

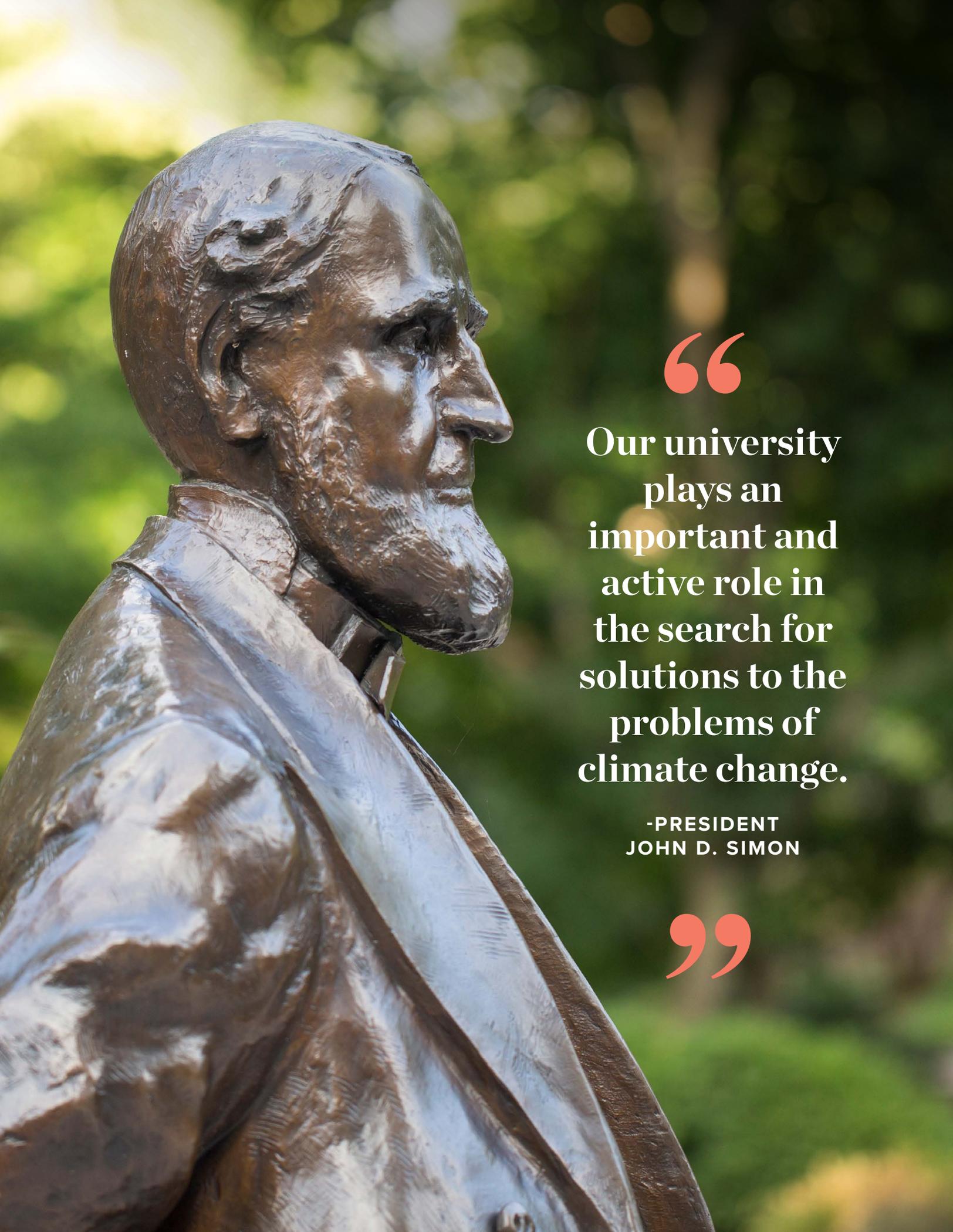
LEHIGH UNIVERSITY

Sustainability Strategic Plan

2020–2030



LEHIGH
UNIVERSITY



“

**Our university
plays an
important and
active role in
the search for
solutions to the
problems of
climate change.**

**-PRESIDENT
JOHN D. SIMON**

”

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An Unwavering Commitment

The consequences of climate change have sometimes been viewed as issues that future generations would need to face. But as we endure a record-setting hurricane season and the worst wildfire outbreak our country has ever witnessed, it has become more clear than ever before that swift, real action is needed immediately.

As an institution of higher education, Lehigh has a common purpose and shared commitment in addressing global issues. We remain committed to the notion that we have an obligation to change the world for the better. Our decisions and practices affect our surrounding community, and the wider world, and we will continue to build on the progress we have made toward a more sustainable future while spurring innovation and encouraging new ideas for a better, healthier and more equitable tomorrow.

As our world faces the current environmental crises, it has also been changed by the COVID-19 pandemic. As a result, universities the world over are being confronted with challenges the likes of which we have never seen before. We are being forced to rethink the ways we teach, the ways we conduct research and the ways that we serve our community.

But even amidst these obstacles, we remain committed to our core principles. Sustainability is a strategic initiative at Lehigh. We recognize that we must continue to enhance our efforts in sustainability in order to battle these increasingly critical global challenges.

“We are being forced to rethink the ways we teach, the ways we conduct research and the ways that we serve our community.”

Sustainability efforts at Lehigh have long been both intentional and inventive. The goals outlined in the Sustainability Strategic Plan 2030 are a collaborative effort, created in consultation with the Office of Sustainability, the university’s five colleges, departments across campus, as well as students, alumni, faculty, staff and the broader Bethlehem community. As we forge ahead with this 10-year plan—the plan by which we will further broaden our critically important efforts in

sustainability—we intend to continue to develop and implement strategies and initiatives that will make a real difference in this fight, and by extension, position Lehigh as a

sustainability leader and collaborator in the world of higher education.

Yes, we are living in challenging times, but we must not lose sight of the serious and imminent problems posed by climate change, nor must we as an institution waver in our commitment to play a role in helping solve them.

Sincerely,

John D. Simon '19P, *President*

Nathan Urban, *Provost and Senior Vice President for Academic Affairs*

Pat Johnson, *Vice President for Finance & Administration*

Introduction

Climate change and the health of the environment as a whole present some of the most pressing issues of our time. Overwhelming scientific evidence suggests the impacts of climate change will be dire if left unaddressed. Universities must play a key role in building a better global future and Lehigh is uniquely positioned to make significant contributions to address this enormous challenge.

Lehigh recognizes its responsibility to positively contribute to the welfare of the planet and be a model campus when it comes to sustainability. This plan is based on a vision of an inclusive Lehigh community where sustainability is an integral part of the institutional ethos. It will inspire ecologically sound, socially just and financially prudent action that improves the well-being of people and the environment and positions Lehigh as a local and global collaborator and leader.

As sustainability is becoming increasingly central to business and government strategies, Lehigh again looks to follow in the footsteps of its founder, Asa Packer, visioning and embracing change for the campus.

Lehigh enhanced its focus on sustainability and climate impact in 2009 with the drafting and signing of the university Climate Commitment, which vowed to create institutional policies and procedures to protect and improve the environment. Building upon that initial commitment with the 2012 Campus Sustainability Plan — the university’s first institutional sustainability road map — and the Campus Sustainability Plan 2020, adopted in 2016, Lehigh has made strides in moving toward a more sustainable campus. Initiatives Lehigh has developed over the past decade include signing a virtual power

purchasing agreement to buy renewable energy, establishing a LEED silver or equivalent standard for new buildings, reducing total waste generated, integrating sustainability into the curriculum and research opportunities and purchasing a larger percentage of local/community-based, fair trade, ecologically sound and humane food.

But these successes are not enough. Lehigh realizes the path toward a more sustainable campus has only just begun.

Through the Sustainability Strategic Plan 2030, Lehigh must not only continue to make improvements and create change on campus, but also develop and empower future leaders who strive to solve the pressing environmental challenges for years to come.

Lehigh’s Sustainability Strategic Plan 2030 is an interdisciplinary and interdepartmental effort that establishes a long-term vision for sustainability, with intermediate goals and milestones. The university’s mission is to advance solutions that support sustainable change in operations, academics, administration and community. The alignment of these sustainability values with Lehigh’s practices embodies the university’s motto, “Homo Minister et Interpres Naturae,” which translates to “Man (now interpreted as Humanity), the servant and interpreter of nature.”

The 2030 plan includes six focus areas: Climate Action, Campus Operations, Educational Experience, Culture and Engagement, Health and Wellness, and Focused Leadership. While each focus area identifies specific measurable goals, the goals are all interrelated and serve to reinforce Lehigh’s overall commitment to sustainability.



Focus Areas



Climate Action

- Resiliency
- Greenhouse Gas Emissions



Campus Operations

- Connections & Mobility
- Purchasing
- Surplus Property
- Waste
- Water
- Built Environment
- Land Stewardship



Health & Wellness

- Food
- Well-being
- Healthy Infrastructure



Educational Experience

- Academic Integration
- Experiential Learning
- Research



Culture & Engagement

- Communications
- Diversity, Inclusion, Equity
- Campus Involvement



Focused Leadership

- External Partnerships
- Commitments & Accountability
- Finance
- Alumni Relationships







Climate Action

Through energy efficiency measures, energy conservation, renewable energy sourcing and energy management, Lehigh is proactively reducing its campus greenhouse gas emissions and mitigating global climate change. Lehigh continues to play an active role in the search for innovative solutions addressing global climate change and in resiliently adapting to its impacts.



Resiliency

GOAL 1 **Conduct a resiliency assessment by 2023 that includes a focus on business continuity planning and integrating climate change impacts into emergency management planning and procedures. Share the assessment with the City of Bethlehem and community groups and implement the assessment's recommendations in a phased manner.

GOAL 2 Working with the City of Bethlehem, participate in co-operative planning and engagement for climate change and resiliency. Support the city in local climate change risk early warning, monitoring and adaptation.





Greenhouse Gas Emissions

GOAL 3 **Develop a Climate Action Strategy (focusing on Scope 1 and 2 emissions) by 2021 that establishes a carbon neutrality goal, subject to board approval, and share with the City of Bethlehem and community groups. Implement the strategy’s recommendations in a phased manner.

GOAL 4 Develop a more accurate way to measure, track and reduce certain Scope 3 emissions from sources including student and employee commuting, air travel and reimbursed personal mileage and public transit by 2025. Other Scope 3 emissions including paper purchasing, waste, and wastewater are covered elsewhere in this plan.

GOAL 5 **Develop a partnership with a company to provide an opportunity for 1) members of the Lehigh community to purchase carbon offsets on behalf of the university to counterbalance their travel emissions by 2023 and 2) for employees to participate in a voluntary payroll deduction to offset the emissions associated with their daily commute by 2024.

****OFFSET**

100%

of Lehigh’s electricity consumption with renewable energy in 2023

Energy Efficiency

GOAL 6 **Implement the recommendations from the Climate Action Strategy and Central Utility Plant Master Plan for campus/building energy efficiency projects in a phased manner. Consider third party financing options.

GOAL 7 Audit and assess campus space utilization by 2022. Develop parameters for improving efficiency and establish short- and long-term goals with the purpose of minimizing the amount of conditioned building space required to meet university needs by 2025.

GOAL 8 Replace all non-LED fixtures, as per the Climate Action Strategy and Central Utility Plant Master Plan.

GOAL 9 Complete retrofits for energy-intensive buildings, as per the Climate Action Strategy and the Central Utility Plant Master Plan.

GOAL 10 Develop a life-cycle cost analysis process by 2023. Incorporate life-cycle cost analysis methods and procedures as part of consideration for building component procedures by 2024.

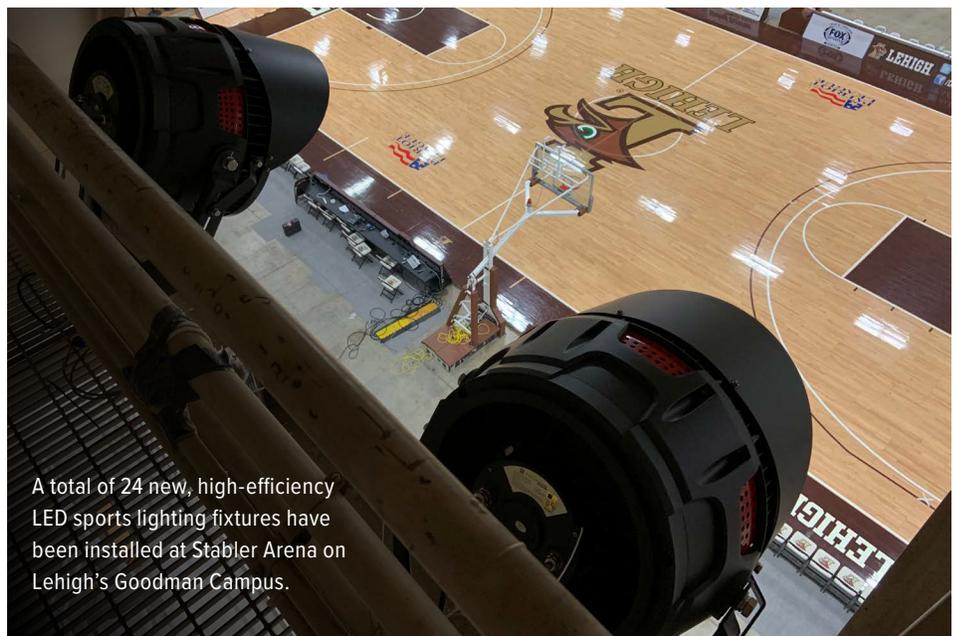
Renewable Energy

GOAL 11 **Offset 100% of Lehigh’s electricity consumption with renewable energy in 2023, through a combination of off-site and on-site projects, energy conservation and renewable energy credits (RECs).

GOAL 12 **Continue to seek out additional renewable energy opportunities to offset natural gas usage, per the Climate Action Strategy.

Transportation

GOAL 13 **Complete a comprehensive study of the future of Lehigh transportation that evaluates transportation and fuel options by 2021. Develop a plan to fully transition the campus bus and vehicle fleet to run exclusively on renewable energy by 2030.



A total of 24 new, high-efficiency LED sports lighting fixtures have been installed at Stabler Arena on Lehigh’s Goodman Campus.

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.



Educational Experience

Lehigh develops and empowers the leaders of tomorrow. By integrating sustainability into the university's educational experience, we prepare our students to solve today's challenges, while identifying opportunities to create a healthier and more sustainable future. Through experiential learning opportunities, we arm our graduates with premium skills for the workplace of the future.



Academic Integration

GOAL 1 Develop a sustainability framework for use in college-level strategic planning efforts by 2021. Work with deans to utilize the framework to integrate sustainability into college strategic plans by 2023.

GOAL 2 Establish at least one sustainability learning outcome in each of the five colleges by 2025 and ensure each learning outcome collectively addresses sustainability as an integrated concept having social, economic and environmental dimensions.

GOAL 3 Establish and implement a more accurate way to capture sustainability-related/ sustainability-focused course data by 2022.

GOAL 4 Cover sustainability-focused curricular integration and experiential learning opportunities in new faculty orientation each fall, starting in 2021.

GOAL 5 Starting in 2020, conduct a Sustainability Literacy Assessment twice a year of the entire student body to identify knowledge gaps. Develop and implement a strategy to address the gaps by 2021.





Lehigh is planning to establish an academic hub to support faculty from multiple disciplines and academic programs to conduct research on sustainability topics.

Experiential Learning

GOAL 6 Create and launch the Campus Sustainable Impact Fellowship program by spring 2021 merging Lehigh’s operational sustainability goals with active learning and applied research for faculty and students. Determine ways to provide support for faculty engagement.

GOAL 7 Utilize infrastructure and operations for multidisciplinary student learning and applied research in various areas to expand “campus as a living lab” opportunities across the university. Opportunities contribute to understanding campus sustainability challenges and/or advance sustainability on campus.

GOAL 8 Foster a new generation of environmental leaders by providing networking and professional development opportunities that prepare students for the challenges in the years to come. This includes:

- Furthering the development of the relationship with UNEP, Sustainable UN-Geneva and the Division of Sustainable Development at the UN.
- Working with the Center for Career and Professional Development to develop opportunities for students (jobs, internships, mentoring, etc.)

Research

GOAL 9 **Establish an academic hub focused on the environment, resilience and sustainability. Use the hub to facilitate faculty from multiple disciplines or academic programs to conduct research on sustainability topics and enhance its visibility, foster interdisciplinary efforts and infuse sustainability throughout all five colleges.

GOAL 10 **Establish a space at Building B coalesced around the interdisciplinary theme of resilient and sustainable communities.

GOAL 11 With the goal of full and unimpeded public access to the outcomes of research, devise and implement, with the involvement of faculty, policies pertaining to public access to manuscripts, publications, etc. by 2030. Continue to develop infrastructure to support open access behaviors and facilitation of open processes for knowledge production.

GOAL 12 Establish and implement a more accurate way to capture sustainability research data by 2022.

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.



Campus Operations

From the built environment and land stewardship to waste, water, purchasing and connections and mobility, Lehigh continues to seek and embrace new and innovative ways to operate. In doing so, Lehigh will enhance its operational efficiencies, save money and increase the overall well-being of the university and community as a whole.



Connections and Mobility

GOAL 1 **Install an electric bicycle hub on Asa Packer Campus by 2022. Assess additional locations and install additional hubs through 2030, as demand increases.

GOAL 2 **Transition Transportation & Parking Services, LU Facilities, Housing Services and Athletics from cars and vans to electric golf carts by 2023 and transition LUPD and Lehigh Dining by 2025.

GOAL 3 Fully implement each phase of the Bicycle Master Plan by 2030.

GOAL 4 Assess autonomous vehicles for campus transit by 2025.

GOAL 5 Increase the number of carpool permits sold by 100% by 2025 and 175% by 2030 by adding incentives including preferred and reserved parking.



GOAL 6 Install two to three electric vehicle charging stations in the Goodman Commuter Lot by 2022 and three to five electric vehicle charging stations in residential lots by 2025. Work with departments to transition vehicle fleets to electric and add supporting infrastructure by 2025. Continue to assess charging capacity and install additional stations through 2030, as needed.

GOAL 7 Offer a telecommuting program for employees as a matter of policy or as standard practice by 2021 to reduce commuting emissions.

GOAL 8 Conduct a one-year pilot using an asset monitoring technology for Lehigh's campus fleet vehicles by 2022 to determine the correct size of the vehicle fleet and promote financial savings.



Purchasing

GOAL 9 Provide education around circular economy procurement to the campus community by 2023 and implement additional sustainability business requirements into the majority of request for proposal (RFP) processes by 2022. Modify contract clauses to include sustainability for projects under \$1M by 2025.

GOAL 10 Update the Sustainable Purchasing Policy by 2021 to include actionable category-level sustainability criteria to enhance searching and compliance analysis.

GOAL 11 Establish key sustainability target goals for percentage of spending across areas/categories (construction, IT, paper, food services, janitorial, operations & maintenance, etc.) by 2025 and continue to grow those target goals and expand into other commodity areas.

GOAL 12 **Fully implement and enforce the Sustainable Purchasing Policy by 2025.

GOAL 13 Reference sustainable purchasing requirements in Lehigh design standards by 2022.

GOAL 14 Publicly report to EcoVadis by 2030.

GOAL 15 Add sustainability initiatives/ environmental stewardship programs as part of the vendor evaluation criteria for all RFPs by 2025.



Surplus Property

GOAL 16 Expand Asa's Attic and the surplus property program, including moving to a larger space, enhancing e-waste breakdown and establishing campus and public hours for browsing office supplies by 2023.

Publicly report to EcoVadis

BY

2030

INSTALL

5-8

additional electric vehicle charging stations on campus



Lehigh has installed four electric charging stations with two ports each to support plug-in vehicles across campus and plans to add five to eight more stations by 2025

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.



Campus Operations



Waste

GOAL 17 **Conduct a waste characterization study of a few key buildings in 2021 and implement a zero-waste pilot program in those buildings in 2022. Establish a taskforce and develop a broader campus zero-waste strategy by 2024 that outlines a roadmap to a zero-waste campus by 2030.

GOAL 18 Develop a comprehensive plan to make all on-campus first-year orientation activities zero waste by 2025.

GOAL 19 Pilot pre-consumer composting in the University Center by 2021 and pilot post-consumer composting by 2022. Expand to other locations based on results. Develop campus-wide composting by 2030.

GOAL 20 Ensure all construction jobs including minor renovations (projects between \$250K and \$5M, where dumpsters are provided) achieve a minimum of 65% by 2022 and 85% by 2025 construction waste recycling. All major construction projects (\$5M+) must comply with the waste diversion goals of LEED Silver or equivalent, or higher.

GOAL 21 By 2022, develop an incentive program at the Lehigh Bookstore to encourage customers to opt-out of single use plastic bags. Completely eliminate single use plastic bags at the Lehigh bookstore by 2025.

GOAL 22 Begin utilizing Leanpath's Waste Watch production waste tracking system across campus to reduce waste by 2022.

GOAL 23 By 2022, create a working group to assist in developing a policy to eliminate single-use plastic water and soda bottles across campus. Complete the policy by 2024 and implement it by 2026, upon vendor contract renewal.

GOAL 24 Develop a standard to eliminate single-use plastic materials in Lehigh Dining and Catering, retail, events and meetings by 2023. Implement the standard in phases by 2025.

GOAL 25 Implement convenient, reusable eco-containers in applicable retail dining locations by 2025 to reduce waste.



Water

GOAL 26 Develop a Stormwater Management Plan (SMP) by the end of 2021 that identifies green infrastructure and low-impact development (LID) projects and provides guidelines for the design team to help mitigate stormwater runoff impacts and treat rainwater as a resource rather than as a waste product. Ensure alignment of the SMP with municipal, regional and state priorities. Implement the SMP recommendations in phases by 2030.

GOAL 27 **Reduce university-wide water usage by 10% by 2025 from a FY2019 baseline, including process, irrigation and potable water usage. Reassess data in 2025 and establish additional metrics for 2030.



In an initiative to reduce waste and litter and reduce recycling contamination, Lehigh has installed 27 sets of Bigbelly solar-powered waste and recycling bins across campus.



Built Environment

GOAL 28 Utilize the shared research and work space in the Health, Science and Technology Building as a pilot model and implement in future new buildings and renovations.

GOAL 29 Develop living and regenerative building design guidelines for application in each stage of design by 2025.

GOAL 30 Develop standards to guide best design practices and provide metrics for assessing success for constructing and operating buildings in a sustainable and energy efficient manner to assist LU Facilities in meeting sustainability-related goals, standards and commitments by the end of 2021.

GOAL 31 **Establish a fundamental shift in culture to be data-driven, and to utilize a central system for collecting and analyzing real-time utility data by 2030. Install more real-time meters and sub-system meters in existing buildings and new construction. Implement a dashboard to share all metering data with the campus community by 2022. Implement fault detection and diagnostics in the central plants, and determine where else to implement it by 2025.

GOAL 32 **From an operations and maintenance standpoint, perform continuous commissioning of energy used in new campus buildings and retrofits in a sustainable way - collecting data, analyzing it and acting on it.

GOAL 33 Utilize the following guiding principles for all campus building projects by 2025:

- Treat capital projects as opportunities not to replace in kind
- Adopt life-cycle thinking
- Collect building data and share it
- Build capacity in the community to affect change
- Utilize a portion of buildings as a living laboratory

GOAL 34 Develop a policy of assessment of embodied carbon as it relates to existing versus new construction for capital projects by 2021. Incorporate into standard design and construction processes by 2025.



Land Stewardship

GOAL 35 **Develop a Forest Stewardship Plan by 2023 and implement it in phases by 2030.

GOAL 36 Transition some of the current maintained lawn landscapes on Mountaintop Campus to native meadow landscapes by 2022 and use it as a pilot for future locations on campus.

GOAL 37 Incorporate standards for innovative sustainable landscape management into the next landscape management RFP by 2024.

GOAL 38 **Establish a campus farm on Goodman Campus in partnership with another organization(s) by 2030. Utilize the farm for both food production and for experimenting with cutting-edge regenerative agricultural approaches.

GOAL 39 Develop an Integrated Pest Management plan by 2021 and implement in 100% of eligible areas.

GOAL 40 Form a committee and apply for Tree Campus USA designation by 2022. Complete a baseline campus tree inventory by 2022 and repeat the inventory every five years.

GOAL 41 Define a sustainability framework to guide real estate initiatives by 2022 and implement over the years.

GOAL 42 Develop sustainability initiatives within the university's faculty, staff and graduate housing portfolio in 2021 and begin implementing each year.

Develop a comprehensive plan to make all on-campus first-year orientation activities zero waste

BY

2025

Develop an Integrated Pest Management plan by 2021 and implement in

100%

OF ELIGIBLE AREAS

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.



Culture and Engagement

Engaging the campus community to embrace diverse perspectives and cultivate environmental stewardship is one of Lehigh's top priorities. Lehigh is weaving sustainable practices into all levels of the institution and fostering a "One Lehigh" sustainability culture across the university's three campuses.



Communications

GOAL 1 Develop digital resources for students on sustainability internships, careers, professional development opportunities, etc. by 2022 and create an electronic Lehigh sustainability pamphlet to showcase key impacts and accomplishments by 2023.

GOAL 2 Include sustainability in Lehigh's annual report by 2021.



 **Diversity, Inclusion, Equity**

 **Campus Involvement**

GOAL 3 Create and sustain a campus culture that acknowledges and celebrates diversity, fosters inclusive excellence and is committed to being antiracist.

GOAL 4 Create and sustain an institutional infrastructure that effectively supports progress in achieving its diversity, equity, inclusion goals.

GOAL 5 Attract, recruit, hire and retain a high-quality and diverse faculty and staff dedicated to student development, professional excellence, continuing growth, and diversity, equity, inclusion and antiracist practices and principles.

GOAL 6 Attract, recruit, admit and graduate a talented and diverse student body equipped with the necessary socio-cultural competencies to meet the demands of the 21st-Century global workforce.

GOAL 7 Expand the Sustainable Office Program to reach 70% of full-time faculty and staff by 2024, 85% by 2026 and 100% by 2030.

GOAL 8 Fully integrate the Eco-Rep Leadership Program in residence halls and Greek houses by reaching 80% awareness among residents by 2024 and 90-100% by 2027. Increase campus event participation by 15% per academic year.

GOAL 9 By 2022, develop a comprehensive Farmers' Market Sustainable Practices Plan and Guide that elevates the Bethlehem Farmers' Market's own practices in regard to the three pillars of sustainability. It will be fully implemented by 2024. The plan and guide will serve as an open resource to other markets.

GOAL 10 Create two annual competitions between Lehigh and Lafayette for Campus Race to Zero Waste (RecycleMania) and Energy Conservation Month by 2022.

GOAL 11 Conduct a comprehensive sustainability training with First Year Experience staff and international orientation leaders each spring starting in 2021. Ensure sustainability is omnipresent throughout all orientations by developing an integration plan, implementing the plan in phases and fully implementing by 2025.

GOAL 12 By 2022, form a working group to develop a Sustainability Action Plan for Lehigh Athletics. Finalize and implement the plan by 2023. Evaluate plan progress/completion and expansion/retraction in 2024.

GOAL 13 Increase the percentage of staff that participate annually in sustainability professional development and trainings to 80% or more by 2025.

GOAL 14 Build, develop and offer more professional development opportunities that integrate sustainability, core success factors, leadership and Lehigh values by 2025.



Lehigh plans to develop a comprehensive Farmers' Market Sustainable Practices Plan and Guide by 2022.

Expand the Sustainable Office Program to reach

70%

of full-time faculty and staff by 2024, 85% by 2026 and

100%

BY 2030

**While most goals in this plan can be funded through existing budgetary sources, some goals will require



Health & Wellness

Health and the quality of life greatly impact employee satisfaction, student engagement and the productivity of the campus community. By providing healthy food choices, an employee wellness program and purposeful landscapes and building designs, Lehigh is creating opportunities to improve the health and wellness of the faculty, staff, students, community and broader world.



Food

GOAL 1 Develop and implement a Sustainable and Healthful Food Policy that sets new standards for measuring the ecological, social and health impacts of on-campus food preparation and consumption by 2021.

GOAL 2 Launch Lehigh food sustainability awareness initiatives to inform the campus community about healthy and sustainable food choices that support a sustainable food system by 2021.

GOAL 3 Implement food purchasing that is in line with Fitwel standards for the College of Health by 2021. Utilize as a pilot model for the rest of campus.

GOAL 4 Identify select menu items' carbon and water footprints using a scoring system in Lehigh Dining locations by 2021.

GOAL 5 Partner with a local farm or distributor and pilot a Community-Supported Agriculture (CSA) program by 2022.



By enhancing pedestrian paths and lighting, Lehigh hopes to encourage walking throughout the campus and reduce reliance on single-occupancy vehicles.

GOAL 6 Develop a healthy vending machine standard by 2022 and implement by 2023.

GOAL 7 Develop university-wide Sustainable Catering Standards by 2022 and implement in phases by 2025.

GOAL 8 Develop and implement an on-campus hydroponic garden by 2030.

Well-Being

GOAL 9 Implement key, strategic recommendations from the Comprehensive Facilities Plan for Wellness, Fitness and Health Services in a phased manner. Use the recommendations to ensure health and well-being are at the forefront of campus life and maximize synergies with co-located services and programs.

GOAL 10 Provide faculty and staff with opportunities to nurture the body, mind, and spirit by increasing participation in Lehigh's Employee Wellness Program to 50% by 2022, 60% by 2025 and 75% by 2030.

GOAL 11 **Develop a program to reward faculty, staff and students for valuable actions they take to make Lehigh a more sustainable campus by 2024.

GOAL 12 Publish and implement a lactation friendly campus standard by 2022.

GOAL 13 Implement a tobacco-free campus policy by 2021.



Healthy Infrastructure

GOAL 14 Utilize certification standards such as Fitwel for application in buildings throughout campus to promote and integrate best practices in occupant health and wellness.

GOAL 15 Utilize permanent plantings inside of the Health, Science and Technology Building as a pilot for implementing biophilic design in other buildings and renovations.

GOAL 16 Enhance pedestrian paths and lighting to encourage walking throughout campus and reduce reliance on single-occupancy vehicles.

GOAL 17 Use the combination of purposeful landscape and building design to maximize accessibility across campus.

BY
2022
develop university-wide Sustainable Catering Standards and implement in phases by 2025.

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.



Focused Leadership

Lehigh aims to position itself as a local and global leader in sustainability and a model sustainable campus in higher education. From external partnerships and financial decisions to sustainability commitments and reporting accountability, Lehigh demonstrates leadership in seeking and embracing new solutions that support long-term sustainable change.



External Partnerships

GOAL 1 Create a sustainability partnership with the local community that catalyzes climate action and resiliency by 2023.

GOAL 2 Engage with the City of Bethlehem and the Bethlehem Parking Authority to make streetscape improvements to the South New Street Corridor from the Fahy Bridge to Farrington Square by 2023.

GOAL 3 Establish a program to support faculty, staff and student projects in collaboration with the City of Bethlehem and local area groups that enhance sustainability goals by 2022.

GOAL 4 Become an institutional member of the Fair Labor Association by 2022.

GOAL 5 Build stronger relationships with the Lehigh Valley Planning Commission and the Lehigh Valley Economic Development Corporation through enhanced engagement and collaboration.





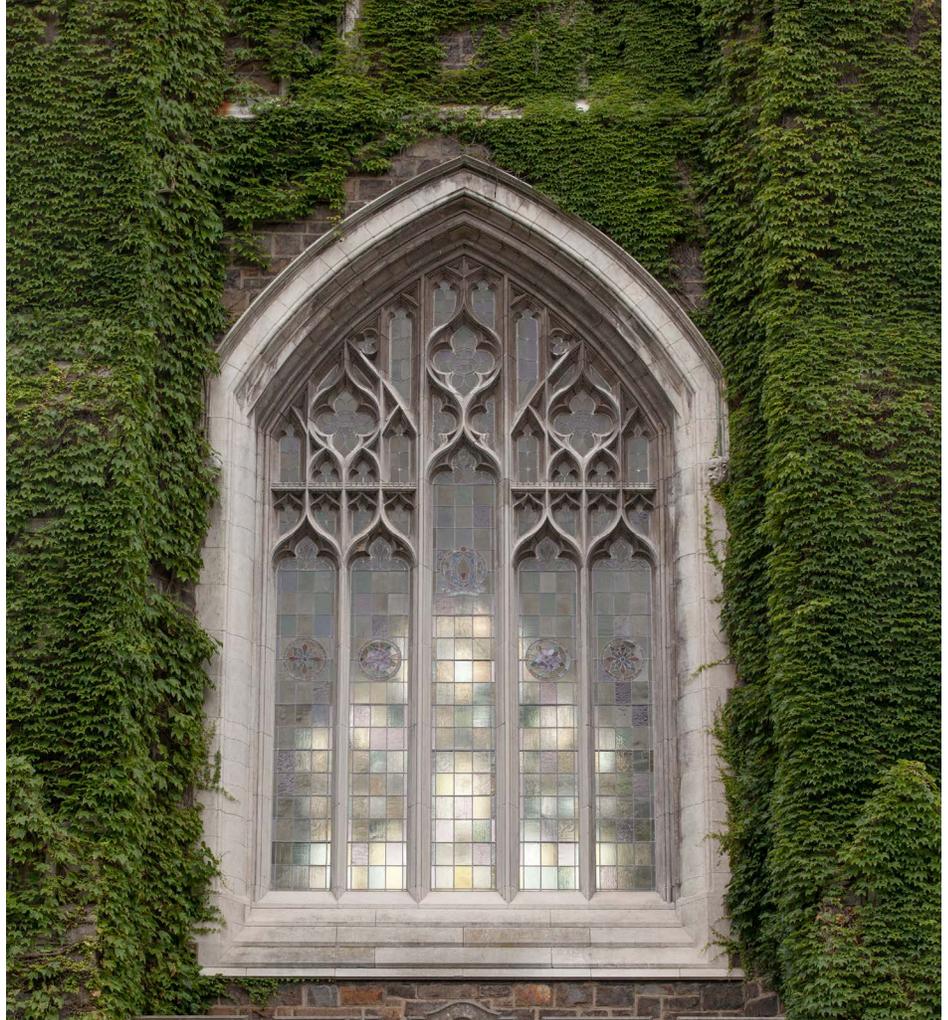
Commitments & Accountability

GOAL 6 Achieve AASHE STARS gold by 2022 and AASHE STARS platinum by 2030.

GOAL 7 Rank in the top 100 schools on the Sierra Club Coolest Schools List by 2024.

GOAL 8 Establish the Principles of a Sustainable Campus Community by 2022, similar to the Principles of an Equitable Community. Incorporate the principles into the bLUeprint program, new staff and faculty orientation, senior administration position descriptions, job searches and interviews by 2023.

GOAL 9 Develop a best in class LEAN process improvement strategy to enhance operational efficiencies and change the campus culture. Implement the strategy across the university by 2025.



Finance

GOAL 10 Work with retirement investment firms to offer environmental social governance (ESG) investment options for Lehigh faculty and staff for their 401k and 403b investments by 2022.

GOAL 11 Conduct an annual assessment to identify and address compensation strategies in order to stay competitive. Lehigh is committed to paying a living wage and will strive to continuously improve the compensation posture of Lehigh employees.

GOAL 12 Re-envision the Green Revolving Fund with a revised framework and an advisory committee in 2021. Work with Development and Alumni Relations to develop donor support for the fund.

GOAL 13 Work with Lehigh's Investment Office and the Lehigh Investment Subcommittee of the Board. Update this plan with the specific goal(s) and begin implementation.



Alumni Relationships

GOAL 14 Develop an alumni engagement strategy by 2021 to bolster involvement of, and support from, alumni in Lehigh's sustainability initiatives. Cultivate ongoing and impactful dialogues with alumni about Lehigh's sustainability challenges and successes.

GOAL 15 Develop a selected pilot for an early career mentorship program with current Lehigh students interested in sustainability and alums in the sustainability field by 2022.

ACHIEVE AASHE STARS

GOLD

by 2022 and AASHE STARS platinum by 2030

RANK IN THE TOP

100

schools on the Sierra Club Coolest Schools List by 2024

Lehigh's Partnership with the United Nations



Each year, through the Lehigh University-United Nations Partnership, more than 1,500 Lehigh faculty, staff and students attend conferences, high-level briefings and private meetings with ambassadors and other UN officials in New York City and here on campus.

Accredited as a Non-Governmental Organization in 2004, Lehigh became the sixth university in the world to gain the distinctive status with the UN. That designation gives the university the responsibility of disseminating information to its constituency regarding UN beliefs, practices and activities, while also giving Lehigh rare access to the UN.

Through the partnership, Lehigh also has the opportunity to work on a number of sustainability-related projects, including the Sustainable Development Goals (SDGs).

In the fall of 2020, the Lehigh University-United Nations Partnership and the Office of Sustainability launched a campus-wide UN Sustainable Development Goals initiative, offering programming to highlight all 17 SDGs. Due to the strong affiliation that Lehigh has with the UN and because of the global significance of the UN SDGs, each of the goals in this plan are mapped to one or more of the UN SDGs.

The initiative builds on other sustainability projects Lehigh has been involved in through the UN. In 2018, the assistant secretary general for the United Nations Environment Programme chose Lehigh University to co-lead the "Greening of the UN Missions" program, in collaboration with Sustainable UN, based in Geneva. As

the only university in the world tasked to work on the project, Lehigh's student teams developed protocols and measures for certifying that all 193 UN Missions are operated in a highly sustainable fashion.

That same year, Lehigh students held the first UN-based "Students Seeking Solutions to the SDGs" global conference. The event, which focused on SDG 6: Clean Water and Sanitation, featured student proposals from around the world, judged by senior UN officials, corporate executives and NGO Directors.

For some students, the relationship continues after graduation. A number of Lehigh alumni intern or work for the UN in a variety of areas, including water resources, nuclear arms, food security and the future of small island developing states.



17 SUSTAINABLE DEVELOPMENT GOALS to Transform Our World



1. No Poverty

End poverty in all its forms everywhere.



2. Zero Hunger

End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



3. Good Health and Well-being

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



4. Quality Education

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



5. Gender Equality

Achieve gender equality and empower all women and girls.



6. Clean Water & Sanitation

Ensure availability and sustainable management of water and sanitation for all.



7. Renewable Energy

Ensure access to affordable, reliable, sustainable and modern energy for all.



8. Good Jobs & Economic Growth

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



9. Innovation & Infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



10. Reduced Inequalities

Reduce inequality within and among countries.



11. Sustainable Cities & Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.



12. Responsible Consumption

Ensure sustainable consumption and production patterns.



13. Climate Action

Take urgent action to combat climate change and its impacts



14. Life Below Water

Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.



15. Life on Land

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



16. Peace & Justice

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



17. "UN" Partnerships for the Goals

Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Stakeholder Engagement

The Sustainability Strategic Plan 2030 is an interdisciplinary and interdepartmental effort. Stakeholder engagement is crucial in order to establish shared goals and policies for sustainable change across Lehigh's three campuses. The university's five colleges and departments across campus collaborated with the Office of Sustainability to develop the goals in this plan and are fully committed to lead the progress toward those goals.

Throughout the one-year strategic planning process, the Office of Sustainability and the Lehigh Sustainability Council engaged the Lehigh campus community—faculty, staff, students, and alumni—as well as the broader Bethlehem community. The Office of Sustainability hosted a two-part series of Campus Sustainability Strategic Planning Workshops, open to all faculty, staff and students, focusing on understanding the progress made on Lehigh's sustainability goals and crafting a sustainability strategy along with future goals.

In addition to these campus workshops, the Office of Sustainability, in collaboration with Development & Alumni Relations, established an Alumni Advisory Council to help shape this plan. The council was tasked with advising the Office of Sustainability during the strategic planning process, serving as a sounding board for the Sustainability Office and as subject-matter experts, shaping the vision, goals and strategic priorities for this plan, and assisting in advancing Lehigh's sustainability agenda.

The Office of Sustainability is also actively engaged with the City of Bethlehem and the Bethlehem community through the Bethlehem Environmental Advisory Council, participating as a stakeholder on the City of Bethlehem's Climate Action Plan Stakeholder Committee and in public meetings for the city's climate action planning process.

Measuring and Reporting Success

In order for Lehigh to build on the progress it has made on its sustainability initiatives, it is important for the Sustainability Strategic Plan 2030 and progress toward its goals, to be measured and evaluated throughout the next decade. To ensure the goals are on track and ultimately achieved, the Office of Sustainability will issue an annual progress report (example on Pg. 25).

The university's success in achieving its sustainability goals will be measured by a set of metrics and other indicators. While quantifiable indicators are extremely valuable in assessing the progress made toward goals, qualitative indicators will be utilized

where a quantitative metric is not available. Lehigh will also continue to use benchmarking tools to measure the institution's sustainability performance against peer institutions to show progress over time.

A "Lead Department" will take ownership and drive the progress of each of the goals within the plan. The Office of Sustainability, which will be the lead department for a number of the goals, will also provide overall strategy, guidance and support to other lead departments. Implementation of the goals in this plan will continue through the calendar year 2030.

Develop annual progress report scorecard

ACCORDING TO THE FOLLOWING TIMELINE:



EXAMPLE SCORECARD

Sustainability Strategic Plan 2030 Progress Report

Legend: Goal Progress



Goal	SDGs	Progress	Next Steps
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Climate Action

SUSTAINABILITY METRICS

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Climate Action	GOAL 1 **Resiliency Assessment	Resiliency assessment developed/not developed and shared/not shared by 2023; Assessment implemented/not implemented based on the targets set	9, 11, 13	BOTH	Office of Sustainability; LU Facilities; Risk Management; Human Resources; Steering Committee; Working Committees
	GOAL 2 Co-Operative Planning and Engagement	Participated/did not participate in co-operative planning	9, 11, 13	BOTH	Office of Sustainability
	GOAL 3 **Development of Climate Action Strategy	Climate Action Strategy developed/not developed and shared/not shared by 2021; Strategy implemented/not implemented based on targets set	7, 9, 11, 13	BOTH	Office of Sustainability; LU Facilities; Steering Committee; Working Committees
	GOAL 4 Scope 3 Emissions Tracking	Better way to measure, track and reduce Scope 3 emissions developed/not developed by 2025	13	0-5	Office of Sustainability
	GOAL 5 **Scope 3 Carbon Offsets	Carbon offsets offered/not offered for travel emissions by 2023; Payroll deduction developed/not developed for commute emissions by 2024	11, 13	0-5	Office of Sustainability
	GOAL 6 **Implementation of Climate Action Strategy and Central Utility Master Plan	Recommendations implemented/not implemented based on targets set in Climate Action Strategy	7, 9, 11, 13	BOTH	LU Facilities; Office of Sustainability; Steering Committee; Working Committees
	GOAL 7 Campus Space Utilization	Campus spaces audited and assessed/not audited and assessed by 2022; Parameters and goals developed/not developed by 2025	11, 12, 13,	0-5	LU Facilities
	GOAL 8 Fixture Replacements	Replacements completed/not completed based on targets set in Climate Action Strategy	11, 13	BOTH	LU Facilities
	GOAL 9 Building Efficiency Retrofits	Retrofits completed/not completed based on targets set in Climate Action Strategy	9, 11, 13	BOTH	LU Facilities
	GOAL 10 Life-Cycle Cost Analysis	Process developed/not developed by 2023; Methods and procedures incorporated/not incorporated by 2024	11, 12, 13, 14, 15	0-5	LU Facilities
	GOAL 11 **Clean and Renewable Energy	100% of Lehigh's electricity consumption offset/not offset in 2023	7, 11, 13	0-5	LU Facilities
	GOAL 12 **Offsetting Natural Gas Usage	Opportunities sought out/not sought out	7, 9, 11, 13	BOTH	LU Facilities
	GOAL 13 **Transportation Master Plan	Study done/not done by 2021; Fleet fully transitioned/not transitioned by 2030	9, 11, 13	BOTH	Transportation & Parking Services; Office of Sustainability
Educational Experience	GOAL 1 College-Level Sustainability Framework	Framework developed/not developed by 2021; Framework implemented/not implemented in each of the colleges by 2023	4, 16	0-5	Office of Sustainability; Lehigh Sustainability Council; College of Health; College of Arts & Sciences; College of Business; Rossin College; College of Education
	GOAL 2 College Level Learning Outcomes	Sustainability learning outcome established/not established in each college by 2025	4	0-5	Office of Sustainability; Lehigh Sustainability Council; College of Health; College of Arts & Sciences; College of Business; Rossin College; College of Education
	GOAL 3 Course Inventory	More accurate way to capture sustainability-related/sustainability-focused course data established/not established by 2022	4	0-5	Office of Sustainability; College of Health; College of Arts & Sciences; College of Business; Rossin College; College of Education
	GOAL 4 New Faculty Orientation	Topics covered/not covered in new faculty orientation starting in 2021	4	0-5	Office of Sustainability; Lehigh Sustainability Council

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Educational Experience	GOAL 5 Sustainability Literacy Assessment	Assessment conducted/not conducted twice a year starting in 2020; Strategy developed/not developed by 2021	4	0-5	Office of Sustainability; Lehigh Sustainability Council
	GOAL 6 Campus Sustainable Impact Fellowship	Program launched/not launched by 2021; Opportunities expanded/not expanded; Ways determined/not determined to provide faculty support	2, 4, 10, 11, 12, 13, 14, 15	0-5	Office of Creative Inquiry; Office of Sustainability; College of Health; College of Arts & Sciences; College of Business; Rossin College, College of Education
	GOAL 7 Campus As a Living Lab	Opportunities expanded/not expanded across university	2, 4, 10, 11, 12, 13, 14, 15	BOTH	Office of Sustainability; College of Health; College of Arts & Sciences; College of Business; Rossin College, College of Education
	GOAL 8 Networking and Student Professional Development	Opportunities offered/not offered	4, 17	BOTH	Office of Sustainability; Office of Fellowship Advising and UN Programs; Center for Career and Professional Development
	GOAL 9 **Academic Hub	Hub established/not established	4, 9, 11	0-5	College of Arts & Sciences; Environmental Initiative
	GOAL 10 **Research Hub	Space established/not established	4, 9, 11	BOTH	Rossin College; LU Facilities
	GOAL 11 Access to Research	Policies devised and implemented/not devised and implemented by 2030; Infrastructure developed/not developed	4	BOTH	Office of the Vice President and Associate Provost for Research and Graduate Studies; Library and Technology Services
	GOAL 12 Research Repository	More accurate way to capture sustainability research data established/not established by 2022	4	0-5	Office of Sustainability; College of Health; College of Arts & Sciences; College of Business; Rossin College, College of Education, Provost's Office
Campus Operations	GOAL 1 **Electric Bicycle Hub	Electric bicycle hub installed/not installed by 2022; Additional locations assessed/not assessed by 2030	3, 9, 11, 13	BOTH	Transportation & Parking Services; Office of Sustainability
	GOAL 2 **Electric Golf Carts	Transitioned/did not transition certain departments to electric golf carts by 2023; Transitioned/did not transition other departments to electric golf carts by 2025	11, 13	0-5	Transportation & Parking Services
	GOAL 3 Bicycle Master Plan	Plan fully implemented/not fully implemented by 2030	3, 11, 13	BOTH	Transportation & Parking Services
	GOAL 4 Autonomous Vehicles	Autonomous vehicles assessed/not assessed by 2025	9, 11, 13	0-5	Transportation & Parking Services
	GOAL 5 Carpool and Com-muter Permits	Carpool permits increased/not increased by 100% by 2025 and 175% by 2030	11, 13	BOTH	Transportation & Parking Services
	GOAL 6 Electric Vehicle Charging Stations	Two to three electric vehicle charging stations installed/not installed by 2022; Three to five electric vehicle charging stations installed/not installed by 2025; Departments transitioned/not transitioned to electric vehicle fleets and supporting infrastructure added/not added by 2025; Assessed/did not assess charging capacity by 2030	9, 11, 13	BOTH	Transportation & Parking Services
	GOAL 7 Telecommuting Program	Program offered/not offered by 2021	11, 13	0-5	Human Resources

**While most goals in this plan can be funded through existing budgetary sources, some goals will require identifying additional funding sources.

SUSTAINABILITY METRICS

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Campus Operations	GOAL 8 Campus Fleet - Telematics Pilot	Pilot conducted/not conducted by 2022	9, 11, 12, 13	0-5	Transportation & Parking Services
	GOAL 9 Circular Economy Procurement, RFP Integration, Contract Clause Modifications	Education provided/not provided by 2023; Additional requirements implemented/not implemented by 2022; Contract clauses modified/not modified by 2025	12, 13, 14, 15	0-5	Purchasing Services; LU Facilities
	GOAL 10 Sustainable Purchasing Policy Update	Policy updated/not updated by 2021	12, 13, 14, 15	0-5	Purchasing Services
	GOAL 11 Percentage of Spend Goals	Target goals set/not set by 2025; Target goals grown/not grown and expanded/not expanded into other areas	12, 13, 14, 15	BOTH	Purchasing Services
	GOAL 12 **Fully Implement Sustainable Purchasing Policy	Policy fully implemented/not fully implemented by 2025	12, 13, 14, 15	0-5	Purchasing Services; Office of Sustainability; LU Facilities
	GOAL 13 Lehigh Design Standards	Requirements referenced/not referenced by 2022	3, 11, 12	0-5	LU Facilities
	GOAL 14 Public Sustainable Purchasing Reporting	Publicly reported/not publicly reported by 2030	12, 13, 14, 15	5-10	Purchasing Services
	GOAL 15 Vendor Evaluation Criteria	Initiatives added/not added to all RFPs by 2025	12, 13, 14, 15	0-5	Purchasing Services
	GOAL 16 Asa's Attic and Surplus Property Program Expansion	Program expanded/not expanded by 2023	9, 10, 11, 12	0-5	Surplus Property & Logistics
	GOAL 17 Shared Research and Work Space	Pilot model implemented/not implemented in future buildings and renovations	9, 11	BOTH	LU Facilities
	GOAL 18 Living and Regenerative Building Design Guidelines	Guidelines developed/not developed by 2025	9, 11, 12, 13, 15	0-5	LU Facilities
	GOAL 19 Best Design Practices	Standards developed/not developed by the end of 2021	9, 11, 13	0-5	LU Facilities
	GOAL 20 **Data-Driven Culture	Shift in culture established/not established by 2030; Central system utilized/not utilized by 2030; More real-time meters and sub-system meters installed/not installed; Dashboard implemented/not implemented by 2022; Fault detection and diagnostics implemented/not implemented by 2025	9, 11, 12, 13	BOTH	LU Facilities
	GOAL 21 **Continuous Commissioning	Continuous commissioning performed/not performed in new campus buildings and retrofits	9, 11, 13	BOTH	LU Facilities
	GOAL 22 Guiding Principles for Campus Building Projects	Guiding principles utilized/not utilized by 2025	4, 9, 11, 12, 13	0-5	LU Facilities
	GOAL 23 Embodied Carbon Assessment	Policy developed/not developed by 2021; Policy incorporated/not incorporated by 2025	9, 11, 12, 13	0-5	LU Facilities
	GOAL 24 **Waste Characterization Study and Zero-Waste Strategy	Waste characterization study conducted/not conducted by 2021; Pilot program implemented/not implemented by 2022; Zero-Waste Strategy developed/not developed by 2024; Achieved/did not achieve zero-waste campus by 2030	11, 12, 14, 15	BOTH	LU Facilities; Office of Sustainability
	GOAL 25 Zero-Waste First-Year Orientation	Plan developed/not developed by 2025; Orientation activities zero waste/not zero waste by 2025	12, 14, 15	0-5	Office of First Year Experience; Office of Sustainability; Office of International Students and Scholars

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Campus Operations	GOAL 26 Composting	Pre-consumer composting piloted/not piloted by 2021; Post-consumer composting piloted/not piloted by 2022; Campus-wide composting developed/not developed by 2030	9, 12, 14, 15	BOTH	LU Facilities
	GOAL 27 Construction & Demolition Waste	Minimum of 65% achieved/not achieved by 2022; Minimum of 85% achieved/not achieved by 2025; Major construction projects comply/do not comply with waste diversion goals of LEED Silver or equivalent, or higher	9, 11, 12	BOTH	LU Facilities
	GOAL 28 Single-Use Plastic Bags	Incentive program developed/not developed by 2022; Plastic bags eliminated/not eliminated by 2025	11, 12, 14, 15	0-5	Lehigh Bookstore
	GOAL 29 Leanpath's Waste Watch	Tracking system utilized/not utilized by 2022	2, 12, 14, 15	0-5	Lehigh Dining
	GOAL 30 Single-Use Plastic Bottles	Working group created/not created by 2022; Policy developed/not developed by 2024; Policy implemented/not implemented by 2026	12, 14, 15	0-5	Lehigh Dining
	GOAL 31 Single-Use Plastic Materials	Standard developed/not developed by 2023; Standard implemented/not implemented by 2025	12, 14, 15	0-5	Lehigh Dining
	GOAL 32 Eco-Containers	Eco-containers implemented/not implemented by 2025	12, 14, 15	0-5	Lehigh Dining
	GOAL 33 Stormwater Management Plan	SMP developed/not developed by the end of 2021; SMP implemented/not implemented by 2030	6, 11	BOTH	LU Facilities
	GOAL 34 **Water Reduction	Water usage reduced/not reduced 10% by 2025; Data reassessed/not reassessed in 2025; Additional metrics established/not established	6, 12	BOTH	LU Facilities
	GOAL 35 **Forest Stewardship Plan	Plan developed/not developed by 2023; Plan implemented/not implemented by 2030	11, 13, 15	BOTH	LU Facilities
	GOAL 36 Native Meadows	Landscapes transitioned/not transitioned by 2022	6, 11, 15	0-5	LU Facilities
	GOAL 37 Sustainable Landscape Management	Standards incorporated/not incorporated by 2024	6, 11, 15	0-5	LU Facilities; Purchasing Services
	GOAL 38 **Campus Farm	Campus farm established/not established by 2030	3, 4, 11, 12, 15	5-10	Office of Sustainability; LU Facilities; Real Estate Services
	GOAL 39 Integrated Pest Management Plan	IPM plan developed/not developed by 2021	14, 15	0-5	LU Facilities
	GOAL 40 Campus Tree Inventory	Applied/not applied to Tree Campus USA by 2022; Baseline campus tree inventory completed/not completed by 2022 Inventory repeated/not repeated every five years	13, 15	BOTH	LU Facilities, Office of Sustainability, Campus Tree Committee
GOAL 41 Real Estate Sustainability Framework	Sustainability framework defined/not defined by 2022; Implemented/not implemented	11, 12, 15	BOTH	Real Estate Services	
GOAL 42 Sustainability Initiatives in Housing Portfolio	Sustainability initiatives developed/not developed by 2021; Implemented/not implemented	11, 12, 15	BOTH	Real Estate Services	

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SUSTAINABILITY METRICS

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Culture and Engagement	GOAL 1 Digital Resources	Resources developed/not developed by 2022; Pamphlet created/not created by 2023	4	0-5	Office of Sustainability; Center for Career & Professional Development
	GOAL 2 Lehigh Annual Report	Materials included/not included in annual report by 2021	17	0-5	Lehigh Communications; Office of Sustainability
	GOAL 3 Organizational Culture	Campus culture created/not created and sustained/not sustained by 2025	5, 10	0-5	Office of Diversity, Inclusion, and Equity
	GOAL 4 Institutional Infrastructure	Institutional infrastructure created/not created and sustained/not sustained by 2025	5, 10	0-5	Office of Diversity, Inclusion, and Equity
	GOAL 5 Faculty and Staff	Diverse faculty and staff attracted, recruited, hired and retained or not attracted recruited, hired and retained by 2025	4, 5, 10	0-5	Office of Diversity, Inclusion, and Equity
	GOAL 6 Admissions	Diverse student body attracted, recruited, admitted, and graduated or not attracted, recruited, admitted and graduated by 2025	4, 5, 10	0-5	Office of Diversity, Inclusion, and Equity

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Culture and Engagement	GOAL 7 Sustainable Office Program	Program expanded/not expanded to 70% by 2024; Program expanded/not expanded to 85% by 2026; Program expanded/not expanded to 100% by 2030	12, 13, 14, 15	BOTH	Office of Sustainability
	GOAL 8 Eco-Rep Leadership Program	Program expanded/not expanded to 80% by 2024; Program expanded/not expanded to 90-100% by 2027; Event participation increased/not increased by 15% per academic year	12, 13, 14, 15	BOTH	Office of Sustainability
	GOAL 9 Farmers' Market Sustainable Practices Plan and Guide	Plan and guide developed/not developed by 2022; Plan and guide implemented/not implemented by 2024	2, 3, 12, 13,15	0-5	Office of Sustainability; Bethlehem Farmers' Market
	GOAL 10 Annual Competitions	Competitions created/not created by 2022	12, 13, 14, 15, 17	0-5	Office of Sustainability
	GOAL 11 Orientation Staff Training and Omnipresence of Sustainability	Training conducted/not conducted by 2021; Plan created/not created and implemented/not implemented by 2025	2, 3, 5, 10, 11, 12, 13, 14, 15	0-5	Office of First Year Experience; Office of Sustainability; Housing Services, Residence Life; Office of International Students and Scholars
	GOAL 12 Lehigh Athletics Sustainability Action Plan	Working group formed/not formed by 2022; Plan implemented/not implemented by 2023; Plan evaluated/not evaluated by 2024	2, 3, 4, 5, 9, 10, 11, 12, 13, 14, 15	0-5	Lehigh Athletics; Office of Sustainability
	GOAL 13 F/S Participation in Professional Development Opportunities	Percentage increased/not increased to 80% or more by 2025	4, 8	0-5	Human Resources
	GOAL 14 F/S Professional Development Opportunity Offerings	More opportunities built, developed and offered by 2025	4, 8	0-5	Human Resources
Health and Wellness	GOAL 1 Sustainable and Healthful Food Policy	Policy developed/not developed and implemented/not implemented by 2021	1, 2, 3, 8, 10, 12, 13, 14, 15	0-5	Lehigh Dining; Office of Sustainability
	GOAL 2 Food Sustainability Awareness Initiatives	Initiatives launched/not launched by 2021	Initiatives launched/not launched by 2021	0-5	Lehigh Dining
	GOAL 3 Food Purchasing	Purchasing standards implemented/not implemented by 2021	3	0-5	Lehigh Dining
	GOAL 4 Carbon Footprint of Menu Items	Carbon footprint scoring implemented/not implemented by 2021	3, 13	0-5	Lehigh Dining
	GOAL 5 CSA Program	Partnered/did not partner by 2022	2, 3, 17	0-5	Office of Sustainability
	GOAL 6 Healthy Vending Machine Standard	Standard developed/not developed by 2022; Standard implemented/not implemented by 2023	3	0-5	Lehigh Dining

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SUSTAINABILITY METRICS

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Health and Wellness	GOAL 7 Sustainable Catering Standards	Catering standards developed/not developed by 2022; Catering standards implemented/not implemented by 2025	2, 3, 11, 12, 14	0-5	Lehigh Dining
	GOAL 8 Hydroponic Garden	Garden developed/not developed and implemented/not implemented by 2030	3, 9, 12, 15	5-10	Lehigh Dining
	GOAL 9 Wellness, Fitness, and Health Services	Key strategic recommendations implemented/not implemented in phases	3	BOTH	Wellness, Fitness and Health Committee
	GOAL 10 Employee Wellness Program Participation	Participation increased/did not increase to 50% by 2022; Participation increased/did not increase to 60% by 2025; Participation increased/did not increase to 75% by 2030	3	BOTH	Human Resources
	GOAL 11 **Reward Program for Sustainable Actions	Program developed/not developed by 2024	2, 3, 12, 13, 14, 15	0-5	Office of Sustainability
	GOAL 12 Lactation Friendly Campus Standard	Standard implemented/not implemented by 2022	3, 5	0-5	Center for Gender Equity
	GOAL 13 Tobacco-Free Campus Policy	Policy implemented/not implemented by 2021	3	0-5	LU Facilities
	GOAL 14 Certification Standards Utilization	Standards utilized/not utilized	3, 9, 11	BOTH	LU Facilities
	GOAL 15 Interior Space Plantings	Permanent plantings utilized/not utilized	3, 9, 11	BOTH	LU Facilities
	GOAL 16 Pedestrian Walkways and Lighting	Paths and lighting enhanced/not enhanced	3, 9, 11, 13	BOTH	LU Facilities
GOAL 17 Purposeful Landscape and Building Design	Accessibility maximized/not maximized	3, 9, 10	BOTH	LU Facilities	
Focused Leadership	GOAL 1 Sustainability Partnership with Local Community	Partnership created/not created by 2023	11, 13	0-5	Office of Sustainability; Community & Regional Affairs
	GOAL 2 South New Street Corridor	Improvements completed/not completed by 2023	9, 11	0-5	Community & Regional Affairs; LU Facilities
	GOAL 3 Student Project Collaboration with City of Bethlehem	Program established/not established by 2022	4, 11	0-5	Office of Sustainability; Community & Regional Affairs
	GOAL 4 Fair Labor Association	Is/is not a member by 2022	8, 10	0-5	University Business Services
	GOAL 5 Community Relationships	Stronger relationships built/not built	17	BOTH	Office of Sustainability; LU Facilities; Community & Regional Affairs

FOCUS AREA	GOAL HIGHLIGHT	METRIC	SDGs	TIME-FRAME (0-5 or 5-10)	LEAD DEPARTMENT
Focused Leadership	GOAL 6 AASHE STARS	Gold reached/not reached by 2022; Platinum reached/not reached by 2030	All	BOTH	Office of Sustainability
	GOAL 7 Sierra Club Coolest Schools	Top 100 reached/not reached by 2024	All	0-5	Office of Sustainability
	GOAL 8 Principles of a Sustainable Campus Community	Principles established/not established by 2022; Principles incorporated/not incorporated by 2023	4, 11, 16, 17	0-5	Office of Sustainability
	GOAL 9 LEAN	Strategy developed/not developed and implemented/not implemented by 2025	9, 12, 17	0-5	University Business Services
	GOAL 10 ESG Investment Options	Options offered/not offered by 2022	12	0-5	Human Resources
	GOAL 11 Living Wage	Annual assessment conducted/not conducted; Compensation strategies addressed/not addressed	1, 8, 10	0-5	Human Resources
	GOAL 12 Green Revolving Fund	Fund re-envisioned/not re-envisioned by 2021; Donor support developed/not developed	9, 11, 13	0-5	Office of Sustainability; Development & Alumni Relations
	GOAL 13 Investment Strategy	Plan updated/not updated with specific goal(s); Goal(s) implemented/not implemented	13, 14, 15, 17	0-5	Lehigh's Investment Office; Lehigh Investment Subcommittee
	GOAL 14 Alumni Engagement Strategy	Strategy developed/not developed by 2021; Dialogues cultivated/not cultivated	4, 11, 17	0-5	Development & Alumni Relations; Office of Sustainability
	GOAL 15 Early Career Mentorship Program	Pilot developed/not developed by 2022	4	0-5	Office of Sustainability; Development & Alumni Relations; Center for Career & Professional Development

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Acknowledgments

A special thanks to the Office of Sustainability, Lehigh Sustainability Council, Alumni Advisory Council, senior leadership and key campus stakeholders for their support of, and tireless work in, creating the Sustainability Strategic Plan 2030:

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Note: This list includes those who are leading a goal, contributed to the development of a goal and/or helped shape this plan but are not members of Lehigh's Sustainability Council.

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