

# W&M CLIMATE ACTION ROADMAP 2021-2030



WILLIAM & MARY

CHARTERED 1693

# TABLE OF CONTENTS

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INTRODUCTION..... 3

SUSTAINABILITY &  
CLIMATE ACTION ..... 4

ROADMAP STRUCTURE ..... 5

SNAPSHOT GOALS ..... 6

GOALS & STRATEGIES

    EDUCATION & ACADEMICS..... 7

    2030 CARBON NEUTRAL CAMPUS ..... 9

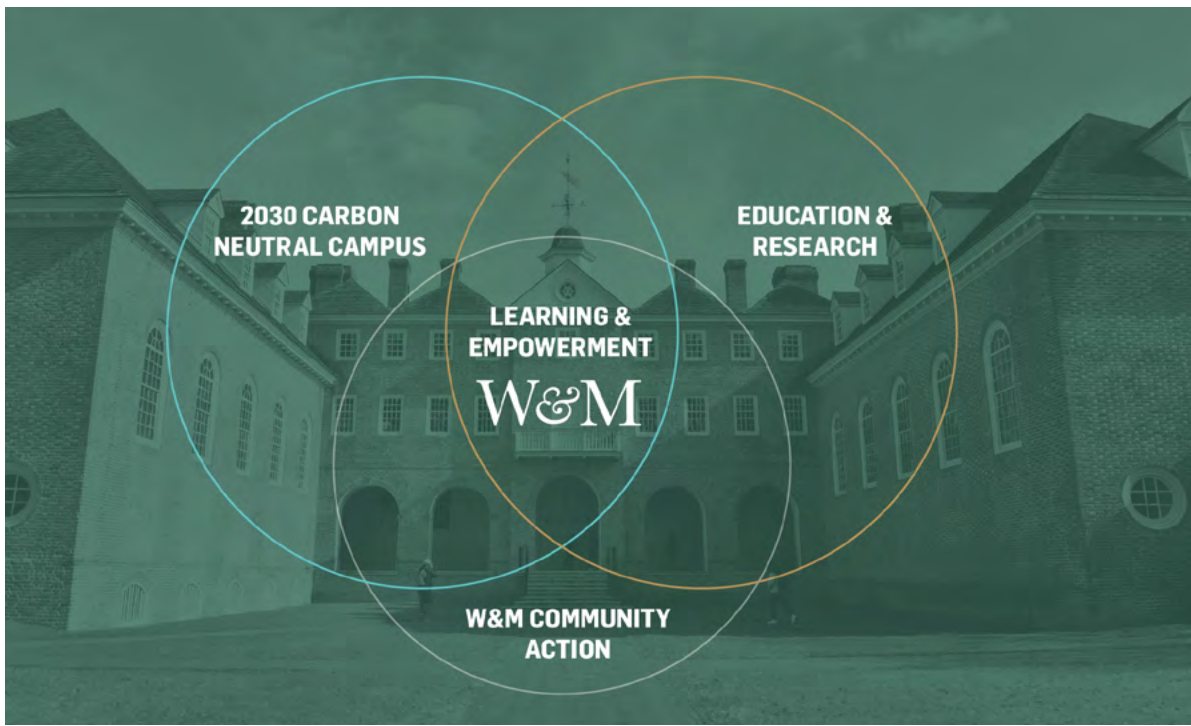
    COMMUNITY ACTION ..... 12

PLANNING PROCESS..... 14

APPENDIX..... 15



# INTRODUCTION



Graphic concept by Cole Cochran '22

William & Mary has an ambitious goal to reach carbon neutrality by 2030, which President Katherine Rowe set for the university in 2019. W&M also entered into a partnership with the University of Virginia for the two universities to support each other's climate action progress. Carbon neutrality is one part of this larger Climate Action Roadmap, which highlights what W&M could uniquely contribute to broader climate action as a higher education institution.

What follows is a non-exhaustive list of goals and potential actions created by many stakeholders and champions across the university community. Steps like those outlined in this roadmap will make W&M a more sustainable place and community, and more importantly, will influence the present and future leaders of the world, our students.

Setting an ambitious carbon neutrality date and creating a climate action roadmap for the university was a commitment set within the W&M Sustainability Plan, launched by the president in 2019. The fulfillment of this commitment has created not only a roadmap, but also an opportunity for more systemic impact through the university's strategic planning process. This roadmap will be submitted to the President's Cabinet for consideration during the strategic planning process as a list of opportunities that can be chosen from, accelerated, amplified, and built upon for inclusion in the strategic plan.

# SUSTAINABILITY & CLIMATE ACTION



*Sustainability* at W&M is the dynamic interactions between society and the environment, operating in ways that improve the well-being of all. This recognizes the multiple dimension of society, such as individual well-being, culture, livelihoods, economics, and governance. Like the United Nations Sustainable Development Goals, actions towards sustainability take into account the connectivity of the world, at the nexus of environmental, social, and economic dimensions.



A sustainable world includes flourishing societies, individuals, economies, and environments. One of the greatest global threats to sustainability is climate change. Through the lens of sustainability, climate action approaches solutions that reflect nature, equity, and prosperity.

Climate action in this roadmap is about more than carbon neutrality for a single university. It recognizes we must lend our unique strengths as a higher education institution to address the global challenge of climate change.

The roadmap will include the important component of carbon neutrality as well as a lens of sustainability within education and academics, and actions in partnership with the W&M community. All areas of the plan will be connected by the thread of learning and empowerment for students, faculty, and staff, in a truly whole-institution plan.



# ROADMAP STRUCTURE

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The W&M Climate Action Roadmap has a nine-year timeline with three areas, all connected by a mission of learning and empowerment. This is a university effort, created through student, faculty, staff working groups of the Committee on Sustainability and Office of Sustainability. The carbon neutrality and other operational goals of the plan apply to the W&M main campus, inclusive of all graduate schools located in Williamsburg Va, as well as the associated graduate school campus of the Virginia Institute of Marine Science in Gloucester Point, Va.

Each **GOAL** is followed by bulleted example strategies that can be used to reach that goal. This plan does not detail every action that will take place in sustainability, but does provide a picture of the current direction, intent, and priority.

Opportunities to get involved with implementing the goals can be found through the Office of Sustainability and the Champions of the goals. Student engagement could include campus as a living lab projects, internships, committees, and volunteer positions. These opportunities will play an additional role of empower for those that would like to be more closely involved.

**CHAMPIONS** are those key stakeholders that have volunteered to spearhead this goal or particular strategies within it, with the support of W&M Sustainability. Associated Sustainable Development Goals (SDG) & Project Drawdown Solutions are also hyperlinked to the appropriate SDG of the United Nations and Project Drawdown Solutions site. Drawing connections to the SDG's helps demonstrate the

broader potential to these goals, associations for future research and projects, and the global to local nature of sustainability efforts.

**ANOTHER RESOURCE** to explore in connection with the Climate Action Roadmap content is [Project Drawdown](#), an organization focused on quickly, safely, and equitably stopping climate change, that has provided science-based solutions that are easily communicated. These easy access links to extension information play an additional role in the learning component of the plan.

The Office of Sustainability currently tracks progress for the commitments within the W&M Sustainability Plan. As part of that process, the Climate Action Roadmap progress will also be captured and shared with other successes from across the campus. The Climate Action Roadmap is an extension of the W&M Sustainability Plan and provides expanded opportunities to further and amplify the plan's commitments and sustainability progress at W&M.

# GOAL SNAPSHOT

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## Education & Academics



1. **Curriculum & Teaching:** Encourage academic units to further incorporate climate and sustainability into teaching and research.
2. **Research & Scholarship:** Encourage academic units to further incorporate climate and sustainability into research and scholarship.
3. **For All Time Coming:** Build student sustainability knowledge while providing experiential and applied learning opportunities anchored in the Tidewater region from their first-year to their last – and beyond.
4. **Employee Development:** Sustainability is part of every new employee's training and all employee's professional development offerings.
5. **Sustainability Certificates, Coastal Resiliency:** Explore a coastal resiliency certificate with the potential to create a suite of sustainability certificates.
6. **Curriculum & Research Support:** Provide tools, resources, and opportunities for faculty in all areas to incorporate sustainability into curriculum and research.

# GOAL SNAPSHOT

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## 2030 Carbon Neutral Campus

1. **100% Renewable Electricity:** Source an equivalent of 100% of the main campus and all graduate schools' electricity from renewables.
2. **Heating/Cooling Strategy:** Create a strategy to address the use of fossil fuels used in buildings for heating and cooling.
3. **15% Building Energy Reduction:** Reduce building energy use 15%.
4. **Net Zero Campus Fleet:** Create a strategy for a campus fleet that has net zero carbon emissions.
5. **Carbon Proxy Program:** Explore a Carbon Proxy Program, which assigns a "what-if" price to offsetting emissions for consideration in decision-making such as capital projects.
6. **Higher Education Resilience Planning Worksheet:** Explore a campus resilience planning worksheet tailored for higher education grounds and operations.



# GOAL SNAPSHOT

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## W&M Community Action



1. **65% Waste Diversion:** Reduce the volume of municipal waste going to the landfill by 65%.
2. **Sustainable Procurement:** Incorporate social and environmental sustainability as a factor in purchasing practices.
3. **Plant-Forward Food:** Increase plant-based and plant-forward options offered through the university, with an emphasis on sourcing locally.
4. **Green Transit Design:** Expand and incentivize green transportation options on and off campus by collaborating locally and regionally.
5. **Hiring Practices:** Offer convenient resources for those that would like to hire employees who apply a lens of sustainability in their area of expertise.
6. **Study Abroad Program:** Develop resources, procedures and events that allow for students, faculty and staff to plan international travel that enriches through a global perspective, builds positive relationships with host communities, and improves environmental impacts.



# EDUCATION & ACADEMICS



Perhaps our broadest and deepest positive impact on climate action will be through our educational and academic activities. Students, staff, and faculty will strengthen their focus on sustainability and connect their current and emerging careers to global challenges of significant importance. The goals within this section align greatly with both the current strengths of the institution as well as to the strategic vision of the future. By incorporating a sustainability lens into our integrated teaching/learning/research portfolios we will, collectively, make an impactful difference at W&M and beyond.





## 1. Curriculum & Teaching: *Encourage academic units to further incorporate climate and sustainability into teaching and research.*

### CHAMPIONS

Office of the Provost



- Explore developing an undergraduate minor in sustainability by 2022
- Identify areas of overlap between the dimensions of sustainability and existing degree program requirements and develop resources that enable instructors to make explicit connections between social and environmental aspects of sustainability in the COLL 350 and other relevant requirements by 2023
- Explore how to assess longitudinal change in sustainability literacy in students by 2025
- Increase dedicated faculty lines and named professorships in sustainability to coordinate interdisciplinary teaching and research at W&M by 2026

## 2. Research & Scholarship: *Encourage academic units to further incorporate climate and sustainability into research and scholarship.*

### CHAMPIONS

Office of the Provost



- Increase collaborative sustainability teaching and research by allocating funding for one interdisciplinary team through the Reveley Interdisciplinary Fellowship Program by 2022
- Engage undergraduate research programs (e.g. Monroe Scholars, WM Sure) to promote opportunities in sustainability research and the career paths this enables by 2023
- Expand sustainability research funds and offerings, potentially in areas such as summer research funding by 2023

- Increase dedicated all-university post-doc teacher-scholar programs focused on sustainability, modeled after the A&S Environmental Science & Policy post-doc program by 2025. Each postdoc mentors students in sustainability research and teaches new sustainability courses.
- Review merit, retention, tenure, and promotion policies and processes for the potential to include achievements in sustainability (broadly conceived and inclusive of efforts in diversity, equity, and inclusion) teaching and research by 2030

## 3. For All Time Coming: *Build student sustainability knowledge while providing experiential and applied learning opportunities anchored in the Tidewater region from their first-year to their last – and beyond.*

### CHAMPIONS

Student Transition  
Engagement Programs,  
Office of the Provost &  
Office of Sustainability



- Offer all new students introductory information during orientation and throughout their first year by 2023
- Offer all students post-graduate sustainability information throughout their final year by 2024
- Pilot support structures for the development of personal sustainability plans with opportunities for reflection and integrated learning by 2026
- Create a suite of learning objectives for sustainability that can be adopted by multiple disciplines to spread sustainability knowledge by 2026

## 4. Employee Development: *Sustainability is part of every new employee's training and all employee's professional development offerings.*

### CHAMPIONS

Human Resources &  
Office of Sustainability







- Provide sustainability speaker options that align with university professional development programs such as Learning Forward by 2022
- Incorporate an introduction to sustainability for new employees into the new hire curriculum by 2023
- Provide a suite of Cornerstone development options accessible to all employees by 2027
- Promote development options through outlets like the Supervisor's Forum by 2028

## 5. Sustainability Certificates, Coastal Resiliency:

*Explore a coastal resiliency certificate with the potential to create a suite of sustainability certificates.*

### CHAMPIONS

W&M Law School Virginia  
Coastal Policy Center,  
VIMS Center for Coastal  
Resource Management,  
Office of Sustainability



- Research successful educational and/or training programs, including certificate programs and their funding mechanisms by 2022
- Help inform university interdisciplinary approaches by providing any recommendations developed as a result of researching successful programs by 2023
- Explore an interdisciplinary approach that could be used for educating students or made available to current professionals by 2023
- Investigate possible avenues to connect with graduate schools and the undergraduate body by 2023

## 6. Curriculum & Research Support: *Provide tools, resources, and opportunities for faculty in all areas to incorporate sustainability into curriculum and research.*

### CHAMPIONS

Studio for Teaching & Learning Innovation,  
Office of Sustainability,  
Vice Provost for Research.



- Support one annual University Teaching & Learning Project learning community to explore targeted sustainability efforts in coursework by 2023
- Hold a STLI Community Conversation on the use of a sustainability lens to further incorporate diversity into course offerings through topics such as environmental justice by 2024
- Increase connectivity among faculty and staff interested in collaborating on sustainability topics through opportunities such as networking events. Explore co-funding workshops, involvement of alumni and external partners, and identifying themes with the Office of the Provost by 2025
- Create a suite of sustainability teaching, learning, and research support opportunities with STLI and other campus partners by 2030





# 2030 CARBON NEUTRAL CAMPUS



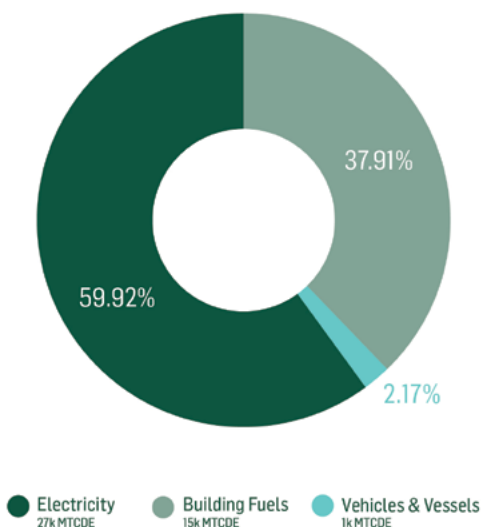
Carbon neutrality for the W&M and VIMS campuses will be reached through a multi-faceted approach, centering emissions reductions through efficiencies and shifting towards renewable energy for campus operations. Flexibility will be a key consideration, as policies and technologies are rapidly changing. As a last resort, responsible carbon offsets will be purchased to reach the last mile of neutrality, while the university continues work on mitigating these emissions past 2030.



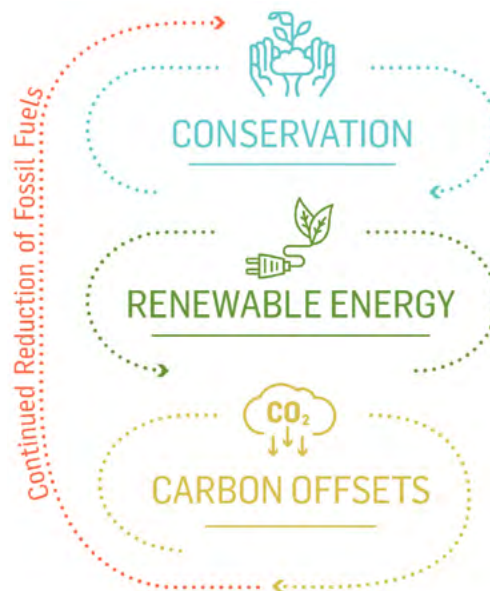
**Carbon neutrality at W&M** is when the university has reached net zero carbon emissions for campus operations. Carbon neutrality will encompass the operational emissions W&M can directly control. Reaching carbon neutrality will not be the end of climate action. W&M will continue to evaluate and reduce the use of fossil fuels towards a more fossil fuel free campus.

Emissions not directly controlled by the university, and thus not within carbon neutrality, are addressed in the Community Action portion of the roadmap. This includes sources such as faculty and staff commuting, study abroad, and landfill waste, which will take more than university policy and infrastructure changes to address. The W&M Community Action portion of the plan includes both university actions and ways students, faculty and staff, can help reduce these types of emissions

**W&M GREENHOUSE GAS EMISSIONS  
FISCAL YEAR 2019**



**STEPS TOWARDS  
CARBON REDUCTION**





**1. 100% Renewable Electricity:** *Source an equivalent of 100% of the main campus and all graduate schools' electricity from renewables.*

**CHAMPIONS**

Facilities Management



- Establish an on-site solar project for educational purposes by 2023
- Create and implement an education and outreach campaign around the university's renewable electricity sources and efficiency efforts by 2024
- Explore additional power purchase agreements for grid-scale energy by 2030

**2. Heating/Cooling Strategy:** *Create a strategy to address the use of fossil fuels used in buildings for heating and cooling.*

**CHAMPIONS**

Facilities Management



- Increase stakeholder discussions with utility providers about their plans, timelines, and options for carbon neutral advancement by 2021
- Complete consultant evaluation of carbon neutrality models for building level fuels with funding recommendations by 2022
- Review technical standards for strategic inclusion of carbon neutrality measures, such as reducing the need for simultaneous heating and cooling by 2023
- Explore alternate fuel source potential for buildings, such as geothermal, by 2030

**3. 15% Building Energy Reduction:** *Reduce building energy use 15%.*

**CHAMPIONS**

Facilities Management



- Review technical standards for strategic updates of energy efficiency technologies by 2023
- Create and submit to University Operations a proposal on the effects of further aligned building occupancy and operations, with suggestions for implementation by 2023
- Explore funding mechanisms to assist in strategic upgrades to buildings outside Education & General funding, including but not limited to the capacity of the Green to Gold Revolving Fund by 2025

**4. Net Zero Campus Fleet:** *Create a strategy for a campus fleet that has net zero carbon emissions.*

**CHAMPIONS**

Parking & Transportation



- Identify the percent of department state vehicles that could be disposed of in favor of a supportive pool/fleet of smaller fuel efficient or hybrid/electric vehicles for official use within a specified radius of campus by 2023
- As vehicles are in need of replacing, transition to fully electric options where possible by 2024
- Explore a structure to make departments responsibility for the price of carbon offsets for their vehicles by 2025

**5. Carbon Proxy Program:** *Explore a Carbon Proxy Program, which assigns a "what-if" price to offsetting emissions for consideration in decision-making such as capital projects.*

**CHAMPIONS**

Economics faculty & Facilities Management



- Research best practices and existing Carbon Proxy Programs such as at Smith College and University of Virginia and select the best model by 2022
- Select a university price for carbon by 2023



- Determine when in the capital projects decision-making process such a program would be most impactful and pilot on a specific project by 2023

## 6. Higher Education Resilience Planning Worksheet:

*Explore a campus resilience planning worksheet tailored for higher education grounds and operations.*

### CHAMPIONS

W&M Law School Virginia Coastal Policy Center, VIMS Center for Coastal Resource Management, Office of Sustainability



- Research current resilience planning formats and tools used in higher education by 2022
- Leverage experience from regional resiliency work to inform a higher education process by 2023
- Pilot a resilience worksheet at W&M with an attendant workshop for university employees by 2024
- Explore the potential for scaling the tool for use at other universities by 2025





# W&M COMMUNITY ACTION



Addressing climate change will take us all, from changes in policy to shifts in behavior, we are in this together. Pooling our action as one community, each using our sphere of influence towards positive change, these goals and strategies are a blend of actions, partnerships, and invitations to help us all become more sustainable and tackle climate change.

## 1. **65% Waste Diversion:** *Reduce the volume of municipal waste going to the landfill by 65%.*

### CHAMPIONS

Auxiliary Services,  
Dining Services, Facilities  
Management, Procurement,  
Office of Sustainability



- Expand educational and outreach programs to raise community participation in waste minimization practices by 2022
- Develop a Sustainable Waste Management Plan for the college to increase the campus' waste diversion rate, in phases, through source reduction, recycling, composting and repurposing by 2023
- Eliminate the distribution of single use plastics by 2025 in accordance with Commonwealth of Virginia Executive Order 77
- Pilot a program to achieve a zero waste building by 2026

- Assess impact of Executive Order 77 on purchasing and take steps to comply, including performing outreach with contracted vendors, website updates, and solicitation/contract language updates by 2022
- As part of the university's 42% expenditure goal with Virginia certified Small, Woman-, and Minority-owned (SWaM) businesses, provide these businesses with programs that enhance their campus visibility (i.e. supplier diversity fair/vendor education/other promotion) by 2023
- Determine the feasibility of onboarding a SWaM reseller for at least one university-wide contracted vendor such as Amazon, Fisher or Grainger to drive business to Virginia certified SWaM businesses by 2023
- Promotion of sustainable purchasing through identification of sustainable businesses in the university's eProcurement system or development of a green buying guide for campus by 2024

## 2. **Sustainable Procurement:** *Incorporate social and environmental sustainability as a factor in purchasing practices.*

### CHAMPIONS

Office of Procurement



- Complete a review of ISO 20400 – Sustainable Procurement standard to determine best practices and opportunities for sustainable purchasing through Procurement Services by 2021

## 3. **Plant-Forward Food:** *Increase plant-based and plant-forward options offered through the university, with an emphasis on sourcing locally.*

### CHAMPIONS

Dining Services



- Establish new dining stations with a focus on locally sourced foods in conjunction with Virginia Food Hub and 4pFoods - People, Planet, Purpose, Profit Food system by 2021
- Increase opportunities for customers to sample plant-based, plant-forward, and plant-enhanced options by 2022



- Increase the number of vegetarian, vegan, and plant-forward options available on the daily menu of dining halls and food trucks by 2022
- Increase the integration of plant-options and meat-alternatives into normal menu exploration, not only as a specific dietary choice by 2023

**4. Green Transit Design:** *Expand and incentivize green transportation options on and off campus by collaborating locally and regionally.*

**CHAMPIONS**

Parking & Transportation  
and Auxiliary Services



Prioritize placement of electric vehicle chargers in high demand areas on the VIMS campus by 2022 and on the main campus by 2023

- Adopt a park-once model that encourages parking in a specific, designated area on campus and taking more sustainable modes of transportation to reduce idling and micro-trip emissions by 2023
- Explore funding options for prioritizing the expansion and addition of bicycle and pedestrian lanes by 2023
- Reduce emissions generated from the first and last miles of travel on campus through human-powered and electric transportation options by 2024
- Streamline logistics of greenhouse gas emitting resources used in fulfillment and production of the food programs at W&M by consolidating vending machines, exploring sustainable packaging options, and prioritizing hyper-local or bulk procurement to reduce supply chain transportation by 2030

**5. Hiring Practices:** *Offer convenient resources for those that would like to hire employees who apply a lens of sustainability in their area of expertise.*

**CHAMPIONS**

Human Resources



- Make available an approved sustainability statement for voluntary use in hiring announcements by 2024
- Explore creating a combined statement with Diversity & Inclusion by 2024
- Research and provide suggestions on how sustainability can be incorporated into hiring practices and Human Resources broadly by 2025
- Create a tips sheet offered through Human Resources for ways to craft a hiring process that increases the likelihood of finding and hiring content experts who also apply a lens of sustainability by 2025

**6. Study Abroad Program:** *Develop resources, procedures and events that allow for students, faculty and staff to plan international travel that enriches through a global perspective, builds positive relationships with host communities, and improves environmental impacts.*

**CHAMPIONS**

Study Abroad Program



- Implement sustainability into study abroad programming by: adding questions to applications, debriefs, and evaluations; working with local partners to discuss in country alternatives for reducing impacts, adding sustainability (environmental and cultural) into pre-departure curriculum by 2022
- Provide easily accessible information regarding sustainable travel on our webpage and through events throughout the year by creating a Green Travel Guide, list of study abroad programs with academic focus on sustainability topics, and student and campus wide events hosted every year by 2022
- Explore offsetting all international flights by developing a way to calculate average carbon outputs for international travel, using a verified and responsible carbon offset company, and exploring integrating carbon offsets into student program costs where appropriate by 2026

# PLANNING PROCESS



Over the two year process, which was bisected by a COVID pandemic pause, this very inclusive process directly involved over 100 students, faculty, staff, and administration, in drafting, editing, and creating this roadmap. and help drive systemic change, the President's Cabinet will assess the roadmap for goals and strategies to be potentially incorporated, excelerated, and built upon within the university's Strategic Plan.

As part of the W&M Sustainability Plan process, the campus was asked to prioritize areas on which they would like to see that plan focus. Climate action was ranked number one as an area of interest, which resulted in a number of commitments, one of which being to set an ambitious carbon neutrality date and establish a climate action path.



The Climate Action Subcommittee of the Committee on Sustainability and Office of Sustainability led this process. A total of nine working groups drafted goals that were shared with the campus community for feedback and suggestions via a survey and two virtual town hall style events. The working groups then used the feedback and suggestions to help inform edits and draft the potential strategies to meeting the goals.

Draft goals and strategies were shared with a broad stakeholder base including vice presidents and provosts, deans, officers, directors, chairs, and key faculty, students, and staff. Based on their input, the goals and strategies were edited and then refined with the help of those champions who would be instrumental in their success. Final improvements were made based on feedback from the president and provost.



This document was built in alignment with the university's mission, vision, values and assets. In a step that would further its impact and help drive systemic change, the President's Cabinet will assess the roadmap for goals and strategies to be potentially incorporated, accelerated, and built upon through the university's strategic planning process.



# APPENDICES

## CLIMATE ACTION PLANNING MEMBERS

*\*Indicates chair or group leader*

### CLIMATE ACTION SUBCOMMITTEE OF THE COMMITTEE ON SUSTAINABILITY

Madeline Bertagnolli '22	Office of Sustainability Intern, Greenhouse Gas Report
Tanya Boone	Associate Professor, School of Business
Mark Brabham	Director of Facilities Management, VIMS
John Cho '23	Secretary Sustainability, Student Assembly
Eden Harris	Associate Director, Marketing, Communications and Licensing
Bill Horacio	Director of Parking Services
Abby Houser	Associate Budget Director
James Kaste	Associate Professor of Geology, Director of ENS
Angela King	Asst Director Va Coastal Policy Center, Law School
Marina LaMastro	Global Education Special Programs Advisor
Chitra Kokkiralala '20	Undersecretary of Sustainability, Student Assembly
Anusha Komati	Waste & Recycling Program Supervisor
Calandra Waters Lake*	Director of Sustainability, Co-Chair Committee on Sustainability
Thomas Liu '22	Student, Government and Business Analytics
Taylor Locks	Asst Director for Residence Life
Molly Mitchell	Marine Scientist Supervisor, VIMS Center for Coastal Resources Mgmt
Bob Morman	Director of Building Services, Facilities Management
Ikenna Okeke '22	Student, Master of Business Administration
Dawn Oleksy	Environmental Sustainability Coordinator, James City County
Jess Raymond	Asst Director for Community Developemtn, Residence Life
Tammy Rojek	Asst Director, Public Works & Utilities, City of Williamsburg
Gregg Shipp	Director of Planning, Design & Construction, Facilities Management
Michael Heard Snow '21	Student, Law School
Julie Summs	Director of Economic Development
John Swaddle*	Director, Institute Integrative Cons., Co-Chair Committee on Sust.
Nate Throckmorton	Asst Professor of Economics

### CURRICULUM & RESEARCH

Lynda Butler	Co-chair Committee on Sustainability, Chancellor Professor, Law School
Pamela Eddy	Professor, School of Education
Chris Hein	Associate Professor, VIMS
James Kaste*	Associate Professor of Geology, Director of ENSP
Brent Kaup	Associate Professor, Sociology
Jon Kay	Asst Professor, Center for Geospatial Analysis
Ansley Levine '20	Biology
Michael Luchs	Professor and Henry & Phyllis Shook Professor, School of Business
Rob Rose	Executive Director, Institute for Integrative Conservation
Caroline Schlutius '20	Student

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## CLIMATE ACTION PLANNING MEMBERS

*\*Indicates chair or group leader*

### BEHAVIOR CHANGE

T Davis	Asst Director, Health Promotion
Taylor Locks*	Asst Director for Residence Life
David Morales	Circulation Manager, Swem Library
Jess Raymond	Asst Director for Community Developemtn, Residence Life
Mary Wall '23	Student

### RESILIENCE

Elizabeth Andrews	Director, Virginia Coastal Policy Center
Angela King*	Asst Director Va Coastal Policy Center, Law School
Molly Mitchell*	Marine Scientist Supervisor, VIMS Center for Coastal Resources Mgmt

### 2030 CARBON NEUTRAL CAMPUS

Mark Brabham	Director of Facilities Management, VIMS
Farley Hunter	Associate Director Utilities
Ikenna Okeke '22	Student, Master of Business Administration
Gregg Shipp*	Director Planning, Design & Construction, Facilities Management
Jim Sirinakis (2019)	Director Operations, Facilities Management
Dana Snyder	Project Manager, VIMS Facilities Management

### CARBON OFFSETS

Anna Gleason '20	Student, Environmental Science & Policy
Abby Houser	Associate Budget Director
Nate Throckmorton*	Asst Professor of Economics

### FOOD & DIVERSION

Trici Frederick*	Sr Associate Director, Student Unions & Engagement
Eden Harris*	Associate Director, Marketing, Communications and Licensing
Anusha Komati*	Waste & Recycling Program Supervisor
Sam Laveson '20	Dining Sustainability Fellow
Bob Morman	Director Building Services, Facilities Management
Steve Moyer	Sadler Operations Manager, Dining Services
Casey VanVeen	Associate Director Operations, Student Unions & Engagement
Dave Zoll	Sourcing Analyst, Procurement Services

### GREENHOUSE GAS DATA

Jen Jones	Director of Sustainability, Christopher Newport University
Josh Panganiban '20*	Student, Accounting and Environmenal Data
Jessica Pierce*	Sr Asst Director Insitutional Research
Meredith Seeley '21	Ph.D Student, Aquatic Health Sciences, VIMS

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## CLIMATE ACTION PLANNING MEMBERS

*\*Indicates chair or group leader*

### STUDY ABROAD

Molly DeStafney	Associate Director Global Education Programs, Reves Center
Adam Ferguson	Associate Manager Global Education Information, Reves Center
Marina LaMastro*	Global Education Special Programs Advisor
Sam Laveson '20	Dining Sustainability Fellow
Nasha Lewis	Asst Director Global Education, Reves Center
Thomas Liu '22	Student, Government and Business Analytics
Susan Manion	Global Education Office Asst, Reves Center
Laura McDonald	Global Education Advisor, Reves Center
Sylvia Mitterndorfer	Director Global Education, Reves Center
Sally Roberts	Global Education Advisor, Reves Center

### TRANSPORTATION (W&M, VIMS PARKING ADVISORY COMMITTEES)

Adam Andrusyszyn	Asst Athletics Director, Facilities & Operations
Tami Back	Director Communications & Strategic Planning, Swem Library
Courtney Barr '20	Undergraduate Student
Scherry Barra	Director Osher Lifelong Learning Institute
Mark Brabham	Director of Facilities Management, VIMS
Katie Carney	Student
Carla Costello	Deputy Compliance Officer
Jamel K. Donnor	Associate Professor, School of Education
Jason Hamill	Graduate Student
Greg Henderson	Asst Vice President Student Affairs, Chief of Staff
Kennedy Hess	Student
Robin Hollenbeck	Staff Assembly Representative (Chair)
Bill Horacio*	Director of Parking & Transportation
Abby Houser	Associate Budget Director
Julie Hummel	Director, One Year Masters Program, School of Business
Michael Jerakis	Student
James Keeter	Transportation Coordinator, Parking & Transportation Services
Derek Kernus	Graduate Student
Anusha Komati	Recycling & Waste Supervisor
Sy Lax	Graduate Student
Mason Lowe	Legal Writing Faculty, Law School
Bonnie Mahar	Parking Operations Coordinator, Parking & Transportation Services
Ryan McGill	SPACE Dept Chair and Associate Professor, School of Ed
Sophie Morris '21	Undergraduate Student
Zach Outzen	Student
Constance Pilkington	Arts & Science



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## CLIMATE ACTION PLANNING MEMBERS

*\*Indicates chair or group leader*

Michael Seiler	Brooksher Professor of Real Estate & Finance, School of Business
Gregg Shipp	Director of Planning, Design & Construction, Facilities Management
Madeena Siddiqi	Graduate Student
Amytria Smalls '21	Undergraduate Student
Kitty Smith	Director, IT Business Services
Corey Thompson	Graduate Student
George Vadas	VIMS Parking Advisory Committee (Chair)
Owen Williams	Student
Sabrina Willis	Student
Patrick Wise	Graduate Student
Gang Zhou	Professor, Computer Science

## ADDITIONAL CONSULTATION WITH

Adam Barger	Associate Director, Studio for Teaching & Learning Innovation
Babs Bengtston	Director, Training & Development, Human Resources
Lauren Garrett	Director, Student Transition Engagement Programs
Stephen Hanson	Vice Provost, International Affairs and Director of the Reves Center
Mark Hofer	Director, Studio for Teaching & Learning Innovation
Christopher Lee	Chief Human Resources Officer
Dennis Manos	Vice Provost, Research and Graduate/Professional Studies
Ann Marie Stock	Vice Provost, Academic and Faculty Affairs
Martha Westcoat-Andes	Senior Associate Provost, Planning & New Ventures

## OFFICE OF SUSTAINABILITY

Collin Absher '24	Campus Garden, Sustainability Intern
Citiana Ali '23	Programs & Data, Sustainability Intern
Madeline Bertagnolli '22	Greenhouse Gas Audit, Sustainability Intern
Cole Cochran '23	Summer 2020 Volunteer Intern
Lauren French '22	Summer 2020 Volunteer Intern, Committee on Sustainability Member
Anna Gleason '20	Communications, Sustainability Intern
Chris Hettwer '21	Summer 2020 Volunteer Intern
Cori Ingram '23	Communications, Sustainability Intern
Anusha Komati	Sustainability Data Analyst
Calandra Waters Lake	Director of Sustainability, Co-Chair Committee on Sustainability
Colleen Norton '21	Programs & Data, Sustainability Intern
Joshua Panganiban '20	Greenhouse Gas Audit, Sustainability Intern
Sophie Pittaluga '23	Communications, Sustainability Intern
Emma Rebour '21	Programs & Data, Sustainability Intern
Sophia Sabardine '21	Summer 2020 Volunteer Intern
Kenneth Tieu '24	Campus Garden, Sustainability Intern
Olivia Wachob '23	Programs & Data, Sustainability Intern



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