



IMPLEMENTATION

MAKING IT HAPPEN



Ever since the university signed the Climate Leadership Commitments, we have worked to develop robust procedures for evaluating and implementing sustainability projects. Our network of environmental advocates spans the Sustainability Working Advisory Teams (SWATeams) and related groups, and we have strengthened connectivity between entities like the Student Sustainability Committee (SSC), Student Sustainability Leadership Council (SSLC), Illinois Student Government (ISG), Illini Union, and the Senate of the Urbana-Champaign campus.

The iSEE newsletter regularly communicates sustainability-focused efforts to gain broad exposure, and the Champaign County Sustainability Network (CCNet) monthly brown bag meetings unite environmental advocates and professionals from across the county to network and share advancements.

The ambitious targets outlined in iCAP 2020 require continuous evaluation and action from units, organizations, and campus leadership. Unlike our previous climate action plans, each of the iCAP 2020 objectives identifies a responsible party to lead, implement, and monitor activity.

Capacity Development

Staffing for sustainability at the university has evolved from a few isolated positions to a robust, cross-functional team connecting various parts of campus to the overarching movement. Many of these positions now include sustainability components as part of their job responsibilities.

The individuals occupying these roles often serve on SWATeams or the iCAP Working Group (iWG), and/or play a role in other sustainability programs and activities.

Examples of these positions include:

- » Associate Director for Capital Planning (Office of the Provost)
- » Associate Director for Campus Sustainability (iSEE)
- » Associate Director for Sustainability (F&S)
- » Assistant Director of Dining, Facilities and Equipment (University Housing)
- » Associate Director of Transportation

and Automotive Services (F&S)

- » Transportation Demand Management Coordinator (F&S)
- » Sustainability Programs Coordinator (iSEE)
- » Sustainable Transportation Assistant (F&S)
- » Zero Waste Coordinator (F&S)
- » Associate Director of Utilities and Energy Services (F&S)
- » Academic Program Instructor/Advisor (iSEE)
- » Director of Operations (Union)
- » Assistant Director for the Student Sustainability Committee (Student Engagement)

Contributions from these individuals have been instrumental in the formation of iCAP 2020; as sustainability becomes a greater priority on campus, we must increase our staffing capacity to ensure continued success of programs and activities.

Procedures

Our Formal Procedures for Sustainability provide a solid framework for review and evaluation. These procedures are updated every five

years and approved by the chancellor. This allows us to focus on the material benefits and challenges of the ideas brought forth rather

than dwell on time-consuming administrative burdens (e.g., repeatedly identifying the correct individuals to speak with, avenues to obtain approvals, etc.). Following several years of the SWATeam process, we have added feedback loops and increased communication between the sustainability advocates, decision-makers, and responsible units.

The iCAP is rewritten every five years to evaluate progress toward our Climate Leadership Commitments and identify new and/or updated objectives and strategies. The SWATeams, which consist of students, staff, and faculty members, submit initial input and draft objectives to the iWG. The iWG, co-chaired by iSEE and F&S, provides guidance throughout the drafting process by offering stakeholder and public feedback. The iWG is comprised of mid-level administrators, faculty members, and student representatives. The iCAP draft is reviewed by iWG members, their representative units, and key campus stakeholders, and is then forwarded to the Sustainability Council for chancellor approval. Numerous public input opportunities are made available prior to this final step.

The SWATeams are instrumental to the implementation process by recommending specific sustainability projects, activities, and policies to the iWG. The iWG transmits these recommendations to the appropriate campus unit(s), though the recommendations themselves may require approval from a funding authority independent from the responsible unit.

Major units who take charge of the implementation and the recommendations include iSEE, F&S, the Illini Union, and U of I Extension.

Once a recommendation is supported by its designated campus unit, there are often details in need of resolution prior to implementation. The unit in question is responsible for leading implementation efforts and providing regular updates, which are reviewed by the iSEE Sustainability Programs Coordinator and added to the iCAP Portal. The iWG provides support and works with the units to overcome challenges and ensure successful implementation.

Large-scale project recommendations with major impacts on policy and/or budget are discussed at biannual Sustainability Council meetings. The agenda is set by the iSEE Director and chaired by the chancellor. Unlike the SWATeams and iWG, the Sustainability Council has decision-making authority to implement new strategies, programs, and policies. Starting in fall 2020, an update to the Formal Procedures for Sustainability will include an added layer of feedback and evaluation by a task force. This subcommittee of the Sustainability Council is designed to evaluate the assessments and address uncertainties prior to the Council meeting.

These Formal Procedures for Sustainability are designed to prioritize continuous review and may be revised to better focus on the realization of sustainability projects and activities. We will continue working with organizations across campus, such as Illinois

Student Government, Student Affairs, and Campus Auxiliaries, to strengthen our efforts among university administration, faculty members, staff, and the student body.

The university must prioritize these efforts by incorporating them into the 2023 University Strategic Plan update.

Funding

Securing financial support is necessary to implement new projects and maintain existing activities. A variety of financing mechanisms are currently in place to fund sustainability projects and help us achieve our ambitious goals.

CAMPUS UTILITIES BUDGET

Illinois currently spends \$90M per year on campus utilities, which include steam and electricity, campus-owned stormwater sewers, sanitary sewer costs, potable water supply, renewable energy Power Purchase Agreement (PPA) costs, and the campus electrical distribution network. The Campus Utilities Budget is based on the annual utility rates and the projected annual demand for each commodity.

When the actual energy usage in a given year is less than projected, the Office of the Provost typically allocates remaining funds to energy conservation projects, including: additional re-commissioning teams, Energy Conservation Incentive Program (ECIP) financial incentives, and “quick payback” projects (which have less than a two-year timeline).

FACILITIES AND SERVICES (F&S)

Through the dedicated work of their staff and direct allocations from their leadership, F&S has a recurring annual budget that funds many campus sustainability efforts. One component is ongoing funding for energy conservation, which is used for retrocommissioning, direct digital controls, and administrative support for Energy Performance Contracting. Recently, F&S also began supporting academic collaborations, such as geothermal and transportation studies, through a new Academic Collaborations initiative.

ENERGY PERFORMANCE CONTRACTING

As described in Chapter 2, Energy Performance Contracting allows the campus to pursue capital-intensive energy and water efficiency projects that offer a payback of less than 20 years. Cost savings from reduced utility consumption will be used to pay off the initial investment. This does require the campus to assume additional debt, although a stream of utility savings helps to retire that debt. Because

utility efficiency and deferred maintenance are closely linked, the Energy Performance Contracting delivery method also contributes to reducing the deferred maintenance backlog.

DEFERRED MAINTENANCE FUNDING

The Academic Facilities Maintenance Fund Assessment is a student fee dedicated to reducing the backlog of deferred maintenance (work that would have ordinarily been performed in previous years but was not performed due to a lack of funding). Where possible, these funds are preferentially deployed to address deferred maintenance projects that also reduce energy demand.

CAMPUS, COLLEGE, AND DEPARTMENT BUDGETS

The Office of the Provost has made one-time allocations to support campus sustainability initiatives such as LED exit signs and the Campus Bike Center.

Several projects receive direct funding from specific colleges and/or departments. The Integrated and Value-Centered Budget reform increased incentives for colleges to support energy efficiency projects.

INSTITUTE FOR SUSTAINABILITY, ENERGY, AND ENVIRONMENT (ISEE)

In addition to funding iSEE administration and staff, the Institute supports collaborative campus sustainability projects like the Eco-Olympics and Arbor Day. iSEE's educational programs recruit and train future sustainability leaders, commu-

nicators, researchers, and problem-solvers. Additionally, iSEE launched a Living Lab Seed Grant program for research projects that use campus sustainability facilities from the iCAP Portal to support research efforts. This program has funded or supported 11 projects as of spring 2020. Seed funding is provided for proposal development for external funding sources and directly contributes to campus sustainability projects. If a proposal is approved, part of the external funding will also be applied to campus sustainability testbeds.

STUDENT SUSTAINABILITY COMMITTEE (SSC)

The SSC is a student-led committee charged with distributing two student fees: the Sustainable Campus Environment Fee and the Cleaner Energy Technologies Fee. The committee allocates approximately \$1M per year to fund projects that improve campus sustainability in areas ranging from renewable energy to waste reduction and beyond, with a focus on direct student impact.

BICYCLE INFRASTRUCTURE AND PROGRAMMING FEE

In FY17, a \$1-per-student semesterly fee was established to support recurring bicycle infrastructure and programming needs. The budget is proposed by F&S and approved by the Student Fee Advisory Committee annually, with 80% allocated to infrastructure and 20% to programming. Projects funded from this source include the bike.illinois.edu website launched in FY19 and upgraded bike parking areas.

REVOLVING LOAN FUNDS

In 2011, the SSC helped initiate a Revolving Loan Fund (RLF) at the Union with a final value of \$1M. In 2012, a campus-level RLF was established with funding from the SSC, the Office of the Chancellor, and the President's Office as a source for utility conservation projects that pay themselves back through utility savings in less than 10 years. Through additional contributions and a small interest charge, the campus-level RLF has grown to more than \$4M, and the total of both RLFs is now

\$5,131,042 (Figure 21).

EXTERNAL GRANTS

Our campus has successfully applied for grants from the Illinois Department of Commerce and Economic Opportunity (DCEO) and the Illinois Clean Energy Community Foundation (ICECF) to advance our sustainability objectives. Since FY08, the university has been granted more than \$20M for energy-related projects. One of the most notable current grant-funded projects is the \$15.7M federal grant to the Multimodal

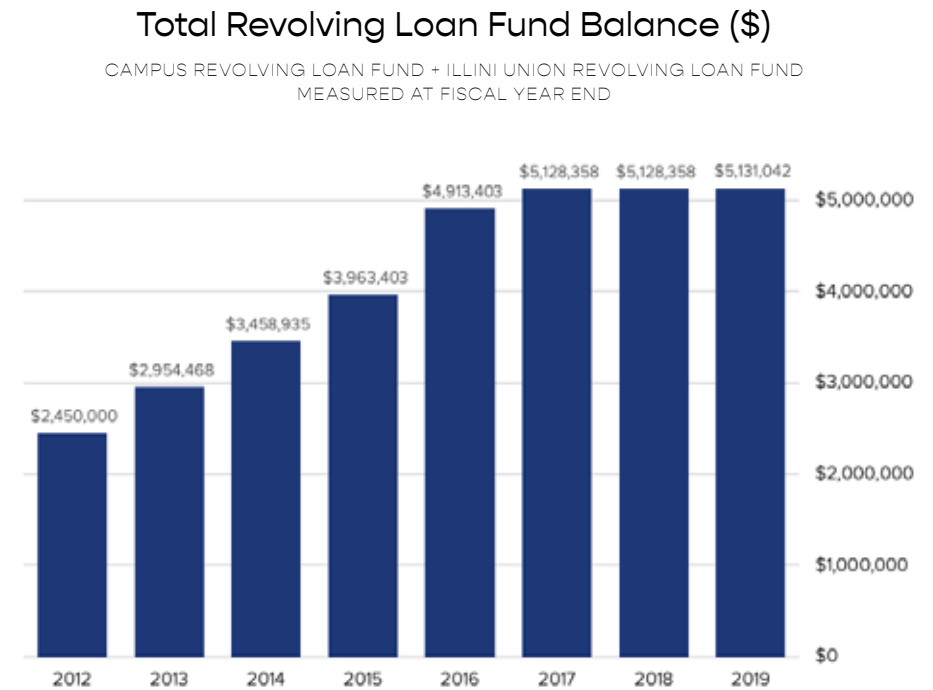


Figure 21: Total Revolving Loan Fund Balance (\$)

Funding Available From Carbon Credit Sales (\$)

MEASURED AT FISCAL YEAR END

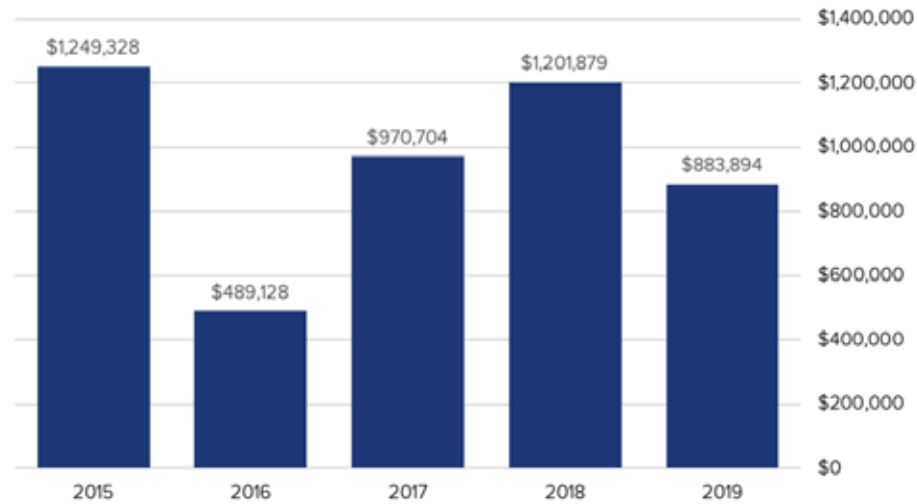


Figure 22: Funding Available From Carbon Credit Sales (\$)

Corridor Enhancement (MCORE) Project¹⁵⁰ in the heart of campus.

CARBON CREDIT SALES FUND

In FY15, the Bonneville Environmental Foundation funded the retirement of the university's FY12, FY13, and FY14 carbon emission reductions as part of the Chevrolet Campus Clean Energy Campaign. Because those credits were retired on behalf of the planet, we retain credit for these emission reductions in our greenhouse gas (GHG) emissions reporting. In the following years, Second Nature launched a program to continuously monetize

carbon emission reductions; our campus participates in that program through iSEE. The resulting Carbon Credit Sales Fund can be used to support iCAP projects after approval from both iSEE and F&S. At the beginning of FY20, \$883,894.25 was available in this fund (Figure 22).

As the campus strategic plan for achieving carbon neutrality, this document estimates a degree of cost for specific plans but does not include detailed budgetary information pertaining to each of the objectives and strategies. This information will be included in future recommendations from the SWATeams. iSEE,

F&S, and the SWATeams continue to work with campus entities to discuss funding potential and opportunities.

PRIVATE DONATIONS

A highly visible success story in this category is the installation of an impressive native prairie at Florida Avenue and Orchard Street. We have also received generous donations that support several of our LEED-certified building projects such as the Siebel Center for Design.

There is also potential for collaboration with the University of Illinois Foundation (UIF) to establish a “green fund” through which donors can financially support campus sustainability efforts. A donor fund in support of implementing the Campus Bike Plan was created following publication of the 2010 iCAP.

Given the enthusiasm and vision of our current students and alumni, we expect an increase in private donations for campus sustainability projects.



The Siebel Center for Design will earn LEED certification — and its construction preserved a stand of historic trees from the early days of the university.

150 <https://www.mcoreproject.com/about-the-project.html>

- 9.1 Divest from Fossil Fuels
- 9.2 Sustainable Investing Policy
- 9.3 Include iCAP in Strategic Plan
- 9.4 Become STARS Platinum

Implementation Objectives

Achieving all objectives listed in previous chapters and ultimately meeting our Climate Leadership Commitments remains our top priority. In addition to the topic-specific objectives outlined in Chapters 2-7, the following represent overarching campus sustainability needs relevant to our long-term efforts.



The October 2019 Campus Sustainability Celebration provided the first opportunity for public input on iCAP 2020 objectives. Feedback frequently mentioned fossil fuel divestment.

9.1 [Chancellor]: Fully divest from fossil fuel companies by FY25.

Fossil fuel companies are defined as companies that profit from the extraction, transportation, or combustion of coal, petroleum, or natural gas. The production and use of coal contribute to environmental, social, and health issues, leading to irreversible ecological damage. The university currently invests less than 1% of its portfolio in coal utility and mining companies and has already divested its direct holdings in coal. As an institution that prides itself on being "a model of sustainability, energy efficiency, and environmental friendliness for the world to see,"¹⁵¹ it is imperative that the university's values and commitment to combating climate change are reflected in all of our investments. By divesting from fossil fuel companies, the university will reduce its contributions to and association with the negative environmental and social impacts attached to fossil fuel companies.

Trends also suggest that the change in the economic market, especially as a result of COVID-19, supports a positive financial decision to divest. To ensure financial stability and cease contributing to climate change and social injustice, the University of Illinois must enact a plan to replace all of its investments in fossil fuel companies with financially stable and ethical investments as soon as possible, and then reinvest in more sustainable companies.

The university has been discussing fossil fuel divestment since 2009 when students formed a group called "UIUC Beyond Coal."

Since then, the campaign has continued under Students for Environmental Concerns (SECS) as "Fossil Free UIUC." Fossil fuel divestment has been formally recommended by the Joint Advisory Committee on Socially Responsible Licensing and Investment in 2017 and a resolution passed in 2019. In August 2017, students sent a memo to Chancellor Jones "expressing our unanimous position that the university ... should set a date within the next decade for complete divestment from coal utility and coal mining companies." Chancellor Jones' October 2017 reply noted, "this is a complex and interconnected financial network that crosses a number of different governance lines within the University System." He also stated: "I will share your report with President Tim Killeen and with UIF President Jim Moore and initiate conversations with them about the next steps we might take to move ourselves toward a more sustainable footprint while maintaining the financial stability we require as a university." He has verbally supported divestment multiple times since.

The University of Illinois Foundation manages the endowment with an independent board. While neither the chancellor nor the university president can make this decision for the University of Illinois Foundation, they can clearly state their support of fossil fuel divestment and specifically request a change from the decision-making authorities. Through this iCAP objective, we will work with the Office of the Chancellor to draft a letter encouraging divestment. The letter will be from Chancellor

Jones and will be sent to all responsible parties involved in the decision to divest, including the University of Illinois Foundation, the University of Illinois Board of Trustees, President Killeen, and those responsible for the portion of the endowment housed in the president's office. Divesting from fossil fuels is a significant step to turn our environmental commitments into actions.

9.2 [Chancellor]: Commit to a Sustainable Investing Policy by FY24.

As of Jan. 1, 2020, Illinois Gov. J.B. Pritzker signed the Sustainable Investing Act that "pro-

vides that all state and local government entities that hold and manage public funds should integrate material, relevant, and useful sustainability factors into their policies, processes, and decision-making."¹⁵² We aim to formally commit to a Sustainable Investing Policy in order to comply with the state Sustainable Investing Act by making carbon neutral investments. In the letter from the chancellor to those responsible for the university endowment supporting divestment, we plan to include that all current and future funds be invested in compliance with the Sustainable Investing Policy.

¹⁵² <https://bit.ly/3hLDEPo>

"Being committed to sustainability efforts is more than just reducing our footprint, it is a commitment to our Earth. We are saying: we want to be better and we will actively DO better. Students should care because it is our generation that will feel the effects of whether we help our Earth or hurt it. We can be catalysts for change."

— Gwenna Heidkamp '20

¹⁵¹ <https://sustainability.illinois.edu/about/>

9.3 [Chancellor]: Incorporate the iCAP in the next campus Strategic Plan.

According to the current Strategic Plan, “Appropriate, sufficient, and sustainable resources are imperative to our success.”¹⁵³ While sustainability is included in the plan, incorporating the iCAP explicitly in the next campus Strategic Plan is a significant step in recognizing our sustainability goals and projects as a campus priority. This would affirm our commitment to reducing our environmental footprint and achieving carbon neutrality in addition to establishing a more visible culture of sustainability. Sustainable activities, programs, and planning are necessary components of our campus vision. We aim to be proactive in our efforts and continue to be an exemplary model in setting and achieving ambitious goals.

¹⁵³ <https://strategicplan.illinois.edu/>

9.4 [iSEE]: Achieve STARS Platinum rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) by FY30.

The Sustainable Tracking, Assessment, and Rating System (STARS) is a self-reporting framework that, based on 17 impact areas, ranks and benchmarks our sustainability initiatives. We are currently ranked gold and strive to achieve platinum status. Aiming for platinum status provides the opportunity to continuously evaluate both our short- and long-term goals. Our goal is to lead by example and continue to be a model for other institutions to establish feasible goals and implement impactful projects and policies.



Sustainable activities, programs, and planning are necessary components of our campus vision.

Challenges

We have set bold and ambitious sustainability goals for this campus, and we will strive to hold responsible parties accountable. However, we continue to face financial and institutional barriers that we must work to overcome. The possibility remains that sufficient resources might not be available to carry out our sustainability efforts; for example, many budgets have been restricted due to the COVID-19 pandemic.

Despite the overlap between proposed projects and existing plans, we nevertheless face funding challenges to maintain and grow sustainability activities. Additionally, the collaborative nature of these objectives, while vital to their success, presents the challenge of coordinating multiple entities with view to a common goal.

Beyond funding and personnel, an added technical challenge is monitoring the progress of our objectives. While we attempt to ac-

curately measure the success of all activities, quantifying the impact of certain programs (e.g., our behavior change campaigns) poses a particular challenge.

As we work to expand our reach, a final challenge is communicating our efforts to all individuals on campus and in the community (see the Engagement chapter for further discussion). We hope to ensure that every person is aware of our goals as well as what actions can be taken to contribute to our programs' success. Our goal is that students, staff, faculty members, and administration recognize sustainability as a priority.

Our Illinois campus community has committed to improving sustainability efforts and reaching carbon neutrality. We have set aggressive goals and a high sustainability standard, and we can all work together to achieve this shared vision.

Comprehensive List of Objectives

#	OBJECTIVE SHORT NAME	DRAFT OBJECTIVE DESCRIPTION	RESPONSIBLE PARTIES	IMPLEMENTATION DIFFICULTY	FUNDING LEVEL	#	OBJECTIVE SHORT NAME	DRAFT OBJECTIVE DESCRIPTION	RESPONSIBLE PARTIES	IMPLEMENTATION DIFFICULTY	FUNDING LEVEL
1.0	Carbon and Resilience Commitments	Meet the Climate Leadership Commitments.	Chancellor	HIGH	HIGH	3.1	Fleet Replacement Plans	Establish written replacement plans for at least 80% of campus fleets by FY24 to improve university-owned vehicle fuel efficiency.	Fleet Managers w/F&S	MED	LOW
2.1	Energy Planning Document	By FY24, develop a comprehensive energy planning document that includes a detailed strategy for meeting the FY50 net-zero greenhouse gas (GHG) emissions goal.	F&S	HIGH	HIGH	3.2	Increase Pavement Condition Index	Increase the Pavement Condition Index (PCI) for university-owned roads so the average PCI score is at least 65 by FY25 and at least 70 by FY30.	F&S	MED	HIGH
2.2	Increase Energy Efficiency	Reduce Energy Use Intensity (EUI) of university facilities from the FY08 baseline by: 45% by FY30, 50% by FY40, and 60% by FY50.	F&S	MED	HIGH	3.3	Electric Vehicle Task Force	Establish an Electric Vehicle Task Force to identify key goals for supporting the use of electric vehicles on and off campus by FY22.	Parking	LOW	LOW
2.2.1	Improve Space Utilization	Improve efficiency of space use by minimizing the square footage per person and updating the Space Policy in the Campus Administrative Manual (CAM) by FY23.	Provost	LOW	LOW	3.4	Reduce Driving on Campus	Reduce driving on campus and report the percentage of staff trips made using single-occupancy vehicles from 60% to 50% by FY25 and 45% by FY30.	F&S	HIGH	MED
2.2.2	Reduce Building-level Energy	Reduce the total annual energy consumption of each college-level unit by at least 20% from an FY15 baseline by FY35.	Units w/ F&S	MED	HIGH	3.4.1	Develop a Commuter Program	Develop a Commuter Program (Bus, Bike, and Hike) for faculty and staff. Register 100 people by FY24 and 500 people by FY30.	Parking w/F&S	MED	MED
2.3	Clean Energy Sources	Use clean energy sources for 15% of total campus energy demand by FY30.	F&S	HIGH	HIGH	3.4.2	Implement Campus Bike Plan	Continue to implement the 2014 Campus Bike Plan.	F&S	MED	HIGH
2.3.1	140,000 MWh/year Clean Power	Use at least 140,000 MWh/year of clean power by FY25.	F&S	MED	HIGH	3.4.3	Telecommuting Policies	Establish telecommuting policies for the campus by FY24.	F&S w/IHR	MED	LOW
2.3.2	Clean Thermal Energy	Use at least 150,000 MMBTU/year of clean thermal energy by FY30.	F&S	HIGH	HIGH	3.5	Offset Air Travel Emissions	Reduce net air travel emissions from FY14 baseline by: 50% by FY24 and 100% by FY30.	ISEE	LOW	LOW

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4.1	Reduce Water Consumption	Reduce potable water consumption to 721,500 kgal/year by FY24, which is a reduction of 45% from the FY08 baseline.	F&S	MED	MED	5.2.1	Install Appropriate Infrastructure	Install appropriate waste collection infrastructure throughout the University District, with new indoor bins placed in at least 150 buildings by FY24.	F&S	HIGH	HIGH
4.2	Implement Resilient Landscape Strategy	Implement the Resilient Landscape Strategy recommendations by FY24.	F&S	MED	HIGH	5.3	Establish a Culture of Reuse	Establish a culture of reuse, with two major campuswide zero-waste events using durable goods and composting in FY22, four in FY23, six in FY24, and eight in FY25.	F&S w/Provost	MED	MED
4.2.1	Increase Number of Trees	Increase the number of trees on campus by 1,500 by FY24 and by 3,000 by FY30.	F&S	MED	HIGH	5.3.1	Zero Waste Messaging Campaign	Develop a comprehensive Zero Waste messaging campaign by FY21 and achieve a cumulative total of 10,000 "Use the Bin" pledges by FY24.	F&S	MED	MED
4.2.2	Increase Pollinator-Friendly Areas	Increase the number of on-the-ground pollinator-friendly landscaping areas on campus by 50% from the FY19 baseline by April 2024.	F&S	MED	MED	5.4	Reduce Food Scraps	Promote food scraps reduction on campus through a behavior change campaign, and tracking and recovery of surplus food for donation, with at least five new areas tracking and reporting their food waste by FY22.	F&S	MED	MED
4.2.3	Double Green Infrastructure Installations	Double the number of on-campus green infrastructure installations from 24 to 48 by FY24.	F&S	MED	HIGH	5.5	Plan for Organic Waste	Develop a detailed comprehensive plan including implementation and operational costs/benefits to sustainably dispose of all food scraps and other organics by FY24, and fully implement the plan by FY33.	F&S	HIGH	HIGH
4.3	Cover Crops on South Farms	Use cover crops in at least 20% of South Farms acreage by FY24.	ACES	HIGH	HIGH	5.6	Use Local Food	Increase the use of local food to 35% by FY30.	Housing	MED	MED
4.4	Monitor Soil Health	Monitor soil health by collecting soil analyses for all South Farms land parcels by FY24.	ACES	HIGH	LOW	5.6.1	Food Literacy Project	Implement Food Literacy Project by FY24 by tracking carbon, nitrogen, and water footprints for food items in campus dining halls.	Housing	HIGH	MED
5.1	Sustainable Procurement Reports	Create sustainable procurement reporting guidelines and increase compliance to 100% of business managers through training and outreach by FY24.	Purchasing	HIGH	LOW	5.7	Green Cleaning Program	Establish a green cleaning program that meets LEED v.4 requirements by FY24.	F&S	MED	MED
5.2	Reduce Landfilled Waste	Reduce the total campus waste going to landfills from 5,049 tons in FY19 to 4,544 tons or less in FY24, which is a decrease of at least 10%.	F&S	HIGH	HIGH						

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6.1	Broaden Sustainability Education	Broaden the availability of sustainability education across the entire curriculum, beginning with first-year student orientation and continuing through commencement, with at least one of four proposed methods implemented by FY24.	ISEE	MED	MED	7.1	Green Certifications	Enhance the overall culture of sustainability on campus, and increase the number of certifications issued through the Certified Greener Campus Program by 20% each year from FY20 to FY24.	ISEE	LOW	LOW
6.2	Sustainability Course Catalog	Establish a comprehensive online repository for courses and academic programs with sustainability content.	ISEE	MED	LOW	7.2	Sustainable Events Program	The Illini Union and Illini Union Board commit to 80% of their events qualifying as sustainable by FY24.	Illini Union	MED	LOW
6.3	Environmental Leadership Program	Launch an undergraduate Environmental Leadership Program (ELP) that includes two week-long residential intensives, pre-professional workshops, visiting speakers, and field trips to Springfield and Washington, D.C.	ISEE	LOW	MED	7.3	Green Sports Alliance	Increase visibility of campus sustainability efforts by joining the Green Sports Alliance through the Division of Intercollegiate Athletics (DIA) by summer 2021.	DIA	LOW	LOW
6.4	Sustainability Internship Program	Develop a sustainability internship program through partnering with businesses, nonprofits, local government, and cultural institutions in Central Illinois. The total number of internships awarded will be reported each year.	ISEE	MED	LOW	7.4	Local Collaborations	Incorporate sustainability-related problem solving in the GivePulse system for public engagement, and track local collaborations for sustainable solutions. Increase local collaborations by 10% per year from FY22 to FY24.	ISEE	MED	MED
6.5	Sustainability at Career Fairs	Partner with The Career Center and potentially other career offices in FY22 to help students explore and discover career opportunities that are connected to professional interests and goals related to sustainability. Incorporate a sustainability component at a minimum of two events beginning in FY22.	Career Center w/ISEE	LOW	LOW	7.5	Support Youth Sustainability	Support programs to develop love of nature and sustainability among children, with an annual Youth Sustainability Summit led by local teenagers with guidance and mentoring from campus and community sustainability leaders.	Extension	MED	LOW
6.6	Graduate Certificate in Sustainability	Offer a new graduate certificate in sustainability by FY24.	ISEE	MED	LOW	7.6	iCAP Portal Updates	Update the iCAP Portal on a monthly basis to report progress toward iCAP objectives.	ISEE	LOW	LOW

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8.1	Urban Biodiversity Master Plan	Develop a coordinated urban biodiversity master plan by FY24 to make the Champaign, Urbana, Savoy, and campus metro area a model for biodiversity.	Extension w/F&S	HIGH	MED	8.6	Vision Zero	Support Vision Zero as a county-wide goal for safe and sustainable transportation.	F&S	LOW	MED
8.2	Coordinated Rainwater Management	Coordinate rainwater management plans for the entire urbanized areas of Champaign, Urbana, Savoy, and the university. Starting in FY21, share the total number of green infrastructure locations on the iCAP Portal on an annual basis.	F&S w/Extension	HIGH	HIGH	8.7	Local Offsets Program	Establish a local offsets program by FY24.	ISEE	HIGH	HIGH
8.3	Environmental Justice Plan	Develop a collaborative plan for environmental justice that will assess metro area resilience and actively address related issues. The plan will be written and publicized by FY24.	ISEE	HIGH	HIGH	9.1	Divest from Fossil Fuels	Fully divest from fossil fuel companies by FY25.	Chancellor	HIGH	MED
8.4	Local Sustainability Issues	Take leadership in addressing the most pressing sustainability challenges in our local communities through collaboration with local governments and related community groups, by forming an advisory panel for coordinating efforts across jurisdictional boundaries. By FY24, select at least three major local sustainability issues to address and identify lead agency and key stakeholders.	ISEE	HIGH	MED	9.2	Sustainable Investing Policy	Commit to a Sustainable Investing Policy by FY24.	Chancellor	HIGH	LOW
8.5	Inventory Green Jobs	By FY23, collaborate with colleges and community groups to inventory existing certification opportunities for green jobs and identify gaps.	ISEE	MED	LOW	9.3	Include iCAP in Strategic Plan	Incorporate the iCAP in the next campus Strategic Plan.	Chancellor	LOW	LOW
						9.4	Become STARS Platinum	Achieve STARS Platinum rating from the Association for the Advancement of Sustainability in Higher Education (AASHE) by FY30.	ISEE	HIGH	HIGH