

**Sustainability Benchmarks and Progress at Clark University  
Academic Year 2011-12**

**Report of the Clark University Environmental Sustainability Task Force**

August 1, 2012

**Faculty and Staff Members**

Justin Brooks, Manager of Desktop Support Services, Information Technology Services

Jim Collins, Executive Vice President and Treasurer, Planning and Finance

Mike Dawley, Director, Physical Plant

Kevin Forti, Director, Residential Life and Housing

Jenny Isler, Campus Sustainability Coordinator

Robert Johnston, Director, George Perkins Marsh Institute (CUES Faculty Chair)

Joe Sarkis, Professor, The Graduate School of Management

Jennie Stephens, Associate Professor, International Development, Community and Environment

Heather Vaillette, Dining Services Manager, Sodexo

Paul Wykes, Business Manager, Planning and Finance

Edited by Robert Johnston and Jenny Isler

## **Introduction and Membership**

Clark University has a history of involvement with environmental issues and dedication to environmental sustainability. Over past years Clark's faculty, staff and students have spearheaded efforts to reduce the environmental impact of the University through such actions as establishing a cogeneration plant on campus, extensive recycling and composting programs, a campus thrift store, green cleaning and building policies, and an ever-evolving range of sustainability initiatives and programming. Building on this history and commitment, the mission of the Clark University Environmental Sustainability (CUES) Task Force is to promote environmental sustainability at Clark University by: (1) increasing awareness of environmental and sustainability issues on campus, (2) researching environmental impacts of University activities and providing recommendations for improvement, and (3) coordinating activities related to environmental sustainability of the University.

The current CUES Task Force is comprised of Clark University faculty, staff and students appointed by the President. Members of the Task Force during 2011-12 included:

### *Faculty and Staff Members*

Justin Brooks, Manager of Desktop Support Services, Information Technology Services  
Jim Collins, Executive Vice President and Treasurer, Planning and Finance  
Mike Dawley, Director, Physical Plant  
Kevin Forti, Director, Residential Life and Housing  
Jenny Isler, Campus Sustainability Coordinator  
Robert Johnston, Director, George Perkins Marsh Institute (CUES Faculty Chair)  
Joe Sarkis, Professor, The Graduate School of Management  
Jennie Stephens, Associate Professor, International Development, Community and Environment  
Heather Vaillette, Dining Services Manager, Sodexo  
Paul Wykes, Business Manager, Planning and Finance

### *Student Members*

Emily Sturdivant, Environmental Science and Policy, BA '13  
Tung Huynh, International Development Community and Environment, MA '12  
Jordan Daley, Women's Studies, BA '14  
Kate Hanley, GSOM and IDCE, MA/MBA '12

## **Progress During 2011-12**

This report summarizes key areas of progress related to environmental sustainability at Clark University during 2011-12. It emphasizes progress made with the direct involvement of CUES Task Force members, in addition to other major accomplishments. This report is not meant to provide a comprehensive list of all actions related to sustainability at Clark, but rather to highlight some of the major accomplishments in which Task Force members played a central role. Those interested in an updated and more comprehensive list of sustainability efforts and initiatives at Clark are directed to the Sustainable Clark web page, <http://www.clarku.edu/offices/campussustainability/>, maintained by the Campus Sustainability Coordinator in coordination with other Task Force members.

During fall 2011 CUES commenced work within four subcommittees identified during the prior academic year to address both short- and long-term priorities. These were subcommittees on: (1)

Integration of Sustainability into the Academic and Financial Plan, (2) Improvements in the Visibility & Communication of Sustainability at Clark, (3) Alumni Engagement in Sustainability Efforts, and (4) Climate Action Plan Strategies. These subcommittees evolved during the year to address a broader range of topics and issues. Throughout the year, the Task Force continued to debate ways to have the most meaningful impact at Clark. Constraints facing the Task Force in this regard include (1) no budget, (2) no formal authority to enact policy changes, and (3) an all-volunteer membership already committed with other responsibilities. Given these realities, partnership and coordination has become the centerpiece of Task Force progress; nearly all of the accomplishments summarized below were completed in partnership with other groups both in and outside of Clark.

Summarized accomplishments in sustainability are grouped into eight categories: (1) Energy and Climate Action Plan, (2) Sustainability Funding, (3) Collaborative Efforts and Partnerships, (4) Academic and Financial Planning, (4) Research and Teaching, including Liberal Education and Effective Practice (LEEP), (5) Sustainability Communications, Awareness and Recognition, (6) Waste, (7) CUES Task Force Logistics and Coordination, and (8) ITS Environmental Stewardship and Sustainable Green Computing. Progress in each of these areas is summarized below:

### **Energy & Climate Action Plan**

One of the central elements addressed by the CUES Task Force relates to energy sustainability and progress towards the goals of Clark University's Climate Action Plan. In June 2007 Clark University signed on to the American College and University Presidents Climate Commitment (ACUPCC), becoming a charter signatory to a national initiative designed to reduce the greenhouse gas emissions of colleges and universities. Clark University's Climate Action Plan has two primary goals. First, the University adopts an interim goal of reducing emissions by 20% below 2005 levels by 2015. Second, the University sets a target date of 2030 for achieving climate neutrality (net zero greenhouse gas emissions). Accomplishments in this area during 2011-12 relate to increases in energy sustainability at Clark and progress towards the goals of the Climate Action Plan. These included:

- During calendar year 2011 the University had net emissions of 16,137 metric tons of CO<sub>2</sub> equivalents. This is ahead of the University's 2015 interim target of 16,357 metric tons.
- The University completed \$1.5 million of facilities sustainability projects identified in our partnership with Greener U. This work included but was not limited to installations of: (1) upgrades to overhead lighting, (2) occupancy sensors in five buildings, (3) LED task lighting in residential dorm rooms, (4) dual flush capability on over 400 toilets, (5) low flow showerheads and sink aerators in the residence halls. Building operating systems were also retro-commissioned in Lasry Hall, the University Center, Sackler Hall, and the Kneller Activities Center, with variable frequency drives installed on motors to improve operational efficiency.
- Drink vending machines across the University have been upgraded to Energy Star models with up to 55% lower energy use. These include units with timers to shut down refrigeration coils at night and 'Vending Miser' motion sensors to reduce lighting when

not in use. The number of machines was reduced by seven, and water-exclusive machines were removed.

- Campus electrical usage during fiscal year 2011-12 was reduced over 4% from budgeted levels and by 7% from 2010-11 budgeted levels. Calendar year electrical use data also show a 4.5% decrease in 2011 compared to calendar year 2010.
- Planning for a new cogeneration plant at Clark University was nearly completed during 2011-12, with an incentive program that will allow Clark to upgrade the existing plant to ~~(with)~~ a larger and more efficient engine. The University also received final trustee approval in early 2012. Installation is expected by late 2012.
- Task Force members collaborated with a team of student researchers to collect and analyze staff and faculty commuting data. Based on these and other data, Task Force members explored strategies and opportunities for mitigating commuter related greenhouse gas emissions. These included the potential use of TerraPass for carbon offsets and MassRides for employee benefits. These explorations will continue during 2012-13.
- Task Force members collaborated to review the data and assumptions underlying the Climate Action Plan, with the goal of updating/revising strategies for the next 5 year timeframe. These explorations will continue during 2012-2013.
- Task Force members took initial steps towards measuring the effectiveness of Climate Action Plan mitigation strategies. This process will continue during 2012-13.

### **Sustainability Funding**

Among the major challenges to sustainability at Clark University is the availability of funding and other resources to support related initiatives. Through actions to support increased sustainability funding in 2011-12, Task Force members worked to accelerate progress in this important area.

- Through actions of Task Force members and others at Clark, funding for sustainability initiatives has been established as a priority of Clark University's new capital campaign.
- Through an agreement with Clark University, National Grid will supply almost 50% of the funding for the new, more efficient cogeneration engine described above, under National Grid's program of reducing electrical demand and improving energy efficiency.
- Clark University received a \$50,000 grant from National Grid and is implementing recommendations regarding campus behavioral changes, led largely by the Campus Sustainability Coordinator and Clark University's student Eco-Reps in collaboration with GreenerU.
- In an April 2012 referendum, the Clark undergraduate student body voted to approve a Student Sustainability Fund (SSF). The SSF will receive \$20,000 per year from the existing student activities fund to support qualified student-led initiatives supporting sustainability at Clark. Task Force members were central to the planning and implementation of this exciting new resource.

- The CUES Task Force has partnered with the George Perkins Marsh Institute and the Albert, Norma and Howard Geller '77 Endowed Research Awards to give priority to projects that promote sustainability at Clark University, and/or coordinate with the Clark University Sustainability Task Force. This partnership provides direct funding to support student-led research in sustainability, supplementing resources available through the new SSF. A recent student-led effort under this award program researched the feasibility of green roof technology on the Clark campus.
- Supported by Task Force members and the Sustainability Coordinator, student teams won first and second place in the Innovation and Entrepreneurship department's 'U-Reka Big Idea' contest and were awarded funds to construct recycling bins and implement a local food co-op on campus.
- Sustainable Clark and Task Force members advised a student-led Recycling Initiative which secured \$15,000 of surplus student activities funds to purchase over 300 new recycling and compost bins for campus use, the first such large infrastructure upgrade since 2005. The impact will be felt in calendar year 2012.

#### **Collaborative Efforts and Partnerships**

Among the central priorities of the CUES Task Force is to promote more numerous and effective partnerships to promote sustainability at Clark University and beyond. Numerous groups and organizations help facilitate Clark's commitment to sustainability. Some of the primary ways that the Task Force promoted these collaborative efforts during 2011-12 included:

- A Tri-Campus Council was initiated involving Clark, Holy Cross, and WPI. Entitled "SynergE Worcester," this group has begun exploring opportunities to address sustainability on a collaborative basis. GreenerU and various public utilities work with this new collaborative partnership to assist each partner institution in promoting sustainability initiatives and maximizing energy savings.
- The Clark Sustainability Collaborative has been established. This cross-sector group networks all environmentally-focused student groups, as well as interested faculty and staff, to build collaboration, support individual and joint efforts, and provide a centralized source of information.
- Clark University grounds staff have begun an investigation into sustainable landscaping installations in collaboration with a dedicated group of biology students.
- Collaboration among GreenerU, Sustainable Clark, Physical Plant, Eco-Reps and Residential Life supported a 'Green Room Audit' pilot program at Clark, with over 20 rooms audited and 9 student auditors trained.
- The Sustainable Clark Website now includes a Sustainability Inventory. This living document is maintained by the CUES Task Force, and tracks continually evolving sustainability efforts on campus. Through these and other efforts, the Task Force seeks to promote greater networking, awareness and partnerships among sustainability efforts on and beyond campus.

### **Academic and Financial Planning**

Among the recent accomplishments of Clark University is the approval of a new five-year Academic and Financial Plan for 2011-2016. Within this new plan, environmental and sustainability concerns play an important role. Among the stated goals within this plan is to continue “efforts to reduce the usage of energy, and expand our sustainability efforts to all aspects of our campus life and operations” (p. 32). The plan also highlights the need to promote recognition of Clark’s success in environmental research and sustainability. Promulgation of the Plan is only an initial step; CUES Task Force members will continue to work with the faculty and administration to promote and implement Plan elements related to environmental research and sustainability.

- During 2011-12, CUES Task Force members commenced evaluation of how the Academic and Financial plan links to various sustainability initiatives across campus, and how the Task Force could best promote Plan sustainability goals moving forward.

### **Research and Teaching, including Liberal Education and Effective Practice (LEEP)**

Clark University's dedication to sustainability is expressed in our commitment to educating students to be responsible citizens of the world. As we prepare students with the intellectual, social and practical skills required to address the complex challenges of a rapidly changing world, including new and difficult environmental challenges, we recognize that the global community looks to universities to provide leadership in addressing these challenges. Building on the University's core mission of research, teaching and learning, Clark faculty and students have pioneered research in such fields as sustainability science, land use change, pollution control, ecosystem services, global climate change, environmental risks and hazards, and many other environmental issues.

Sustainability issues are also at the center of Clark University’s pioneering Liberal Education and Effective Practice (LEEP) program, which seeks to enhance the traditional liberal arts education with practical skills, experiences and networking necessary for students to make an impact in the 21<sup>st</sup> century. Sustainability is implicit in LEEP introduction as an exemplar of how a liberal education can be used to create opportunities for effective practice and building life and career skills to effectively change our world. Some of the key areas in which the Task Force has sought to further integrate sustainability into research and teaching at Clark include the following:

- Sustainable Clark (the Clark University Office of Sustainability) directed the activity and research of 11 undergraduate and graduate interns whose work addressed various areas of sustainability on and beyond the campus.
- Sustainable Clark supervised over 50 student employees and volunteers working in the Clark Community Thrift Store and Student Recycling Crew.
- Task Force members are playing a central role encouraging the ongoing incorporation of sustainability themes and opportunities within LEEP as it develops at Clark.
- Clark University—led by research institutes such as the George Perkins Marsh Institute and the Mosakowski Institute for Public Enterprise and departments such as Geography, IDCE and many others—continues to be a world leader in research related to human-environment interactions and sustainability science.

- The George Perkins Marsh Institute continues to sponsor its long-running lecture series and other events devoted to sustainability and environmental research.
- Task Force priorities have been central in the selection of the invited speaker for the Albert, Norma and Howard '77 Geller Lecture Series.
- The George Perkins Marsh Institute and Mosakowski Institute for Public Enterprise partnered with the National Oceanic and Atmospheric Administration (NOAA) to develop a new student internship program in science, policy and communication, with five undergraduate interns placed during the first program year.
- The project-based course, EN 103 The Sustainable University (undergraduate title) and IDCE 30185 Sustainability and the Role of Higher Education (graduate title) explores both the theory and practice of sustainability and sustainable development by examining the role of higher education in promoting change toward sustainability. This course, taught by Task Force member Jennie Stephens, engages both graduate and undergraduate students with the challenges associated with promoting sustainable behavior and fostering institutional and social change through team projects right here in the Clark and Worcester communities. During fall 2011, team projects in collaboration with Sustainable Clark and Task Force members focused on: (1) Raising awareness of Clark's Hadwen Arboretum, (2) Creating a rain garden on campus, (3) Estimating GHGs from transportation, (4) Engaging with alumni and developing metrics for the inventory of sustainability initiatives and (5) Expanding the scope of the campus Community Garden.
- The George Perkins Marsh Institute, in partnership with the CUES Task Force, continues to house and provide administrative support for the independent Institute for Energy & Sustainability (IES) at Clark. The mission of IES is to attract clean energy technology and renewable energy companies to Central Massachusetts. The Institute formally launched in the Spring of 2009 through partnerships with Clark University, Worcester Polytechnic Institute, MA Clean Energy Center and Congressman Jim McGovern's office. With these and other partners, IES is working to transform the industrial corridors of Central Massachusetts into a green energy zone that includes research, development, deployment, and a focus towards sustainability solutions. The Marsh Institute provides offices and administrative support for IES at Clark University, serving as the primary link between the University and this important external partner. Among recent IES initiatives is the installation of electric vehicle charging stations in Worcester and on the Clark University campus, an electronic E-Waste upcycling campaign, and sustainability planning in the Main South neighborhood.
- Clark University is a key player in a sustainable energy cluster initiative in Worcester Massachusetts, and several Clark faculty and students have been conducting participant observation research on how universities and other organizations are engaging in this regional economic development cluster initiative focused on sustainable energy. Funded by Clark University's Mosakowski Institute for Public Enterprise and implemented in part by Task Force members, this scholarship contributes both theoretical and practical insights on the potential of an economic development cluster strategy in facilitating socio-technical transitions toward sustainability.

- Clark University has received national recognition for its new dual degree graduate program that is a Masters degree in Environmental Science and Policy combined with an MBA. Multiple CUES Task Force members were central to the development of this new program.

### **Sustainability Communications, Awareness & Recognition**

Among the goals of Clark's new Academic and Financial Plan is to increase communications, awareness and recognition of environmental and sustainability accomplishments at Clark. Through activities involving numerous offices and departments, Task Force members continue to contribute towards these important goals.

- The Clark University Office of Sustainability has established Sustainable Clark with an updated website, multi-media awareness campaign, publications, training programs and visible campus presence. Sustainable Clark provides a central hub for sustainability communications, awareness and recognition. Sustainable Clark supports the sustainability efforts of diverse groups and departments at Clark by providing data and coordination.
- The Green Mentality Survey led by the Sustainability Coordinator and conducted by student Ya'ara Persing with sponsorship from the CU Student Council and the CSC polled the university community on attitudes, knowledge and sustainability literacy on and off campus. Results of the survey were disseminated during 2011-12, and will inform future strategic planning on campus.
- Clark Dining Services, with leadership from director and Task Force member Heather Vaillette, Sustainability Coordinator Jenny Isler, and students Sharon Bort and Anthony Oduro, won the 2011 Gold Award from MassRecycle for the most sustainable dining operation in the state.
- Sierra ranked Clark the 17<sup>th</sup> "greenest" school in the nation in their annual Cool Schools publication, while Clark's Green Report Card ranking from Sustainable Endowments Institute remained at B+ and Clark was listed in the top tier of Princeton Review's Guide to Green Colleges for the third successive year.

### **Waste**

Waste generation is a continued concern across US colleges and universities, and Clark University has been a leader in innovative programs to reduce waste across the campus. Clark University continues to be a leader in recycling and waste reduction through activities across our campus. During 2011-12 the Task Force continued to promote and track these programs.

- Clark University increased its overall recycling rate from 18% to 29% in calendar year 2011, an increase of 61% in just one year. Clark's annual diversion rate is now 49% of all waste including recycling, compost, electronic waste and donations. Staff education and campus awareness programs contributed to the increase.
- During 2011-12, Physical Plant staff and the Sustainability Coordinator designed and implemented a program to manage universal waste (mercury containing bulbs and batteries) and electronic waste according to environmental regulations and stringent sustainability criteria.

- Physical Plant and Sustainable Clark, in partnership with the Task Force, completed a university space study (footprint management) which acknowledged the need to utilize space somewhat more efficiently going forward, and provided a context for doing so.
- The Clark Community Thrift Store, a student managed venture under the direction of the Sustainability Coordinator in collaboration with Innovation and Entrepreneurship, launched 'Clark Collections' to capture student move-out waste. Over 7 tons of waste were diverted and transformed into retail value for the Clark and Main South communities, while further reducing consumption of new goods.

### **CUES Task Force Logistics and Coordination**

During 2011-12 the CUES Task Force underwent a restructuring and reorganization under faculty chair Robert Johnston. This restructuring clarified the membership, operating guidelines and procedures of the Task Force, with a goal of increasing productivity, efficiency and measurable outcomes.

- The structure and membership of the CUES Task Force was formalized in 2011-12, in coordination with the President's Office. The Task Force is now comprised of a set of permanent members (defined by offices at Clark) and a set of non-permanent members serving fixed, renewable terms at the invitation of the President.
- Guidelines for CUES Task Force meetings were formalized to encourage greater productivity, efficiency and measurable outcomes.

### **Information Technology Services Environmental Stewardship & Sustainable Green Computing**

Information Technology Services (ITS) is central to sustainability at Clark in at least three primary ways. First, computers and technology are among the major users of power across campus; sustainability efforts in this area can have significant impacts. Second, ITS is central to communications and networking related to sustainability. Third, a significant proportion of waste across campus is related directly or indirectly to technology, whether due to disposal of obsolete equipment or waste paper from printing. ITS, through involvement with the Task Force, has made major commitments to sustainability in all of these areas.

Unlike some of the other activities summarized in this report, ITS projects are often characterized by iterative progress over many years. Hence, some of the listed accomplishments reflect only partial or incomplete results of multiple year projects, or final results of projects that have spanned **multiple years**.

#### *Power Management Initiatives*

- All ITS deployed computers are now set to turn their monitors off and "power down" their hard drives after 20 minutes of inactivity.
- During servicing, all computers are now updated to use the latest Intel SpeedStep/Advanced Configuration and Power Interface software to optimize power-performance balance.

**Comment [RJ1]:** Justin – please make sure that all of the listed bullets reflect accomplishments and actions during 2011-12. If there are things that were completed prior to 2011, and for which actions did not continue during 2011-12, we should probably not include them to be consistent with other areas of this report.

- ITS now deploys all laptops and desktops with “Hibernation” mode enabled. This mode saves the computer’s current state and allows the system to power off during periods of inactivity.
- ITS is now in the process of implementing computer monitoring and power management using LANDesk. This solution imposes an energy saving state on 500 computers and provides user selectable options to an additional 640 computers.

#### *Equipment Purchasing Initiatives*

- ITS now purchases ENERGY STAR compliant computers whenever fiscally and technically possible. It has also attempted to remove and recycle all computing devices no longer in use.
- ITS now purchases and deploys only LCD monitors. An LCD display (commonly called "flat panel" display) generally consumes about half as much energy as old-style CRT monitors and generates less heat.
- ITS discontinued support for individual printers in favor of networked printers for small groups and/or departments. The use of a network printer results in savings of both energy and cost.
- ITS now recommends multifunction printers/copiers (MFP) to take the place of separate fax, copier and printers within the same office. It also recommends the use of MFPs to email documents instead of faxing.
- ITS has decommissioned end-of-life servers and replaced network switches with more energy and space efficient models.
- ITS has replaced antiquated HVAC unit in data center with a much more energy efficient model, and the data center UPS with a more efficient and flexible unit.
- All new data center servers now use Serial Attached SCSI (SAS) drives versus Parallel SCSI drives. These SAS drives are smaller, use less power, and generate less heat per megabyte.

#### *Server / Data Center Project*

Through this project, ITS centralized data center storage. This was required in order for ITS to consider server virtualization (i.e. most server virtualization requires a centralized storage network with adequate disk space, something ITS did not have until 2008).

- ITS implemented Citrix XenServer (a server virtualization technology), and is currently migrating eligible services to virtualized hosts.
- ITS has deployed KVM systems in the data center. A KVM switch (Keyboard, Video/ Visual Display Unit, Mouse) is a device that allows a user to control multiple computers from a single keyboard, video monitor and mouse. The use of these products reduces the need for extra keyboards, monitors and mouse devices. In addition, proper use of KVM tools reduce the physical square footage space and associated power required to run a data center.
- ITS has piloted the use of blade hardware as a replacement strategy for servers so as to reduce/contain hardware costs and data center operating expenses (decreased power, HVAC, and floor space requirements).

#### *Materials Recycling / Conservation Initiatives*

- In the process of re-engineering paper transaction and other administrative processes to reduce paper and toner usage, ITS has:
  - Implemented Self-Service Finance for Banner which eliminated the need for paper distribution of monthly Banner budget reports.
  - Purchased a document management solution; this provides the opportunity to re-imagine business workflow and to eliminate paper transactions such as purchase orders, account receivables, etc.
  - Deployed a portal solution, providing more opportunity for electronic communication.
  - Increased the use of email notification, Campus Digest and Student Digest to keep faculty, staff and students informed of campus events/activities without the use of paper communications.
  - Recommended the purchase of duplexing units for all printers and copiers.
  - Made all ITS help documentation available online vs. paper handouts; creation of online service request forms.
  - Identified all networked printers on campus and set them up with print queues vs. direct printing capabilities – this is necessary for the eventual implementation of a print management solution.
  - Set the default setting on public lab printers to double-sided printing.
  - Implemented a print management solution and print quotas on student printing so as to reduce paper and toner consumption in the public computing sites - started in the ITS managed public computer labs: Academic Commons and Goddard Library; recently expanded to the IDCE Lab, Fuller Multimedia Center, JK Wright Lab, and Jonas Clark 103 & 105.
  - Promoted toner/cartridge recycling.
- ITS has also sought to dispose of and recycle as much computing equipment as possible; encouraging charitable donations of older equipment where possible.

#### *Other Initiatives*

In addition to the above, ITS has engaged in a variety of other initiatives during 2011-12 promote more effective information exchange to reduce the need for faculty, staff and student travel. As part of these efforts, ITS has:

- Publicized the availability of low/no-cost webinars vs. encouraging staff to attend “on-the-ground” meetings and conference sessions.
- Implemented a VPN to allow secure remote access to University resources (e.g. file shares, databases, Exchange).
- Allowed for select telecommuting options for ITS staff where job function allows.

- Conducted a summer pilot for alternative work schedules such as four (longer) day work weeks for ITS staff.
- Implemented easy-to-use, accessible videoconferencing technology.
- Sought to develop a video bulletin board system to increase/improve communication electronically vs. paper-based notifications/signage.

### **Summary and Plans for 2012-13**

Clark University continued to make significant strides towards sustainability during 2011-12, with much of this progress involving direct or indirect involvement of CUES Task Force Members. Yet considerable progress remains to be made. Recent sustainability initiatives have often been a win-win for the University; both reducing net operating costs and promoting sustainability. The Task Force remains dedicated to identifying and pursuing these opportunities across the campus, and many still remain. However, as Clark seeks to meet its sustainability commitments over time (including those under the ACUPCC), there may be unavoidable tradeoffs between sustainability and other goals. These tradeoffs may become more challenging as we move closer to our goal of climate neutrality by 2030. Moving forward, the CUES Task Force is well positioned to help the University identify and address these potential tradeoffs in a positive and forward-thinking manner.

Based on progress and planning during 2011-12, the Task Force is poised for significant progress during the coming year. Key tasks as we approach the 2012-13 academic year include: (1) coordinate with President Angel to fill spots on the Task Force left vacant by sabbaticals and other changes, (2) identify concrete goals for 2012-13, (3) plan specific tasks to achieve these goals, (4) allocate responsibilities across Task Force members, and (5) set target dates for interim and final accomplishments. The Task Force will also continue collaborations with SynergE Worcester to explore collaborative efforts across regional colleges and universities. Finally, a central goal for the Task Force during 2012-13 is the advancement of partnerships and collaborations involving other committees, offices and departments across the campus. Increasingly, it is clear that continued progress towards sustainability will depend on these collaborative efforts.