

2017

Western Washington University Sustainability Action Plan 2015 - 2035

Western Washington University

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WESTERN WASHINGTON UNIVERSITY

SUSTAINABILITY ACTION PLAN

2015-2035



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Recognition of **PLACE**

We acknowledge that our campus is situated in a particular place with a unique ecological and cultural history. We are a quintessential Pacific Northwest campus, nestled resolutely between the deep waters of the Salish Sea and the rugged peaks of the North Cascades. We inhabit the land of the Coast Salish people. They lived here long before our institution was founded, and they continue to call this land home.



Western has been a leader in many areas of sustainability since it established the nation's first College of the Environment, Huxley, in 1969. Our students voted to collectively fund the purchase of Renewable Energy Credits in 2005, making Western the first campus in the US to offset 100% of its carbon emissions from electricity usage with a self-imposed student fee. In 2007 Western became one of the first 50 signatories to the American College and University President's Climate Commitment. In 2015 Western established the Institute for Energy Studies, an interdisciplinary program that brings together science, technology, public policy, business and economics to prepare graduates to address the complex issues in sustainable energy. This year, the Sierra Club recognized Western as one of the top 30 sustainable schools in the US. Western continues to innovate through its academic programs, student-led initiatives to bring in local food to the dining halls, and staff enterprises to create innovative solutions to antiquated practices.

With this tradition of environmental leadership, one might ask why Western needs a Sustainability Action Plan. Our vision is for sustainability to be something that all members of the Western community can embrace and put into practice here on campus, as well as in their home lives and communities. As we expand our understanding of the impact of human activities on the world, our perception of what it means to be sustainable grows.

Another reason for Western to adopt a Sustainability Action Plan is to honor the way sustainability is interconnected with our core values around social and economic justice. While living wages and social justice may seem distantly connected to carbon emissions and recycling, a sufficiently global and informed perspective reveals that a truly sustainable world must be as just as it is green.

Western's path to a sustainable future will be determined by our students, staff, and faculty, and it must be bold. This Sustainability Action Plan is the product of voices from all sectors of the University, and I am grateful for the passion, commitment and hope that they have invested in this comprehensive and aspirational document. It reflects our values and vision, not only for what we hope Western will become, but for the kind of world we want to live in and help create.

Sincerely,



Sabah Randhawa

President

The VISION

Western Washington University graduates will be instilled with an appreciation and understanding of the impact of human choices on people around the world and the planet itself. Those graduates will be force multipliers, taking their knowledge and passion to the home and workplace, promoting, influencing, and encouraging responsible, sustainable, and ethical practices in all aspects of their lives.



SUSTAINABILITY ACTION PLAN HISTORY

This Sustainability Action Plan is both a strategic and tactical document that pulls together a number of important initiatives and plans across campus, including Western's Climate Action Plan, the Sustainability Academy's White Paper, and Western's Sustainability Tracking and Rating System (STARS) report. The purview of the SAP includes ten areas of activity that reflect the framework of STARS, the standard for campus sustainability assessment.

In 2014, the Campus Sustainability Advisory Committee was charged by President Shepard to critically review the Presidents' Climate Commitment and 2010 Climate Action Plan and offer prioritized recommendations to fulfill Western's obligations with regard to those commitments.

This Sustainability Action Plan addresses the continuing need for programs that improve and enhance Western's brand of sustainability, sets a vision for growing the intellectual and curricular scope of our influence, while continuing to operate in a budget constrained environment. The plan identifies goals, strategies,

metrics, and benchmarks that collectively will keep Western at the forefront of sustainable universities.

To produce the plan, the Committee engaged the entire campus through a series of public meetings, participatory seminars, and ongoing surveys. Students, Faculty and Staff provided over 1800 comments and suggestions that are integrated into both the strategic goals and the recommended actions and metrics that will contribute to realizing those goals. To ensure the broadest involvement in the process, the Committee formed 10 teams focused on nearly every function of the university. Participation was open to volunteers, however efforts to recruit team members also focused on individual expertise, interest, and diversity.

Some of the recommendations within the SAP are immediately actionable, while others will require new technology and/or changes to the economic picture. Many recommendations will have to compete in our resource allocation process and may not be funded in time to meet some of the articulated aspirational goals.

SUSTAINABILITY AIMS TO PROTECT PEOPLE & PLANET

While some would argue that current climate conditions are simply a result of natural climactic cycles, the evidence is irrefutable that human activities directly contribute to the types of emissions that are associated with climate change. Global warming is now recognized as one of the most important threats to ecological sustainability and human civilization. Global surface temperatures are on the rise, snow packs and glaciers are melting, and ocean levels are rising.

These changes are also impacting social equity across the globe, aggravating climate sensitive diseases and inhibiting the abilities of developing nations to enhance the quality of life for their citizens. The strategies included in Western's Climate Action Plan must not only reduce greenhouse gas emissions, but also meet the

needs of low-income communities. Part of sustainability is consideration of economic equity and social justice. Historically, we have seen poor people throughout the world and in our community suffer the most from both the impacts and the suggested mitigations of environmental threats and catastrophes. Our plan must make social justice a priority.

As such, the solutions our community proposes and implements must be sensitive to a broader set of societal concerns. Addressing climate change locally is not only an opportunity to reduce greenhouse gas emissions, but also an opportunity to build a positive, community-based movement which results in increased empowerment, civic pride and improved quality of life.



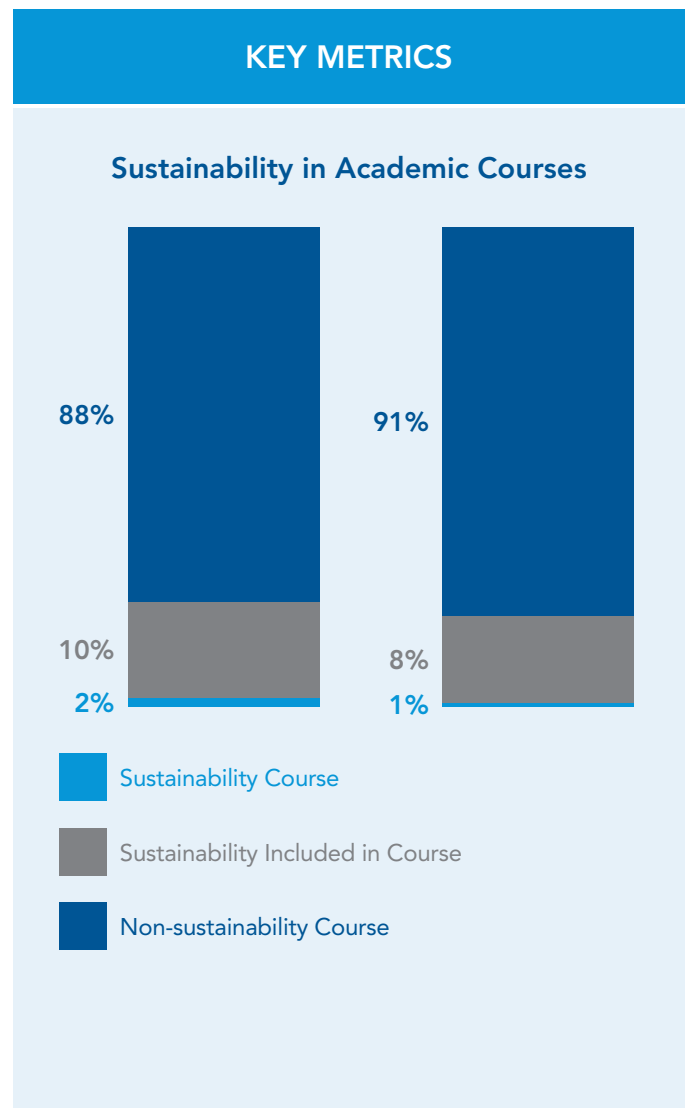
CURRICULUM & RESEARCH

Western curricula and research support social, economic, and environmental sustainability through diverse perspectives.

As an institution of higher learning, Western is a leader in sustainable thought and action. We exemplify this through our integration of operations and curricular activities. We strive to demonstrate stewardship by promoting sustainability literacy, cultural and scientific knowledge of natural systems, and community engagement. Embedded within these is promoting a better understanding of social and environmental justice frameworks in both academic theory and practice.

Courses and academic programs related to sustainability exist in every college at Western; complementary opportunities for both faculty and students to participate in cross-disciplinary opportunities occurs. These courses and programs focus on issues, directly or indirectly, to sustainability related inquiry, innovations, and solutions. They are the result of independent interest, generated mostly by individual faculty members.

Along with this curricular initiative, the Sustainability Academy continues to meet our goals of supporting communication, matching complementary interests, facilitating research and teaching collaborations, developing curricular models, and partnering with community efforts and resources to create the backbone of research and teaching that would drive the work of the Sustainability Program.



SELECT ACCOMPLISHMENTS

Sustainability Academy formed in 2008.

- Sustainability Literacy sequence developed, listed as Sustainability I, II, III.
- Created a new Sustainability Studies Minor and began enrolling students, fall 2015.
- Sustainability Fellows program started in 2015.

SELECT TARGETS

- Annually track the number of majors with curricular options in sustainability.
- Create a tenure-track faculty line devoted to sustainability.
- Increase enrollment in Sustainability Studies Minor.

SHORT-TERM GOALS

- Western supports scholarship and teaching that contribute to the understanding and promotion of sustainability.

MID-TERM GOALS

- Western's curricula provide all students opportunities to nurture and create the conditions for a thriving society, economy, and environment (SEE).

LONG-TERM GOALS

- Western recruits and retains faculty and staff who focus on sustainability.
- Western is home to an Institute for Sustainability (IS).





CAMPUS & COMMUNITY ENGAGEMENT

Western builds, supports, and sustains equitable and mutually enhancing relationships throughout our campuses, our communities, the Salish Sea region, and the world.

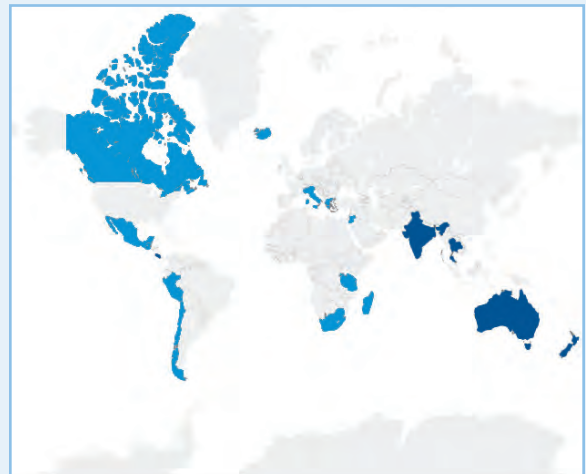
Western is poised to expand and more fully formalize its efforts to engage people on our campuses and in our communities to create a more sustainable world. Western plays an important role in preparing students and conducting research to address campus, local, regional, and global environmental challenges.

Multiple programs reflect our efforts to ethically and effectively connect university resources with campus and community-based sustainability efforts, including service-learning courses, study abroad, and community-based programs: from natural disaster preparedness to community health to climate change adaptation. Faculty and staff support sustainability efforts through ongoing research and teaching, participation in natural resource governance, and advocacy.

We now face the exciting and important task of coordinating, formalizing, and systematically documenting these wide-ranging and diffuse efforts. This will ensure our efforts, (1) work in synergy, (2) express a cohesive culture of sustainability, (3) are clearly communicated to stakeholders and peer institutions, and (4) are ethical and respectful of all communities we serve.

KEY METRICS

Western's Immersive Experiences in Sustainability



- 1 Program
- 2 Programs

SELECT ACCOMPLISHMENTS

Campus-based & Local Programs

- Huxley College of the Environment, founded 1969
- Sustainability Action Fund, Outback Farm, Move-out-Madness, Urban Transitions Studio
- Regional and Global Programs
- Huxley College on the Peninsula, Washington Higher Education Sustainability Coalition (WAHESC), Salish Sea Ecosystem Conference, The Resilience Institute

SELECT TARGETS

- Complete a university-wide public engagement alignment process to enhance Western's structure and function for public engagement.
- Establish multiple sustainability-infused immersive experiences, cooperatively designed and supported by WWU and community partners.

SHORT-TERM GOALS

- Western is internally organized to support university and community engagement to advance sustainability.

MID-TERM GOALS

- Western's culture and community engagement efforts reflect a strong commitment to environmental stewardship and sustainability.
- Western's sustainability resources are easily accessed by the public.

LONG-TERM GOALS

- Western engages respectfully with Coast Salish Peoples in recognition that the University occupies traditional Coast Salish lands.





STUDENT LIFE

Western inspires graduates who create a sustainable world by integrating social, economic, and ecological justice (SEE) practices into their lives.

Student learning and leadership take place in both the curricular and co-curricular worlds at Western Washington University. The co-curricular environment, the world outside the classroom, is a place where many students take their classroom learning and begin to develop the knowledge, skills, and abilities they will carry with them throughout life. In fact, it is the engagement through student leadership and action for sustainability that has been a hallmark of the Western experience.

This movement of sustainability-focused student leadership and action is the strong foundation on which to build the future of students' learning, leadership, and life at Western. The focus is on increasing all students' sustainability-based literacy, attaching the Western experience to a broader and systemic context, and creating and enhancing opportunities that lend to campus-based research and praxis, the intentional development of learning through engaged research outside the classroom. The outcome, Western graduates, creating change and integrating sustainability practices into their lives and careers by shaping social, economic, and ecological (SEE) sustainability.

KEY METRICS

Students who signed Sustainability Graduation Pledge



SELECT ACCOMPLISHMENTS

Student-led Initiatives

- Sustainable Action Fund, Alternative Transportation Fee, Multicultural Center Fund.
- Environmental and Sustainability Programs (ESP) and The Outback (a student-focused community and forest garden on campus).
- Students for Renewable Energy at forefront of pushing for renewable energy options in university investments.

SELECT TARGETS

- Increase student participation in service learning and civic engagement that connects to SEE sustainability.
- All first-year Western students, including transfers, will take part in a “First Year Experiences” co-curricular program around Social, Economic, and Environmental (SEE) sustainability.

MID-TERM GOALS

- Students have a solid foundation for understanding cultural and global interdependence.
- Through structured community and campus-based co-curricular learning experiences, students gain knowledge and insight of sustainability in practice.

LONG-TERM GOALS

- Social, Economic, and Ecological (SEE) sustainability principles are integrated in student career and lifelong practices.





BUILT ENVIRONMENT

Western realizes outstanding resource efficiency and carbon neutrality in its facilities portfolio.

What That Vision Looks Like - Present Tense: Desc. of Success

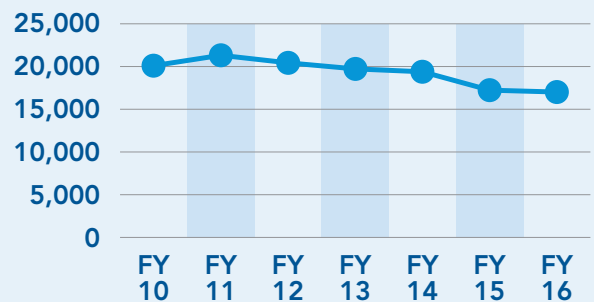
WWU accepts the scientific evidence supporting a dynamic link between changing planetary climatic conditions and our societal usage of energy resources. We are a community and regional leader, and mentor of young minds, facilitating alteration in conventional energy consumption to lessen the impact of climate change. That facilitation occurs through leadership by example; i.e., making dramatic alteration to our own energy consumption and employing those technologies that will advance us toward carbon neutrality.

Our in-house talent is using new building automation, environmental and lighting technologies to push-the-envelope on conventional building performance, using investment and clever use of a broad spectrum of funding resources, including the REF.

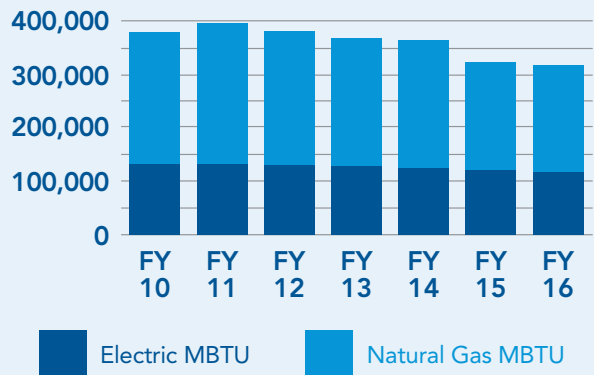
Campus buildings are living laboratories with faculty, staff and students working cooperatively to create high performance built environments. Western's new Institute for Energy Studies along with Facilities Management will play prominent roles in leading this collaborative effort.

KEY METRICS

WWU Historical Metric Tons CO₂e Emissions for Electricity & Natural Gas Consumption



WWU Historical Electricity & Natural Gas (incl Steam Plant) Energy Consumption



SELECT ACCOMPLISHMENTS

WWU completed a round of self-directed building efficiency upgrades that resulted in

- 833,000 kWh/yr in energy reductions
- \$336,000 in energy-efficiency incentives from Puget Sound Energy

WWU executed an agreement with its electrical provider, Puget Sound Energy (PSE), to receive power from 100% wind energy, beginning January 1, 2019.

SELECT TARGETS

- Achieve carbon neutrality by 2035.
- University plan support deep, holistic renovations and energy efficiency investments.
- Use a closed-loop process in all design, construction, renovation, and operation of buildings.

SHORT-TERM GOALS

- Green Building Certification: Acquire third party certification of the environmental performance of new and existing university buildings through the USGBC's LEED certification or equivalent process.
- Build and maintain publicly accessible databases of energy use, water consumption, and carbon emissions for all university buildings.
- Develop an active learning, living laboratory within Western's built environment.

MID-TERM GOALS

- Carbon Neutrality: Reduce the carbon intensity of university energy supply sources and achieve 100% net university carbon reduction.

LONG-TERM GOALS

- Maximize cost-effective energy efficiency investments in university buildings, while steadily improving building performance and occupant comfort and health.
- Utilize accepted Low Impact Development (LID) practices as standard to reduce rainwater/storm-water volume, improve outgoing water quality, and make on-campus use of collected rainwater.





DINING SERVICES

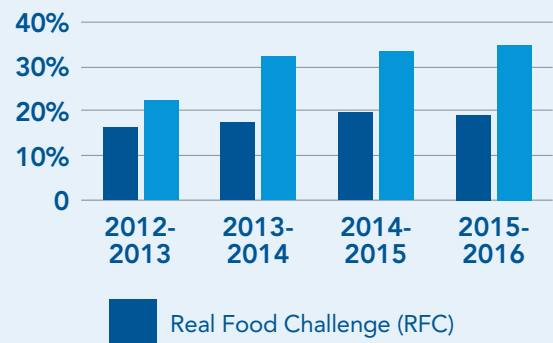
Western provides healthy, delicious meals that reflect diverse cultures, encourage learning about the impacts of consumer food choices, and support socially and economically just, and ecologically responsible food production and delivery systems.

Western strives to be a leader in sustainable food service practices through implementing goals and policies that keep ambitions high and progress continual in all service areas including purchasing, production efficiencies, waste reduction, and energy consumption and monitoring. University Dining Services (UDS) continues to look for new ways to improve sustainability in our operations and employs a student intern who interfaces with the Office of Sustainability.

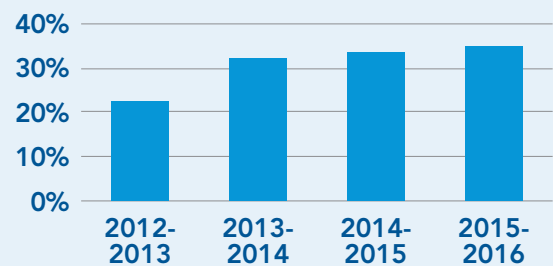
Western recognizes the importance and balance of human needs, a healthy economy, and the limits of nature – all unified and affecting another. Social equity encompasses not only student costs, but addresses the social and economic impacts of our purchasing choices on the surrounding local and regional community. UDS supports many community-based and regional producers, growers, and farms including Edaleen Dairy, Draper Valley Farms, Central Bean Co. Knutson farms, Ralph’s Greenhouse, and Pacific Seafood. Other local partners include Avenue Bread, Erin Baker’s, The Bagelry, Chuckanut Foods, and Tony’s coffee.

KEY METRICS

Real Food Challenge percentage of purchases compared to Total Sustainable Food Purchases.



Total sustainable food purchases year over year as a percentage of total purchases.



SELECT ACCOMPLISHMENTS

- Partnership with the Food Donation Connection.
- 30% reduction in post-consumer waste with tray-less dining.
- Signed the Real Food Challenge, April 2016.

SELECT TARGETS

- Create a more efficient model to deliver food service to campus.
- Explore funding options for offsetting increased costs to students as UDS works to meet RFC and local, regional food commitments.
- Ensure 100% packaging of goods that University Dining Services produces is compostable/recyclable.

SHORT-TERM GOALS

- Provide resources and opportunities for the campus and community to increase understanding and engage in sustainable food practices.

MID-TERM GOALS

- Increase environmental best practices for dining service providers and vendors.

LONG-TERM GOALS

- Research and explore new and emerging technologies, practices, and policies to increase sustainable performance in existing and new dining facilities.
- Become zero waste in all campus dining locations.





GROUNDS

Western fosters awareness of sustainable practices through the wise management of natural resources and the protection of air and water quality.

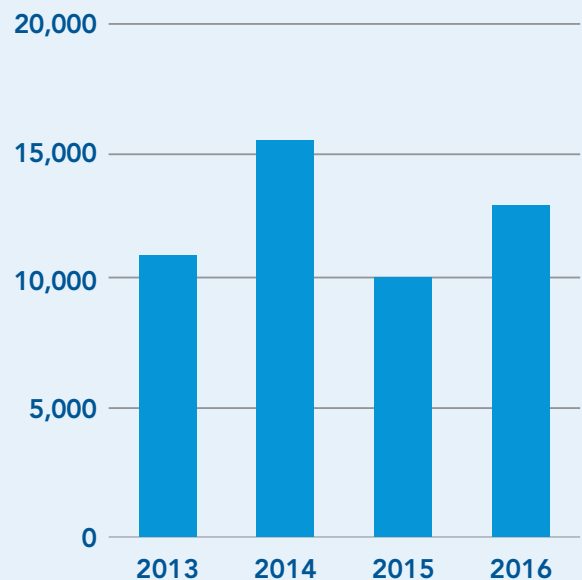
Western is situated in a unique ecological, geographic, and climatic setting between the Salish Sea and the Cascade Mountains. This setting offers an abundance of challenges and opportunities for the grounds maintenance program. Regional environmental priorities, such as protection of salmon habitat, water conservation, and stormwater pollution prevention are intricately woven into the daily responsibility of maintaining a visually spectacular learning environment.

The grounds maintenance program strives to be a steward of both the campus and the regional ecosystem by balancing competing priorities and constraints. The use of native plants and the need to reduce water and pesticide use is balanced against the desired appearance of campus and the available funding for grounds maintenance.

Western believes that the grounds maintenance program can be an integral component of the educational mission and a living laboratory where students, faculty, and staff can thrive on campus grounds that are environmentally sustainable, regionally relevant, and quintessentially collegiate.

KEY METRICS

**WWU Campus Irrigation Water Usage
(hundred cubic ft / yr)**



SELECT ACCOMPLISHMENTS

- South campus Bioswales constructed in 2010.
- SAF Grant for construction of composting bunkers near Physical Plant in 2015.
- A walking tour of the collection of more than 70 trees is available at <http://treetour.wvu.edu/>

SELECT TARGETS

- Develop and implement the use of a preferred plant species list to reduce water consumption for each landscape type - formal, semi-formal, and native.
- Develop dashboard of irrigation water consumption per irrigated area.
- Continue to improve the educational component of the student employee program.

SHORT-TERM GOALS

- Reduce the consumption of natural resources in grounds maintenance.

MID-TERM GOALS

- Reduce air and noise pollution using sustainable landscape equipment.
- Reduce pesticide use through Integrated Pest Management.
- Enhance stormwater treatment and reduce pollutant runoff from impervious surfaces across campus.

LONG-TERM GOALS

- Provide education on sustainable practices and utilize campus grounds to foster environmental stewardship.





PROCUREMENT

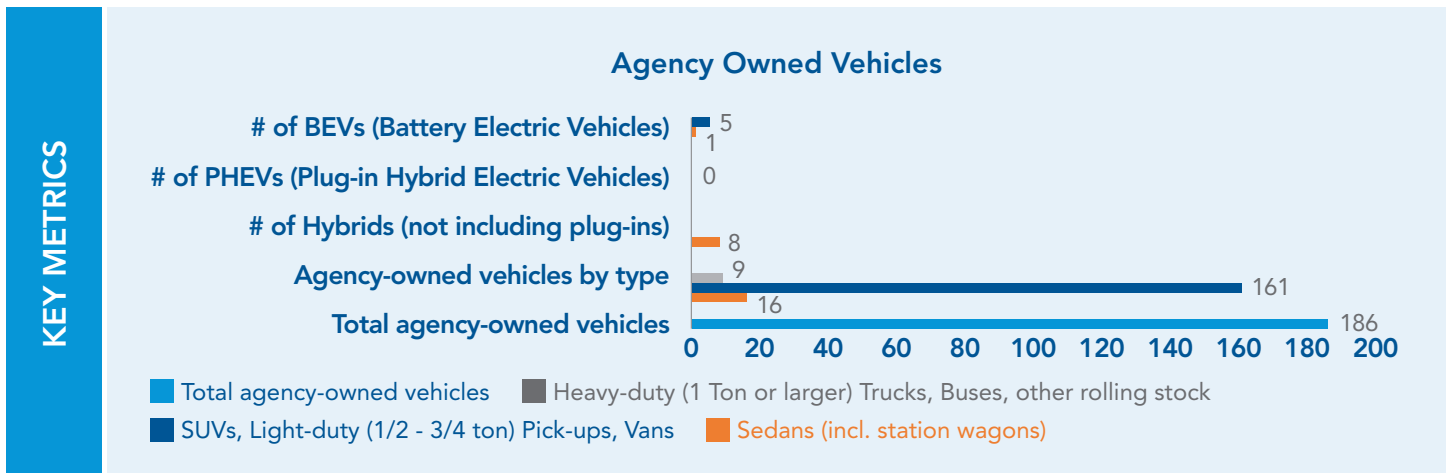
Western provides and promotes sustainable alternatives in the procurement of goods and services.

Western's Purchasing department directly facilitates the acquisition of goods and services between suppliers and the University, ensuring those transactions occur within the guidelines of state regulations, University policy, and provide the very best overall value to the University. Transactions include the purchase of furniture, hazardous materials, scientific equipment, and electronics (including computers and related equipment). Over the past years, significant progress has been made toward purchasing more environmentally preferable products.

Starting in 2016/2017, Western will review expiring contracts and add sustainable purchasing practice criteria to new contracts. Upon full implementation, this system will eliminate all paper transactions and will be able to track all commodities purchased by the university.

Moving forward, our procurement policies will be developed to include our hopes and expectations of the social and economic practices of our vendors and suppliers. We want to see local businesses succeed and will work to develop relationships with those whose sustainable practices align with our policies.

There are three areas of procurement on Western's campus not managed by Western's Business and Financial Affairs office. They include the Western's Associated Students Bookstore, Western Libraries, and Western Vehicle Procurement. Western's Associated Students Bookstore takes a whole store approach to sustainability. Western Libraries resource sharing, interlibrary loan, and document delivery services are well-utilized. Western Vehicle Procurement is focusing on life-cycle planning for all campus vehicles.



SELECT ACCOMPLISHMENTS

- 95% of Western's electronic products are gold rated EPEAT.
- Online e-procurement purchasing portal implemented.
- Bookstore Buyers ensure environmentally friendly options for all students.
- Western Libraries provided over 15,000 returnable materials in 2016.

SELECT TARGETS

- Develop "Sustainable Purchasing Guidelines" within Procurement processes, inclusive of lifecycle accountability, vendor information, embodied energy and emissions, and social equity practices.
- Develop key criteria to evaluate bookstore suppliers when we consider the introduction of new products and the replenishing of existing ones by fiscal year 2018.
- Encourage faculty to request and use materials purchased in e-form rather than paper.
- Develop a vehicle procurement guide as part of the greater university e-procurement process.

CONTINUOUS GOALS

- Encourage the use of sustainable businesses.
- Increase the percentage of use of sustainable products and natural resources throughout our supply chain.
- Increase the number of sustainable materials and supplies available in the bookstore for students and greater campus.
- Prioritize methods of accessing library materials that have a smaller carbon footprint.
- Designate the Facilities Management Fleet Services as the institutional office responsible for coordinating and supporting all university vehicle (specialized, departmental, and fleet) purchase and life-cycle decisions.





TRANSPORTATION

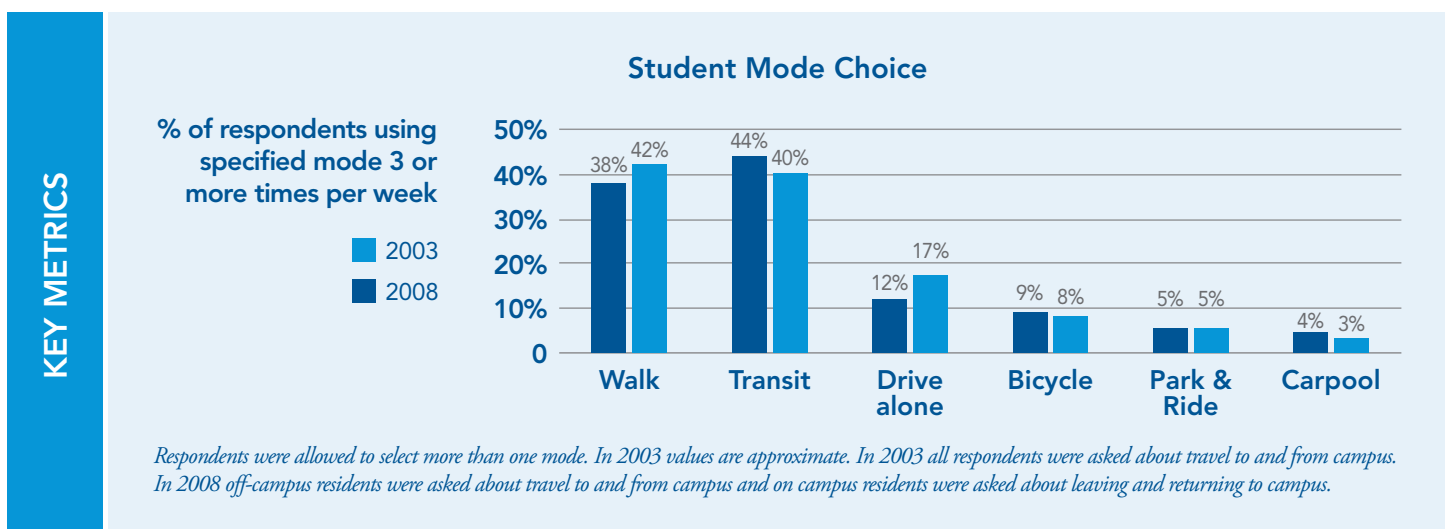
Western enables and empowers everyone to choose safe, accessible, sustainable transportation throughout the campus, community, and the world.

At Western, sustainable transportation means recognizing the impacts of the university vehicle fleet, off-campus ground and air travel, and over-reliance on any mode of vehicle travel, including buses. In recent years, controlled parking, reduced-cost bus passes for employees, a universal bus pass for students, and encouragement of walking and biking have reduced commuter automobile travel to the university.

Western's campus is pedestrian-centered. Sustainable commuter travel to and from the campus within the City of Bellingham depends upon support of urban housing

density, pedestrian and bicycle safety, and frequent, well-connected transit service. Air travel by faculty, out of state and international students, and study abroad, while supporting Western's mission, is a significant portion of Western's carbon emissions.

Identification and development of strategies for reducing and mitigating transportation impacts in order to achieve carbon neutrality, and social, economic, and environmental (SEE) sustainability require continued and renewed investment in attention and resources beyond the current scope of Western's Transportation and Parking.



SELECT ACCOMPLISHMENTS

Student-led Initiatives

- Student Universal bus pass, provided through a student fee. Over 80% of students use the pass, making up 45% of WTA's ridership, community-wide.
- Less than 11% of students commute in single-occupant vehicles.
- Western has partnered with Zipcar to bring self-service, on-demand car sharing to the campus and surrounding community. WWU has five Zipcars available, in three campus locations.

SELECT TARGETS

- Include WWU employee and student transportation options in community resilience and disaster preparedness planning, and in communication to the broader campus community.
- Measure the impacts of all Western supported air travel.
- Prioritize safety improvements to campus infrastructure for pedestrians, cyclists, alternate wheeled vehicle users, and motorized vehicle drivers.

SHORT-TERM GOALS

- Improve safety for users of all transportation modes through education and infrastructure improvements, prioritizing by vulnerability.

MID-TERM GOALS

- Western recognizes its role as a member of the larger transportation community and engages in local and regional transportation issues and solutions.
- Reduce climate impacts of employee and student Western-related ground travel.
- Reduce climate impacts of Western-related air travel.

LONG-TERM GOALS

- Annually decrease campus fleet vehicle emissions.



WASTE



Western is a zero waste institution through leadership, operations, education, and engagement.

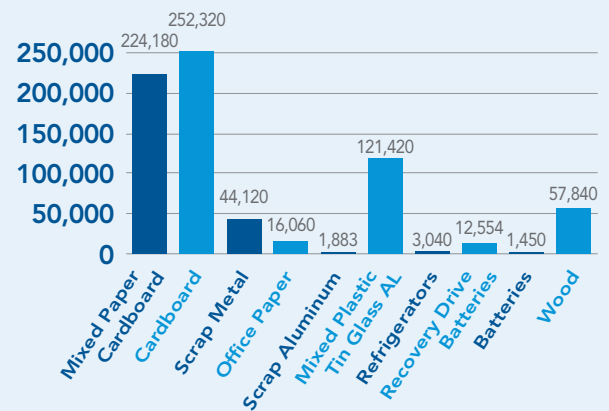
Western is committed to sustainable approaches for materials management to minimize the universities' human health and ecological consequences arising from waste management practices. The ultimate goal is to achieve a zero-waste closed loop system where all inputs are either recycled, composted, reused, reprocessed, or remanufactured locally.

Evolving from grassroots organizations to larger university funded programs, in 1971 a small group of Huxley students and the University General Stores started one of the first campus recycling programs in the country. Today, with a full-time coordinator, the Recycling Center diverts 72% of recyclable material. The Environmental Health & Safety (EHS) office, formed in 1992, manages hazardous and electronic waste.

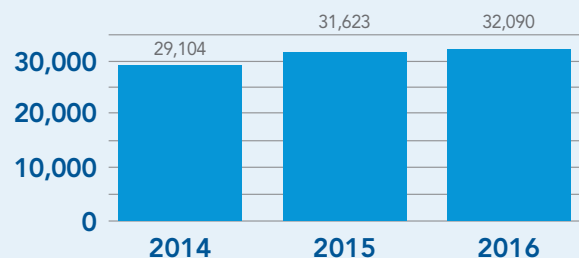
Current challenges we face as an institution: multiple entities handle solid waste management. Additionally, no uniform waste sorting education currently exists for students, on-campus residents, staff, and faculty; and EcoReps provide some waste management education in residence halls. Providing guidance to all campus entities hosting events regarding zero waste is limited.

KEY METRICS

AS Recycle Center Material Total 2016 (pounds)



Pounds of Hazardous Waste Disposed



SELECT ACCOMPLISHMENTS

- 2010 Zero Waste Western was started to facilitate Move-out-Madness and today, also collaborates with other campus entities to improve waste collection.
- 2015 ZWW, in collaboration with the Recycle Center installed an electronic recycling bin for student use.
- 2016 Four Big Belly sorting stations in Red Square replace 16 stand-alone landfill and recycle bins.

SELECT TARGETS

- Establish Zero Waste Western as the hub of waste management on the Bellingham campus.
- Improve university-wide procurement and usage of computers, especially in general use computer labs.
- Formalize Big Belly recycling stations as a university standard with the WWU Facility Design and Capital Budget staff.

SHORT-TERM GOALS

- Institutionalize management practices and policies for waste collection.

MID-TERM GOALS

- Create uniform waste collection receptacle standards across Western, providing compost, recycling, and landfill bins.
- Provide opportunities for waste reduction education to Western faculty, staff, students, and visitors on accepted waste reduction practices.

LONG-TERM GOALS

- Reduce electronic and hazardous waste.





INVESTMENTS

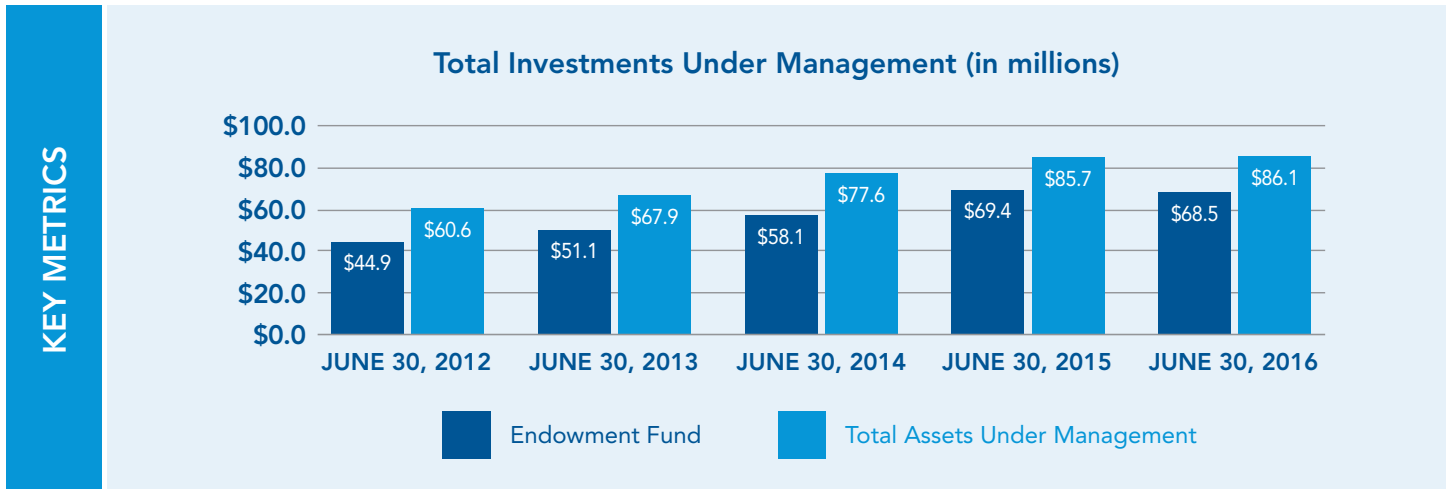
Western utilizes additional non-financial criteria such as environmental, social and governance scoring in its analysis of securities for its investment purposes.

It is important to recognize that Western Washington University and the Western Washington University Foundation are separate and distinct entities, each governed by independent governing boards. In the case of the University, the Board of Trustees governs, with members appointed by the Governor of Washington State. In the case of the WWU Foundation, a Board of Directors oversees the business of the Foundation, with nomination and election of members according to its by-laws.

The WWU Foundation leverages a broader spectrum of investing options that may include stocks, bonds, private equity, and other alternative investments. This approach provides a more diverse portfolio that mitigates the risk of

a potential market correction, while still providing rates of return that equal or exceed the market average for each investment class.

Thoughtful, deliberate, and achievable investment alternatives should be better understood by all key stakeholders of Western, including but not limited to students. Holding to its strong undergraduate liberal-arts foundation, Western is ideally suited to engage students in nuanced discussion and debate regarding pressing social and environmental matters, including divestment and/or ESG investment. This is an area in which both the University and the Foundation logically share a unified interest, and therefore can share a common commitment.



SELECT TARGETS

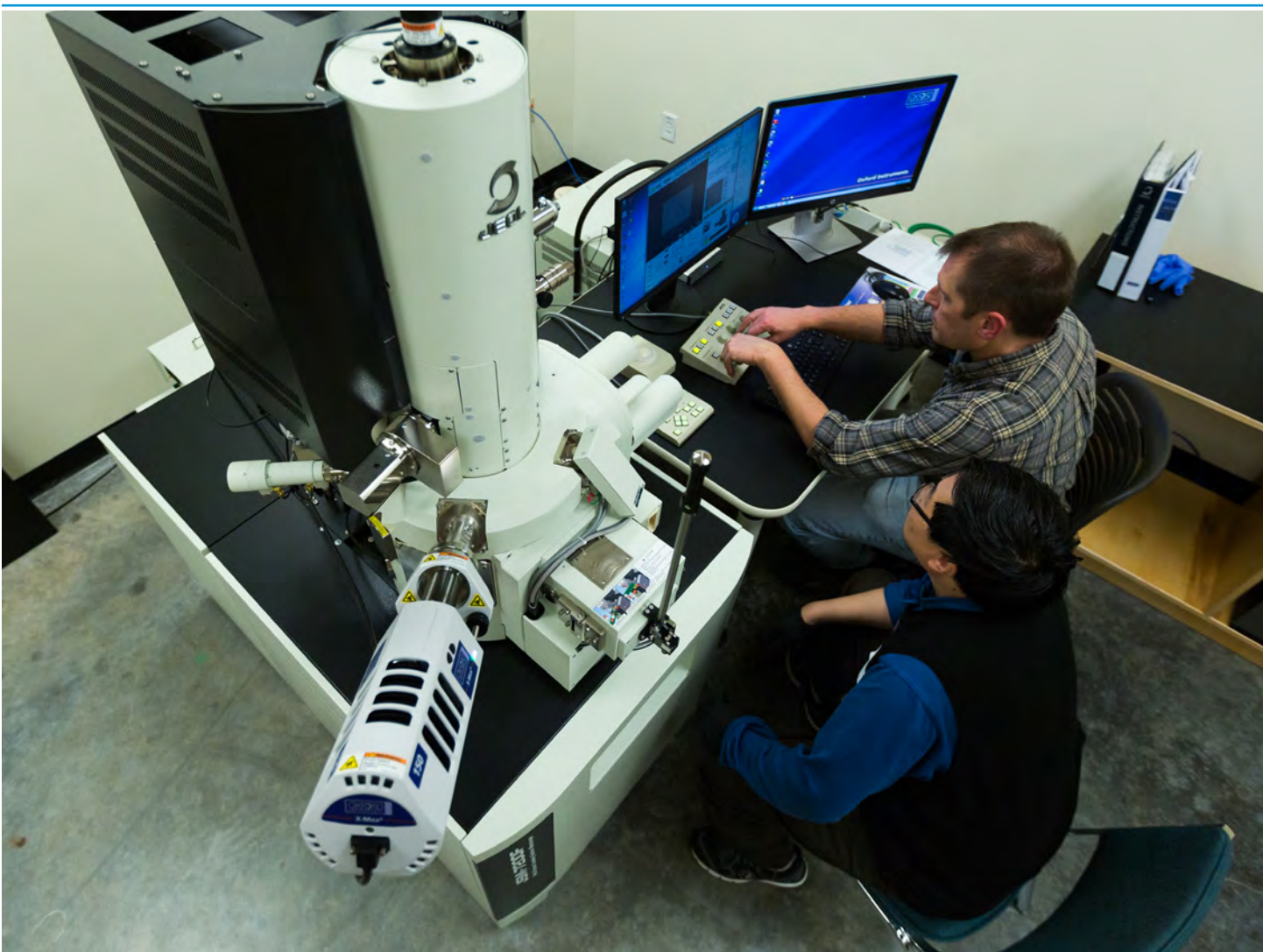
- Give due consideration to ESG criteria exercised by the companies and/or funds in which University investments are made.
- Support the Foundation in publicizing its Climate Aware Investment option to prospective donors.
- Make investment holdings information publicly available, including but not limited to fund performance against ESG metrics.

SHORT-TERM GOALS

- Through its decision-making and communication processes, the University will ask the Foundation Board to consider including additional investment criteria, including ESG, in its selection of investments or investment managers, and communicate those decisions to the University community.

CONTINUOUS GOALS

- Increase awareness and adoption of environmental, social, and governance (ESG) criteria in the selection of WWU investments.
- Students understand both Western's and the Foundation's investment processes.



ACKNOWLEDGEMENTS

Sustainability Advisory
Committee
Furman, John (Co-Chair)
Hollenhorst, Steve
(Co-Chair)
Alexander, Eric
Amiran, Edoh
Berry, Carol
Bornzin, Gary
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Gavigan-Martin, Maddie
Haro, Henry
Jones, Leonard
Juell, Izzy
Keith, Jacob
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