



CHANCELLOR'S
COMMISSION

Environment, Sustainability and Resilience

UNIVERSITY OF NEBRASKA - LINCOLN
**Environment, Sustainability,
and Resilience Master Plan**

FOREWORD

I am pleased to present UNL's 2020 Environment, Sustainability and Resilience Master Plan. This is a result of the reinvigoration of the Chancellor's Environment, Sustainability and Resilience Commission in the Fall of 2019 and their hard work and dedication to bring this plan to fruition. This Plan provides strategic recommendations to: 1. achieve the N|150 mission and vision and related N2025 strategic initiatives; 2. ensure that the "operations and infrastructure of the University are dynamically structured, optimized, and accessible to continually build excellence and ensure a safe, sustainable, and inclusive environment"; and 3. promote the tenet that every person and every interaction matter. Importantly, this Master Plan outlines the University's agenda for initiatives and sustainability practices across all major components and constituencies of UNL to create a sustainability-centric culture.

There are many challenges facing us regarding climate, sustainability and resilience globally, nationally, and locally. They do, however, provide tremendous opportunities for UNL to offer leadership, expertise, and creation of new knowledge that empowers individuals to enhance and create more sustainable and resilient communities as we look to the future. In keeping with our land-grant mission, UNL seeks to promote the environmental, social, and economic well-being of Nebraska through the socially responsible stewardship of natural resources. It also seeks to create resilient systems that are adaptable and recoverable to short- and long-term environmental and technological changes. Furthermore, we are committed to creating and providing a campus that is healthy and safe for its students, staff and faculty while simultaneously protecting the environment for future generations.

The UNL Environment, Sustainability and Resilience Master Plan was developed in consultation with a broad range of University constituencies. Every interaction mattered in the development of this plan as it sought to build on on-going progress in many areas of UNL's operations, research, teaching and engagement with the community. The plan recognizes that UNL has a role on the world stage by linking its action plans to the United Nation's Sustainability Development Goals. UNL recognizes its shared responsibility to build and operate a campus that contributes to the well-being of every member of our community while maintaining the health of the ecosystems upon which we all rely. Through our research mission, we will continue to generate new and innovative ideas through collaboration across disciplines and with our many stakeholders and partners to ensure a more sustainable and resilient future. Our teaching across UNL also has the potential to accelerate the development of relevant skill sets and competencies in our students so they can effectively contribute to the socially responsible stewardship of natural resources and creation of resilient systems. UNL is committed to the investment of resources that emphasize continuous improvement in its ability to anticipate needs and deliver service to build vibrant, sustainable, and resilient communities across Nebraska through community engagement.

The goals and objectives outlined in this plan are ambitious and provide a strong vision for the UNL community. Our students, faculty, and staff are ready to harness their creativity to build a healthier, sustainable and resilient campus in which to learn, innovate, create, work, and live.



Chancellor Ronnie Green



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TABLE OF CONTENTS

FOREWORD 1

CONTRIBUTORS 2

INTRODUCTION 4

DEVELOPMENT 5

FEEDBACK 6

ACTION PLAN FRAMEWORK 8

ADMINISTRATIVE STRUCTURE 10

ENERGY 12

HEALTH & WELLNESS CULTURE 14

HEALTH & WELLNESS - MINDFULNESS 16

LAND & ECOSYSTEM RESOURCES 18

RESEARCH & INNOVATION 20

TEACHING & LEARNING 22

TRANSPORTATION 24

WASTE MANAGEMENT 26

WATER MANAGEMENT 28

IMPLEMENTATION PLAN 30

CALL TO ACTION 31

GLOSSARY OF TERMS 32



INTRODUCTION

The strategic vision for the University of Nebraska-Lincoln (UNL)’s Environment, Sustainability, and Resilience Master Plan (Plan) is to serve as an aspirational framework for change. The Plan creates a culture of leadership and integrates natural and human capital to address important societal challenges related to sustainability and resiliency of environmental systems, especially those related to climate change. The Plan is intended to raise the profile of existing UNL practices and provide a broader foundation for active, robust, and continual conversations among administration, faculty, staff and students. These types of conversations are necessary to empower individuals and produce the behavioral change that will result in a more sustainable and resilient UNL community, which is recognized for its leadership in the local as well as Big 10 community. In addition, UNL will be a model for all citizens in keeping with its land grant mission.

The University of Nebraska-Lincoln has a moral and ethical duty to provide a campus that is healthy and safe for its students, staff and faculty while simultaneously protecting the environment for future generations. This plan promotes a policy, governance and administrative infrastructure that ensures that UNL not only has high-performance, resilient and energy-efficient facilities, but simultaneously creates an inclusive environment in which the health and wellness of the UNL community are key considerations in the decision-making framework. Furthermore, the plan strives to promote a decision-making framework that integrates three key components: social, financial, and environmental. The financial environment is currently precarious at best. However, an underlying theme of the plan is that attitudes need to be changed in order to change behavior. Strategies to change attitude and resulting behaviors do not necessarily need to be costly.

This Plan seeks to integrate and support the aspirations of the N150 Report to “value and promote the environmental, social, and economic well-being of Nebraska through the socially responsible stewardship of natural resources and creation of resilient systems that are adaptable to and recoverable from short- and long-term environmental and technological changes.” The Plan’s ten action plans can be integrated to provide steps to turn the aspirations of the N150 report along with the tenet of the N2025 Strategic Plan that “every person and every interaction matters” into reality. Implementation of the Plan will also expand UNL’s contributions to achieving the seventeen United Nations Sustainability Development Goals.

DEVELOPMENT

The development of the Plan used the following process: create the UNL Sustainability Initiative Team; implement the Chancellor's Environment, Sustainability and Resilience Commission (CESRC); develop Plan: solicit feedback from the UNL Community; and solicit feedback from Chancellor's Executive Leadership Team. Each phase of this process is described in the following paragraphs.

Phase 1.

Create the UNL Sustainability Initiative Team: As a result of conversations with and support from Chancellor Dr. Ronnie Green and Vice Chancellor for Business and Finance Dr. Bill Nunez, a UNL Sustainability Initiative Team, consisting of nine members of the university community, was created in August of 2018. The team initiated the development of a long-term UNL road map for sustainability activities and strategies for the Chancellor.

Phase 2.

Implement the Chancellor's Environment, Sustainability and Resilience Commission (CESRC). The CESRC consists of over sixty faculty, staff, and students who volunteered to serve on one of seven action teams based on their interests and passions. At the kickoff workshop of the CESRC held in August 2019, Chancellor Green outlined six guiding principles for the CESRC that provided the foundation for the development of the Plan and its Action Plans.

GUIDING PRINCIPLES

1. UNL needs to improve its capacity to educate and develop students for the sustainability and resilience workforce while improving its sustainability practices and creating resilient systems.
2. UNL needs a roadmap to serve as a guide for future progress and initiatives. The roadmap needs to consider all facets of the UNL system to create a culture where the application of sustainability and resilience concepts are second nature.
3. UNL needs to enhance and increase its educational offerings in its curriculum. This can range from the integration of ideas into existing courses to the development of new cross-disciplinary courses, curriculum, and majors.
4. UNL needs to strive for Gold on the Association for the Advancement of Sustainability in Higher Education (AASHE) rating scale.
5. UNL should seek to expand its contributions to achieving the United Nations' Sustainable Development Goals both locally and on the International Scale.
6. For any plan or approach to achieve maximum effectiveness, UNL, through the activities of the CESRC, needs to engage all relevant stakeholders to ensure a more inclusive and diverse sustainability culture.

DEVELOPMENT

During the kickoff workshop, the CESRC adopted the following working definitions.

RESILIENCE - *the ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events. (National Research Council, 2012)*

SUSTAINABILITY - *the effective, efficient, economic, equitable, and environmentally/socially responsible use of resources to meet our needs that considers the long-term implications of our choices today on the future of Earth's life support systems and the impact that this use has on all stakeholders involved. (UNL Sustainability Initiative Team, August 2019)*

Phase 3. Develop a UNL Environment, Sustainability and Resilience Master Plan. This plan serves as a framework for change. From September 2019 to April 2020, the CESRC Executive Council, in concert with the action teams, used an iterative process to develop the action plans outlined below. In this phase, the Action Teams established UNL-wide aspirations, goals, outcomes, timelines, responsibilities, and metrics. The Plan acknowledges that diversity, equity, and inclusion matter in the implementation of sustainability and resilience strategies. Culturally inclusive decision-making must be applied during the implementation of the Plan because environmental practices are felt and distributed differently. The CESRC will oversee the integration and development of the action plans to achieve University-wide outcomes.

Phase 4. Feedback from the UNL Community was solicited on the Plan draft from late April to late May 2020 using a variety of methods that included e-newsletters, personal requests and social media. As of May 29, 2020, feedback from 30 individuals as well as from UNL Facilities Maintenance & Operations (FMO) was received. The CESRC Executive Council discussed and summarized the feedback on June 3, 2020. A detailed summary of the feedback from the 30 individuals can be found in Appendix A, found on sustainability.unl.edu. The following is a brief overview of the main findings.

FEEDBACK SUMMARY

Overall, the plan was favorably received with a tension between aspirational goals and realistic, actionable goals, typical during a master planning process. The overall intent of this plan is to present an aspirational vision for UNL while simultaneously keeping an eye firmly fixed upon what is possible.

FEEDBACK FROM THE COMMUNITY

- In general, UNL needs to improve its ability to communicate and market information about the status and progress of the many positive efforts that are currently ongoing at UNL in the sustainability and resilience arena. If UNL is going to enhance its sustainability and resilience culture, internal communication networks and marketing approaches need to improve so as to highlight UNL successes and minimize duplication of efforts. Enhanced communication is also necessary to the efforts of changing attitudes & behavior necessary for culture change.
- A greater sense of urgency is needed in the plan as several comments indicated that a 2050 time frame is too long if UNL wants to be recognized as a leader in this arena and have community impact.
- Several commenters, specifically students, identified university divestment from fossil fuels as one of the most important steps UNL should take to improve sustainability. Divestment is the purview of the NU Foundation and Board of Regents, and is excluded from the plan.
- The UNL FMO team generally supports the plan and is excited about most of the aspirations documented. They highlighted a few areas that are either technically not feasible, or if they are, significantly cost prohibitive at this time. The majority of FMO recommendations were incorporated into the plan.
- Policy changes will be needed to promote this culture change and educate students, staff, and faculty about its importance. Continuity of support from senior administration and the entire campus community will be necessary for its successful implementation.

FEEDBACK FROM CHANCELLOR'S EXECUTIVE LEADERSHIP TEAM (ELT).

On June 22, 2020, the CESRC Executive Council met with the ELT. Overall, the Plan was generally accepted by the PLT. A prioritization process was suggested to help facilitate implementation. The first part of this process was that ELT members would submit written comments about the plan within a two to three week time frame. This time frame was extended for several weeks to accommodate COVID-19 planning. No additional comments were submitted to the CESRC Executive Council.

Following this feedback period, a spreadsheet was sent to CESRC members to solicit their feedback using paired analysis prioritization process. This process prioritized different components of the plan - Aspirational Goals; Long-term Objectives; Long-term Cross-Over Objectives and Short-term Objectives provided for each action plan.

This approach required two options to be compared and most important option selected and then scored based on perceived level of importance ranging from

0 = No difference/same importance

2 = little more important than the other

4 = A lot more important than the other.

A time frame was provided for the time frame that the option should be accomplished.

1 = short-term (by 2025); 2 = medium-term (by 2030); and 3 = long-term (by 2050).

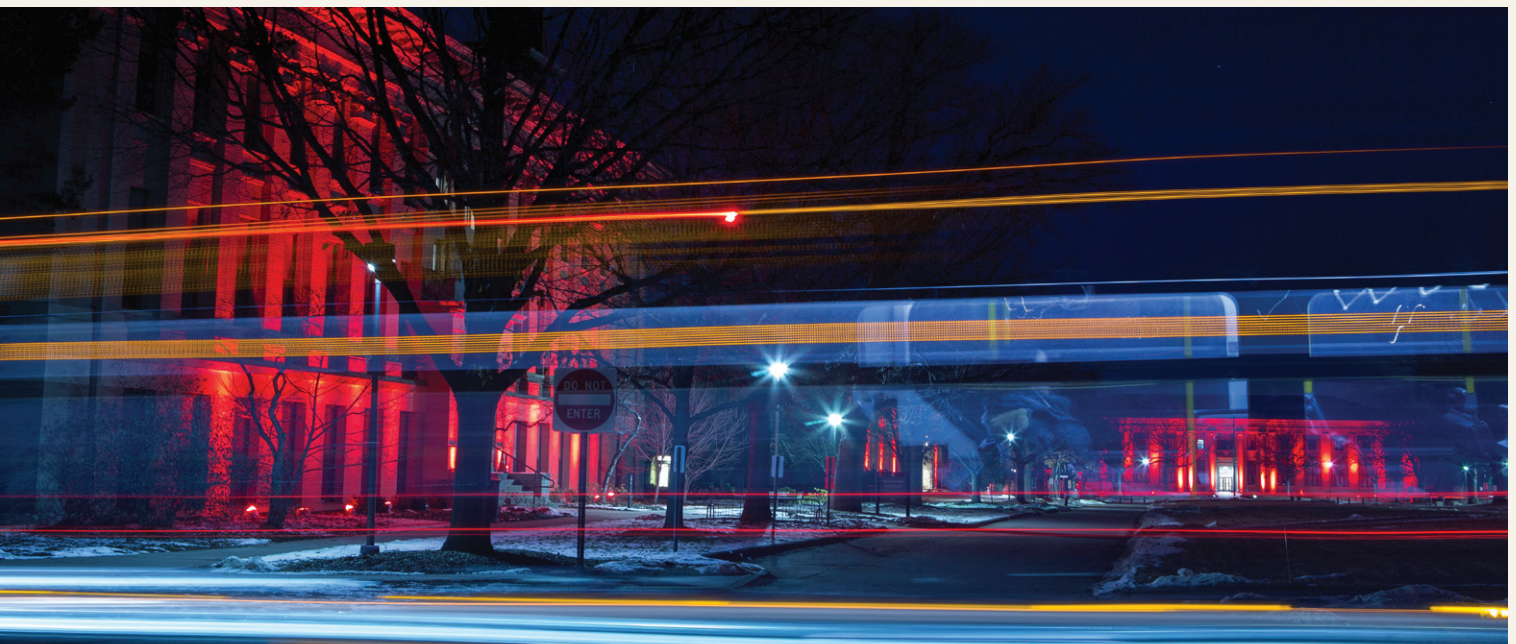
ACTION PLAN FRAMEWORK

The action plans provide a set of aspirational goals for UNL and serve as a guiding framework for change at all UNL's campuses and facilities. Although the plans present actionable level goals and strategies, implementation of the plans require patience and more detailed discussion that draws on expertise from stakeholders at multiple levels to create effective and realistic actions.

The current focus of the action plans is City and East Campus at UNL. However, these action plans should be applied when appropriate at any other UNL-operated facilities.

The UNL Environment, Sustainability, and Resilience Master Plan is organized into ten thematic action plans, each of which has an over arching aspirational goal as noted in the following table.

Each action plan identifies specific themes of concern, articulates aspirational goals, provides long- and short-term measurable objectives, and provides potential strategies and action items. The action plans are the starting points for on-going conversations that recognize there are financial implications and issues to work through, but it is important to set aspirational goals that evolve over time as technology and innovation evolve. In addition to the internal assessment of goals and objectives, the CESRC recommends the use of the Sustainability Tracking, Assessment & Rating System™ (STARS) as one assessment framework to measure UNL sustainability performance. STARS is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. The Glossary of Terms provides definitions of relevant terms.



ACTION PLAN FRAMEWORK

ACTION PLAN THEME

ASPIRATIONAL GOAL

Administrative
Structure

Establish an infrastructure for external and internal audiences to access and support a culture of sustainability & resilience at UNL and in the community.

Energy

Establish a policy, governance, and administrative infrastructure that results in a highly-efficient campus with net-zero CO2 emissions and net zero energy readiness by 2050.

Health and Wellness
Culture

Catalyze a culture of health, wellness, and sustainability that employs affordable, practical, effective, acceptable, safe, & equitable interventions to improve people's ability to live a life within the limitations of Earth's resource and environmental systems.

Health and Wellness
Mindfulness

Establish the UNL Center for Mindfulness Education and Research (CMER).

Landscape and
Ecosystems

Preserve and enhance the natural landscape of University-owned ecosystems to improve the quality of life on campus.

Research and
Innovation

Establish UNL as a leader in the creation of new knowledge and solving real world problems related to sustainability and resilient systems.

Teaching and
Learning

Establish UNL as a leader in innovative educational experiences that fosters and promotes a culture of sustainability and resilience within the UNL and broader community.

Transportation

Develop an integrated transportation system with the City of Lincoln that promotes multi-modal & sustainable transportation consistent with public health requirements.

Waste Management

Create a culture of that strives for zero-waste and materials management through a circular economy.

Water Management

Develop the most efficient and effective system for the use and reuse of water through water resource conservation and education.

ADMINISTRATIVE STRUCTURE

ASPIRATIONAL GOAL

Establish an infrastructure for external and internal audiences to access and support a culture of sustainability and resilience at UNL and in the community.

OBJECTIVES

LONG-TERM (> 2025)

- Achieve AASHE STARS Platinum for UNL.

SHORT-TERM (2022 TO 2025)

- Establish the UNL Environment, Sustainability, and Resilience Stakeholder Council (i.e., students, staff, faculty, alumni/ae, companies, non-governmental organizations, agencies) to assist in the formulation, development, implementation, and assessment of sustainability and resilient efforts at UNL.
- Create a Center for Sustainability and Community Innovation that serves as a one-stop-shop for the academic community and UNL stakeholders to access information on teaching, learning, community engagement, and research related to environment, sustainability and resilience on campus.
- Identify a physical space on City Campus to serve as the home for UNL's Sustainability Office and the Chancellor's Environment, Sustainability and Resilience Commission.
- Develop and/or adapt institutional frameworks for the assessment of UNL sustainability action plans.
- Establish the Green Dialogues & Guides initiative to increase the visibility and general understanding of sustainability and resilience efforts at UNL to reduce UNL's environmental impact.
- Fabricate an effective program to infuse sustainability & resilience into the curriculum across disciplines and academic programs.
- Incorporate relevant elements of sustainability and resilience into all college and support units' strategic plans, physical plans, and other university guiding documents.

STRATEGIES

- Develop communication strategies, networking opportunities, and community engagement programs to promote the integration of research, service-learning, and community engagement initiatives related to sustainability and resilience in collaboration with cooperative extension.
- Collaborate with the Center of Transformative Teaching to develop UNL as a "living laboratory" for innovative solutions to real-world environment, sustainability and resilience challenges.
- Support Custodial Services implementation of CIMS (Cleaning Industry Management Standards) and their Sustainability Initiative which calls for the use of environmentally responsible cleaning products, equipment, and sustainable practices.

ACTIONS

- Produce an annual report for internal and external stakeholders.
- Conduct action-based research to develop and adapt iterative research methodologies to review and assess operational goals, and provide feedback to develop the best practices for sustainability measurement.
- Revitalize faculty/staff/student ambassadors programs (Eco Huskers, Green Office Certification) to share sustainability information and cultivate a culture of sustainability on campus.
- Use digital strategies to create a reliable, accurate hub for information about sustainability initiatives, programs, and strategies as well as a virtual forum to which community members can connect.
- Develop a central resource and information guide that educates the UNL community (faculty, staff, students, etc.) about policies and procedures in place, initiatives in progress, and sustainability tips and tricks.

ADMINISTRATIVE STRUCTURE

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- A noticeable cultural shift because of increased access & awareness across campus.
- Increased participation in sustainability efforts, projects, and programs that leads to more engaged community members and, ultimately, a more sustainable UNL.

PERFORMANCE MEASURE & METRICS

- AASHE STARS Report Scores will increase.
- Attitudinal shift on bi-annual BOSR Survey.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- #9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- #11. Make cities and human settlements inclusive, safe, resilient, and sustainable

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Value and promote the environmental, social, and economic well-being of Nebraska through the socially responsible stewardship of natural resources and creation of resilient systems that are adaptable and recoverable to short- and long-term environmental and technological changes.

Invest resources intelligently and sustainably with an emphasis on continuous improvement through anticipating needs and delivering service.

N2025: Focus research, scholarship, creative activity, and student experiences to foster innovative, interdisciplinary endeavors & solve challenges critical to Nebraska and the world.

Broaden Nebraska's engagement in community, industry, & global Partnerships.

Integrate creative activities and education into solutions for Grand Challenges intentionally and substantively.

Communicate broadly about the breadth and social impact of research and creative activity.



ENERGY

ASPIRATIONAL GOAL

Establish the policy, governance and administrative infrastructure that results in a highly-efficient campus with net-zero CO2 emissions and net zero energy readiness by 2050.

OBJECTIVES

LONG-TERM (> 2025)

- Manage the (updated, see short-term objectives) Campus Energy Management Plan for UNL, with the goal of achieving net-zero CO2 emissions and net zero energy ready buildings based on the triple bottom line analysis – people, productivity, and planet.

- Install renewable energy systems when feasible using the triple bottom line analysis for evaluation.

- Reduce the Energy Use Intensity (EUI) of buildings to be 10% less than the EUI targets listed in ASHRAE Standard 100-2018.

SHORT-TERM (2022 - 2025)

- Employ carbon neutral electricity sources by 2025

- Create a Carbon Commitment Task Force to revise, develop and manage the Campus Energy Management Plan.

- oGoals of the plan will include net-zero CO2 emissions, net-zero ready buildings by 2050 and building EUI values 10% less than ASHRAE Standard 100-2018 (or current standard if appropriate).

- oThe plan will include facility design guidelines based on Green Building Standards, renewable energy planning and operational strategies. The plan will be based on the triple bottom line analysis – people, productivity and planet.

- Join the Second Nature Climate Leadership Network.

- Reduce the EUI of buildings by 10% from baseline year 2018 through the continued implementation of efficiency and technology upgrades and relevant behavior change tactics.

- Implement 2 to 3 highly visible renewable energy projects to educate and inspire students and Nebraskans. Connect objective to Teaching and Learning Action Plan.

- Evaluate renewable energy installations for design of all new buildings and major renovations and employ renewables when appropriate.

- Reduce distributed-source GHG emissions by 25% from baseline year 2018 by 2025.

STRATEGIES

- Promote collaborative partnerships between ASUN Green Fund, facilities, operations, faculty, energy providers, architects of record and other relevant stakeholders to add more locally available renewable energy – solar, geothermal, and wind – to the UNL energy mix.

- Explore external funding opportunities related to implementation of renewable technologies, energy efficiency and behavior change.

- Adopt and adapt net-zero energy design guidelines to serve as Green Building standards for all new building and renovation projects.

- Employ energy modeling and energy audits on new and existing buildings. Require an energy rating for each new building using ASHRAE Building EQ for both the ‘As Designed’ state and the ‘In Operation’ state. For existing buildings, use ASHRAE Building EQ for the ‘In Operation’ state and add the ‘As Designed’ state as appropriate and feasible. Increase user awareness of building energy consumption through improved energy monitoring and communication.

ACTIONS

- Implement design guidelines for new construction & renovations in support of the net-zero CO2 & net-zero energy readiness goals.
- Train facilities maintenance and operations staff in best practices for energy conservation and sustainability.
- Educate faculty, staff, and students in energy conservation and sustainability concepts and practices.
- Develop campus-wide thermal comfort policy to maximize human productivity while optimizing energy efficiency.
- Implement financial strategies to assign energy costs incurred – and savings achieved – to the responsible cost centers.
- Employ energy and climate change awareness programs – posters, stickers, events and competitions, websites, awards and incentives for switching off, reporting waste etc.
- Establish an “energy champions” network across campus buildings.
- Implement real-time energy use monitoring to increase communication and visibility of energy management through online and other communication tools.

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: “Achieving Our Core Aspirations: Engagement Builds Communities: “The operations and infrastructure of the University are dynamically structured, optimized, and accessible to continually build excellence and ensure a safe, sustainable, and inclusive environment. We facilitate interactions, engagement, and innovation in physical and virtual spaces and through technology for the global Nebraska community of life-long learners.”

N2025: “Responsible Stewardship of Resources: Development of a sustainable built environment and technology infrastructure to support N2025 Strategic Plan; Formulation of a long-term road map for university operations that ensures sustainability, environmental resilience and stewardship of natural resources.”

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Increased awareness that UNL is contributing to improving the environment for the local, regional and global Nebraska community.
- Greater resiliency and safety in campus built facilities and infrastructure.
- A more energy secure campus.
- Renewable energy projects used by community for education.
- Overall reduction in energy use.
- Overall reduction in CO2 emissions.

PERFORMANCE MEASURE & METRICS

- Documented decrease in building Energy Use Intensity (EUI).
- Documented reduction in greenhouse gas produced as result of energy used on campus.
- Documented increase in renewable energy production on campus.
- Public recognition such as AASHE STARS Platinum status & improved bEQ /similar rating.
- Increased faculty, student, staff, and community member involvement.
- Improved indoor air quality in buildings as measured in reduction of absenteeism, increased productivity and/or improvements in CO2 levels.
- ASHRAE Building EQ rating for each building on campus. Document improvement in Building EQ scores.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #7 Affordable and Clean Energy
- #9 Industry, Innovation and Infrastructure
- #11 Sustainable Cities and Communities
- #12 Responsible Consumption and Production
- #13 Climate Action

HEALTH & WELLNESS CULTURE

ASPIRATIONAL GOAL

Catalyze a culture of health, wellness, and sustainability that employs affordable, practical, effective, acceptable, safe, and equitable interventions to improve people's ability to live a life within the limitations of Earth's resource and environmental systems.

SMART OBJECTIVES

LONG-TERM (>2025 YEARS)

- Develop comprehensive, data-driven health and wellness program to improve the health of students, staff, and faculty.

SHORT-TERM (2022 TO 2025 YEARS)

- Create "Healthy Huskers" employee health and wellness group.
- Enhance the awareness and use of existing health and wellness resources by employees and students by 25%.
- Increase employee and student physical activity by 50% by promoting a culture that uses alternative forms of transportation for commuting by students, faculty, and staff.
- Establish a streamlined process for developing partnerships with health and wellness-related services that will benefit the UNL community. E.g., Volt strength training app - Has offered UNL community members a reduced subscription price.

STRATEGIES

- Strengthen the visibility of UNL's health and wellness related activities.
- Use Wellness Survey data to guide programming and evaluate progress.
- Develop and promote educational programs for students, faculty, and staff to improve the quality of their diet and lifestyle.

ACTIONS

- Work with Ecocampus entities to promote healthy, sustainable choices while reducing consumption in the workplace, lowering building energy costs, promoting healthy workplace behaviors, and purchasing eco-friendly products.
- Integrate health and wellness into new faculty, staff, and student welcome events.
- Create "Healthy Huskers" employee health and wellness ambassador program.
- Develop signage and information about campus walking paths/routes.
- Expand open enrollment window to include health and wellness fair where employees could get flu shots as well as key vitals such as blood pressure to improve the quality of the health and wellness survey data. (partnership with UNL Nursing program - benefit is students get patient contact hours, along with insurance provider and doctor/dentist offices having an opportunity for outreach).
- Promote healthy food choice options to new employees and the benefit to eating at campus dining centers.
- Work with CREC, Big Red Resilience, CAPS, EAP to create an employee health and wellness newsletter accessible to all employees.
- Expand and promote health and wellness throughout the University of Nebraska system (eliminate duplication efforts, share resources, etc.) through collaboration with other NU campuses.
- Update and clarify the Health and Wellness Survey to capture activities that staff and faculty do outside of UNL-sponsored programming and provide PDF with contact information for health and wellness services.

HEALTH & WELLNESS CULTURE

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Improved campus culture; improved employee outlook and work engagement.
- Nebraska becomes highly sought-after for employment due to the culture and commitment to employee health and wellness.
- Improved national perception of the NU system.
- Reduced costs related to a lack of physical and/or mental wellness, such as absenteeism.

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Expand the experience of every student beyond their classrooms, laboratories, & studios.

N2025: Innovate student experiences that prepare graduates for life-long learning and contributing to Nebraska’s diverse future workforce.

PERFORMANCE MEASURE & METRICS

- Improved scores on annual health and wellness survey.
- Reduction in insurance claims.
- Increased utilization of insurance resources.
- Reduction in cost of group insurance coverage.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #3. Ensure healthy lives and promote well-being for all at all ages
- #4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- #12. Ensure sustainable consumption and production patterns



HEALTH & WELLNESS - MINDFULNESS

ASPIRATIONAL GOAL

Establish the UNL Center for Mindfulness Education and Research (CMER).

OBJECTIVES

LONG-TERM (>2025 YEARS)

- CMER develops research studies in conjunction with the Center for Brain Biology and Behavior (CB3) to establish evidence-based practices including studies on mindfulness practice efficacy within athletics.

- CMER interfaces with Lincoln Public School's health and wellbeing systems.

- CMER creative collaborates with the Johnny Carson Center for Emerging Media Arts Perceptual Technologies Lab to create media arts, virtual reality, and augmented reality training simulations and experiences that further the outreach of CMER and create new opportunities in the field of mindfulness.

- CMER publishes book chronicling all the above.

- Create training for UNL CMER certified mindfulness facilitators.

SHORT-TERM (2022 TO 2025 YEARS)

- Hire three certified Mindfulness instructors to begin programming in three core approaches - Mindfulness, Compassion, and open/natural awareness.

- Integrate mindfulness approaches into each school/division of UNL to maximize incorporation into daily activities such as office routines, interactions with others, etc to improve behavioral health.

- Formulate and implement a mindfulness program for athletics.

- Design a Huskers mindfulness app.

- Build a collaborative initiative with athletics to start training and tracking results of athletes' progress using mindfulness techniques.

- CMER establishes an on campus or near campus retreat center to hold weekend and intensive multiple day trainings.

STRATEGIES

- Take inspiration and influence from other big ten universities with similar centers (such as University of Wisconsin Madison's Center for Healthy Minds), but also create unique approach others do not yet have.

ACTIONS

- Develop a collection of data on mindfulness best practices within Universities.

- Identify budget for program and facilitators.

- Create collaborative initiative with athletics to start training and tracking results of athletes' progress using mindfulness techniques.

- Identify potential center locations.

- Identify how outreach might schedule into campus schools.

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Improved results on wellbeing survey across campus.

- Increased inclusivity polling across campus.

- Raised public outreach with wellbeing initiatives to the region.

- Enhanced athletic performance results.

- Expanded research opportunities.

- Improved public image of UNL as a forward-thinking and care-taking community.

- Expanded component to the motto of "In Our Grit, Our Glory" to be inclusive of wellbeing orientation.

PERFORMANCE MEASURE & METRICS

- Achieve recognition and accreditation within the international mindfulness teacher's association (IMTA.org).

- Increased awareness of mindfulness educational opportunities and the benefits of mindfulness practice.

HEALTH & WELLNESS - MINDFULNESS

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Drive new interdisciplinary efforts by establishing new centers.

Encourage individuals, programs, and units to cooperate in multidisciplinary activities that foster inclusion, innovation, and increase global prestige of the University of Nebraska-Lincoln.

N2025: Develop and employ innovative approaches for recruiting, enrolling, educating, and retaining a diverse student body.

Use technology, physical/virtual spaces, and scheduling to more effectively educate ALL learners.

Leverage interdisciplinary strengths into the development of intellectual property, technology transfer, & entrepreneurial activity.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

#3. Ensure healthy lives and promote well-being for all at all ages

#4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



LAND & ECOSYSTEM RESOURCES

ASPIRATIONAL GOAL

Preserve and enhance the natural landscape of University-owned ecosystems to improve the quality of life on campus.

OBJECTIVES

LONG-TERM (> 2025)

- Expand the implementation of sustainable and resilient landscape best practices to 100% of managed grounds by 2030

SHORT-TERM (2022 TO 2025)

- Enhance the use of current advisory boards- Friends of Maxwell Arboretum, UNL Garden Friends and Tree Campus USA Advisory Board to provide science-based policy recommendations and support for the achievement of goals and implementation of action plans.

- Review and modify policy documents to ensure the use of stewardship and diversity of land resources, properly manage storm-water runoff, and contribute to the aesthetics of the landscape through the use of best management practices.

- Expand the use of social spaces and community gardens within the ecosystem so as to contribute to the educational experiences and well-being of students and the community within which UNL resides.

- Expand the use of sustainable and resilient landscape practices to five additional sites to educate faculty, staff, students and contractors about the importance of the landscape using trees, plant diversity and native-landscaped spaces.

STRATEGIES

- Involve professionals who understand landscape and its long term and immediate impacts on environment and health in decisions pertaining to the revision of campus master plans.
- Reduce highly managed turf and landscapes.
- Review and update existing landscape policies that formalizes the University's commitment to implement sustainable landscape practices for storm-water management, irrigation, vegetation selection, integrated pest management, and fertilizer use that uses and integrated systems approach.
- Review & update policy documents for the removal & replacement of landscape materials, including trees, shrubs, perennials, landscape beds, and associated hardscape elements.
- Review Landscape Master Plan & Tree Campus Care plan to establish the Nebraska Style.
- Increase plant diversity and establish long-term sustainability of campus character, acknowledgement of advances in plant breeding and development and support of pollinators.
- Review/revise existing policies and development of new ones as required for sound ecological associations, practical, functional choices and placement of species, and improves aesthetics of the campus through environmentally related land use strategies.

ACTIONS

- Commit to replace every tree lost, regardless of the reason, with a new tree
- Identify and install landscaped social spaces and seating.
- Establish baseline for irrigation water use to create goal to reduce water use across the landscape. Review Environmental Health and Safety Stormwater standards and current Landscape Design standards for all building and install water catchment systems

LAND & ECOSYSTEM RESOURCES

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- UNL's campus(es) land resources are first and foremost teaching and outreach landscapes, based on science and supported with passion as a land grant institution
- Incorporate value of lost landscapes into the construction costs of new facilities to enhance land and landscape systems (including soils, plants, wildlife)

PERFORMANCE MEASURE & METRICS

- Number of acres (non-structural) managed in accordance with sustainable landscape management practices.
- Define this approach to campus land resource management as a sustainable Nebraska Style landscape.
- Nebraska Style is the direction for short-term and long-range design, implementation and management of land resources to change the culture.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #3 Ensure healthy lives and promote well-being for all at all ages
- #11 Make cities and human settlements inclusive, safe, resilient and sustainable
- #15 Protect, restore & promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation & halt biodiversity loss

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Build and support experiential learning facilities to allow diverse groups of people to more naturally mesh and collaborate.

Make engagement a fundamental part of the University of Nebraska-Lincoln's culture.

The operations and infrastructure of the University are dynamically structured, optimized, and accessible to continually build excellence and ensure a safe, sustainable, and inclusive environment.

N2025: Establish flexible and functional facilities for interdisciplinary research, creative activity, teaching and learning.

Establish and nurture strong, consistent two-way communication with stakeholder groups allowing for research and learning collaborations.

Use technology, physical/virtual spaces, and scheduling to more effectively educate learners wherever and wherever they are.



RESEARCH & INNOVATION

ASPIRATIONAL GOAL

Establish UNL as a leader in the creation of new knowledge and solving real world problems related to sustainability and resilient systems.

OBJECTIVES

LONG-TERM (> 2025)

- Establish a sustainability revolving fund to drive sustainability innovation and provide small loans for projects that improve sustainability and provide a return on investment.
- Opportunities for Implementation - Engage UNL Foundation and private donors to fund sustainability projects.

SHORT-TERM (2022 TO 2025)

- Develop a reward and incentive structure to promote sustainability scholarship by students, faculty and staff.
- Organize awards for Sustainability Researcher of the Year & Sustainability Teacher of the Year.
- Establish a competitive grants program for interdisciplinary graduate student research on sustainability.
- Institute an annual Design-a-Thon focused on innovative solutions for sustainability problems involving social programs, mobile apps, materials, or transportation infrastructure.
Opportunities for Implementation - Corn-Hacks, a two-day hackathon event has already been established. This infrastructure can be leveraged for the design-a-thon.

STRATEGIES

- Establish an interdisciplinary sustainability and resilience research council to facilitate the administration of sustainability grants and awards.
- Formalize the goals and process for sustainability research and teaching awards with ORED and EVC.
- Establish guidelines for research projects review project proposals, establish guidelines for circular funding system, and assess the success/sustainability impact of an implemented projects.
- Design-a-thon will be organized in partnership with the Nebraska Innovation Studio and conducted at the NIC Conference Center so that participants have access to the design and prototyping tools at the studio.
- Current Strategy: Corn-Hacks, a two-day hackathon event has already been established. This infrastructure can be leveraged for the design-a-thon.
Opportunities for Implementation - Use Innovation Campus as a sustainability example or as a collaboration space.

ACTIONS

- Identify funds to support awards program and graduate student grant program
- Develop application and review processes
- Advertise programs and solicit nominations
- Develop award and reporting platforms for awardees and grantees

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Increased public awareness about sustainability research and teaching at UNL.
- Greater retention of sustainability researchers and teachers at UNL.
- Increased research activity and impacts in sustainability, including interdisciplinary collaborations.
- Improved career opportunities & placement for sustainability researchers graduating from the University.
- Increased funding provides direct benefit to the community and encourage innovative solutions to fill sustainability gaps.

PERFORMANCE MEASURE & METRICS

- Use STARS metrics to assess sustainability impact.
- Create personalized cost-effectiveness metrics specific to UNL community.
- Success of awards program could be measured through: Faculty retention and engagement surveys; Media mentions about awardees.
- Success of grants program could be measured through: Number and impact of conference abstracts, papers, and grant awards resulting from this program.

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Our research and creativity transforms lives and learning

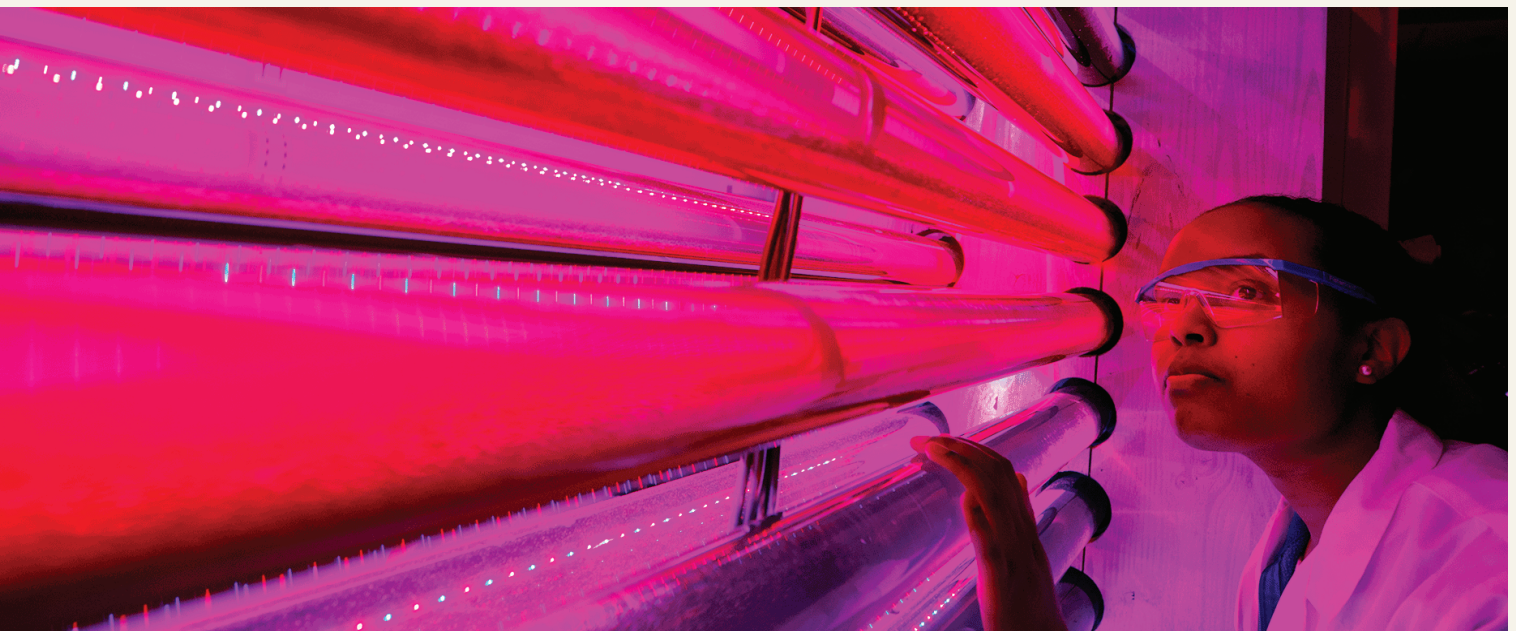
N2025: Impactful research & creative activity

Interdisciplinary endeavors to solve critical challenges

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #8: Decent work & Economic Growth
- #9: Industry, Innovation & Infrastructure
- #11: Sustainable Cities & Communities



TEACHING & LEARNING

ASPIRATIONAL GOAL

Establish UNL as a leader in innovative educational experiences that fosters and promotes a culture of sustainability and resilience within the UNL and broader community.

OBJECTIVES

LONG-TERM (> 2025)

- Develop a comprehensive “sustainability and resilience across the curriculum” program at UNL in which all students can demonstrate the application of these concepts to their academic discipline of choice.
- Standard practice to include sustainability-relevant language for part of UNL faculty job descriptions.
- All students and faculty know that sustainability and resilience are an integral part of the UNL culture.

SHORT-TERM (2022 TO 2025)

Formal Education

- Implement a Sustainability and Resilience in the Curriculum Summit.
- Create an annually delivered, two-tiered Sustainability Infusion into the Curriculum workshop series for faculty in collaboration with the Center for Transformative Teaching.
- Create a Sustainability Fellows and Ambassadors program.
- Establish a Multi-College Curriculum and Academic Standards committee to:1. develop a rubric for assessing the sustainability level of individual courses per AASHE requirements; and 2. increase and improve the teaching and learning of sustainability and resilience.
- Establish a multi-college Sustainability Solutions major.

SHORT-TERM (2022 TO 2025)

Informal Education

- Collaborate with the Center for Civic Engagement and Office of Entrepreneurship in the College of Business to create an undergraduate Sustainability Certificate.
- A minimum of three recognized student organizations (currently not funded) per year will run active sustainability or resilience-related projects funded by the ASUN Green Fund.
- Collaborate with Cooperative Extension to create an undergraduate sustainability ambassadors program to foster the development of the next generation of educators for the community at large.

STRATEGIES

- Leverage existing programs and institutions for sustainability at UNL to increase the visible culture of sustainability & resilience on campus.
- Promote the integration of the teaching, learning, and practices of sustainability competencies throughout the academic curriculum.
- Integrate environmental sustainability & resilience (S&R) across the curriculum by providing opportunities and incentives for faculty to align coursework with S&R concerns.
- Current Strategy: Sustainability Infusion into the Curriculum workshop series for faculty.

ACTIONS

- Establish a rubric assessing the sustainability level of individual courses per AASHE requirements.
- Provide training and stipends for faculty to infuse sustainability into their course and become Sustainability Fellows or Ambassadors.
- Develop the physical campus as a living S&R laboratory and classroom.

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Increased employment opportunities in the business community for our sustainability and resilience graduates.
- Established sustainability assessment, reporting, auditing, and ranking strategies for business community.
- Students are empowered to be leaders in the community.

PERFORMANCE MEASURE & METRICS

- Number of sustainability courses that can be used in the AASHE STARS report.
- Number of students gaining S&R certificates.
- Number of students and community members participating in informal educational opportunities.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This plan is in alignment with the UN Sustainability Development Goals of 2016:
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
#11. Make cities and human settlements inclusive, safe, resilient and sustainable

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Co-create aspects of student learning with a series of certificates (taken in place of or in addition to disciplinary studies, demonstrating sets of skills, methodologies, aptitudes, and perspectives.

Expand experience of students beyond their classrooms, laboratories and studios through collaboration with Business College and Teachers College.

Ensure every student has an experiential learning opportunity and credential these learning experiences in innovative ways that convey to employers and other institutions of higher learning the knowledge and skills gained by UNL students.

N2025: Focus research, scholarship, creative activity, and student experiences to foster innovative, interdisciplinary endeavors & solve challenges critical to Nebraska and the world. Broaden Nebraska's engagement in community, industry, & global partnerships.



TRANSPORTATION

ASPIRATIONAL GOAL

Develop an integrated transportation system with the City of Lincoln that promotes multi-modal and sustainable transportation consistent with public health requirements.

OBJECTIVES

LONG-TERM (> 2025)

- UNL's core city/east campuses establish low emission zones in collaboration with the city by 2027.
- Reduce traffic and the number of parking spaces needed on and around campus by 30% by 2027.
- Increase the use of alternative forms of transportation for commuting students, faculty, and staff by 50% by 2027.

SHORT-TERM (2020 TO 2025)

- Receive perfect scores in all transportation categories in AASHE STARS.
- Reduce traffic and the number of parking spaces needed on and around campus by 15%.
- Align the plans of UNL and the city of Lincoln to create an integrated transportation system that includes bus, bike, carpooling, and walking to increase sustainable commuting by 20% and reduce the number of single-occupancy drivers to campus by 75%.
- Create, execute and communicate the results from a Transportation Demand Management study to optimize University transportation infrastructure in collaboration with the city of Lincoln.
- Diversify the UNL in-town fleet (50 mile radius) vehicles with electric vehicles where appropriate.

STRATEGIES

- Incentivize multi-modal transportation and sustainable transportation decisions that are mindful of all users.
- Create a culture at UNL in which the reduction of carbon-based fuel transportation is a key component.
- Develop community engagement events that educate the community and promote sustainable approaches to navigate campus.
- Strengthen the relationships and increase the transparency of partnerships with the city of Lincoln to increase the use of more sustainable transportation in Lincoln (e.g., bike path routes, bike share-programs).

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Improved health and safety metrics
- Decreased traffic on Lincoln roads
- Improved in air quality.
- Less money spent on car maintenance and fuel
- Increased rider support for local businesses (i.e., bike shops) and public transportation

PERFORMANCE MEASURE & METRICS

- Ridership increases on public transportation
- Number of miles ridden on bikes increased.
- Air quality has improved
- Decrease in UNL carbon footprint
- Increased number of courses featuring a sustainable transportation curriculum.

ACTIONS

- Create a sustainable transportation curriculum and incorporate it into relevant courses.
- Expand the free use of the bus system to faculty and staff to reduce the number of single occupancy vehicles coming to campus daily.
- Free Bus days for faculty and staff with promotional efforts to present the bus routes run through, around, and between campuses.
- Partner with the City of Lincoln to develop low emission zones for city campus and Haymarket areas.
- Develop a carpooling network & challenge to encourage ridesharing for the UNL community.
- Promote the use of Omaha - Lincoln transportation services (LNK/OMA Engineering Shuttle, Omaha-Lincoln Commuter bus routes) for all campuses.
- Encourage participation in the National Bike Challenge by providing rewards and incentives for competing on the UNL team.
- Promote LNK Bikes with rewards & incentives.
- Provide shower facilities through Campus Rec (without the need for a full membership) to encourage more bike commuting.
- Create student scavenger hunts that require the use of sustainable forms of transport.
- One-day adventures to new places on campus that promote the use of sustainable forms of transport.
- Partner with local dealerships and/or electric vehicle charging networks such as ChargePoint to establish charging stations for use by UNL faculty, staff & students.
- Designate bike lanes on campuses.

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Continuously look for ways to improve our world & foster a culture of sustainability at UNL.

N2025: Solve the critical challenges of the world today aligns with working to mitigate and solve climate change.

Preparing graduates for life-long experiences aligns with cultivating a sustainable future.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #11 Make cities and human settlements inclusive, safe, resilient and sustainable
- #16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels



WASTE MANAGEMENT

ASPIRATIONAL GOAL

Create a culture that strives for zero-waste and materials management through a circular economy

OBJECTIVES

LONG-TERM (> 2025)

- Become a zero-waste campus by 2030 from non-research enterprises.
- Develop integrated procurement and waste management policies that apply a waste hierarchy across all resource streams - material source, waste avoidance, reduction, re-use, recycling, and disposal by 2025.

SHORT-TERM (2022 TO 2025)

- Reduce waste per capita by 50%.
- Achieve a landfill waste diversion rate of 80% that includes deconstruction and construction waste.
- Increase the number of zero-waste events by 25 per year for five years.
- Develop and pilot a social marketing strategy for students to reduce move out waste by 25% through the use of recycling, repurposing, and reselling.
- Create and implement a campus building waste reduction award.

STRATEGIES

- Create a sustainable waste management program that includes strategies for re-using materials, including furniture, books, computers, and lab equipment.
- Implement sustainable purchasing best practices to balance costs and ensure financial and operational efficiency for all university purchases.
- Educate employees about sustainable procurement standards and set up sustainable purchasing guidelines to simplify choices for employees.
- Develop university-wide standards for targeted environmentally preferred products and fully implement preferable products and services by 2025.
- Implement collection and composting of landscape and food-waste.
- Reduce the use of plastic packaging on purchases and food service.
- Commit to deconstruction and recycling for C&D waste.
- Support staff- and student-driven initiatives for exchange (X-change).

ACTIONS

- Create opportunities to donate equipment that can no longer be used on campus to other groups in the community who could use the equipment.
- Conduct a waste characterization study to identify waste stream components and prioritize response, thus establishing a baseline waste level-waste audit for all UNL buildings.
- Renegotiate contracts with vendors.
- Incentivize the use of reusable containers.
- Create a portal for re-use or material exchange.

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Waste management and reduction projects that can be used by community for education.
- Overall reduction in waste and energy use related to waste management.
- Increased awareness of UNL's commitment to improving the environment.

PERFORMANCE MEASURE & METRICS

- Increased score for waste management portion of the AASHE STARS Report.
- Increased diversion of waste from landfills.
- Reduction in amount of total waste, including recyclable waste.

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Achieving Our Core Aspirations: Engagement Builds Communities: “The operations and infrastructure of the University are dynamically structured, optimized, and accessible to continually build excellence and ensure a safe, sustainable, and inclusive environment. We facilitate interactions, engagement, and innovation in physical and virtual spaces and through technology for the global Nebraska community of life-long learners.”

N2025: Responsible Stewardship of Resources: Development of a sustainable built environment and technology infrastructure to support N2025 Strategic Plan.

Formulation of a long-term road map for university operations that ensures sustainability, environmental resilience and stewardship of natural resources.”

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

- #7 Affordable and Clean Energy
- #9 Industry, Innovation and Infrastructure
- #11 Sustainable Cities and Communities
- #12 Responsible Consumption and Production
- #13 Climate Action



WATER MANAGEMENT

ASPIRATIONAL GOAL

Develop the most efficient and effective system for the use and reuse of water through water resource conservation and education

OBJECTIVES

LONG-TERM (> 5 YEARS)

- Increase the use of recycled water for non-potable use at UNL by 50%.
- Decrease the use of potable water use by 25%.

SHORT-TERM (2 TO 5 YEARS)

- Install water meters to measure water use across all UNL buildings.
- Develop water conservation education plan in conjunction with OS, UNL Housing, LWS, and other UNL and local entities.
- Make specific changes to UNL building design guidelines for new and renovated buildings to promote water efficient practices and fixtures.

STRATEGIES

- Develop community engagement events that educate the community about UNL's water conservation practices.
- Strengthen partnership with different UNL and local entities including LWS to achieve the City of Lincoln's water goals under LEAP.

ACTIONS

- Adopt a policy that provides the structure for achieving UNL water conservation goals.
- Conduct a campus-wide water audit to establish a water consumption baseline.
- Adopt minimum specifications for new commercial kitchen appliances, plumbing fixtures, irrigation equipment, mechanical systems, and laboratory equipment.
- Compile report on best management practices of water efficiency and conservation measures.

OUTCOMES

TANGIBLE BENEFITS TO THE COMMUNITY

- Improved preparedness for any future drought or flooding scenarios.
- Educated community on better water management practices.
- Decreased direct water use by UNL's from Lincoln water supply.
- Increased use of recycled water use for non-potable use.

PERFORMANCE MEASURE & METRICS

- Per capita decrease in potable water use in buildings.
- Per capita decrease in irrigated water use in landscapes.
- Per capita decrease in water use in utilities services.



WATER MANAGEMENT

SPECIFIC ALIGNMENT WITH N150 REPORT & N2025 STRATEGIC PLAN

N150: Constantly look for ways to improve our world, & foster a culture of sustainability at UNL.

N2025: Focus research, scholarship, creative activity, and student experiences to foster innovative, interdisciplinary endeavors & solve challenges critical to Nebraska and the world; broaden Nebraska's engagement in community, industry, & global partnerships.

ALIGNMENT WITH UN SUSTAINABILITY DEVELOPMENT GOALS

This Action Plan aligns with UN Sustainable Development Goals:

#6: Clean Water and Sanitation

#10: Reduced Inequalities

#17: Partnerships

IMPLEMENTATION FRAMEWORK

The Plan and associated action plans provide a vision for UNL's future. Implementation plans will be developed collaboratively among relevant UNL administrative units based on available resources and technologies and alignment with relevant government regulations, policies and agreements. Implementation plans and related progress reports will be reviewed by the CESRC who will make recommendations and update the plans as needed. Implementation plans and progress reports will be available to the UNL community via the Sustainability Office website.

The following is a general outline of the roles of the various entities that will be involved in the implementation processes.

Role of ELT, relevant VC and Dean's offices, and Campus experts

1. Prioritize LTOs/ STOs in consultation with CESRC Co-Chairs and Executive Council.
2. Identify responsible parties to lead implementation.

Role of Responsible Parties

1. Lead development of implementation plans for prioritized LTOs/STOs using planning format relevant to their domains.
2. Lead the execution of the implementation plans.
3. Submit quarterly progress reports to CESRC for relevant implementation plans using implementation plan progress report template.

Role of CESRC

1. Focus on what and when not how of the plan – provide oversight, monitoring, and review of implementation plan execution that aligns with charge from Chancellor.
2. Develop Implementation Plan Progress Report Template.
3. Serve as ambassadors who promote Master Plan, its implementation and creation of a culture at UNL that applies sustainability-centric values and practices to everything we do.
4. Develop a set of review teams to assess quarterly/annual progress on the plans being executed to achieve the prioritized LTOs and STOs.
5. Develop an accountability framework to address non-compliance and inadequate progress on the execution of implementation plans.
6. Contribute to the Annual State of the Environment, Sustainability and Resilience report at UNL.

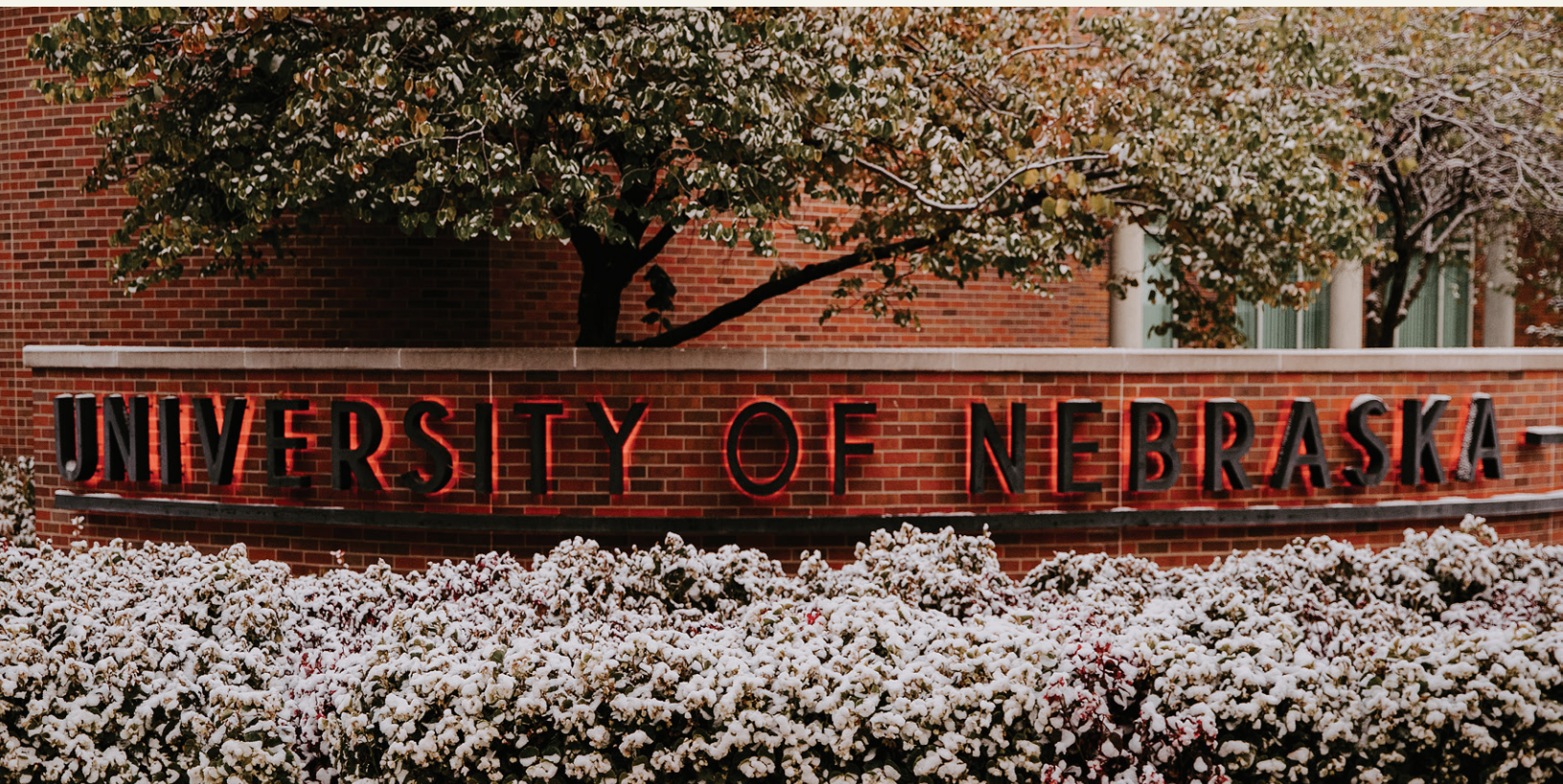
Role of CESRC Co-Chairs

1. Serve as liaison between Chancellor and the CESRC.
2. Cultivate external partnerships, communications, and community partnerships.
3. Consult with ELT, relevant VC & Dean's offices, and Campus experts to develop metrics to assess the extent to which UNL is creating a sustainability-centric culture.
4. Develop strategies to engage faculty, staff, and students in the implementation of the ESR Master Plan.
5. Facilitate quarterly progress reports, update Master Plan scorecard, and direct the creation of the "Annual State of the Environment, Sustainability and Resilience Report at UNL" for the Chancellor and UNL community.
6. Provide leadership as responsible parties on relevant implementation plans.

CALL TO ACTION

The Master Plan is a bold, visionary document that charts a new course for the University. This Plan calls for UNL to take a leadership role on the local and global issues of our day; sustainability, resilience, wellness, energy and safety. From this leadership position UNL will guide our community, both locally and globally, to create a lasting legacy for future generations.

The Master Plan is more than a statement of intent. It is a roadmap to the future and a call to action that includes an implementation process to ensure that its vision of sustainability and resilience is incorporated into the fabric of UNL's student body, its campuses, and all disciplines. The successful implementation of the Plan will result in a significant reduction in our carbon footprint a marked increase in health, safety and productivity for our students, faculty and staff. The Plan is a noble and visionary endeavor that deserves the support of the entire UNL community.



GLOSSARY OF TERMS

Several terms & concepts are defined below to provide a common framework for their usage.

ACTION

A step taken to implement a strategy. Actions should ideally identify the person or persons responsible for the carrying out the action, the date by which the action will be completed and the resources required to carry out the activity. Priority and future strategies can be identified.

CARBON NEUTRAL

Refers to achieving net zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount sequestered or offset, or buying enough carbon credits to make up the difference.

ENERGY SECURITY

The uninterrupted availability of energy sources at an affordable price. Long-term energy security mainly deals with timely investments to supply energy in line with economic developments and environmental needs. Short-term energy security focuses on the ability of the energy system to react promptly to sudden changes in the supply-demand balance. (International Energy Agency)

ENERGY USE INTENSITY (EUI)

Total amount of energy used by a building (electricity, natural gas and other fuels) per square foot of floor area (annually), and is used to establish the facility's baseline energy use. (ASHRAE Standard 105)

LOW EMISSION ZONE

A low-emission zone (LEZ) is an area that limits access to carbon emitting vehicles to improve the air quality. These areas may favor alternative fuel vehicles, hybrid electric vehicles, or zero-emission vehicles such as all-electric vehicles.

N150

Report from the UNL Chancellors N150 Commission.
<https://n150.unl.edu/commission/report-n150-commission>

N2025

University of Nebraska N2025 Strategic Plan
<https://www.unl.edu/chancellor/n2025-draft-report>

NET ZERO ENERGY BUILDING (ZEB)

An energy-efficient building where, on a source energy basis, the actual annual delivered energy is less than or equal to the on-site renewable exported energy. (The National Institute of Building Sciences (2015) A Common Definition for Zero Energy Buildings. U.S. Department of Energy.)

NET ZERO ENERGY CAMPUS

An energy-efficient campus where, on a source energy basis, the actual annual delivered energy is less than or equal to the on-site renewable exported energy. (The National Institute of Building Sciences (2015) A Common Definition for Zero Energy Buildings. U.S. Department of Energy.)

OUTCOMES

Tangible benefits to the community. Rates of return beyond financial, such as behavior change. Description of specific changes you expect to occur as a result of your actions.

PERFORMANCE MEASURE & METRICS

Regular measurement of outcomes and results. Quantitative data is generated. A metric is a meaningful measurement taken over a period of time that communicates vital information about a process or activity.

RESILIENCE

The ability to prepare and plan for, absorb, recover from, and more successfully adapt to adverse events. (National Research Council, 2012)

SMART OBJECTIVES

Specific, Measurable, Achievable, Realistic, and Time-bound. The planning framework includes both long-term > five years and short-term objectives (two - five years). Objectives are milestones that mark progress to a goal.

STRATEGY

A method to achieve an objective. Strategies seek to answer the question how will the university meet a given objective? Strategies could include increase public awareness; create, modify or enhance service offerings; modify policies and procedures; and provide incentives, or disincentives, for certain behaviors.

SUSTAINABILITY

Effective, efficient, economic, equitable, and environmentally/ socially responsible use of resources to meet our needs that considers the long-term implications of our choices today on the future of Earth's life support systems and the implications that this use has on all stakeholders involved. (UNL Sustainability Initiative Team, August 2019).

SUSTAINABILITY DEVELOPMENT GOAL (SDG)

United Nations Sustainability Development Goals <https://sustainabledevelopment.un.org/?menu=1300>

TRIPLE BOTTOM LINE

"The TBL is an accounting framework that incorporates three dimensions of performance: social, environmental and financial. This differs from traditional reporting frameworks as it includes ecological (or environmental) and social measures that can be difficult to assign

appropriate means of measurement. The TBL dimensions are also commonly called the three Ps: people, planet and profits. We will refer to these as the 3Ps... Academic disciplines organized around sustainability have multiplied over the last 30 years. People inside and outside academia who have studied and practiced sustainability would agree with the general definition of Andrew Savitz for TBL. The TBL "captures the essence of sustainability by measuring the impact of an" organization's activities on the world ... including both its profitability and shareholder values and its social, human and environmental capital." (From: Slaper TF and Hall TJ (2011) The Triple Bottom Line: What Is It and How Does It Work?, Indiana University Kelley School of Business, Indiana Business Research Center)

ZERO WASTE AND MATERIALS MANAGEMENT

The concept of zero waste is a goal, and a set of procedures, business practices, and behaviors designed to maximize reuse, recycling and composting opportunities, minimize waste, and reduce consumption with the goal of diverting 90% or more of the materials created from the landfill. Management also includes choosing products that are designed for durability and a long life, products which have the potential for continued use and re-use, products that are environmentally friendly, and products that can be recycled at the end of their useful life.