



LEHIGH UNIVERSITY
**CAMPUS
 SUSTAINABILITY
 PLAN**
 2020





Office of Sustainability
 Sustainability@lehigh.edu
 Facebook.com/LehighSustainability



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INTRODUCTION

The current status of our global climate poses a serious threat to the future of our planet. It is imperative that actions be taken immediately to protect our environment and prevent serious consequences to future generations, and to our own.

There is a growing consensus that humans have the ability to confront these challenges and develop solutions to achieve sustainability and prevent future damages to our planet. However, attaining this sustainable global environment requires significant change and reevaluation of current policies and practices, as well changes to existing human behavior and activities.

Higher education institutions play a key role in building a positive global future. With 2,358 acres, more than 160 buildings and nearly 7,000 students, Lehigh University recognizes its responsibility to model a sustainable campus and contribute to the health of our planet as a whole. In addition to improving sustainability efforts on campus, Lehigh works hard to develop future leaders who will strive to solve pressing global climate challenges for years to come.

By staying committed to integrating sustainability throughout the university, Lehigh strives to create a campus that merges environmentally responsible solutions with equitable community practices. Through institutional policies and programs that integrate sustainability into work, research and learning—such as a policy to reduce energy consumption and greenhouse gas emissions—Lehigh seeks and embraces new solutions that support long-term sustainable change. Lehigh University has made great strides over the years to weave sustainability into our academic and operational processes.

Lehigh's Sustainability Plan is an interdisciplinary and interdepartmental effort that establishes a long-term vision for sustainability with meaningful short and intermediate-term goals. The plan will build upon our past accomplishments and continue to support the university's goal of integrating sustainability into our administrative, academic and operational processes. The plan has been divided into four consumable sections, and each area of focus has been given an icon. While each section represents a specific measurable goal, they are all interrelated and reinforce Lehigh's overall commitment to sustainability.



PRINCIPLES

“To become a sustainable campus we must eliminate our contributions to...

1. The systematic increase of concentrations of substances extracted from the Earth's crust (for example, heavy metals and fossil fuels)
2. The systematic increase of concentrations of substances produced by society (for example, plastics, dioxins, PCBs and DDT)
3. The systematic physical degradation of nature and natural processes (for example, over harvesting forests, destroying habitat and overfishing); and...
4. Conditions that systematically undermine people's capacity to meet their basic human needs (for example, unsafe working conditions and not enough pay to live on).”

- *The Natural Step Canada*

Conditions for Success

To ensure successful implementation of our goals, the following organizational characteristics are critical as we assure accountability and assessment of progress.

- **Build internal capacity:** Through education and training, Lehigh faculty and staff will strengthen the skills, competencies and abilities of our campus community.
- **Collection and sharing of data:** Accelerate the translation of data into action by developing open, accessible, and comprehensive data platforms for use by operations, students and faculty.
- **Capital investments are leveraged:** Leverage existing resources within the capital budget and other sources to enable strategic investment in projects that advance Lehigh's commitment to sustainability and lead to measurable outcomes.
- **Utilize campus and community as living laboratory:** Transform the campus into a “living” resource to prototype, test, and pilot research with the potential to solve complex sustainability challenges.
- **Life-cycle thinking:** Adopt strategic and mindful decision-making frameworks that consider the full life-cycle cost and impact of Lehigh's operations and management of our social, economic and environmental systems.
- **Resiliency:** Design a campus with the capacity to absorb, recover and successfully adapt to unexpected and changing conditions.



LETTER FROM THE PRESIDENT

Climate change and its many consequences present a critical threat to the world today. At Lehigh University, we are committed to doing our part to address one of the greatest challenges of our time.

Sustainability efforts at Lehigh are intentional and inventive. The teaching, research and service of the members of our campus community contribute to a deeper understanding of our environment and of our responsibilities to it.

The methods with which we manage our daily operations reflect the integration of just, equitable, and economically and environmentally responsible solutions into our internal practices. Campus-community partnerships foster a culture that supports sustainability efforts both here on South Mountain and beyond.

Building on our past efforts to become a more environmentally responsible institution, we are now proud to present, and look forward to fully implementing, Lehigh University's Sustainability Plan 2020. A result of the work of many dedicated students, faculty and staff across the university, this plan identifies meaningful goals that will enhance the educational experience and business practices. Ambitious yet essential, these goals will serve as key benchmarks that will motivate and drive us toward an even more sustainable campus.

Our university plays an active and important role in the search for solutions to the problems of climate change. I'm confident that together we can build a more sustainable Lehigh—and positively influence the sustainability of our wider world.

- President John D. Simon



LETTER FROM THE SUSTAINABILITY OFFICER

Integrating financially prudent, just, and verdant practices into our operations and educational opportunities has a long history at Lehigh University.

The alignment of these sustainability values with our practices supports our institution's mission and embodies our motto, "Homo Minister et Interpres Naturae," which loosely translates loosely to "Man, the servant and interpreter of nature."

These sustainability values capture the classical and scientific education true of Lehigh's legacy of passion and grit. Furthermore, they facilitate creativity and innovation across our campus as well as leadership within higher education. Lehigh faculty, staff, alumni, and students have long brought a wealth of knowledge and experience to bear.

Lehigh's Office of Sustainability serves as a catalyst to leverage this collective cognizance, passion and effort as we solve the challenges of this increasingly globalized world. The Campus Sustainability Plan 2020 is one such manifestation of this collaborative effort and is the result of an interdepartmental and interdisciplinary engagement process. Lehigh's goals for 2020 will enhance educational and research opportunities, business practices, campus and community engagement, social and behavioral norms, individual awareness and natural systems. While some goals position operational or academic units as champions of change, other goals leverage operational-academic partnerships. Most importantly, Lehigh's Campus Sustainability Plan 2020 encourages the campus community to continue building upon our collective knowledge and passion to further enhance sustainability on campus and beyond.

Please join us in celebrating our progress and advancing our leadership in the area of sustainability.

- Delicia Nahman





ACADEMICS & EDUCATIONAL EXPERIENCE

Faculty, staff, and students utilize the campus as a living laboratory to identify opportunities and apply innovative approaches that reach ambitious goals.

A LIVING LABORATORY

Lehigh students and faculty utilize the campus as a living laboratory on topics such as dining and food services, buildings, purchasing, energy, behavior change, and more. Multidisciplinary student research across campus leads to the generation of solutions that positively impact the institution.

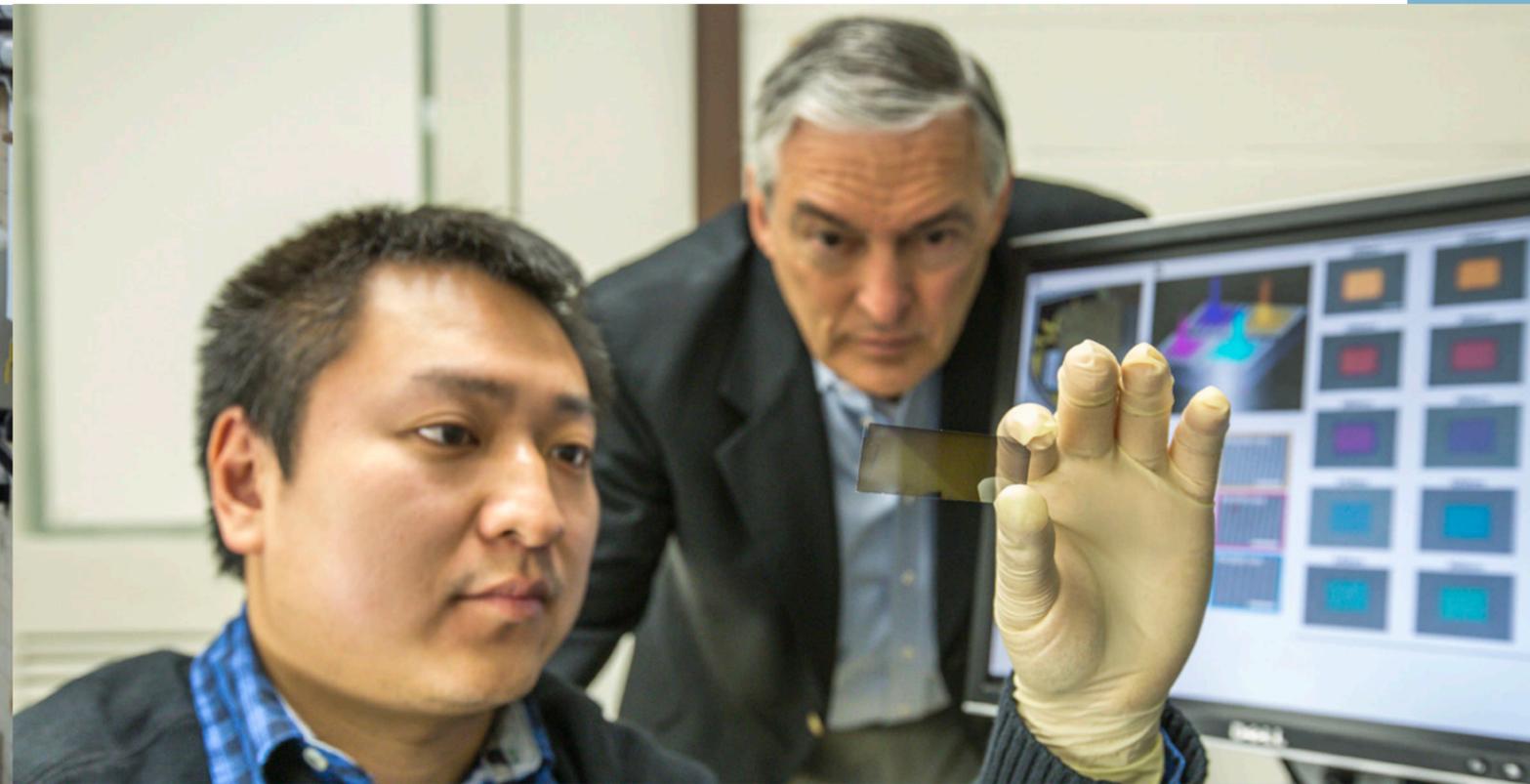
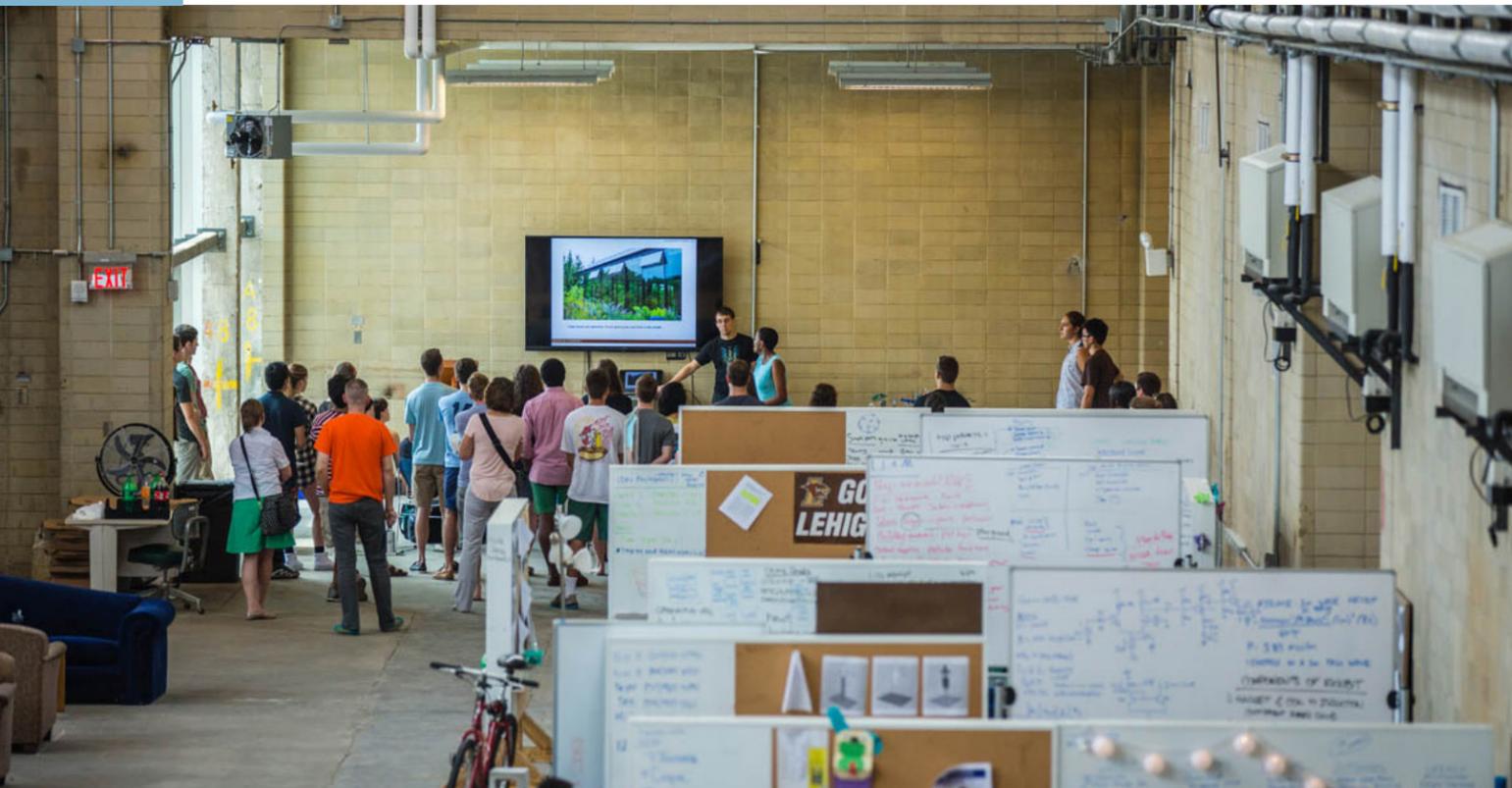
Lehigh offers numerous Mountaintop projects in the summer which give students, working across all disciplines, the freedom to pursue creative and innovative solutions to any number of challenges. In one such project, the Sustainable Farming Mountaintop Team worked toward achieving a fully energy-independent food-growing enterprise at the Lehigh Goodman Community Garden. One element of this involved the installation of 16 solar panels in the community garden. Each panel can generate a maximum of 255 watts. This will offset the power used by the garden's water pump and the electricity used by the Lehigh transportation building. Through this Mountaintop project, students not only learned about solar installation, but they also learned about greenhouse design, scalability, and economic and business models.





ACADEMICS & EDUCATIONAL EXPERIENCE

Faculty, staff, and students utilize the campus as a living laboratory to identify opportunities and apply innovative approaches that reach ambitious goals.



Lehigh is committed to integrating sustainability throughout the university. While applying innovative approaches to reach ambitious sustainability goals that span through all campus operations and facilities, Lehigh is also coordinating and integrating sustainability education and communication in the classroom.

Faculty and staff prepare students to address the significant challenges of the 21st century by creating experiential learning opportunities that explore the complex intersections of environmental, social and economic factors underlying today's challenges. By doing so, Lehigh graduates are in a position to create truly sustainable solutions for our resource-strapped future. Through the creation of a campus that (1) is a model of sustainability in practice, teaching and research and (2) can serve as a living laboratory, Lehigh will enhance awareness and knowledge of sustainable practices, and ensure that these practices are woven into the educational experience.

Students graduate from Lehigh prepared to lead, ready to solve today's challenges while identifying opportunities to create a more healthy and sustainable future. As Lehigh continues to integrate sustainability into its courses and majors, students develop a better understanding of how learning across disciplines can further enhance environmental quality and economic well-being for current and future generations.

MAKING AN IMPACT



2015

"The value proposition of a Lehigh education arise from the balanced educational experience both inside and outside the classroom." - Lehigh University Strategic Plan

LEHIGH'S GOALS FOR 2020

CURRICULUM

- Complete an inventory of academic courses that include sustainability and make publicly available.
- Include sustainability as a learning outcome when graduating from degree earning programs.
- Conduct an annual sustainability literacy assessment that focuses on knowledge of sustainability topics and may also address values, behaviors and/or beliefs.
- Establish an ongoing program that offers incentives for faculty in multiple disciplines or departments to develop new sustainability courses and/or incorporate sustainability into existing courses or departments. The program specifically aims to increase student learning of sustainability.

RESEARCH

- Create and publicize an inventory of faculty who conduct research.
- Create program to encourage faculty sustainability research.
- Create ongoing library support for sustainability research and learning in the form of research guides, materials selection policies and practices, curriculum development efforts, sustainability literacy promotion, and e-learning objects focused on sustainability.
- Formally adopt an open access policy to ensure that versions of all future scholarly articles by faculty and staff and all future theses and dissertations are deposited into an open access repository.



CAMPUS & COMMUNITY ENGAGEMENT

Lehigh envisions positive, meaningful, and reciprocal engagement and aims to embrace diverse perspectives and experiences throughout campus and the surrounding community.

PARTNERING FOR A HEALTHY SOUTHSIDE

In collaboration with partner organizations, Lehigh leverages faculty knowledge and student interest to address food insecurity, reduce air pollution, and support healthy ecosystems in South Bethlehem through several initiatives including the management of Southside community gardens, fruit tree plantings along the green way, native plantings, and as part of the urban forestry project.

In support of the community's urban forestry project, Lehigh students, along with Bethlehem community, local organizations, and master gardeners, participated in a tree planting for the 100 trees event for the 100th anniversary of Bethlehem's unification. Through this event, Lehigh students and the greater Bethlehem community beautified their neighborhood, reduced air pollution, and provided tree cover making the parks a more attractive place.





CAMPUS & COMMUNITY ENGAGEMENT

Lehigh envisions positive, meaningful, and reciprocal engagement and aims to embrace diverse perspectives and experiences throughout campus and the surrounding community.



The Lehigh campus is part of a global community where sustainable practices are woven into policy, in principle and in action at all levels of the institution. In its efforts to contribute to a sustainable future,

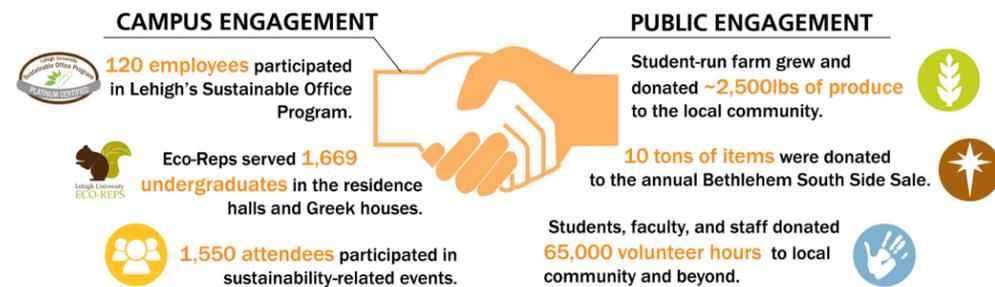
Lehigh envisions campus-wide engagement toward sustainable practices through policy, analysis, implementation, and action. Lehigh's sustainability plan aims to promote equity, inclusivity and diversity throughout the campus community and surrounding neighborhood of South Bethlehem.

To this end, Lehigh is focused on promoting sustainability practices through educational programming, ensuring decent working conditions and wages for all campus members, and enriching our perspectives by strengthening Lehigh's relationship with residents across the region and around the world. The goal is to reduce the physical and conceptual barriers between the campus and the City of Bethlehem.

MAKING AN IMPACT

- The institution also has several collaborative sustainable partnerships with the Bethlehem Area School District.
- In partnership with the city of Bethlehem, Lehigh supports four community gardens for Southside residents.
- Lehigh offers a 3-day pre-orientation program for first-year students focused on sustainability.

Engagement in 2015



"We consider our neighborhood an integral part of our campus life and we strive to learn from it and collaborate with our community to bring it to new levels of vibrancy."

- Lehigh University Strategic Plan

LEHIGH'S GOALS FOR 2020

CAMPUS ENGAGEMENT

- Extend the peer-to-peer sustainability outreach program to reach 100% of undergraduate and graduate students by 2020.
- Provide an opportunity for all undergraduate, transfer and graduate students to participate in orientation activities and programming that include sustainability.
- Extend the faculty/staff peer-to-peer sustainability outreach program to reach an additional 8% of faculty and staff by adding 10 new offices per year.
- Cover sustainability topics in new employee orientation and/or in outreach and guidance materials distributed to new employees, including faculty and staff.
- Provide training and professional development opportunities about sustainability available to all staff at least once a year.

- Create a lab program targeting behavioral change comprehensively across areas of energy, waste, water, and materials.

PUBLIC ENGAGEMENT

- Create a formal sustainability partnership with the local community that catalyzes community resiliency and local/regional sustainability.
- Begin institutional advocacy for national, state or local public policies that support campus sustainability, or otherwise advance sustainability.
- Become an institutional member of the Fair Labor Association and/or the Workers' Rights Consortium.

"Enhanced engagement with the community will enrich the intellectual lives of students, faculty, and staff while benefiting our neighbors." - Lehigh University Strategic Plan



OPERATIONS

Lehigh is taking action to increase efficiency, reduce emissions, and maximize capital investment, thereby enhancing the overall well-being of the university and community.

PRACTICING WHAT WE PREACH

Lehigh's operations impact the everyday lives of students, faculty, and staff. We are committed to taking actions in the areas of air & climate, buildings, dining services, energy, grounds, purchasing, transportation, waste, and water to make Lehigh's operations more sustainable.

Lehigh is actively working to increase efficiency, reduce emissions, and maximize capital investments in institutional operations. Additionally, we utilize smart irrigation systems to reduce water consumption, convert old roads into pedestrian pathways to reduce heat island effect, and compost yard waste into mulch. At Lehigh, we also use native and ecologically appropriate plants in all the new plantings, and only when necessary, use pesticides for spot treatments. By taking action to increase sustainability in operations, Lehigh will increase the overall well-being of the university and its community as a whole.



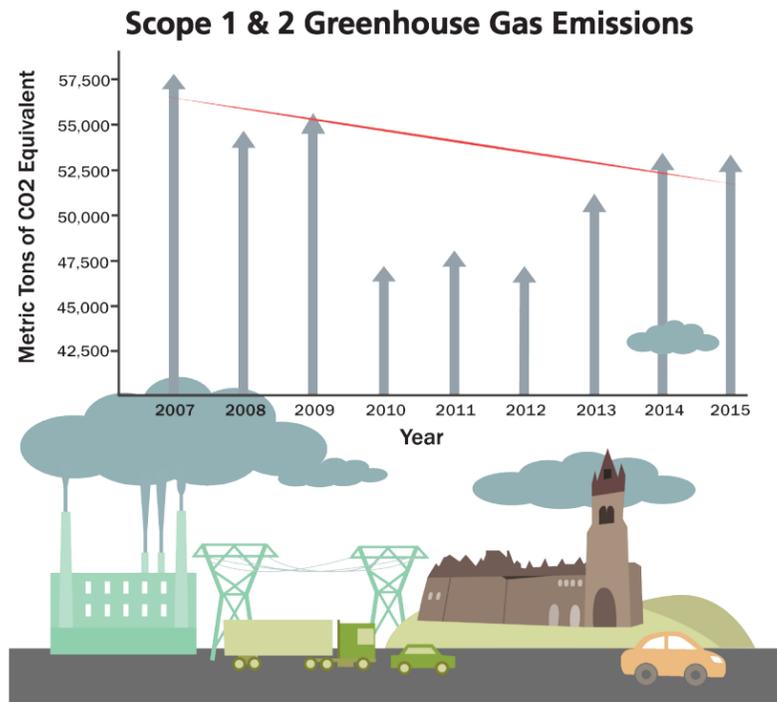
OPERATIONS

Lehigh is taking action to increase efficiency, reduce emissions, and maximize capital investment, thereby enhancing the overall well-being of the university and community.

Lehigh's institutional operations impact the everyday lives of the university's students, faculty and staff. By taking action to increase sustainability in operations, Lehigh will increase the overall well-being of the university and its community as a whole. Long-term and short-term operational goals will focus on sustainable building design and construction, reducing emissions, food alignment, energy management, sustainable purchasing, fuel efficiency, and waste management.

MAKING AN IMPACT

- Lighting occupancy sensors for all residential common area spaces and select administrative office spaces are employed at Lehigh, and although the gross floor area increased 9.466% from the base year, Lehigh experienced only a .814% increase in total energy consumption.
- In 2014 - 2015, Lehigh purchased 10% Real Food — local, humane, organic, fair trade — which is an increase from 2% in 2013-2014.
- From 2011-2014 water consumption decreased by over 3,400 gallons per capita.
- Through education and new policies, Library and Technology Services have reduced printing by 1.5 million sheets of paper per year.
- Lehigh also now offers a reusable dishware program for students to use for events on campus.



Waste Stream in 2015



LEHIGH'S GOALS FOR 2020

AIR & CLIMATE

- Reduce emissions by 25% over 2007 baseline.

BUILDINGS

- Create sustainable buildings operations and maintenance guidelines or policy.
- Establish sustainable building design and construction guidelines or policy to LEED Silver or equivalent standards.

DINING SERVICES

- Achieve 20% of food aligning with 1 or more of 4 categories (local, humane, fair trade, organic) by 2020.
- Offer complete protein vegan meal options at dining locations on campus.

ENERGY

- Create an energy management plan that addresses campus growth and building needs, energy efficiency retrofits, behavior change opportunities and future reduction targets that reduces energy use per sq ft by 25% over 2007 baseline.

GROUNDS

- Conduct an assessment to identify vulnerable species and environmentally sensitive land on institution owned or managed land.
- Identify and implement native plant standards to replace non-native species to support wildlife habitats.
- Manage grounds in accordance with an Integrated Pest Management Plan, sustainable landscape management program and/or organic/certified/protected.

"The worldwide demand for energy and our ability to alter the environment mean that, in effect, we must manage the planet's resources and viability."

- Lehigh University Strategic Plan

PURCHASING

- Move to purchasing Green Seal and/or UL Environment (EcoLogo) certified cleaning and janitorial products for all buildings.
- Create an institution-wide stated intent to support disadvantaged businesses, social enterprises, and/or local community-based businesses.
- Employ life cycle cost analysis (LCCA) to evaluate energy and water life cycle using products, systems and building components.
- Update policies to require that vendors and contractors to adhere to minimum environmental standards defined by the institution, and minimum standards governing employee wage, benefits, working condition and rights that are consistent with the International Labor Organization conventions.

TRANSPORTATION

- Optimize fuel efficiency and mitigation of greenhouse gas emissions of our vehicles and bus services by optimizing bus routes and developing a plan for vehicle and bus replacement.
- Increase by 10% the number of employees that use one or more of the following options as their primary means of transportation to and from campus: carpooling, walk, bike, public transportation or telecommute.

WASTE

- Create and implement a waste management plan to minimize waste generated on campus by 10% over 2010 baseline.
- Increase recyclables by 10% over 2012 baseline.
- Divert all food waste from trash stream.

WATER

- Identify green infrastructure and low impact development (LID) practices to help mitigate stormwater run-off impacts and treat rainwater as a resource rather than as a waste product.



PLANNING & ADMINISTRATION

Lehigh is committed to the integration of sustainability principles in the cultural fabric of the university including the institutional structure, policies, programs, and resources.

BUILDING AN INCLUSIVE CAMPUS

Lehigh University has a deep and longstanding commitment to need-based financial aid and continually seeks new ways to provide access to a Lehigh education for all students. We determine a student's financial need based on their family's income and assets, and award Lehigh University Grants to students with demonstrated financial need.

Currently, 98 percent of student financial need is met, and the graduation rate for students from low-income families is 96 percent. Lehigh will continue to support and create policies and programs to make a Lehigh education accessible for all students.

Further, through the Dean of Students Office, Lehigh provides a host of opportunities for faculty and staff to help serve its students. Offices such as the Office of the First-year Experience, The Pride Center, the Office of Multicultural Affairs and the Women's Center, allow faculty and staff to engage all students to aid in the transition to the campus community.



PLANNING & ADMINISTRATION

Lehigh is committed to the integration of sustainability principles in the cultural fabric of the university including the institutional structure, policies, programs, and resources.



As we promote diversity and equity through educational programming, ensure quality of life standards for all campus members, and continue to be an integral part of the larger community-building process, we enrich Lehigh's relationship with residents across the region and around the world.

One way we do this is by making multiculturalism and diversity on campus a priority.

We provide education on issues of diversity and inclusion in the classroom and around campus and foster diversity among faculty and staff to help create a more accessible Lehigh.

Because health and wellbeing are important elements in employee satisfaction and engagement on campus, the Office of Sustainability also promotes positive work/life balance.

Supporting this balance helps to create and sustain a healthy campus for all community members.

MAKING AN IMPACT

- In the 2015-2016 award year, Lehigh University awarded over \$60M in need-based grants to over 1900 students.
- The Office of Admissions sponsors recruitment programs such as Diversity Achievers Program (DAP) and informational sessions during freshman orientation that focuses on adjusting first generation or low income college students to campus life and academics.
- The Office of Admissions has intentionally increased its recruitment efforts to predominantly low-income and first-generation students in targeted metropolitan cities as well as rural areas.
- Lehigh meets on average 98% of the financial need of students. 50% of the students directly benefit from these support programs.
- The university's Employee Wellness Program provides programs, resources, and activities that promote a healthy campus to 722 participants.

“By investing in our faculty and staff, we will foster a campus culture that actively attracts and supports a diverse, inclusive, and intellectually vibrant community that promotes individual success while advancing the university’s mission.”

- Lehigh University Strategic Plan

LEHIGH'S GOALS FOR 2020

COORDINATION & PLANNING

- ➔ Institution has adopted 1) a framework for engaging internal stakeholders (i.e. students, staff, faculty) in governance; and/or 2) a framework for engaging external stakeholders (i.e. local community members) in the institution's governance, strategy and operations.

HEALTH, WELLBEING & WORK

- ➔ Conduct surveys to measure employee satisfaction and engagement addressing: job satisfaction, work/life balance and learning and advancement opportunities.
- ➔ Begin tracking workplace injuries and occupational disease annually and set goals to reduce them.

DIVERSITY & AFFORDABILITY

- ➔ Administer or participate in programs to help build a diverse faculty.
- ➔ To create policies and programs to make accessible and support non-traditional students.

“As our student demographics change, we must adopt pedagogical approaches and experiences that will benefit a broad set of students and connect them as part of an inclusive and equitable community.”

- Lehigh University Strategic Plan

SUSTAINABILITY METRICS



Academics & Educational Experience

FOCUS AREA	GOAL	METRIC	LEAD
Curriculum	Academic Courses	% of courses that include sustainability	Office of Sustainability
		% of departments that offer at least 1 sustainability course	Office of Sustainability
	Learning Outcomes	% of students that graduate with sustainability as a learning outcome	LEAG
	Sustainability Literacy Assessment	% of students assessed in sustainability literacy	LEAG
	Incentives for Developing Courses	Having an incentive program to develop new sustainability courses.	LEAG
Research	Academic Research	% of research faculty and staff engaged in sustainability research	Office of Research and Graduate Studies
		% of departments engaged in sustainability research	Office of Sustainability
	Support for Research	Yes/No - Adopted policies and procedures that give positive recognition to interdisciplinary, transdisciplinary, and multi-disciplinary research during faculty promotion and/or tenure decisions	Office of Research and Graduate Studies
		Yes/No - Created ongoing library support for sustainability research and learning in the form of research guides, materials selection policies and practices, curriculum development efforts, sustainability literacy promotion, and e-learning objects focused on sustainability.	Library and Technology Services
	Access to Research	% of research departments covered by open access policy	Office of Research and Graduate Studies



Campus & Community Engagement

Public Engagement	Community Partnership	Having a partnership that is supportive, collaborative or transformative	Office of Regional Affairs and Community Development
	Continuing Education	% of continuing education courses that include sustainability	Office of Sustainability
		Having non-degree certificate program that is sustainability themed	Office of Sustainability
	Participation in Public Policy	Exists/ Does not exist	Office of Government Relations and Economic Development
Trademark Licensing	Is/is not a member of the Fair Labor Association and/or the Workers' Rights Consortium	University Business Services	
Campus Engagement	Student Educators Program	% of students served by peer- to-peer sustainability program	Office of Sustainability
	Student Orientation	% of students with opportunity to participate in orientation activities that prominently include sustainability	OFYE/Graduate Senate/ International Office
	Outreach Materials and Publications	# of outreach materials that foster sustainability learning	Office of Sustainability
	Employee Educators Program	% of employees served by employee peer-to-peer educator program	Office of Sustainability
	Employee Orientation	% of new employees that are offered materials covering sustainability topics	Human Resources
	Staff Professional Development	Training and professional development opportunities exist/ do not exist	Human Resources



Operations

FOCUS AREA	GOAL	METRIC	LEAD
Air & Climate	Greenhouse Gas Emissions	MtCO2e - How much emissions are reduced in comparison to 2007 baseline	Facilities Services
Buildings	Building Operation and Maintenance	% of buildings certified by a rating system for existing buildings	Office of Sustainability
		Certification level of rated buildings	Facilities Services
	Building Design and Construction	% of buildings certified by a rating system for new buildings	Office of Sustainability
Dining Services	Food and Beverage Purchases	% of third party verified and/or locally grown sourced food	Dining Services
	Low Impact Dining	Does/does not offer vegan meal options on campus	Dining Services
Energy	Building Energy Consumption	% reduction of building energy consumption compared to baseline	Facilities Services
		% that building energy consumption is below threshold	Facilities Services
Clean and Renewable Energy		% of energy obtained that is from clean or renewable sources	Facilities Services
Grounds	Biodiversity	Does or does not conduct assessment	Facilities Services/ Office of Real Estate Services
Purchasing	Cleaning Products Purchasing	% of cleaning products purchased with Green Seal or UL Environment certification	Facilities Services/ Purchasing
	Inclusive and Local Purchasing	Does/ does not have stated intent	Purchasing
		% of purchases made from disadvantaged businesses	Purchasing
	Life Cycle Cost Analysis	% of divisions that LCCA is employed	Purchasing/ LEAG
Transportation	Guidelines for Business Partners	% of business partners, vendors and contractors covered by environmental and ILO standards	Purchasing
	Campus Fleet	% of campus fleet powered by alternative fuels or power	Office of Sustainability
Waste	Waste Minimization	% of employees using alternative means of transportation	Transportation Services/ Parking Services
		% of waste reduced compared to a baseline	Office of Sustainability
Water	Waste Diversion	% of annual waste generation less than threshold	Facilities Services
		% of waste diverted from landfill	Facilities Services
	Wastewater Management	% of wastewater naturally handled	Facilities Services



Planning & Administration

Coordination, Planning and Governance	Governance	# of criteria met -- Faculty, staff and students participating in institution government	Office of Sustainability
Diversity and Affordability	Assessing Diversity and Equity	% of areas assessed	Office of Sustainability
	Support for Future Faculty Diversity	Does/does not administer programs to help build a diverse faculty	Office of Sustainability
	Affordability and Access	Policies and programs to make support for non-traditional students accessible do/do not exist	Office of Sustainability
Health, Wellbeing and Work	Employee Compensation	% of indicators reported	Office of Sustainability
		% of employees and employees of contractors covered by a sustainable compensation policy	Human Resources
	Assessing Employee Satisfaction	Does/Does not conduct survey on job satisfaction	Human Resources
	Workplace Health and Safety	% of workplace injuries reduced	Environmental Health & Safety
# of workplace injuries below threshold		Environmental Health & Safety	

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Al Wurth
Alec Bodzin
Amy Pulcini
Ann Conahan
Audra McComb '17
Barbara Malt
Benjamin Felzer
Bob Bruneio
Bob Mason, G
Brenda Bachman
Brenden Michaelis '17
Brett Johnson
Brian T. Flynn, G
Bruce Christine
Carrie Gerencher
Carolina Hernandez
Charlie Baldwin '15
Chelsea Hipwell '18
Chongzhao Wu, G
Chris Kauzmann
Christa Neu
Connor Burbridge '17
Connor Fulbright '16
Conrad Jones
Dan Coviello '15
Dan Schwartz
Danielle Stillman
David Bender

David Joseph
Delicia Nahman
Donna Mohr
Dork Sahagian
Dzidzor Essien
Evin Epstein '14
Gary Falasca
Gwladys Boukpepsi '18
Hyowon Park '16
Jacquelyn Febbo
James Carrigan, G
Jane Altemose
Jason Gall
Jenn Chow '15
Jessica DeSantis-Berg
Jim Roberts
Jingjing Tang, G
Jocelin Gregorio Alarcon '18
John Simon
Justin Landowne '18
Kaitie Brown, G
Kate Cleary, G
Katelyn Armbruster '15
Katharine Targett
Katherine Kennedy
Kathryn Novogratz
Keith Gardiner
Kelsey Alpaio, G
Kristiana Barr '16

Kunyuan Li, G
Lauren Weaver
Linda Lefever
Lisa Collins
Maria Cuenca '16
Marie Bartos
Mary Newbegin
Mark Ironside
Matthew Moschella '15
Melanie Rehm
Michael Kahn, G
Michael Trzesniowski
Monika Samuelsson
Nicole McCallum '18
Ozzie Breiner
Pat Farrell
Pat Johnson
Patricia A. Johnson
Paul Madea
Rebecca Bruneio
Ryan Miller '15
Sharon Wiles-Young
Sophie Bysiewicz '18
Stacey Kimmel-Smith
Stacy Burger
Suzanne Irvine
Terri Cszasz
Wayne Mery
Yenny Anderson

CONTACT US



Office of Sustainability

1 West Packer Avenue
Bethlehem, PA 18015

sustainability@lehigh.edu
lehigh.edu/sustainability

-  facebook.com/LehighSustainability
-  instagram.com/lehighsustainability



SUSTAINABILITY
— ENVIRONMENTAL STEWARDSHIP —
SOCIAL EQUITY | ECONOMIC PROSPERITY

