Butler University Sustainability and Climate Action (BUSCA)
2026-2031 Strategy and Implementation Plan

Sustainability is the promise we make to tomorrow. It is the belief that we can meet the needs of today while protecting—and strengthening—the world inherited by future generations. It calls us to care for our environment, uplift our communities, and steward our resources with wisdom and intention. At Butler University, sustainability is not simply an operational goal; it reflects who we are and who we aspire to be. It enhances student well-being, strengthens institutional resilience[A], and positions Butler as a leader in shaping a more just and livable world. It is a shared responsibility woven into our academic mission and our strategic vision for the future.

In 2012, President Danko signed the Second Nature President's Carbon Commitment, placing Butler among 564 international higher education institutions that are dedicated to achieving net zero emissions by 2050[B]. Our guiding framework—the 2014 Butler University Sustainability and Climate Action (BUSCA) Plan—charts a bold course toward that commitment by reducing our climate impact, conserving resources, and inspiring lifelong habits of environmental stewardship (Figure 1). The 2026-2031 BUSCA Strategy and Implementation Plan advances this vision with renewed energy, expanding our work across climate, waste, landscape management, education, and beyond.

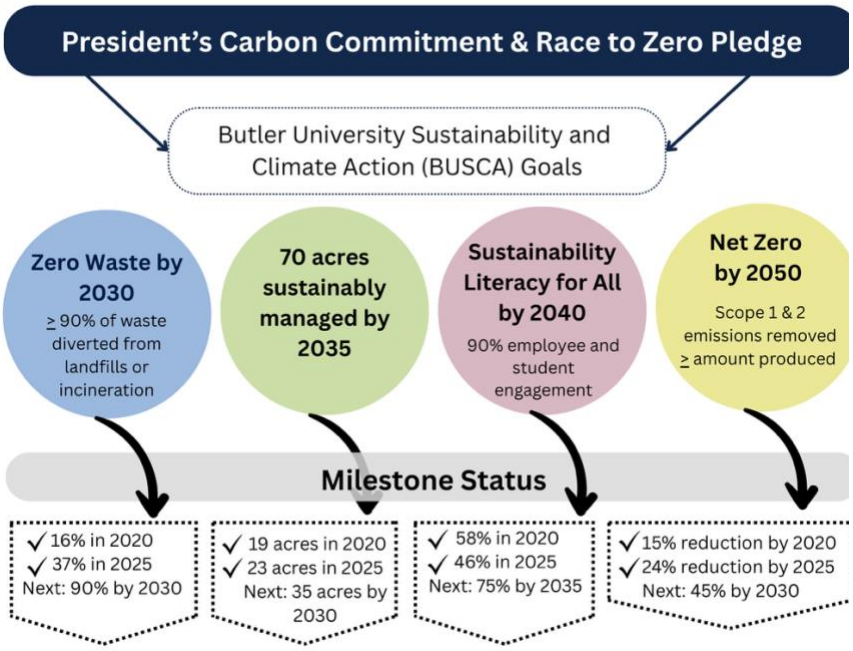


Figure 1. 2014 long-term BUSCA goals serve as the north star for Butler's sustainability journey.

Achieving these ambitions requires all of us: students who lead with passion, faculty who teach with purpose, staff who innovate, partners who collaborate, and visitors who join our journey. Every action—large or small—moves us closer to a healthier planet and a stronger, more resilient Butler.

An Asset to the Boldly Butler Strategy and Campaign

BUSCA and this five-year strategy form the connective tissue across all three pillars of the Boldly Butler plan (Figure 2). Sustainability and climate action power the University's aspirations—through operational innovation, immersive learning, and the expansion of Green Programs. These initiatives are not costs; they are investments that pay dividends for decades to come. They reduce utility and maintenance expenses, strengthen campus longevity, and elevate sustainability as a compelling avenue for philanthropic support. Sustainability is not an add-on to Boldly Butler—it is a catalyst for achieving its fullest potential.

A. Resilience is an organization's capacity to anticipate, adapt, and recover from disruptions such as economic shifts or environmental disasters to ensure long-term survival and stability.
B. Net zero is achieving a balance between greenhouse gases released into the atmosphere and those removed from it.

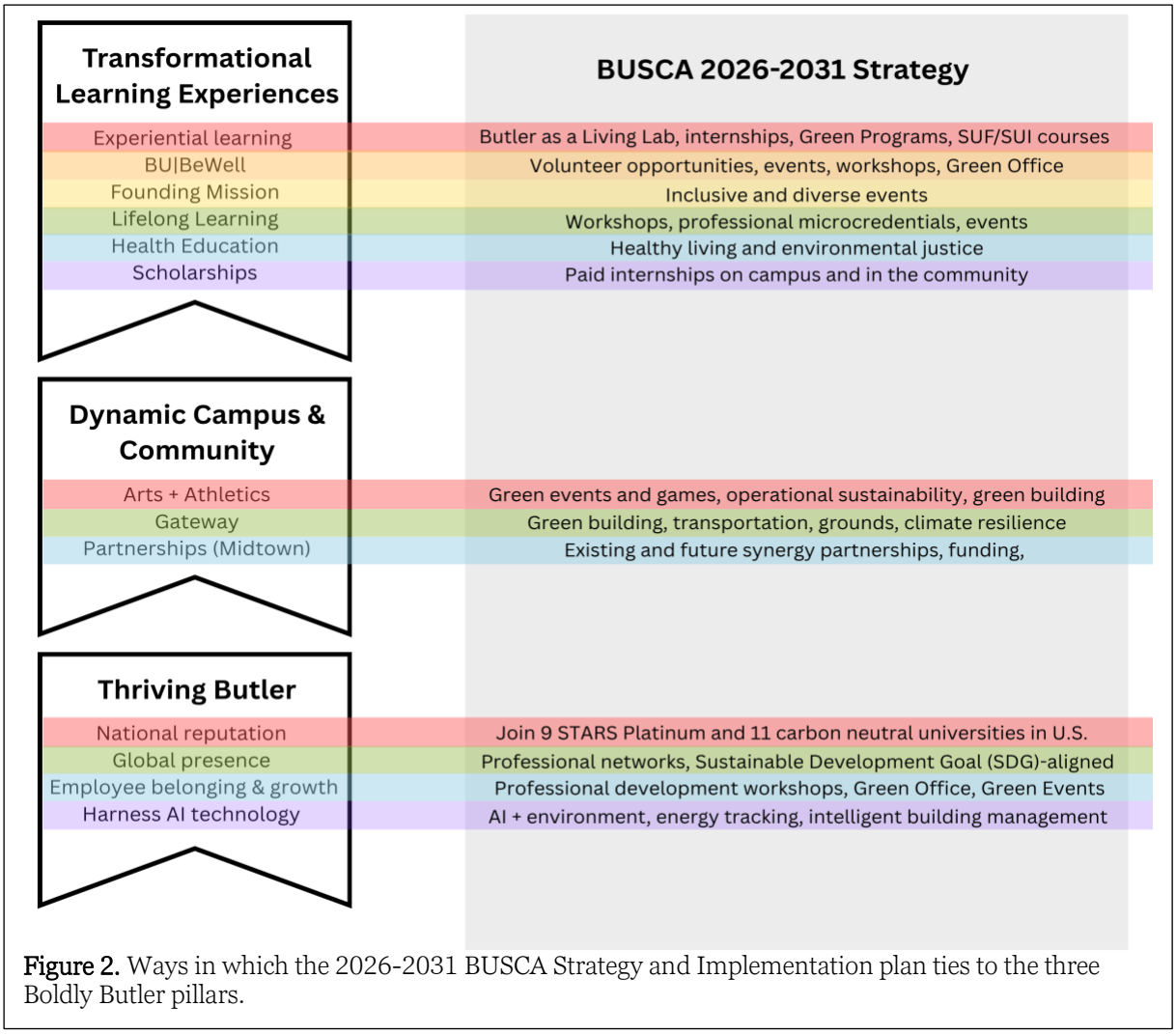


Figure 2. Ways in which the 2026-2031 BUSCA Strategy and Implementation plan ties to the three Boldly Butler pillars.

Progress Reporting

The Office of Sustainability (OoS) develops strategy, secures resources, convenes collaborators, and leads the University toward its BUSCA goals. With data contributed by faculty and staff across campus, the OoS reports Butler's annual Scope 1, 2, and 3[C] greenhouse gas emissions compared to the university's 2011 baseline emissions through the Sustainability Indicator Management and Assessment Platform (SIMAP). Every three years, the OoS submits comprehensive progress through the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment, and Rating System (STARS), which gauges performance in academics, operations, engagement, investment, and more. These reporting systems guide the institution's short-term and long-term plans. Additional certifications—such as Fair Trade University and Bike Friendly University—provide deeper insight into specific areas of practice.

Report	2011	2017-2018	2021-2022	2024-2025
SIMAP	Baseline 23,957 MTCDe[D]	+15% change 27,549 MTCDe[D]	-17% change 19,791 MTCDe[D]	-24% change 18,246 MTCDe[D]
STARS		Bronze (34.3)	Silver (53.5)	Gold (68.1)

C. Scope 1 = on-site fuel combusted/landscaping chemicals used, Scope 2 = purchased electricity, Scope 3 = sources not owned nor operated but directly financed or encouraged (e.g., commuting, procurement, air travel)
D. Metric Tons of Carbon Dioxide Equivalent

History and Strategic Approach

Since its introduction in 2014, the BUSCA Plan has been a compass for Butler's sustainability journey, grounding our work in data, transparency, and continuous improvement (Figure 3). Early SIMAP (2017) and AASHE-STARS (2018) reports informed the 2019-2021 Strategy and Implementation Plan, helping us build momentum and institutional clarity.

In 2024, the Board of Trustees approved Butler's first Decarbonization Master Plan—created in partnership with HEAPY Solutions—establishing a clear and ambitious pathway to net zero emissions by 2050. This moment marked sustainability as a core institutional priority, formalizing the Office of Sustainability and the Butler Sustainability Leadership Council (BSLC), and securing dedicated staffing.

During AY 2025-26, the OoS submitted Butler's updated AASHE-STARS report and most recent emissions data to SIMAP. Along with sustainability culture surveys and feedback from stakeholders across campus, this information shaped the objectives and initiatives found in this plan. Key performance indicators (KPIs) align with STARS and SIMAP, ensuring that Butler progresses with clarity, accountability, and intentionality.

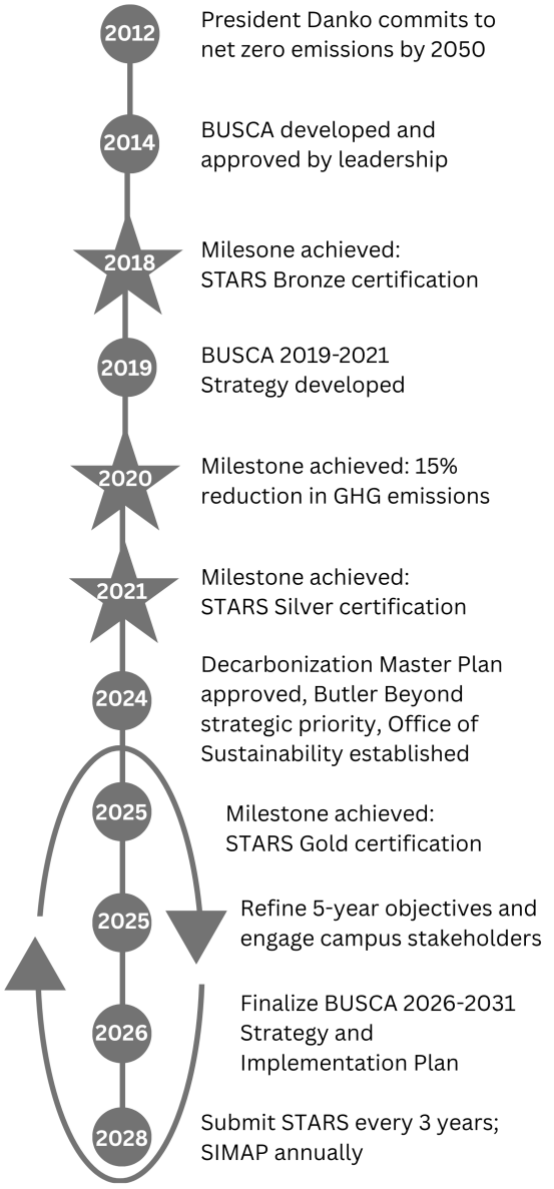


Figure 3. History of sustainability at Butler University, showing the cycle of assessment, goal setting, and implementation.

Strategy and Implementation Plan

This plan outlines the objectives, initiatives, timelines, responsibilities, cost estimates, and key performance indicators (KPIs) necessary to reach major milestones on the path to our long-term BUSCA goals. Collectively, these initiatives could increase Butler's AASHE-STARS score by as much as 19 points—positioning the University to earn a top Platinum rating by 2031—while significantly reducing greenhouse gas emissions and building a digital foundation for energy management and decarbonization.

Many strategies require little to no financial investment. Others require capital investments in facilities and infrastructure that yield lasting benefits: lower utility costs, reduced maintenance burdens, and longer equipment life. Each step strengthens Butler's resilience and accelerates progress toward a net zero future.

Table 1. Linked table of contents, funding needed, number of initiatives and amount of STARS points gained for each of 14 strategic areas.

Strategic Area	Funding Gap	# Initiatives	STARS points gained
1. Institutional Alignment & Governance	$0	9	0.66
2. Communications	$1,000/yr	6	0.00
3. Curriculum & Outreach	$500/yr	10	3.05
4. Certifications, Assessment, & Reporting	$0	10	0.00

5. Dining & Catering	$0	8	1.60
6. Computing	$250	5	0.00
7. Grounds & Landscapes	$935,000 capital + $15,000/yr maintenance	12	0.39
8. Energy Efficiency & Decarbonization	$2.5M capital + $245,000/yr programmatic	14	6.00
9. Waste Reduction & Diversion	$245,000 capital	13	4.15
10. Procurement	$0	10	3.22
11. Investment	$0	2	0.00
12. Transportation	$3,000 +$500/yr	12	0.00
13. Water	$75,000	3	0.00
14. Fundraising	$5,000	9	0.00
Total 5-year capital cost gap	$3.7M		
Total 5-year program costs	$1.4M		
Total 5-year savings	-$1.4M		
5-year Cumulative Cost	**$3.7M**		**up to 19.07 additional points**

Using this Plan

The remainder of this document presents 2026-2031 Strategic Objectives and Initiatives across 14 strategic areas (Table 1). The objectives are bold yet achievable with cross-campus collaboration. Each initiative includes its target year, key performance indicators (KPIs), responsible divisions, and cost.

To support responsible parties in planning, prioritizing, and integrating BUSCA initiatives into annual goals and job responsibilities, an accompanying Excel file—linked in each strategic area—provides a spreadsheet of initiatives and associated information that can be sorted by target year or responsible party. The Office of Sustainability is ready to partner with any division—offering guidance, collaboration, and resources to bring this work to life.

Strategic Objectives and Initiatives

1. Institutional Alignment and Governance

Strategic Objective: Strengthen institutional alignment, governance, and stakeholder engagement to ensure the successful implementation and evolution of the BUSCA 2026-2031 strategy and beyond.

Financials: Total Cost = $0, Funds Available = $0, Funds Needed = $0

STARS points gained: up to 0.66

Supporting Documents:

- 2014 Butler University Sustainability and Climate Action Plan (BUSCA)
- Butler University Decarbonization Master Plan

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Align BUSCA 2026-2031 and Decarbonization Master Plan with Boldly Butler	plans cross-referenced; shared KPIs	Leads: Julia Angstmann, Rusty Vineyard, Nicole Goodson Support: Alan Finn	$0

2026-27	Develop a standardized protocol to report BUSCA progress to leadership	timely sustainability reports; 100% of reports reviewed and acknowledged by senior leadership/Board of Trustees	Leads: Julia Angstmann, Rusty Vineyard, Alan Finn	$0
2026-27	Identify and implement digital pathway to track BUSCA plan progress	% of users actively using platform; ≥ 90% of KPIs updated on schedule	Leads: Deitz Worland, Julia Angstmann Support: Carol Williams	$0
2026-31	Enhance Butler Sustainability Leadership Council (BSLC) involvement with the BUSCA 2026-2031 strategy	85% BSLC attendance rate; 75% of council members involved in at least one initiative annually	Leads: Julia Angstmann Support: Noelle Schacht	$0
2026-27	Conduct an ADA audit to assess needs for universal design, accessibility, and inclusion.	completed audit and roadmap of priority projects; proposal for improvements submitted	Lead: Kathleen Camire	$0
2027-28	Implement a no idling policy	policy written and communicated to campus, contractors, & visitors; signage installed	Lead: Rusty Vineyard, John Conley Support: Jeff Gooch, Wes Nader, Geordon Duncan, Shelly Baldauf, Julia Angstmann	$0
2028-29	Implement the Johns Hopkins Disability Inclusion Score methodology to create a more accessible, inclusive, and disability-affirming campus	completion, publication, and recommendations tied into SDS and 504 strategic goals	Lead: Kathleen Camire	$0
2029-30	Develop a climate resilience assessment and adaptation plan	100% facilities assessed and assigned risk ratings by 2028; 3+ stakeholder sessions; adaptation plan created for top 5 risks; embed into operational SOPs; STARS PA-2.3	Leads: Julia Angstmann, McKinney Climate Fellow Support: Rusty Vineyard, Alan Finn	$0
2030-31	Proactively engage diverse on- and off-campus stakeholders in shaping the BUSCA 2031–2036 strategy	6 engagement sessions; stakeholder suggestions integrated in strategy drafts	Leads: Julia Angstmann Support: Noelle Schacht	$0

2. Communications

Strategic Objective: Elevate awareness, engagement, and accountability across Butler's campus and community to accelerate progress on BUSCA goals and grow sustainable behaviors and participation.

Financials: Total Cost = $3,000, Funds Available = $0, Funds Needed = $3,000

STARS points gained: up to 0.00

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Establish EVP/VP communications process to build buy-in	100% VPs engaged in communications; # communications	Leads: Alan Finn, Julia Angstmann	$0
2026-27	Develop and implement a comprehensive communications campaign	communication plan completed; increased awareness and participation from surveys	Leads: MaCie' Weathers, Noelle Schacht Support: Katie Wharton, Mark Apple	$0

2027-30	Establish clear and accessible digital dashboard for sharing progress	launch of dashboard; # views; STARS EN-1	Leads: Noelle Schacht, Julie Lindeman	$0
2027-28	Position Butler as a sustainability leader through storytelling, media outreach, and partnerships	# announcements and newsletters; social media and webpage analytics	Leads: Noelle Schacht, Julia Angstmann Support: Mark, Katie Wharton, Anis Quorzal	$0
2027-28	Expand the OoS and sustainability initiatives digital footprint	# of items and platforms	Lead: Noelle Schacht	$0
2028-29	Leverage Green Grad to expand student ambassador program	20 ambassadors across Colleges; 6 activations annually	Leads: MaCie' Weathers, Noelle Schacht	$1,000/yr

3. Curriculum and Outreach

Strategic Objective: Embed sustainability as a core academic and cultural pillar, ensuring every student graduates with sustainability competencies, while fostering faculty, staff, and community engagement to advance BUSCA goals.

Financials: Total Cost = $2,500, Funds Available = $2,500, Funds Needed = $0

STARS points gained: up to 3.05

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Develop a process for SUI/SUF course designations	faculty committee established; UCC process developed; # new courses & departments, STARS IL-3	Lead: Julia Angstmann Support: Noelle Schacht	$0
2026-27	Model sustainable practices at Presidential events and University House	% events qualified as Green Events; # sustainable elements at University House	Leads: Bethanie Danko, Andrea Stearly Support: Noelle Schacht	$0
2026-31	Expand scope and reach of Green Events and Office programs.	50% events; 75% offices; STARS IL-10	Lead: Noelle Schacht	$0
2026-31	Expand volunteer opportunities for students, faculty, staff, and community.	# of participants, events, partnerships; # volunteer hours; volunteer feedback; STARS EN-3	Lead: Noelle Schacht Support: MaCie' Weathers	$0
2026-31	Develop and sustain diverse partnerships to provide paid internship opportunities. Create a database of opportunities.	# paid internships; # students placed; partner satisfaction rating; # community-led projects supported by interns; diversity of placements	Lead: MaCie' Weathers Support: Gary Beaulieu, STES Steering Committee	$0
2026-31	Promote sustainable behaviors of students, faculty, and staff through competitions, initiatives, and campus-wide processes	# of participants and events	Leads: MaCie' Weathers Support: Nicholas Niswonger (UPC), Shannon Mulqueen, Jacob Largent, Kevin Asselin, Precious Nwokeleme, Noelle Schacht, Lauryn Jones	$500/yr
2027-31	Expand staff and faculty educational opportunities through workshops, guest speaking, and professional development	# participants; % departments; # opportunities offered; STARS EN-3	Lead: MaCie' Weathers Support: Julie Schraeder, Staff	$0

			Assembly, Faculty Senate, STEP	
2026-31	Strengthen College partnerships to embed sustainability principles in curriculum	% of Colleges and departments engaged; % of Colleges and departments that adopt 1+ sustainability-focused SLO or course; STARS AC-1	Leads: MaCie' Weathers, Julia Angstmann	$0
2030-31	Develop advanced education and credentialing opportunities	# co-curricular programs; # earned credentials; # pathways created and sustained; # active community partners	Lead: MaCie' Weathers Support: Julia Angstmann, Graduate & Professional Programs	$TBD
Dec 2028, 2031	Provide data for STARS	submitted every 3 years	Lead: MaCie' Weathers	$0

4. Certifications, Assessment, and Reporting

Strategic Objective: Demonstrate institutional accountability and leadership in sustainability through third-party certifications, transparent reporting, and continuous improvement.

Financials: Total cost = $6,355, Funds Available = $6,355, Funds Needed = $0

STARS points gained: up to 0.00

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Pilot My Green Lab certification program	1-2 labs certified; program assessed for expansion feasibility & impact	Lead: Noelle Schacht	$1,500
2026-31	Submit Bee Campus Certification; identify improvements for following year	annual renewal approved; improvements identified for following year	Lead: Julia Angstmann, Jacob Gretencord	$300/yr
2026-31	Submit Tree Campus Certification; identify improvements for following year	annual renewal approved; improvements identified for following year	Lead: Jacob Gretencord	$0
2026-31	Submit Fair Trade Certification; identify improvements for following year	annual renewal; improvements identified for following year	Lead: Precious Nwokeleme Support: MaCie' Weathers	$0
2027-28	Update Smoke/Vape/Nicotine Free Policy to qualify for American Nonsmokers' Rights Association Smoke Free University list	Butler listed	Lead: Tom Shriver-McGrevy Support: Katie Wood, Julia Angstmann	$0
2028-29	Submit Bike Friendly University; identify improvements for next submission	bronze certification achieved; target improvements identified for 2028; STARS IL-45	Lead: Noelle Schacht Support: Julia Angstmann, Karissa Hulse, Nicole Goodson	$100
2028-29	Apply to become a certified Sustainable Campus through the Indiana Wildlife Federation	certification achieved	Lead: Julia Angstmann Support: Jacob Gretencord	$0
2028-29	Submit Plastics Reduction Partner application	silver certification achieved; target improvements identified	Lead: Julie Lindeman Support: Geordon Duncan, Shelly Baldauf	$0

Dec 2025, 2028, 2031	Submit progress to AASHE-STARS	submission accepted; score improvement	Lead: Julie Lindeman Support: Strategic area responsible divisions (noted in relevant sections)	$585/yr
2026-31	Submit greenhouse gas emissions to SIMAP	submission accepted; emissions reduction tracked	Lead: Julie Lindeman Support: Strategic area responsible divisions (noted in relevant sections)	$300/yr

5. Dining and Catering

Strategic Objective: Advance sustainable food systems and practices across campus by increasing awareness, reducing environmental impact, and promoting ethical consumption.

Financials: Total Cost = $0, Funds Available = $0, Funds Needed = $0
STARS points gained: up to 1.60 (impacts to broader energy, procurement, waste goals)

Initiatives & Key Performance Indicators (KPIs):

Target Date	Initiative	KPIs	Responsible Parties	Cost
2026-27	Implement food education displays—food source, carbon impact, alternate choices	# digital displays and physical signage enhanced	Lead: Precious Nwokeleme, Kevin Asselin Support: MaCie' Weathers	$0
2027-28	Host food-themed sustainability events	6 events annually	Leads: MaCie' Weathers, Precious Nwokeleme, Kevin Asselin Support: EcoReps, SGA, Nicholas Niswonger (UPC)	$0
2027-28	Update catering guide and online form to embed green catering initiatives using sustainability logo and Green Event callout	guide and portal updated; number of green catered events; phased implementation plan and capital needs assessment for zero-waste feasibility	Leads: Brian Jefvert, Michael Terry Support: Noelle Schacht	$0
2028-31	Conduct a campus-wide packaging impact analysis (aluminum vs. plastic water bottles; paper vs. plastic retail bags) to establish baseline for single-use plastics reduction.	Completed opportunity analysis, % spend and % units purchased pre-and post-initiative	Leads: Geordon Duncan, Shelly Baldauf, Julie Lindeman	$0
2026-31	Maintain sustainably or ethically produced food served at 30%	baseline 30%, target ≥30%; annual farm-to-fork purchases ≥20%; STARS OP-7	Lead: Chef Stephen Scott	$0
2026-31	Increase plant-based food and beverage spend foods	baseline 27%, targeted reductions; annual beef and cheese oz; STARS OP-7	Lead: Chef Stephen Scott	$0
2026-31	Provide data for SIMAP	annually	Lead: Precious Nwokeleme	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Lead: Precious Nwokeleme	$0

6. Computing

Strategic Objective: Implement computing defaults, education, and policy to reduce environmental impact, promote sustainable behaviors, and enhance data-driven sustainability reporting and recognition.

Financials: Total Cost = $250, Funds Available = $250, Funds Needed = $0

STARS points gained: up to 0.00 (impacts to broader energy, procurement, waste goals)

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Educate employees and students on print default settings.	ongoing education designed; reduction of single-sided and color prints	Leads: Julie Hoffmann, MaCie' Weathers Support: Noelle Schacht	$250
2026-27	Education on unplugging devices when not in use	# of signs or communications	Leads: Julie Hoffmann, MaCie' Weathers Support: Noelle Schacht	$0
2026-27	Develop and communicate AI responsible use guidelines and incorporate environmental impact into AI Policy	guidelines developed and communicated; integration of computing environmental impact in AI policy; emissions and water usage from computing reported annually	Leads: Carol Williams, Wade Javorsky, Meg Grady Support: BB Responsible AI workgroup	$0
2026-31	Provide data for SIMAP	annually	Lead: Bruce Johnson	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Lead: Bruce Johnson	$0

7. Grounds and Landscapes

Strategic Objective: Enhance campus ecological health and biodiversity through sustainable landscape management, native planting, and long-term stewardship practices.

Financials: Total Cost = $1,151,000 M, Funds Available = $216,175, Funds Needed = $935,000 capital + $15,000 annual maintenance

STARS points gained: up to 0.39

Initiatives & Key Performance Indicators:

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Inventory trees in academic areas of campus and develop a process for inventory management.	inventory with tree species, geolocation, diameter, safety issues, dead/dying/diseased, removal/ replacement	Leads: Jacob Gretencord, Julia Angstmann	$25,000
2026-27	Policy for fallen or removed tree replacement. Add to Tree Campus USA care plan	policy implemented; # trees fallen/taken down; # trees planted	Lead: Jacob Gretencord	$0
2026-27	Convert all campus farm equipment to electric	equipment purchased and in use	Lead: Tim Dorsey	$1,000
2027-28	Convert 0.25 acres of turfgrass to natural plantings/no mow areas	# of locations and total area planted; species list; # of signs installed	Leads: Jacob Gretencord, Julia Angstmann	$10,000
2027-28	Install a native planting on hill from Sunset Ave parking garage (9,000 SF / 0.2 acres)	area planted; species list; signage installed	Leads: Jacob Gretencord, Julia Angstmann	$325,000
2027-28	Increase grounds maintenance budget for rewilded areas	increased budget approved	Lead: Jacob Gretencord	$15,000/yr [E]
2027-31	Develop and implement a tree planting plan for 100 native trees	plan complete; # and location of plantings; species	Lead: Jacob Gretencord	$150,000
2029-30	All electric grounds equipment	contractors use all electric mowers, trimmers, and leaf blowers in central campus	Lead: Jacob Gretencord	$0

2030-31	Plant natives in 25% of empty beds (13,000 SF / 0.3 acres)	locations; % of total bed area; species list; # signs; STARS OP-4	Leads: Jacob Gretencord, Julia Angstmann	$175,000
2030-31	Remove invasive species in 50% of natural areas; develop a process for regular monitoring and management	locations and total area managed; species removed/planted; erosion control installed, removal effectiveness; monitoring & management frequency; STARS OP-4	Leads: Jacob Gretencord, Julia Angstmann	$465,000
2026-31	Provide data for SIMAP	annually	Lead: Jacob Gretencord	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Lead: Jacob Gretencord	$0

E. Does not include $39,735 in estimated in-kind volunteer maintenance.

8. Energy Efficiency and Decarbonization

Strategic Objective: Advance campus decarbonization and operational efficiency through integrated planning, smart building technologies, and sustainable design standards.

Financials: Total Capital Cost = $3.0M, Capital Funds Needed = $2.5M, Funds Available = $477,000, Average Annual Savings = $300,000/yr

STARS points gained: up to 6.00

Supporting Documents:

- Decarbonization Master Plan

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Costs
Capital Planning & Standards				
2026-27	Develop process for modeling and evaluating sustainable options in capital projects	completion and adoption of evaluation framework; # capital projects assessed using the framework; % of projects with sustainable alternatives	Leads: Rusty Vineyard, Julia Angstmann	$0
2026-27	Update construction guidelines to integrate sustainability and accessibility, including LEED Gold standard and O+M standard	100% of new construction projects follow updated guidelines; all new major buildings and major renovations achieve LEED Gold or higher; 100% of projects meet guidelines; STARS OP-1 & OP-9	Leads: Eric Kersey Support: Kathleen Camire, Julia Angstman, Julie Lindeman	$0
2026-31	Seize opportunities to advance net zero during capital projects	long-term cost savings and non-financial benefits; emissions and cost reduction; # of projects implementing low-emissions approaches; STARS OP-5 & OP-6	Leads: Rusty Vineyard, Alan Finn, Julia Angstmann	$TBD, project dependent
2027-28	Establish a 10-year retro commissioning cycle, identifying opportunities for energy and deep retrofits	formal adoption of a 10-year retro commissioning schedule; % of buildings included; # of buildings with identified energy or deep retrofit opportunities per cycle; project costs; utility/O+M, energy, emissions reductions	Lead: John Lacheta Support: Julie Lindeman	$0
Building Systems & Energy Management				
2027-28	Determine if building square footage updates are needed to more accurately quantify building EUI	% of total building portfolio with verified square footage data; 100% of square footage accurate	Lead: John Lacheta	$0
2026-31	Implement phased metering, BAS integration, and Intelligent Building	completion of metering, BAS, and IBM integration; # of buildings	Lead: John Lacheta, Bob Moss	$2.6M Capital,

	Management system; prioritize high-ROI energy initiatives	integrated per phase; STARS OP-5 & OP-6	Support: Zach Skidmore, Julia Angstmann, Julie Lindeman	average $245,000/yr
2026-28	Implement energy monitoring software system and use protocols	% of buildings with energy monitoring software; implementation of standardized usage protocols; # staff trained and using system; STARS OP-2	Lead: John Lacheta Support: Joe Ader, Jessica Miller-Bock, Julie Lindeman	$50,000/yr
Building Optimization & Retrofits				
2026-27	Develop a schedule for lighting and occupancy sensor updates	process for audit updates; completion of time-bound schedule for updates	Lead: John Lacheta Support: Julie Lindeman	$0
2026-27	Install programmable thermostats in Apartment Village	Deployed in 100% of apartments	Leads: John Lacheta, Bob Moss Support: Zach Skidmore, Nick Northcutt, Zack Moore, Jackson Troutwine	$12,000 Capital
2027-31	Complete lighting and occupancy sensor updates	100% of targeted buildings upgraded; STARS OP-5 & OP-6	Leads: John Lacheta, Harry Brown Support: Julie Lindeman	$335,500 Capital
2027-28	Identify essential vs. non-essential buildings and implement building setbacks	completion of a non-essential building list with setback dates; energy usage/emissions reduction	Lead identification: Rusty Vineyard, Alan Finn Lead setbacks: Bob Moss Support: Julie Lindeman	$0
2028-29	Establish work-from-home weeks during student breaks and summer	implementation of remote work policies during low-occupancy periods; survey feedback	Leads: Brenda Harrington, Jen Barkley Support: Rusty Vineyard, Bob Moss, Suahil Housholder, Julia Angstmann	$0
Reporting				
2026-31	Provide data for SIMAP	Annually	Leads: Bob Moss, John Lacheta	$0
Dec 2028, 2031	Provide data for STARS	Every 3 years	Leads: Bob Moss, John Lacheta	$0

9. Waste Reduction and Diversion

Strategic Objective: Achieve zero waste by 2030 by standardizing and expanding waste diversion practices, creating policies in support of zero waste, and enhancing donation programs.

Financials: Total Cost = $245,000, Funds Available = $0, Funds Needed = $245,000

STARS points gained: up to 4.15 (Note: all initiatives contribute to STARS OP-6 & OP-12)

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Create comprehensive standards on recycling, compost, and waste receptacles in construction guidelines	standards integrated into guidelines; standard implemented in 100% of new construction/major renovation projects	Leads: Julie Lindeman, Luis Chirinos	$0
2026-27	Identify and implement waste reduction pathways in BAEC and Athletics.	lbs. waste diverted; # and $ of consumables	Leads: Julie Lindeman, Doris Schwandt, Darius Alleyne Support: Brian Jefvert,	$0

			Jarrod Storms, Tiffany Silgalis	
2026-31	Develop and offer waste sorting training for relevant operational staff.	# trainings; # staff completing trainings	Leads: Luis Chirinos, Geordon Duncan, Julie Lindeman	$0
2026-27	Install standardized signage on all bins, dumpsters, and compactors	signage installed	Lead: Luis Chirinos and Julie Lindeman	$7,000
2026-27	Develop process for tracking construction waste/recycling weights outside of LEED.	process developed & integrated into construction guidelines; lbs. diverted	Leads: Julie Lindeman; TBD facilities Support: Luis Chirinos	$0
2026-28	Refine locations, improve bin consistency, and ensure access to recycling and/or compost receptacles across campus (high-traffic areas, outdoor pop-up events, indoor Arts venues, indoor and outdoor Athletics venues)	# waste stations added or removed; location maps created; % diversion; $ saved on plastic bags; reported staff efficiencies	Leads: Luis Chirinos, Julie Lindeman Support: Geordon Duncan, Matthew Barnes, Shannon Mulqueen, Doris Schwandt, Darius Alleyne	$233,000 [F]
2027-28	Implement waste diversion at summer camps and summer spark week.	# camps with recycling; annual camp counselor trainings	Lead: Julie Lindeman Support: Darius Alleyne, Jessica Stoltzfus, Catherine Pangan, Noelle Schacht	$0
2027-28	Expand composting to all dining retail locations	lbs. diverted from baseline (pre-/post-); # staff completing training; # locations	Leads: Matt Barnes, Geordon Duncan, Julie Lindeman Support: Luis Chirinos	$TBD
2028-29	Expand donation, collection and reuse programs (ex. Office supplies, surplus furniture, clothing), including move-out program to apartments	# of programs; lbs. diverted	Lead: Julie Lindeman Support: Luis Chirinos, Shelly Baldauf, Blue's Closet	$5,000
2029-30	Initiate fraternity and sorority house sustainability Heros program with house directors and housing corporation boards.	# participants; # projects initiated	Lead: MaCie' Weathers Support: Julia Angstmann, Devin Whelchel-Hall	$0
2030-31	Inventory and determine diversion methods for hard to recycle material to close the gap to zero waste	inventory complete; # alternate sourced items; # and lbs. of specialty recycling	Lead: Julie Lindeman Support: Luis Chirinos	$0
2026-31	Provide data for SIMAP	annually	Lead: Julie Lindeman Support: Luis Chirinos	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Lead: Luis Chirinos Support: Julie Lindeman	$0

F. Costs may be significantly reduced by consolidating/reducing existing bins.

10. Procurement

Strategic Objective: Transform procurement practices by reducing harmful materials, reducing waste, and prioritizing ethical, low-impact products and services.

Financials: Total Cost = $0, Funds Available = $0, Funds Needed = $0
Annual Savings = $55,000

STARS points gained: up to 3.22

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Assess feasibility of limiting Office 360 plastic filler and boxes	assessment complete; implementation if feasible	Lead: Shelly Baldauf	$0
2026-27	Conduct LCA/LCC for high-volume furniture purchases	guidelines published; #bids and $ spend of purchases meeting thresholds; STARS OP-9; OP-10	Lead: Julia Angstmann Support: Eric Kersey, Shelly Baldauf	$0
2027-28	Remove Culligan water coolers	# Culligan water coolers removed; $ savings	Leads: Susan Westermeyer, Shelly Baldauf Support: Suahil Housholder, Alan Finn, Julia Angstmann	$0
2027-28	Policy to ban Styrofoam purchases campus wide	policy enforcement through HR, legal, etc.	Lead: Shelly Baldauf	$0
2027-28	Policy to ban single-use plastic bags	100% vendor compliance; reduction in # bags purchased	Leads: Shelly Baldauf, Julie Lindeman Support: Aaron Hurt, Geordon Duncan, Lee Dicklitch, Bookstore	$0
2027-28	Procurement audit to evaluate sustainability impact	audit complete; actionable recommendations provided	Leads: Shelly Baldauf, Julia Angstmann Support: John Lacheta	$0
2028-29	Ensure green cleaning products are being used in all buildings	% of green products ordered; STARS OP-2; OP-10	Leads: Luis Chirinos, Doris Schwandt, Darius Alleyne Support: Julie Lindeman	$0
2030-31	Establish fleet dataset to inform the feasibility of a fleet EV Procurement Policy	data collection process established; fleet conversion analysis	Lead: Rusty Vineyard Support: Jacob Largent, Julia Angstmann	$0
2026-31	Provide data for SIMAP	annually	Leads: Shelly Baldauf, Bob Moss	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Leads: Shelly Baldauf, John Lacheta	$0

11. Investment

Strategic Objective: Identify opportunities for impact investing through ESG investment opportunity monitoring and a Green Revolving Fund pilot.

Financials: Total cost = $0, Funds Available = $0, Funds Needed = $0

STARS Points Gained: up to 0.00

Initiatives & Key Performance Indicators (KPIs):

Target Date	Initiative	KPIs	Responsible Parties	Cost
2026-27	Pilot Indiana's only Green Revolving Fund.	# projects funded; average ROI and payback; emissions and $ savings; fund balance	Leads: Julia Angstmann, Rusty Vineyard, Sarah Hawkins, Alan Finn, Suahil Housholder	$0
2026-31	Continue annual reporting on ESG and Impact Investing	annual report	Lead: Alan Finn	$0

12. Transportation

Strategic Objective: Advance low-emissions transportation and mobility solutions through infrastructure, policy, and behavior change to reduce Scope 3 emissions and support a more sustainable, accessible campus.

Financials: Total Cost = $3,000, Funds Available = $0, Funds Needed = $3,000
Annual Cost = $500

STARS points gained: up to 0.00

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
Electric Vehicle (EV) Charging and Fleet Initiatives				
2026-27	Install and expand EV chargers for both fleet and public use	# EV chargers installed; # charges, kWh, monthly revenue	Leads: Rusty Vineyard, Julia Angstmann	$0 funding included in STH
2026-27	Determine pathway for identifying EV/hybrid vehicles on parking registration	implemented; # EV/hybrid parking registrations	Lead: Joe Ader Support: Jeremy Moore, Julia Angstmann	$0
2027-28	Implement a Preferred Parking Policy for EVs and hybrids	policy adopted and enforced	Lead: Jeremy Moore Support: Julia Angstmann	$3,000
Commuting and Campus Mobility				
2026-27	Provide accessible, affordable transportation options	# students using income-adjusted or subsidized transportation	Leads: Karissa Hulse, Nicole Goodson Support: Kayla Hutcheson, MaCie' Weathers	$TBD
2027-31	Promote IndyGo ridership through free passes and engagement events	1-2 events annually; # participants; # passes redeemed; STARS OP-14	Leads: Karissa Hulse, Nicole Goodson Support: Tom Shriver-McGrevy, MaCie' Weathers	$500/yr
2027-28	Explore sustainable commuting incentives	review and initiate benefits if feasible; # people receiving benefit; STARS OP-14	Leads: Brenda Harrington, Suahil Housholder, Jen Barkley Support: Jeremy Moore, Julia Angstmann	$TBD
Bike Infrastructure and Recognition				
2026-27	Create a Bike Master Plan with a Complete Streets or Bicycle Accommodation Policy	data compiled; policy approved	Leads: Rusty Vineyard, Alan Finn; Karissa Hulse; Julia Angstmann	$0
2027-28	Create and publish map of bike amenities	map created and published on website; # additional amenities	Lead: Noelle Schacht	$0
2027-28	Publish a Bike Safety and Education Plan	policy approved	Lead: Karissa Hulse, Nicole Goodson, Maxie Gardner Support: Matt Grimes, Julia Angstmann, MaCie' Weathers	$0
Reporting				
2026-31	Provide data for SIMAP	annually	Leads: St John Bond, Bryan Mancourt, Jacob Largent, Suahil Housholder Support: Julie Lindeman	$0
2028-29	Refine the Oracle-based travel data collection process	pathway developed to export university-sponsored travel	Leads: Susan Westermeyer, Suahil Housholder, Bruce Johnson, John Armitage Support: Julie Lindeman	$0
Dec 2028, 2031	Provide data for STARS	every 3 years	Leads: John Lacheta	$0

			Support: Julie Lindeman	

13. Water

Strategic Objective: Advance campus water sustainability through infrastructure upgrades and comprehensive metering to support conservation and data-informed decision-making.

Financials: Total Cost = $75,000, Funds Available = $0, Funds Needed = $75,000

STARS points gained: up to 0.00

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2027-28	Develop costing and implementation plan for retrofits of traditional water fountains to hydration stations	completed costing and implementation plan; # buildings completed; locations of need	Lead: John Lacheta Support: Julie Lindeman	$0
2029-30	Install 17 water bottle filling stations based upon audit map	# filling stations added	Lead: John Lacheta, Harry Brown	$75,000
Dec 2028, 2031	Provide data for STARS	every 3 years	Lead: John Lacheta, Bob Moss	$0

14. Fundraising

Strategic Objective: Integrate sustainability as a core value and strategic asset in university planning and fundraising efforts.

Financials: Total Cost = $5,000, Funds Available = $0, Funds Needed = $5,000

STARS points gained: Not Applicable

Initiatives & Key Performance Indicators (KPIs):

Target Year	Initiative	KPIs	Responsible Parties	Cost
2026-27	Position sustainability as a value-add in university strategy and capital fundraising	Sustainability included in capital campaign messaging and materials	Lead: Julia Angstmann, Support: Sarah Hawkins, Joanna Berry, Sarah Beck, Alan Finn	$0
2026-27	Align funding strategy with BUSCA strategic goals	Identify target opportunities; annual funding targets met	Lead: Julia Angstmann Support: Sarah Hawkins (Betsy Weatherly, Dawn Dinwiddie)	$0
2026-27	Create compelling narratives for fundraising	3-minute elevator pitches developed for top 5 initiatives; menu of 10+ gift opportunities matched to donor interests	Lead: Julia Angstmann Support: Sarah Hawkins (Jen Gunnels)	$0
2026-31	Build collaborations for co-funded or grant-eligible initiatives	# partnerships established; # collaborative funding proposals submitted; STARS IL-17	Lead: Julia Angstmann	$0
2027-28	Integrate sustainability into donor cultivation and stewardship	# donor prospects identified; donor stewardship plan implemented; # and $ of gifts	Lead: Mark Brouwer, Bethanie Danko Support: Julia Angstmann	$0
2027-28	Leverage university-wide giving days	Engagement strategy implemented; # and $ gifts	Lead: Noelle Schacht Support: Julia Angstmann	$0

2028-29	Diversify revenue streams beyond traditional philanthropy	At least one alternative funding model piloted (e.g., energy-as-a-service, sponsorships, etc.); $100K+ leveraged	Lead: Julia Angstmann, Support: Sarah Hawkins, Robin Roach, Alan Finn, Suahil Housholder	$0
2028-29	Apply for McKinney Climate Fellow	Application submitted; fellow awarded	Lead: Julia Angstmann	$0
2030-31	Explore a “Green Evening” or similar event	Event concept approved and piloted; $ raised	Lead: Noelle Schacht	$5,000