
The Sustainability Institute's
Recruitment and Hiring Guide 2020
for The Pennsylvania State University

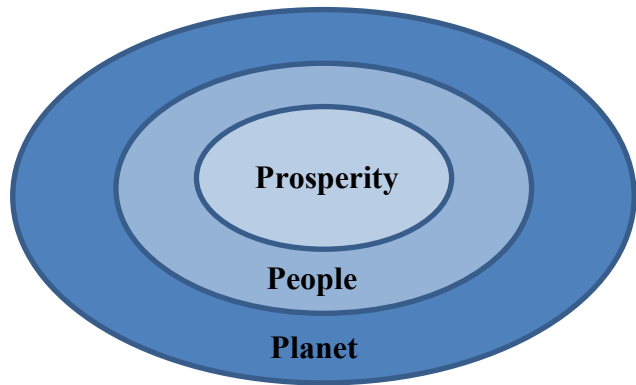


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What is Sustainability?

When asked about that term, many people immediately think of recycling bins, solar panels and windmills, but the term has a much broader application because it implies a “sustained” life. One



way to understand the concept is for people to ask themselves what resources and services are needed for survival and to thrive in this world. What may come to mind for survival are basic resources such as clean water and air, food, and shelter, but when one adds the thriving aspect, people commonly list family support, friendships, community, faith, employment, good health, health care, and equality as necessities. These resources,

relationships and services can be categorized into three groupings, planet, people and prosperity, as illustrated above.

This framework emphasizes the interdependence of the three systems on each other. Consider a situation in which a farming community suffers from a drought and its effects on the people and prosperity of both the surrounding community and beyond. Similarly, the closure of a manufacturing plant can have both positive and negative impacts on a community’s population and ecosystem.

Sustainability is about making life better for all and ensuring that the actions taken today do not compromise the options and opportunities for future generations across the globe. In a resource constrained world, suffering from the effects of climate change, social inequalities, water insecurity, inaccessible education and more, this is becoming more challenging. Universities have a unique role to play in developing solutions through their research arms; applying them through their outreach avenues, preparing tomorrows leaders and offering a platform to engage citizens in the conversations.

Penn State’s Role

Penn State is taking on the challenge of sustainability, seeing itself as an agent of social adaptation and transformation and uses the global 17 Sustainable Development Goals (SDGs) as its guiding framework in this work, along with several of the University’s Strategic Plan priorities. These aspirational SDGs (shown below), and their 169 targets, clearly illustrate the that achieving sustainability will involve countries across the world collaboratively working together to address the environment, as well as our social, cultural, economic and technical challenges. Penn State’s staff, faculty and students also have a role to play that will require ongoing innovation and improvements from all of us. Each of us, in our unique positions can be looking for opportunities and engage with our peers to find sustainable solutions. Hiring staff

who have some knowledge and experience in sustainability is an important first step. Just as asking questions about diversity and inclusion is now part of our candidate search process, so too could position descriptions that reference sustainability literacy and targeted candidate questions further build our culture of resilience.

The SDGs and Penn State's Strategic Priorities

Sustainable Development Goals (SDGs) are a set of priorities and aspirations to guide all countries in tackling the world's most pressing challenges. In other words, SDGs are a plan of action, a blueprint for people, planet, and prosperity that aim to promote peace and prosperity while protecting the environment. Adopted in September 2015, the United Nations crafted the program, *Transforming Our World: The 2030 Agenda for Sustainable Development*. All participating countries and stakeholders collaboratively work together to implement the plan over the next ten years. At the heart of the agenda are the following 17 SDGs and their 169 targets. Many of the goals align closely with several of Penn State's Strategic Plan's thematic priorities and foundational elements, including enabling access to education, fostering and embracing a diverse world, ensuring a sustainable future and stewarding our planet's resources.

1. No poverty
2. End hunger, achieve food security, improved nutrition, and promote sustainable agriculture
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice, and strong institutions
17. Partnerships for the goals

How to Use this Guidebook

As a part of a hiring committee, you play a pivotal role in strengthening the momentum for the adaptation and implementation of sustainability practices, attitudes, decision making and goal setting at Penn State. Towards this end, we want to provide you with ideas and examples for incorporating sustainability into position descriptions, interview questions, and responses that would be acceptable given the situations presented. Applicants will still need the skills to perform their University role, but this added filter can help when deciding between two equally qualified candidates.

When assembling your hiring committee, consider having sustainability, diversity and inclusion represented in the group that is writing the position description, reading applications, screening the candidates and selecting the finalist. Further, ensuring that you circulate the position advertisement to a variety of organizations and associations can diversify your applicant pool. If you have any questions, please contact the Sustainability Institute at sustainability@psu.edu.

Position Description Examples:

Engineering Library Assistant

The Engineering Library seeks a customer service oriented individual to provide assistance at the service desk. Responsibilities include providing services to library users: performing circulation transaction functions; assisting in the location of materials in the stacks, course reserves, reference, and online collections; and troubleshooting technology and ensuring follow-up with appropriate individuals. Additional duties include responsibility for opening the unit; providing basic and in-depth instruction to patrons in Libraries resources; assisting with processing library materials; processing daily circulation reports; assisting with maintaining appearance, safety, and security of library facility; and miscellaneous clerical and **problem-solving activities and sustainability projects assigned by or in absence of full-time staff. The library takes great pride in its sustainability practices and we will encourage this position to engage with our efforts, look for opportunities to continually improve, and share our successes with patrons.** Excellent computer skills and experience in a public service setting preferred. Excellent interpersonal and oral communication skills required. **Candidates must possess a commitment to working with individuals from a variety of backgrounds and cultures, have a strong commitment to diversity, equity, respect and inclusion, and be supportive of a collaborative work environment.** Requires the ability to follow directions and keep a schedule.

Health Care System Manager for the Director of Nursing and the Assistant Director of Clinical Services

An excellent opportunity exists for an exceptional, highly motivated RN with experience in administration and leadership. University Health Services provides a wide range of primary care and women's health services to the students at Penn State. The successful candidate will assist the clinical director as needed, coordinate activities in clinical services with other University Health Service departments and supervise nursing services at University Health Services. Nursing supervision responsibilities include support, collaboration and guidance to nurse manager regarding development, implementation, supervise allergy and travel clinics, maintain vaccine inventory and direct peer review activities. **Candidates must possess a commitment to working with individuals from a variety of backgrounds and cultures, have a strong commitment to diversity, equity, respect and inclusion, and be supportive of a collaborative work environment. Candidates who have some knowledge of sustainable decision making are preferred, knowledge of the connection between the health of our environment and our population, and clinical practices that are thoughtful about resource use.**

Assistant Professor of Human Resource Management

Applicants should have strong research and teaching interests and expertise in one or more of the following areas: compensation, benefits, strategic or international human resource management. The ability to teach data analytics is not required but would be considered an asset **as well as incorporating sustainability concepts into courses for LER students.** Applicants should possess a Ph.D. in a relevant discipline or be in the process of finishing their degree. Candidates for the Assistant Professor rank must have completed all requirements for their degree by the appointment date and possess significant research potential. The School of Labor and Employment Relations is a growing multidisciplinary program with strong residential B.A. and B.S. in Labor and Employment Relations (LER), M.S. in Human Resources and Employment Relations (HRER), and M.P.S. in Labor and Global Workers' Rights (LGWR) programs. We also offer several online undergraduate degrees, as well as one of the leading online HRER Masters program in the nation. We have a collegial faculty and value a diversity of perspectives and backgrounds relevant to understanding the dynamics involving employees and workers in organizational, societal, and global contexts. **We strive to provide students with a background on implementing sustainable leadership within all aspects of education.** We strive for a collaborative, respectful, and multi-disciplinary environment.

Residential Education Specialist I

Responsible to an Assistant Director/Area Coordinator of Residence Life for assisting with the supervision and administration of a residence hall community of 600 to 900 students and for supporting and promoting a diversified residential program. Responsibilities include supervision of Resident Assistants; staff selection, training, and evaluation; student contact in the areas of counseling, conflict resolution, crisis management, mediation, discipline, organization advising, and social justice training. Duties include administration of daily operations and

community development within the area. Start date will be July 15, 2019. Typically requires a Master's degree or higher, or an equivalent combination of education and experience. Master's degree or higher in Student Personnel/Counseling or related area preferred. Must display interest in working with first year students and/or an academically-focused environment. Should possess thorough understanding of the role and purpose of residence hall living as it applies to student development. **Must demonstrate a commitment to the development of a community where diversity and sustainability are valued.** Driver's license preferred. If operating a University vehicle for this position, candidate will be required to successfully complete a motor vehicle records check in addition to standard background checks. This is an annual live-in position typically funded for up to four years. Appointments will be made on an annual basis based on continued satisfactory performance. This is an 83.3% full-time equivalency (FTE) job. Months off are mid-May to mid- July each year. Full Penn State benefits included.

Food Production Worker

The Penn State Berkey Creamery is currently seeking a student intern to assist with processing of dairy in the Creamery plant. Primary duties include assisting with manufacturing, packaging and transport of products and associated activities. This is a hand-on position that requires active physical and mental participation including possibly late evening and early morning hours as schedules accommodate. The student should have food science experience or similar exposure to food processing at the lab, pilot plant or manufacturing plant level. The student must be able to work as part of a team as well as with a diversified group of people. **Although not required, some knowledge of sustainable practices, such as thoughtful use of resources, as applied to food service processing would be considered an asset.** The position requires a minimum of 10 hours per week commitment and the candidate selected must be able to follow Good Manufacturing Practices for the food industry.

Director of Alumni Development

The Pennsylvania State University seeks a Director of Alumni Development for the Penn State Alumni Association (PSAA). As a member of the University Development team you can play an integral role in one of the most respected and successful fundraising programs in the country. Penn State is **committed to ensuring that diversity, equity, inclusion, and sustainability as central to the success of a world-class research University.** Key Responsibilities include: provide leadership and direction to all aspects of the PSAA development programs **including but not limited to a furthering of sustainability**; develop annual goal-setting and fundraising plans and direct activities in support of achieving goals and objectives; work collaboratively with PSAA leadership, development committee volunteers, and central University Development staff to ensure fundraising success that furthers the universities strategic goals; build and foster relationships with increasingly diverse internal and external constituents; lead PSAA's development efforts to successfully identify, cultivate and solicit alumni and friends for philanthropic support of PSAA; complete a total of twelve monthly visits with prospects and donors; manage a development budget; develop and present formal

solicitation proposals ; interpret research information pertinent to building productive relationships with potential donors; demonstrated capacity to think and act strategically; work collaboratively with university leadership, staff, volunteers and donors to create and implement plans to secure philanthropic and sustainable gifts (at a \$2,500 to \$99,999 level), as well as major gifts (\$100,000+). Successful candidate should have: a track record of exceeding fundraising goals; exemplary interpersonal communication skills; proven ability to work independently, as well as part of a highly collaborative team.; **a passion for higher education and understanding of how sustainability strengthens our University's role in serving our Commonwealth;** eagerness to engage and collaborate with diverse communities.

Administrative Support Assistant

Penn State Human Resources is seeking a professional and detail-oriented Administrative Support Assistant for the new Shared Services Center, located in Innovation Park to provide support to the Labor and Employee Relations Division. This individual will schedule appointments, meetings, grievance hearings and arbitrations, including coordination with appropriate attorneys and arbitrators. Other responsibilities will include processing grievances, performance letters and transcribing hearing recordings; interfacing with customers; responding to routine inquiries; preparing correspondence and other confidential forms, reports, and documents; managing paper and electronic files; and taking meeting minutes, as needed. The Assistant will also be responsible for calendar and conference room scheduling; coordinating meeting logistics and placing catering orders; handling travel arrangements and reimbursements; maintaining office inventory; and serving as a resource and training contact for office and videoconferencing equipment. **The selected applicant must have a demonstrated commitment to diversity and effective customer service and organize meetings and conduct their office practices in a sustainable manner that reduces waste and increases efficiency.** The candidate be able to work independently and collaboratively in a fast-paced office; maintain confidentiality and exercise judgment and discretion; possess exceptional interpersonal, organizational, and written and oral communication skills; ability to multitask and coordinate several projects simultaneously; prioritize appropriately and monitor deadlines. Proficiency in MS Office (Word, Excel, PowerPoint, Access) is required. This is a fixed-term appointment funded for one year from date of hire with excellent possibility of re-funding.

Facilities Supervisor

Responsible for supervision, administration, and training of technical-service employees to ensure that quality custodial cleaning procedures of University facilities are followed. Hire, supervise, and evaluate assigned staff and technical-service employees. Handle discipline issues utilizing the Union-University Agreement and human resources procedures and policies. Represent the University in various meetings such as: unemployment compensation hearings, grievances and other labor relations issues. Administer and control assigned budgets. Develop and provide data and analytical input to budgeting and planning process. Establish cleaning procedures. Plan work schedules for all shifts. Maintain supplies and equipment inventories. Ensure adequate distribution

of materials to job sites. **Ensure alignment of custodial and technical services practices with the University's sustainability, diversity and inclusion goals and priorities.** Inspect and ensure quality and quantity standards are met. Responsible for conducting employee training needs assessment plans. Schedule and perform required training for assigned employees. **Maintain employee health and safety** by monitoring custodial safety measures and ensuring safe and proper working conditions. Perform safety inspections and ensure security of physical facilities of assigned buildings. Recommend and implement injury prevention measures and investigate accidents. Advise and/or resolve with supervisor/clients workflow status or problems on daily basis.

Maintenance Worker Utility

Operate various types of scrubbing, buffing and shampooing equipment such as scrubbing machine, vacuum, wet-dry pick-up machine, etc., and hand tools, as required. Sweep, scrub, strip, seal, wax and shampoo various types of floors and floor coverings and furniture. **Value natural resources by ensuring the use of environmentally safe products.** Remove, replace incandescent bulbs, fluorescent tubes and starters, shades and covers (all from permanent fixtures), venetian and roller blinds, window screens, wall hangings, etc. Remove accumulated waste and debris from buildings, as required. Remove, move and/or relocate furniture, equipment, supplies and construction materials, unload incoming materials and move to storage locations. Wash windows, wall sections, floor to ceiling, ceilings, venetian and roller blinds, light fixtures, window screens, etc. Operate motor vehicle to transport materials, equipment and personnel between building work sites. Maintain tools, equipment and work area in a clean and orderly condition; report unusual conditions to supervisor. Shovel snow and chop ice; spread cinders, sand and other anti-skid materials on walks and driveways using small power and/or hand tools, as required. **The selected applicant should exhibit and foster social responsibility towards fellow employees and the community in which they are operating.** Requires the use of simple writing, adding, subtracting, whole numbers and the carrying out of instructions; and the use of fixed gauges and direct reading instruments and devices in which interpretation is not required.

Night Auditor, The Penn Stater

The Front Desk at the Penn Stater Hotel and Conference Center is seeking candidates for a part-time Night Auditor position. Responsibilities include auditing, balancing and reporting on cash and credit operations for The Gardens Restaurant, Legends Pub, Banquets, and the Front Desk. An auditor will prepare and input statistics and income journal sheets for preparation of daily reports, run the final night report after insuring all revenues are in balance, and perform the duties of a Front Desk Agent by checking-in and checking-out guests and providing general information on the hotel, Penn State, and State College. Shifts are from 11:00 p.m. to 7:30 a.m., workdays vary depending on hotel business levels. **The auditor is also responsible for continuing our sustainability practices while on duty and be able to answer questions from our customers about conservation practices, including reducing single use products, towel reuse program, and recycling.**

Financial Manager

The Pennsylvania State University Press, a division of the Pennsylvania State University Libraries and Scholarly Communications. This full-time staff position reports to the Press Director, with a dotted reporting line to the Associate Director of Administrative and Financial Services. The Financial Manager will assume responsibility and oversight for reporting on financial operations and for overseeing the manager of the warehouse distribution and fulfillment services. The Financial Manager will work with the director and press managers and the libraries business office to institute press policies and to provide strategic and financial reports and plans. Duties include completing a monthly financial report of income and expenses and budget cash flows. Other duties include processing EDI (Electronic Data Interchange) orders and claims from major trading partners (Baker & Taylor, Ingram, Amazon, Barnes & Noble); processing annual royalty statements for authors; reporting on sales and revenue from international distribution partners; entering new products into the system; reporting on all financial transactions; and working with the leadership to produce and follow an annual operating budget of roughly \$3.75M. The Financial Manager requires experience in publishing and financial accounting, supervision, and a background in strategic financial analysis and new business planning is highly desired. Experience in university budget administration and tax matters a plus, as well as a demonstrated ability to manage for deadlines and working timetables. **Sharing the University's commitment to diversity, equity, respect, sustainability and inclusion is essential.** The University Libraries values diversity of thought, perspective, experience and people, and is actively committed to a culture of inclusion and respect. We encourage candidates to apply who thrive in a welcoming multicultural environment. More information on Penn State's commitment to Diversity, Equity and Inclusive Excellence, can be found by visiting <http://equity.psu.edu/psu-diversity-statement>. **Further, Penn State University Libraries has a strong commitment to sustainability practices. A candidate for this position must be willing to learn and participant in our sustainability.** For additional information about the Libraries' diversity efforts, please visit <https://libraries.psu.edu/about/diversity>.

Counselor 2

The Pennsylvania State University is committed to ensuring that diversity, equity, and inclusion are central to the success of a world-class research institution. We are concerned with the institutional change required for visioning and realizing a more socially just University. Reporting to the Director of the Multicultural Resource Center (MRC), the MRC Counselor position is a college outreach position, not a clinical counselor position, in which the Counselor proactively provides individual support, referral and guidance to students on academic, educational, social, career, financial, and personal matters. Counselors meet individually with students regarding academic evaluation reports, campus involvement, educational opportunities, and personal matters; keep detailed, confidential records of counseling sessions and other types of student contacts; collaborate in the implementation and evaluation of unit-sponsored programs, including new student orientation programs, open houses, and the MRC Awards Reception; function as a resource for, and liaison with, other University staff and community agencies working with assigned

students; fulfill administrative duties as requested, including unit strategic planning and assessment, weekly staff meetings, and search committees; and interview, train, and mentor student staff as needed. **Counselors must also understand Penn State's commitment to sustainability practices and being a role model for sustainability efforts.** Counselor may have the opportunity to coordinate one of the Center's identity outreach groups such as the mentoring program for Asian students or the leadership program for Latinx students. Other duties might be assigned as needs arise. Typically requires a Master's degree or higher in counselor education, college student personnel, psychology, social work, education, higher education administration, or related discipline or higher plus one year of related experience, or an equivalent combination of education and experience.

Event Parking Attendant

This part-time position reports to the Events Parking Coordinator with Penn State Transportation Services and is responsible for controlling entry to assigned parking areas, selling parking permits and providing parking information to patrons for events held at the University Park Campus. Events include Basketball, Hockey, Bryce Jordan Center concerts, Spikes Baseball, Center for Performing Arts concerts, and other events across campus. Due to the location and duties of the job, attendants are exposed to various weather conditions throughout the year. Hours are typically in the afternoon and evening, some daytime hours are also available. Applicants must have evening and weekend availability. Excellent customer service and communication skills are a must due to the one-on-one interactions with Penn State Event visitors, faculty, staff and students. Applicant must be able to work independently and in a team setting. **Applicant must also understand the importance of sustainability to the University and demonstrate knowledge of sustainable practices to their role.**

Naturalists

Naturalists for the Discovery & Explorer Summer Camp programs will be responsible designing their individual day's environmental education based programs for a group of 12 campers, ages 6-11, as well as three days of programming for ages 4-5. **Applicants must have an understanding of sustainability, the Sustainable Development Goals and Penn State's role in pursuing those goals and incorporate that into the programming.** You will also have opportunity to mentor two Leaders-In-Training (ages 14-17) each week. The camp week may include working Friday overnight into Saturday morning. A qualified candidate will be highly motivated and have a passion for working with and educating children; prior experience in a summer camp setting is ideal. Applicants that demonstrate a strong desire to inspire change within the youth are highly preferred. This is a paid position and you will receive CPR/first aid certification as part of training. The summer camp season runs from June through mid-August. There is no housing provided for this position.

Delivery Truck Driver

Operate delivery truck to deliver market milk and other dairy products to wholesale customers. Fill dormitory and other wholesale orders for milk, cream, butter, cottage cheese, and other wholesale products; accumulate order and load onto truck. Monitor pull dates of milk products. Obtain signature for receipt of goods and return signed copies to office. Will work Sunday only, each week. This position requires that you operate a motor vehicle as a part your job duties and maintain high awareness throughout job tasks. **Applicants should be familiar with sustainable practices that reduce pollution, save energy and reduce waste that apply to this position.** A valid driver's license and successful completion of a motor vehicle records check will be required in addition to standard background checks.

Candidate Questions & Responses:

What does sustainability mean to you?

- Sustainability incorporates methods to be practiced on a daily basis within one's lifestyle, organization, community, etc. that improve the environment and society
- Sustainability is NOT just an environmental concept but also a social concept that seeks to:
 - Prevent and alleviate issues such as inequality, poverty, world hunger, etc.
 - Promote peace, justice, diversity, education, health, well-being, etc.
- In the business world, sustainability is sometimes referred to as Corporate Social Responsibility, (CSR) or the triple bottom line. These frameworks encompass considerations of:
 - Environmental: reducing negative effects upon natural environment and making improvements for future generations
 - Economic: cost effective decisions
 - Social: impacts that affect the community and region through education, health, quality of life, social capital, etc.

How would you incorporate sustainability into the position you are applying for?

- Drawing awareness to the problems of the ecosystem and the changes that can be made to fix them
- Promoting inclusion and diversity within the office
- Develop an understanding of the University's sustainability priorities and work with colleagues and leadership to apply them to our planning, programs and initiatives
- Encourage discussions about sustainability and how it related to our unit
- When making decisions, consider the following:
 - Short and long-term environmental, social, and economic impacts
 - Awareness of the SDGs and implications of those goals
 - Ensure that a diverse group of stakeholders are included for decisions
 - The long-term risks that environmental and social challenges could pose to the University and our communities
 - Related issues such as gender inequality, poverty, hunger, violence, abuse, etc.
 - Use high ethical standards in the process

How do you incorporate sustainability into your daily routine?

- Find ways to reduce resource use in our office, our breakrooms/kitchens, and event planning, such as using reusable water bottles, shopping bags, and other non-disposable items
- Understanding the University's recycling program and separating waste in their proper recycling, compost and landfill bins

- Traveling using public transportation, walking, or bicycling when possible.
- Efficient use of energy
- Discussing sustainability in our office and sharing ideas with colleagues and leadership
- Respecting a diversity of opinions and encouraging participation from all colleagues.
- Donating my time to serve the community (i.e. participating in clothing drives, food drives, blood drives, etc.)
- Thoughtful purchasing practices that begin with reduction, and then consider products that contribute to a circular economy.

Do you have any ideas on new sustainability practices our company can implement?

- Having an open dialogue with all employees on implementing sustainable practices in each sector of the University (student engagement and faculty)
- Purchasing material (building, office equipment, supplies) from sustainable companies
- Making changes in the company to create a zero waste company or use 100% renewable energy
- Training sessions for all employees that promote health, well-being, diversity, inclusion, etc.

How have you incorporated sustainability into a previous position you have held? (Financial Manager)

- Recycling all office materials in proper receptacles including paper, cardboard boxes and other recyclable office material
- Encouraging subordinates and peers to limit electrical use (lights, power sources)
- Working with companies who also use sustainable practices to find sources of inspiration for future projects
- Making investments based on the company's sustainability practices

When choosing between products, have you ever considered sustainability of the product and or the company that produces them? (Facilities)

- Ensure that suppliers have sustainability programs in place
- Investigated the effects of the product or company on the environment
 - e.g. terrestrial and marine ecosystems

How would you create and foster employee trust, employer trustworthiness and sustained employment relationships?

- Support employees work-life-balance and work-family-balance
- Help maintain a high quality of life for employees and communities
- Promote a peaceful and inclusive work environment

How would you be a role model for sustainability to your students? (Advisor/Counselor)

- Use reusable products like water bottles, lunch boxes, and containers to avoid using bags and plastic bottles.
- Create an office space that shows your commitment to sustainability (posters)
- Encourage students to partake in sustainability events and activities on campus

How would you ensure that your fundraising is sustainable?

(Administrative Role: Director of Alumni Development)

- Ensure that there is communication regarding Penn State's efforts in sustainability
- Research and study past donor giving history and activities to analyze how to best approach the gift donation
- Work with catering companies that reduce resource use, treat their employees fairly, and serve vegetarian options

Conclusion:

Penn State defines sustainability as “the simultaneous pursuit of human health and happiness, environmental quality, and economic well-being for current and future generations.” Along with that comes the corporate and social responsibility to further sustainable measures; whether it be through decreasing our ecological footprint, exemplifying sustainability through the triple bottom line; profits, people, and the planet, or preparing our students to be advocates for sustainable change and ethical stewards. As Hiring personnel, you are the basis for shifting and crafting a clear momentum for the adaptation and implementation of sustainability measurements within our university.

Through this guidebook, our goal was to provide you with an outline for sustainability and help you with the recruitment and hiring process. We provided examples of revised job descriptions pertaining to sustainability, questions that can be asked during the interview process, as well as the answers that would be acceptable given the situations presented. Penn State prides itself on being a role model for other universities and institutions. With your help, we hope to take advantage of this opportunity to serve as a role model for the implementation of sustainability in other universities and around the globe. Lastly, to our Penn State community: continue to learn, live, and lead.

Resources:

- Sustainability.psu.edu which hosts information about sustainability at Penn State's 23 locations across the Commonwealth.
- Penn State's [Green Paws Program](#) which outlines the steps that office workers can take to be thoughtful about resources use, while having fun learning about sustainable practices together. The habits created can be applied to our homes and communities where we can see the benefits to our pocketbooks directly.
- Penn State's Strategic Plan which has several priorities and foundational values related to sustainability. [PS Strategic Plan](#)

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