the event and will do an email during the event for all units.
- Include references to our Recycling Initiative (Vandals Recycle) in your newsletters leading up to the event.
- Reminder Email with some important tips | 1-2 weeks after the event

DO ONE THING MESSAGING POINT

Message Takeaway: U of I will be sure our employees and students know how to recycle on campus and the importance of zero contamination.

The University of Idaho is committed to responsible stewardship of the natural environment and will continue to practice sustainability in our community, a core value of our institution. With this commitment, it is imperative that our students, staff, and faculty are empowered with the knowledge and ability to recycle and dispose of their waste in responsible and environmentally conscious ways.

Desired Tone: Engaging, friendly, understanding, professional, powerful

CTA: Find a Recycling Station, Recycle, Learn More

CREATIVE DIRECTION

Bold brand colors with other bright colors- a recycling design element, and various recycling relevant icons. On-brand messaging using word and images for easy understanding.

Emphasis UVPs: (select all that apply)

- **Academic Excellence**
- **Value**
- **Research**
- **Social**
- **Statewide Focus**
- **Town**
- **Campus**

Timing & Milestones

- Initial Project Kick-Off: May Meeting
- Creative Brief Approved: APPROVED
- Language and 5W Approved:
- Budget Approval: +/-35K
- Creative Design Begun:
- Student Testimonial Selected:
- President Endorsement/Announcement:
- Photography/Videography date:
- Sent for Stakeholder Review:
- Creative Assets Sent for Proofreading:
- Collateral Approved
- Sent for Production:
- Final File/Piece Arrival:

SUPPLEMENTAL INFORMATION

To gain buy-in for recycling and better compliance, visually show what happens to the recycling material as these images do. They give an idea of the “second life” of the product being positive rather than negative (such as in the water systems killing wildlife). Product transformation salience increases recycling.

Product Transformation Salience paper - *winterich.pdf*

RECYCLING PROGRAM CONTENT

How to recycle on campus:

Campus uses single-stream recycling, just like the curb-side totes in Moscow.

Accepted Materials:

- Plastics: #1 and #2 plastic bottles and jugs
- Aluminum and Tin beverage and food cans
- Corrugated cardboard
- Paper: Newspaper, junk mail, cereal and dry food boxes, office paper, phone books and envelopes

All items must be clean, rinsed, and dry

Contaminating Materials:

- Food or beverage items of any kind
- Food-soiled boxes (no pizza boxes!)
- Wet paper or cardboard
- Paper towels, plates, napkins or tissues
- Glass
- Plastic bags
- Styrofoam
- Plastic plates or utensils
- Clamshell food containers
- Food wrappers
- Wax-coated cardboard or paper
- Batteries

When in doubt, throw it out!

Consequences of contamination:

Any non-recyclable material or soiled accepted materials are considered contamination. One contaminated item can affect an entire bin of clean recyclables. Contaminated recycling is treated as solid waste (regular trash) and is brought to the landfill.

The most common forms of contamination are food and beverage items or recyclables with food residue. Plastic bottles and aluminum cans must be empty and mostly dry. Cardboard or paper food packaging cannot be recycled after being used. Most coffee cups, paper or plastic, are not made of accepted materials and cannot be recycled. (They are either the wrong type of plastic or wax-coated paper).

High levels of contamination lead to more materials going to the landfill and can ultimately result in the cancellation of the recycling program.

Why recycling is important:

Recycling allows us to divert usable materials from landfills while also reducing the need for extracting, refining, and processing raw materials. This helps cut down on air and water pollution and saves energy, which can help reduce greenhouse gas emissions.

After we have reduced our consumption of materials and reused what we can, recycling provides a final way to responsibly manage our waste.

What can I do to improve campus recycling?

The main ways you can help are:

- 1.** Be conscious! Do your part to eliminate contamination
- 2.** Educate those around you about proper recycling techniques
- 3.** Reduce and reuse items to decrease the volume of material

Visit <https://www.uidaho.edu/current-students/sustainability-center/recycling> for more information

APPENDIX C:

FINDING OUR CAUSES: SUSTAINABILITY

How we define sustainability

Economic – profits

Support long-term economic growth while also positively impacting social, environmental, and cultural aspects of the community.

Environmental – planet

Continue minimizing the university's carbon footprint and protect U of I's ecosystems to support health and wellbeing, now and in the future.

Social – people

Identify and manage U of I's impacts, both positive and negative, on people/students. The quality of U of I's relationships and engagement with our Vandal family.

AGENDA

- Background
- SWOT
- Solution
- Customer
- Competitors
- Creative Strategy
- Asset Concepts
- Marketing Plan
- Budget
- Closing Thoughts

“Gen Z cares about improving the world and actively chooses brands that work to make the world a better place. Authenticity and meaningful interactions are also extremely important to Gen Z.”

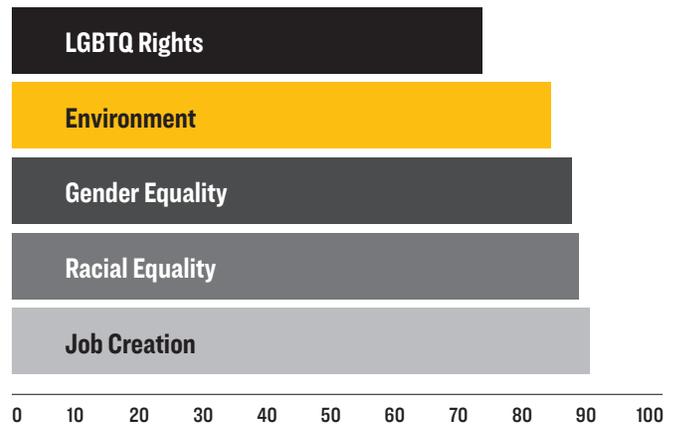
~ Thomas J. Law, oberlo.com

Focus our efforts on connecting and communicating in a personal, relatable way so we create feeling. Brands Create Emotional Responses

- “I have pride in my school.”
- “I am comfortable to be myself.”
- “I feel like family here.”
- “I feel like my school makes a difference.”
- “I feel that I can make a difference.”

ACCORDING TO GEN Z:

“WHAT IS IMPORTANT TO YOU?”



SUSTAINABILITY CAMPAIGN

STRENGTHS

- We are well-known in Idaho.
- New brand is known.
- Alumni hold a lot of pride, provide a lot of support.
- We are agile.

WEAKNESSES

- No emotional reaction to U of I.
- We do everything and are known for nothing.
- We don't stand out in a crowd of universities.
- We are not known outside of Idaho.

OPPORTUNITIES

- Create a causal campaign - we can stand out
- Our message can speak to everyone, especially Gen Zers
- Create a motto framework that ties everything together
- Shaping the next 10-15 years (goal focused)

THREATS

- Budget
- Individuals adverse toward education and the word sustainability
- Sustainability only being associated with green initiatives

Impact	Access/Opportunity
Innovation	Land-grant
Research	Diversity
Excellence	Inclusion
Transformative	Trust/Respect
Student Success	Problem Solvers
Service	Discovery
Global Impact	Create/Serve/ Integrate/Engage

MAIN MESSAGES

WHAT ARE THEIR KEY WORDS?

1. **Boise State:** Thrive Idaho, Foster Student Success, Innovation, Global Impact, Serve Idaho
2. **Eastern Washington:** Access, Learning and Completion
3. **Colorado State:** Accountability, Service, Inclusion, Innovation, Access, Research, Land-Grant
4. **Washington State:** Research, Inclusion, Modernization, Student Success, Land-Grant
5. **Utah State:** Learning, Discovery, Engagement
6. **Montana State:** Educate, Serve, Discovery, Stewardship
7. **Brigham Young – Idaho:** Quality, Reach, Affordability
8. **Idaho State:** Learning, Discovery, Access, Engagement, Impact

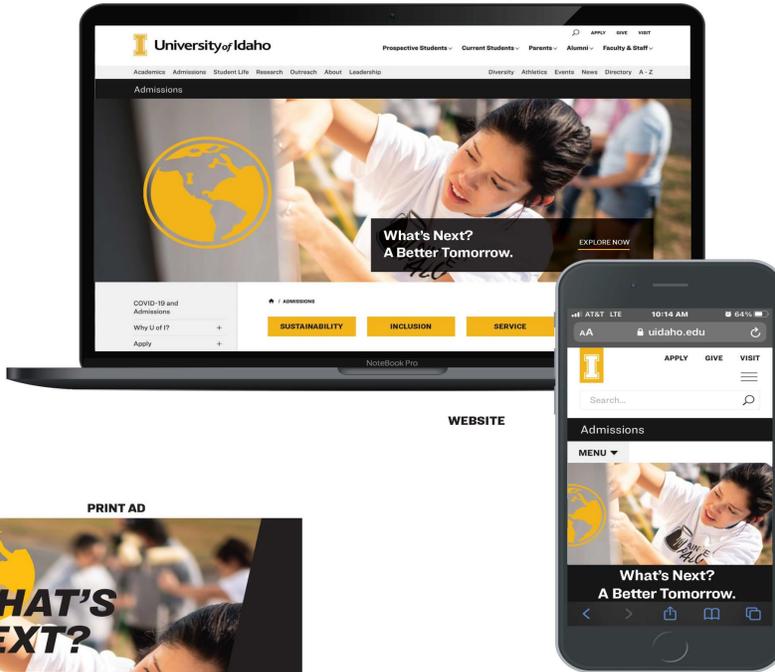
WHAT IS U OF I SAYING THAT IS DIFFERENT?

1. Perseverance
2. Sustainability

CREATIVE STRATEGY

- **Goal:** To be known for ongoing campus-wide sustainability research, and decision-making.
- **Statement:** What's Next? Words depend on placement of statement (*examples: Making a Better World, Training the Next Generation of Teachers*)
- **KPIs:** Increase enrollments; create real and authentic emotional connections with our Vandal family; awareness
- **Marketing Strategy:** Multi-channel
- **Timeline:** Start Fall 2021

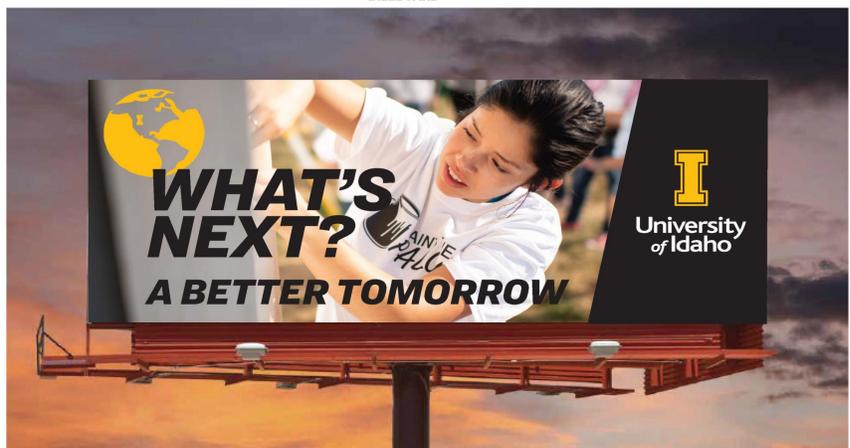
DESIGN B: GLOBE



WEBSITE



PRINT AD



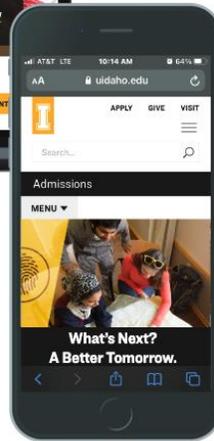
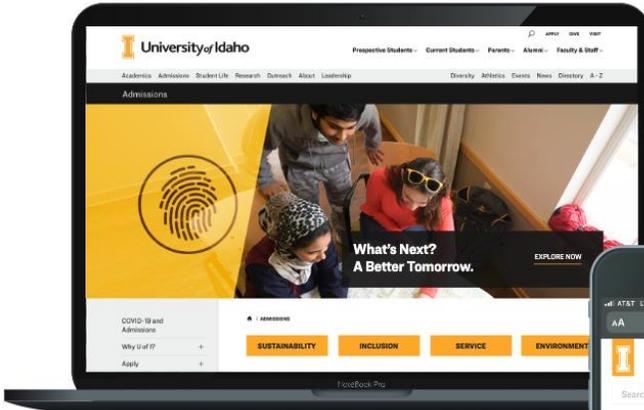
BILLBOARD

DIGITAL ADVERTISING: DISPLAY



Additional Version

DESIGN A: FINGERPRINT



WEBSITE



PRINT AD

BILLBOARD



DIGITAL ADVERTISING: DISPLAY (GIF)



In the Wild



WEBSITE



PRINT ADVERTISING



POSTCARD



DIGITAL ADVERTISING



SUSTAINABILITY CAMPAIGN FINGERPRINT ICON APPLIED



WEBSITE



PRINT ADVERTISING



POSTCARD



DIGITAL ADVERTISING



SUSTAINABILITY MESSAGING RESONATES

1. A sustainability message will differentiate U of I from competitors.
2. Gen Zers and current students want us to stand for something.
3. It can easily become a part of all that we do – tieback to everything.
4. It speaks to our past, now and our future.
5. Easy to partner with colleges – complementary messages. (e.g., What's Next? Creating solutions for sustaining Idaho agriculture (CAFE)).

MARKETING PLAN

JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
PUBLIC RELATIONS											
CONTENT											
DIGITAL CAMPAIGN											
		PRINT ADS						PRINT ADS			
BILLBOARDS											
		RADIO SPOTS									
TELEVISION											
OTT											
LANDING PAGE											
			EXPERIMENTAL								