Executive Summary

March 2018
About STARS

The Sustainability Tracking, Assessment & Rating System (STARS®) is a transparent, self-reporting framework for colleges and universities to gauge relative progress toward sustainability. STARS is designed to:

• Provide a framework for understanding sustainability in all sectors of higher education.
• Enable meaningful comparisons over time and across institutions using a common set of measurements developed with broad participation from the campus sustainability community.
• Create incentives for continual improvement toward sustainability.
• Facilitate information sharing about higher education sustainability practices and performance.
• Build a stronger, more diverse campus sustainability community.

STARS is intended to engage and recognize the full spectrum of colleges and universities - from community colleges to research universities, and from institutions just starting their sustainability programs to long-time campus sustainability leaders. STARS encompasses long-term sustainability goals for already high-achieving institutions as well as entry points of recognition for institutions that are taking first steps toward sustainability.

UWRF’s Involvement with STARS

UWRF was one of the institutions to beta test the STARS framework to help create the process. UWRF followed up the testing with annual reports even though each rating received is valid for three years. Ratings received for the 2011 through 2016 annual reports were consistently STARS Silver. This executive summary is for UWRF’s 2017 report for which a STARS Gold Rating was received on Feb. 21, 2018. This is the first time UWRF has achieved a STARS Gold Rating.

The UWRF Office of Sustainability facilitated the completion of the STARS report. Additional departments and groups who assisted with data collection include:

- Accounting Services
- Admissions
- Business and Finance
- Campus Planning
- Campus Recreation
- Central Stores and Postal Services
- Center of Diversity, Inclusion, and Belonging
- City of River Falls
- Chalmer Davee Library
- Chancellor’s Office
- College of Agriculture, Food & Environmental Sciences
- College of Arts and Sciences
- College of Business and Economics
- College of Education and Professional Studies
- Counseling and Health Services
- Dining Services
- Facilities Management
- Fast Copy
- Financial Aid
- Honors Program
- Human Resources
- International Education
- Institutional Research
- Laboratory Farms
- McNair Scholars Program
- New Student and Family Programs
- Outreach and Continuing Education
- Provost’s Office
- Purchasing Services
- Registrar’s Office
- Residence Life
- Risk Management
- Student Involvement
- Sustainability Faculty Fellows
- Sustainability Working Group
- Student Support Services
- Division of Technology Services
- University Foundation
- University Center
- University Communications and Marketing
- URSCA
**Academics**

**ACCOMPLISHMENTS**

**Academic Courses**
74.19 percent of academic departments offer at least one sustainability focused or related course.

**Learning Outcomes**
62.13 percent of UWRF graduates have gone through a program that has adopted at least one sustainability learning outcome.

**Undergraduate Program**
UWRF offers three sustainability focused majors (Sustainable Management, Conservation & Environmental Planning, Environmental Science) and three sustainability focused minors (Sustainability Studies, Sustainable Agriculture, Sustainable Justice).

**Immersive Experience**
UWRF offers seven sustainability related immersive educational abroad opportunities (Costa Rica J Term Program, Belize Study Adventure, Bahamas Tropical Restoration Experience, Discover the Netherlands Water, Wheels, and Windmills, India J-Term, Ireland Sustainable Animal Production, Uganda Globalization and Africa’s Experiences).

**Sustainability Literacy Assessment**
Multiple courses currently conduct sustainability literacy assessments.

**OPPORTUNITIES**

**Increase number of sustainability focused and related courses offered.**
Scoring is based on the ratio of those courses compared to overall number of courses offered.

**Specify sustainability learning outcomes at the institutional level to cover all students or specify sustainability learning outcomes at the divisional (college) level for each division. Goal is to cover 100 percent of students.**

**Graduate Program**
Offer at least one sustainability focused graduate program.

**Conduct a more comprehensive sustainability literacy assessment that covers a representative sample of the student body.**

**ACCOMPLISHMENTS** - The current sustainability efforts on campus that qualified UWRF for points. In order to maintain the STARS Gold Rating, UWRF should continue to do and improve upon these efforts.

**OPPORTUNITIES** - Note how we can improve our campus sustainability efforts which will result in receiving more points in the future. While STARS Gold is an excellent accomplishment, it is not the destination. Maintaining and improving current efforts as well as pursuing additional ways to become sustainable is critical in maintaining the STARS Gold Rating or achieving the STARS Platinum Rating.
**ACCOMPLISHMENTS**

**Incentives for Developing Courses**  
UWRF has offered incentives within the past 3 years for faculty to develop sustainability courses.

**Campus as a Living Laboratory**  
UWRF utilizes our infrastructure and operations for multidisciplinary student learning and research which contributes to understanding sustainability challenges and advancing sustainability efforts. UWRF does this in the following categories: Air & Climate, Buildings, Energy, Food & Dining, Grounds, Purchasing, Transportation, Waste, Water, Coordination & Planning, Diversity & Affordability, Investment & Finance, Public Engagement, and Wellbeing & Work.

**Research and Scholarship**  
73.12 percent of the faculty and staff who are involved with URSCA projects are involved in sustainability related research. 61.29 percent of UWRF departments are engaged in sustainability research.

**Support for Research**  
URSCA and the Library promote and support all research including sustainability related research.

**OPPORTUNITIES**

- The Kinnickinnic Project has not had a formal cohort in 2+ years. A revitalization workshop was held in January 2016 but increased efforts on recruiting additional faculty are needed. Continue to offer incentives for developing sustainability courses.

- Continue to find ways for courses to use campus for hands on experiences for students that further their understanding and can also help advance campus sustainability and operations.

- Develop system for tracking faculty, staff, and student research noting which projects are sustainability focused and related.

- Create a program to specifically encourage students in multiple disciplines or programs to conduct sustainability related research. Develop better methods for disseminating sustainability research.

- Adopt an open access policy.
Engagement

Campus

ACCOMPLISHMENTS

Student Educators Program
The UWRF Office of Sustainability coordinates a student educators program where students educate other students on sustainability related topics. This is completed through campus wide events, sustainability programming in the Residence Halls, facilitating campus sustainability tours, and guest presenting in classes.

Student Orientation
UWRF incorporates sustainability into new student orientation activities. Sustainability volunteers aided in waste management and recycling practices during new student move in to increase recycling, decrease trash, and maximize space in dumpsters. Dining Services offered tours about sustainability features, which included nutrition, local foods, dietary accommodations, and food waste minimization. The Office of Sustainability works with Residence Life to provide tips for sustainable living in the Residence Life student handbook and on the Residence Life webpage.

Student Life
UWRF currently has 6+ sustainability related clubs including the Student Alliance for Local and Sustainable Agriculture (SALSA), Resources Management Club (RMC), The Environmental Corps of Sustainability (ECOS), We Bike River Falls, Horticulture Society, and the UWRF Bee Club.

- SALSA operates a 40-foot by 60-foot student organic garden. Produce goes to students and the community food shelf.
- Horticulture society has three annual plant sales to help fund educational trips.

UWRF offers an Outdoor Education Minor as well as being an Educational Partner with the Leave No Trace Center for Outdoor Ethics. Students who pass PED 301 – Foundations of Outdoor Leadership - will become Certified Leave No Trace Trainers.

OPPORTUNITIES

Establish budget for student staffing to support program.

Continue to find ways to incorporate sustainability into student orientation activities.
Outreach Materials and Publications
UWRF has a comprehensive outreach campaign including a website, Facebook page, and axis TV slides. The Office of Sustainability also works with University Communications for #SustainableUWRF tweets and Falcon Daily announcements. The UWRF Student Voice has a sustainability beat each semester. In the University Center, there is a sustainability kiosk providing information on sustainability and green building features. Dining Services also provides signage about locally grown produce and how to eat more sustainably. Lastly, the Office of Sustainability provides campus sustainability tours for students, faculty, and community members.

Outreach Campaign
UWRF hosts Just Local events highlighting local resources within the River Falls community in hopes of connecting our students to the greater community.

Assessing Sustainability Culture
Conduct a campus survey that focuses on sustainability values, behaviors and beliefs, and awareness of campus sustainability initiatives.

Employee Educators Program
Create a staff/faculty peer-to-peer outreach and education program on sustainability. Educators must represent diverse areas of campus and must participate in formal training to some degree. The program must also be supported by an annual budget.

Employee Orientation
Orientation provided by Human Resources covers shredding and recycling locations, faculty/staff engagement, and other services on campus. UWRF hosts Opening Week annually for staff with meetings, orientations, and workshops that change each year.

Staff Professional Development
UWRF staff and faculty have opportunities to participate in professional development and training opportunities in sustainability through the Association for the Advancement of Sustainability in Higher Education (AASHE) as well as other networks and organizations.

Prioritize sustainability as part of new and current faculty/staff orientations.

Increase budget to increase percentage of staff and faculty who participate in sustainability related professional development and training opportunities.

• Including sustainability in performance reviews for all employees would also improve rating.
Engagement

Public

**ACCOMPLISHMENTS**

**Community Partnerships**
The Office of Sustainability has partnerships with Camp Badger, Youth Leadership Congress, the Kinni Consortium, the St. Croix River Watershed, the St. Croix Summit, and the Blue Bike Program.

**Inter-Campus Collaboration**
UWRF is a member of the Association for the Advancement of Sustainability in Higher Education (AASHE) and the College and University Recycling Coalition (CURC). UWRF also works with other UW System schools to create a network for sustainability related efforts throughout the state.

**Continuing Education**
UWRF offers two sustainability related certificates including a Sustainable Management Science Certificate and a Sustainable Enterprise Management Certificate.

**Community Service**
UWRF faculty, staff, and students are encouraged to participate in community service. At least 18.44 percent of students are engaged in community service. UWRF students completed an estimated 20,000+ community service hours in 2017.

**Participation in Public Policy**
UWRF participates in Powerful Choices and the River Falls Joint Eco-Municipality Resolution.

**Trademark Licensing**
UWRF contracts with Follett who is an active member of the Fair Labor Association.

**OPPORTUNITIES**

Provide funding and encourage faculty and staff to present on sustainability related research or programs at conferences and workshops.

Engage more of the student body in community service through curriculum and course incentives. Develop a program to promote volunteer opportunities, track students involved, and track hours completed.

UWRF as an institution should join the Fair Labor Association and/or the Worker’s Rights Consortium.
## Greenhouse Gas Emissions
UWRF conducts an annual greenhouse gas inventory including Scope 1 and 2 greenhouse gas emissions. UWRF has made efforts to reduce the amount of Scope 1 and 2 greenhouse emissions compared to the 2005 baseline year.

## Outdoor Air Quality
UWRF uses less thermal and electric energy than it did 15 years ago even though we have since added 500,000 square feet to campus.

## Building Operations and Maintenance
UWRF has protocols in place to address concerns with indoor air quality. The Facilities Management Custodial Services department has adopted and follows a green cleaning policy.

## Building Design and Construction
Jesse H. Ames Suites is certified LEED-NC v2009 Gold.

## Building Energy Consumption
UWRF has reduced its total building energy consumption per unit of floor area by 22.47 percent since 2005. A specific example of how this was done is the installation of LED lighting and motion/light sensors in multiple campus buildings.

## Clean and Renewable Energy
UWRF has solar panels on the roof of Jesse H. Ames Suites which are used to heat the hot water for the building. The Regional Development Institute utilizes solar panels for the hot water as well as some of the electrical needs for the building.

## Food and Beverage Purchasing
Chartwells has increased the amount of food and beverages that are considered more sustainable options. An estimated 16 percent of their food and beverage expenditures are considered more sustainable, however only 2 percent are third party verified or local and community based.

### Opportunities
- Continue to pursue ways to reduce Scope 1 and 2 emissions. Examples include reducing vehicle use for university travel, reduce fossil fuels burned in campus heating plant, and reduce amount of electricity and steam purchased and used for campus.
- Create a written policy and/or guidelines to improve outdoor air quality and minimize air pollutant emissions from mobile sources on campus.
- Increase square footage of building space that is certified under a green building rating system such as LEED O+M, BOMA BEST, Green Globes CIEB.
- Build new buildings or renovate existing ones to LEED or other green building standards and get them certified.
- Continue employing the use of energy saving strategies in all campus buildings and outdoor spaces. Invest in energy saving projects.
- Increase investments and use of clean and renewable energy sources. Currently, only 0.18 percent of the energy consumption at UWRF comes from clean and renewable resources.
- Advocate for Chartwells to purchase food and beverage products that are either third party verified, or are both local and community-based. A way to do this is to participate in the Real Food Challenge.
Sustainable Dining
• Chartwells has a published sustainable dining policy.
• Chartwells sources foods from the campus farm through Falcon Foods.
• Chartwells hosts two farmers markets annually.
• Chartwells provides vegan options, holds low impact dining events weekly, and has sustainability-themed meals.
• Chartwells has signage promoting sustainable options.
• Chartwells collaborates with UWRF Office of Sustainability to hold food waste audits each semester.
• UWRF utilizes tray-less dining.
• Pre-consumer and post-consumer food waste programs are utilized.
• Freddy to Go program promotes reusable containers.

Landscape Management
UWRF has reduced its usage of sand/salt in winter months by -50 percent in the past seven years. The Campus Mall plan developed in 2013 focuses on the use of native plants and grasses to minimize the use of irrigation techniques.

Biodiversity
UWRF has land that surrounds and is directly adjacent to the South Fork of the Kinnickinnic River. Because of this, the university has conducted a Stormwater Management study for several years. The annual Stormwater Report is submitted to the Wisconsin Department of Natural Resources. In 2015, UWRF became part of a Regional Consortium called Rain to Rivers. UWRF’s participation in the consortium aims to increase educational efforts about water quality and create better campus practices.

Sustainable Procurement
Sustainability criteria are included in several categories of campus services and contracts including construction and renovation projects, IT products and services, food services, and wood and paper products.

Continue to incorporate sustainability into dining services by expanding on existing programs. Implement a food waste/organics collection program on campus.

Increase the amount of grounds managed under accordance with an Integrated Pest Management (IPM) program. Currently only 13.64 percent of campus grounds meet IPM standards. Consider the introduction of organic land care standards for some areas of campus.

Create written policies, guidelines, or directives that actively seek to purchase in a sustainable manner across commodity categories. Specific categories in need of written policies include chemically intensive products, garments and linens, professional services, and transportation and fuels.
OPPORTUNITIES

Electronics Purchasing
100 percent of expenditures on electronic products are EPEAT (Electronic Product Environmental Assessment Tool) Gold registered.

Cleaning and Janitorial Purchasing
83.73 percent of products purchased by the Facilities Management Custodial Services department at UWRF are third party verified and meet recognized sustainability standards.

Office Paper Purchasing
The majority of office paper purchased on campus contains 50-69 percent post-consumer recycled material.

Campus Fleet
UWRF works with the Enterprise CarShare program to provide two vehicles for students on campus to rent. The Office of Sustainability has negotiated this to be a free service for UWRF saving $4,000 to $6,000 annually. 11.27 percent of the campus fleet is comprised of alternative fuel vehicles or powered vehicles.

Student Commute Modal Split
45 percent of UWRF students report using a more sustainable method of transportation to and from class such as walking, bicycling, carpooling and/or vanpooling.

Employee Commute Modal Split
21 percent of UWRF employees report using a more sustainable method of transportation such as walking, bicycling, carpooling, and/or vanpooling.

In the following sections, you will find opportunities and initiatives that have been implemented by UWRF to promote sustainability. These include:

Increase percent of cleaning and paper products that are certified under the Forest Stewardship Council, Green Seal, UL ECOLOGO, etc. Expand this effort to the rest of campus.

Increase paper purchasing that is 90-100 percent post-consumer recycled and/or is Forest Stewardship Council certified. Reduce overall paper use.

Increase the amount of electric vehicles used on campus along with replacing older vehicles with higher efficiency ones.

Encourage, provide, and support programs that promote use of sustainable transportation.

Encourage, provide, and support programs that promote use of sustainable transportation.
Support for Sustainable Transportation

- Students living on campus have access to 90 individual bike lockers.
- UWRF provides students with bicycle parking within 50 feet of all campus buildings.
- UWRF supports multiple community bicycle programs such as the RF Bicycle and Pedestrian plan created in 1995 and the We Bike River Falls campus and community collaboration.
- UWRF partners with the city of River Falls on the Blue Bike Program, a bike share program offering free-to-use recycled bikes to all students and visitors of River Falls.
- Bicycle rentals are available for free for students at Falcon Outdoor Adventures.
- The Enterprise CarShare program available to students, faculty, and staff on campus has existed since 2012 and offers car rentals at hourly and daily rates.
- An active “UWRF Carpooling” Facebook page and a driver/rider board in the University Center help connect drivers with students in need of a ride.
- The University Center has a lounge for commuter students.

Waste Minimization and Diversion

UWRF has reduced total waste generated by 4.96 percent since 2014. UWRF had a recycling rate of 23.65 percent and an overall landfill diversion rate of 50.35 percent in 2017. This is accomplished through recycling, composting, the Surplus Property Program, the end of the year Don’t Throw It, Donate It move out program, repurposing items to campus, and donations to nonprofit organizations. 78.35 percent of construction and demolition materials were diverted from landfills in 2017.

Hazardous Waste Management

UWRF utilizes a Hazardous Waste Program that lists specific protocols for disposal of waste depending on the university department. UWRF complies with the new Globally Harmonized System of Classification of Chemicals and has completed a 100 percent inventory of on-campus chemicals. Refurbished electronics are sold through the monthly Surplus Sale. Unsold or non-functioning equipment is recycled through a certified e-waste recycling company.

Consider providing a location on campus where students, faculty, and staff can charge electric vehicles.

Continue to implement and support programs that reduce consumption as well as programs that divert items from landfills.

Provide an electronic waste collection to students.
Water Use
UWRF has reduced potable water use per weighted campus user by 31.26 percent and water use per unit of vegetated area by 24.51 percent compared to a baseline established in 2005 as part of State Executive Order 145 for energy reduction goals.

Rainwater Management
UWRF completes a stormwater management report annually.

Opportunities
Create a water awareness campaign on campus and inform students, faculty, and staff how best they can save water. Invest in replacing inefficient plumbing fixtures, fittings, appliances, equipment, and systems with water-efficient alternatives.

Create a stormwater management policy, plan, or guidelines utilizing green infrastructure and low impact development practices to mitigate stormwater run-off impacts.
ACCOMPLISHMENTS

Sustainability Coordination
The Office of Sustainability, as part of Facilities Management, is active in many campus sustainability initiatives including STARS data collection, sustainability marketing and promotion, sustainability programming, increasing operational efficiencies, and waste minimization. UWRF’s Sustainable Working Group (SWG) supports the promotion and coordination of sustainability values, principles, and practices on campus. The Sustainability Faculty Fellows work to infuse sustainability into the curriculum across disciplines.

Sustainability Planning
Sustainability is incorporated into the Pathway to Distinction strategic plan as well as the Campus Mall Design. UWRF also has a Sustainable Campus Community Plan (SCCP) and a Climate Action Plan (CAPlan).

Diversity and Equity Coordination
UWRF’s Diversity and Inclusivity committee, Center for Diversity, Inclusion, and Belonging, and the Student Involvement Office, offer cultural competency trainings for faculty, staff, and students.

Assessing Diversity and Equity
UWRF completed a Campus Climate survey in 2017 and subsequently created an action plan.

OPPORTUNITIES

Increase sustainability focused FTE.

Invest in, support, and pursue sustainability aspects of the Pathway to Distinction strategic plan, Campus Mall Design, SCCP, and CAPlan.

Participatory Governance
Restructure shared governance to have one overarching governance group that has elected representatives from all employee classifications as well as students. Adopt a framework with written policies for engaging external stakeholders (i.e. local community members in the institution’s governance, strategy and operations) on issues that affect the broader community such as land use planning, capital investment projects, etc.

Increase number of students who participate in trainings and activities centered around inclusion and diversity. Track percentages of students and employees who participate in cultural competency trainings and activities.

Continue to evaluate and support programs and initiatives to increase diversity and equity.
Support for Underrepresented Groups
UWRF has a clear and public non-discrimination statement. UWRF’s Affirmative Action Committee has conducted programs to help recruit underrepresented staff and faculty in an effort to create a vibrant, diverse campus community. Admissions has a position dedicated to multicultural outreach. The Aspire program helps support students from underrepresented groups. The Student Involvement Office is committed to programs which help students become informed citizens on social justice issues. UWRF has a goal to increase the percent of employees of color by 8 percent by 2020.

Affordability and Access
UWRF participates in all Federal and State need-based financial aid programs. McNair Scholars and Student Support Services help support underrepresented groups and low-income students. The Pathways Program aids students for whom English is a second language. The CHILD Care Center located on campus provides care for children of students, faculty, and staff. 31 percent of entering students are low-income. UWRF has a 56 percent graduation/success rate for low-income students. The amount of need that is met for students who are awarded any need-based aid is 62 percent. The percentage of graduates who have not taken out interest bearing loans is 32 percent.

Increase percentages in the following categories: students entering UWRF who are low-income, graduation rate for low-income students, amount of need that was met for students who are awarded need-based aid, and students who graduate with no interest-bearing student loan debt.

Committee on Investor Responsibility
Create an active committee composed of faculty, staff, and students, that works with investor responsibility and fund decision makers to increase socially responsible investment opportunities across asset classes.

Sustainable Investment
Increase percent of investment pool that is considered positive sustainability investments (currently only 1.47 percent of investments). Pursue investor engagement including a publicly available policy on sustainable investment, and use this policy to guide investment management decisions.
## Planning & Administration

### ACCOMPLISHMENTS

#### Employee Compensation
83 percent of campus employees receive a living wage.

#### Assessing Employee Satisfaction
The campus climate survey addressed some aspects relating to employee satisfaction.

#### Wellness Program
UWRF offers counseling services, employee assistance programs, and ongoing wellness activities for students and campus employees.

#### Workplace Health and Safety
UWRF has a Risk Management Plan that highlights goals and expectations as well as programming to maintain a safe campus.

### OPPORTUNITIES

#### Investment Disclosure
Provide an annual snapshot of investment holdings, including those handled by a separate foundation. Report of investments should include amount invested and proxy voting records.

#### Employee Compensation
Make a formal commitment as a university to pay 100 percent of its employees a living wage. Consider a living wage policy for student employees and graduate, teaching/research positions.

#### Assessing Employee Satisfaction
Conduct a more comprehensive employee satisfaction survey that encompasses job satisfaction, learning and advancement opportunities, compensation, work culture, and work/life balance.

#### Wellness Program
Reduce employee recorded workplace injuries.

#### Workplace Health and Safety

Innovation & Leadership

Exemplary Practice and Innovations

**ACCOMPLISHMENTS**

**Pre-Submission Review**
UWRF had students complete a pre-submission review of the STARS report.

**Pay Scale Equity**
UWRF has a pay scale equity of 1:12.30 where one represents the compensation of the lowest paid full-time employees and 12.30 represents the compensation of the highest paid senior administrator. Anything less than 1:15 qualifies for points.

**Innovations**
- Gravel Tree Bed
- Companion Animal Collaboration
- Support for CAHCC Happyland in Cambodia

**Exemplary Practice and Innovations Not Pursued**

**OPPORTUNITIES**

**Sustainability Course Designation**
Institution formally designates sustainability courses in its standard course catalog or listings.

**NSSE Sustainability Education Consortium**
Institution has participated as part of the Sustainability Education Consortium when administering the National Survey of Student Engagement (NSSE) within the previous three years.

**Academic-Industry Connections**
Institution has published policies or guidelines governing industry-sponsored research that preserve academic freedom, autonomy and integrity, and manage potential conflicts of interest.

**Green Athletics**
Institution has an active green athletics program through which it engages the community around issues of sustainability.

**Green Event Certification**
Institution has or participates in a green event certification program and has held one or more certified events in the previous year.

**Fair Trade Campus**
Institution is currently designated as a Fair Trade College or University by Fair Trade Campaigns USA or Fairtrade International/FLO and its members (e.g. Fairtrade Canada).

**Certified Green Cleaning**
Institution and/or its primary cleaning services contractor uses a green cleaning program that is certified.

**Green Laboratories**
Institution has or participates in a green laboratory benchmarking or certification program.
Sustainable Dining Certification
Institution and/or its primary dining services contractor has at least one on-site dining hall or food service outlet certified.

Grounds Certification
Institution owns and/or manages land that is currently certified.

Pest-Management Certification
Institution’s integrated pest management (IPM) program and/or contractor is currently certified.

Spend Analysis
Institution has conducted a comprehensive spend analysis to assess the sustainability impacts of its purchasing across all significant commodity categories and identify and prioritize opportunities for improvement. Examples include supply-chain carbon footprint analysis and related methodologies that address the environmental, social, and economic performance of the institution’s products and suppliers.

Bicycle Friendly University
Institution is currently recognized as a Bicycle Friendly University.

Stormwater Modeling
Institution uses stormwater modeling to assess the impact of LID practices and green infrastructure on campus.

Campus Water Balance
Institution has calculated a natural water balance for the campus to assess the sustainability of its water withdrawals (e.g. institution water use compared to a water budget based on precipitation, potential evapotranspiration and campus/watershed area).

Natural Wastewater Systems
Institution uses natural wastewater systems to treat and manage at least 10 percent of its wastewater through on-site infiltration and/or re-use. Appropriate strategies include constructed treatment wetlands, Living Machines, and other technologies that treat wastewater by mimicking the biological, chemical and physical processes occurring in natural wetlands.

Community Stakeholder Engagement
Institution has formally adopted a community stakeholder engagement framework that conforms to the AA1000 Stakeholder Engagement Standard. The framework details how the institution engages external stakeholders (i.e. local community members) in the institution’s governance, strategy and operations.

Adjunct Faculty Compensation
The institution provides average compensation of $6,000 (US/Canadian) or more per three-credit course to its adjunct faculty members.

Campus Pride Index
Institution is rated at four stars or higher by the Campus Pride Index.

Serving Underrepresented Groups
Institution is formally designated as a minority-serving institution, historically disadvantaged institution, indigenous institution, or the equivalent.

Innovations
Continue to pursue sustainability focused innovations.
## Score Card

### Overall Score: 66.77

#### Academics

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#### Operations

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#### Engagement

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<td>Student Life</td>
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<td>Outreach Campaign</td>
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<td>Employee Educator’s Program</td>
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<td>Employee Orientation</td>
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#### Planning & Administration

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#### Innovation & Leadership (Bonus Points)*

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<td>Innovations</td>
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*Maximum amount of bonus points allowed per report are 4.00/4.00. While UWRF received the maximum amount of bonus points, know that the bonus points only came from five of the possible 27 innovation and leadership categories. The end of this report notes the additional opportunities.

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### STARS Rating Points

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