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Sylvania Franciscan Village Sustainability Assessment

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Figure 1. 2017 Zero Waste Lunch

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About the Evaluators: Seven Generations Ahead is a non-profit organization that works with local government, nonprofits, communities, and private sector leaders to help make the changes needed to create a healthy and sustainable future. Through community-wide sustainability planning and implementation, project design and implementation, educational conferences and forums, community network development, consulting, and programs, SGA is a catalyst for local community solutions to global environmental issues.

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I. Acknowledgements

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“I urgently appeal for a new dialogue about how we are shaping the future of our planet. We need a conversation which includes everyone, since the environmental challenge we are undergoing, and its human roots, concern and affect us all.”

- Pope Francis, Laudato Si’

II. Introduction & Overview of Project

In January 2012, the Sylvania Franciscan Village released a *Statement of Principles on the Care for Creation and the Environment*. The document is a powerful commitment to environmental sustainability throughout the Village's member organizations—the Sisters of St. Francis, Lourdes University, and Sylvania Franciscan Ministries. “We have a spiritual responsibility to integrate our values of community, stewardship, reverence and service into our planning, decisions, and actions to ensure the preservation of all creation for future generations,” the document states. “Care for creation, thus, is our spiritual responsibility and requires an ongoing journey of ecological literacy and reverence.”

To implement the *Statement of Principles on Care for Creation and the Environment*, representatives from the members of the Sylvania Franciscan Village developed guidelines and action plans to reduce the Franciscan community's ecological footprint and educate the Village about environmental sustainability. Numerous projects related to the *Statement of Principles on Care for Creation* have been developed across the Village, yet there has been little systematic evaluation of the document's impact. In 2017, the Sylvania Franciscan Village received funding from the Toledo Community Foundation to assess the progress made during the first five years of the effort to identify gaps or barriers that are preventing its effective implementation, and recommend structural measures towards a more cohesive and coordinated strategy that unifies sustainability initiatives across the Village.

The Sylvania Franciscan Village tasked Seven Generations Ahead, a non-profit organization that supports sustainable community development, with evaluating the policies, leadership decisions, and educational and outreach efforts that instill Franciscan values of environmental sustainability and lead to positive behavioral changes across the Village's community. During the winter and spring of 2018, Seven Generations Ahead staff conducted an external review of operations, policies and strategic plans of the Sisters of St. Francis and its sponsored ministries. To better understand perceptions of the Village's sustainability initiatives, evaluators released a community-wide survey, hosted focus group discussions, and interviewed key stakeholders.

The following report shares Seven Generations Ahead's methods of analysis, assesses the Village's sustainability-related plans, and relays major themes from the evaluation stakeholder's feedback channels. Based on policy document review, input from the members of the Sylvania Franciscan Village, and a consideration of best practices from comparable institutions, Seven Generations Ahead made several key recommendations for the Franciscan Village that are explored in depth in the **Analysis and Recommendations** section.

It is the evaluation team's intention that this Sustainability Assessment will help the Sylvania Franciscan Village build on its spiritual and moral commitment to sustaining and conserving Mother Earth's natural resources for future generations, as exemplified by St. Francis and Mother Adelaide,

foundress of the Sisters of St. Francis, Sylvania so that all members, associates and partners in ministry may advance its mission and vision for a more just and peaceful world.

III. Methods

In order to assess the impact of *the Statement of Principles on Care for Creation and the Environment for the Sylvania Franciscan Village* on sustainability infrastructure, education, and behavior, the evaluation team applied a series of analytical methods. The methods included a comprehensive review of the related sustainability plans and documents, an online survey for all stakeholders, a series of targeted focus groups, and one-on-one interviews with key stakeholders from the members of the Village.

Assessment of Sustainability Plans

Members of the evaluation team reviewed a comprehensive collection of the Sylvania Franciscan Village's planning documents that relate to environmental sustainability. In addition to a review of several electronic documents that highlighted specific campus projects, these planning documents included:

- Statement of Principles on the Care for Creation and the Environment
- Guides and Action Plans for Implementation of the Statement of Principles on Care for Creation and the Environment for the Sylvania Franciscan Village
- Task Force on the Environment Plan and Summary
- Sylvania Franciscan Campus' Master Plan
- Environmental Resource Assessment, Sylvania Franciscan Community Ten Year Plan of Action
- Sisters of St. Francis Campus Facility Assessment and Energy Master Plan
- Annotated Chronology of Environmental Activities on the Historic Campus
- Earth Resource Assessment #2
- Summary of Functional Equilibrium
- Franciscan Integrated Approach to Care of the Earth and Sustainability
- Conservation Plan for the Property of the Sisters of St. Francis
- Sisters of St. Francis Waste Minimization Report

Online Survey (February 2018)

The evaluation team developed an online survey that asked survey participants about their knowledge of the *Statement of Principles on Care for Creation* and their perception of the Franciscan community's successes, gaps, and barriers with respect to sustainability initiatives. The Sylvania Franciscan Village's director, Sophia Lloyd, disseminated a survey over email to the Sisters of St. Francis and their employees, the employees of the Sylvania Franciscan Ministries, and Lourdes University administration, staff, faculty, and students. Respondents were incentivized to take the survey by having the option to enter their name into a raffle drawing. One hundred individuals in the Sylvania Franciscan Village responded to the survey. Once the survey window closed, survey

responses were analyzed and compiled into a report that was subsequently shared with focus group participants and individual interviewees.

Focus Groups (March 2018)

Evaluators held a series of open focus groups for various targeted stakeholders to share their perspective on how well the Sylvania Franciscan Village was addressing sustainability across its campus and programs. A series of six focus groups was conducted with the following constituencies:

- Sisters of Saint Francis, Sylvania
- Lourdes University President's Extended Cabinet
- Lourdes University faculty and staff
- Lourdes University students
- Employees of the Sisters of Saint Francis
- Employees of the Sylvania Franciscan Ministries
- Sylvania Franciscan Village's Environmental Wellness Committee

Focus groups ranged from 2 to 15 participants and lasted approximately 30-60 minutes in length. Detailed notes on each discussion were taken and subsequently coded into key themes.

Key Stakeholder Interviews (March-April 2018)

With support from the Sylvania Franciscan Village's director, evaluators scheduled eight one-on-one interviews with critical actors regarding sustainability in the Village. Key stakeholders included Sisters, Lourdes University administration, leaders from the Sylvania Franciscan Ministries, representation from Environmental Stewardship, and facilities and grounds personnel. Interviewees shared their perception of successes, gaps, and barriers regarding sustainability, and additionally were asked to share their personal recommendations for advancing the *Statement of Principles on Care for Creation* and sustainability efforts across the Franciscan community. Interviews were conducted both in-person and over the phone; conversations lasted for an average of 60 minutes each.

IV. Evaluation Results

The following synthesizes Seven Generations Ahead's evaluation of the Sylvania Franciscan Village's current sustainability measures, including policies, physical infrastructure investments, education and outreach efforts, and leadership capacity. Also shared in this report is a summary of key successes, gaps, and recommendations identified by participants involved in the sustainability assessment.

Overview of Sustainability-Related Policies

Since 1916, the founding year of the Sylvania Franciscans, the concept of "sustainability" has been practiced rigorously on the 89-acre campus owned by the Sisters of St. Francis and shared with their ministries. Historic projects include purchasing 3,500 fruit trees in 1918, creating a park-like campus in the 1930s, and hosting the National Earth Conference in 1998. More recently, the Sisters of St.

Francis have adopted a corporate stance on the principles of the Earth Charter, as well as dedicated resources and trained staff to care sustainably for the campus grounds. In addition, representatives from the Sylvania Francis Village created the *Statement of Principles on Care for Creation and the Environment* and the corresponding implementation plan. This foundation and history to build upon, positions the members of the Franciscan Village for any next steps to take sustainability to new and advanced levels.

Below is a summary of several key documents developed by members of the Village that integrate sustainability into the vision and plans for the Franciscan community:

- 1) *Statement of Principles on Care for Creation and the Environment* (2012) asserts that the creation of our vast and wonderful universe is God's gift to use, and that respect and care for creation is our gift back to God. The document states that the members of Sylvania Franciscan Village are responsible for taking leadership in the care of God's creation; that it is appropriate to live simply and consciously in harmony with creation and with reverence and respect; that small actions can lead to big changes over time; and that it is the duty of Villagers as educators, caregivers, and people of faith to transmit and act upon these values and beliefs.
- 2) The *Functional Equilibrium* principles and guidelines have driven actions related to landscaping, water use, air quality, tree care, snow removal, regional disease and invasive species management, the sacredness of the cemetery and overall grounds, and other care for the land elements that place quality before expediency and recognize the sacredness of God's creation.
- 3) The *Sylvania Franciscan Village Master Plan's* guiding principles 1) provide a clear framework that understands God in creation and 2) aim to advance Franciscan values. The master plan focuses on the importance of intergenerational connections, economic viability, and Franciscan values of contemplation, conversion, poverty and minority. The plan maintains that the campus will continue to be the home for the Sisters, Lourdes University, as well as their other ministries. It also calls for certain structural components to remain in place, and that any new construction should complement those existing structures. In addition, the plan advocates that natural and green space continue to be revered intentionally.
- 4) The Sisters of St. Francis *Campus Facility Assessment and Energy Master Plan* (2008) articulates strategies designed to increase energy efficiency in current and future buildings, develop a more efficient energy supply, and minimize the impact of energy use. Many of these strategies have been implemented over the past decade.
- 5) The *Sylvania Franciscan Community Ten Year Plan of Action* includes recommendations for land use management, physical facilities, energy conservation and alternatives (lighting, windows, landscape energy efficiency, solar), waste management (recycling/composting), water conservation, wildlife management, transportation (parking, alternative vehicles, and public transit), food and gardening, general environmental enhancement, and community relations.

- 6) The *Guidelines and Action Plan for the Implementation of the Statement of Principles on Care for Creation* references village-wide accountability, assessments, best practices, a whole systems approach, and collaboration – and incorporates specific activities under Energy & Climate, Resources & Conservation, Sustainable & Fair Food, and Waste & Pollution. Among identified tactics are data aggregation on resource use, hiring a sustainability coordinator, funding acquisition for sustainability initiatives, incorporation of sustainability into educational curriculum, and connecting students more integrally into campus sustainability initiatives. Specific strategies around composting, recycling, energy efficiency, bikeable community infrastructure, waste elimination, water filling stations, a revolving green fund, and other strategies are listed. The document also provides specific recommendations for the job tasks of a proposed full-time sustainability coordinator, including convening Village leaders, develop and take action on strategies, conduct research, secure grants, engage students, support faculty with integration of sustainability into curricula, and work with local and regional partners to advance sustainability within Sylvania, Toledo, Lucas County, and the broader region.
- 7) The *Summary Report of the Task Force on the Environment* (2011) articulates a strong resonance and agreement around the importance of sustainability within the Village, but a need for more education, rules of enforcement, consistency in implementation, and overcoming resistance to change. The report lists multiple recommendations under the sub-topics of Education, Mindset, Recycling, Conservation and Pollution, Campus Operations, Community, and Funding.
- 8) The *Waste Minimization Report* of the Sisters of Saint Francis offers waste characterization data and strategies for reducing, reusing, and recycling – including increased office recycling, reduction of the frequency of waste collection, paperless faxes, and printer/copier default settings.
- 9) Lourdes University’s Life Lab, an interdisciplinary environmental program and resource center – started in 1989 and closed in 2012 due to operational costs – provided environmental education and activities for the public, with a focus on youth. After its closing, the building was re-designated as the Center for Education and the Environment and is now used as classrooms and laboratory space for Lourdes students in Education and Biology.



Figure 2. Mural art at Lourdes University

A. Physical Infrastructure Investments

Grounded in the *Statement of Principles on Care for Creation* and the corresponding action plan, many physical changes have been made to advance energy efficiency and sustainability across the Sylvania Franciscan Village. Investments have been made in the buildings and office spaces, food and dining services, grounds maintenance, and transportation options. While participants involved in the sustainability assessment mentioned numerous positive initiatives, they also identified gaps and made recommendations for where the Village's members could go farther to incorporate sustainable practices.

1. Buildings & Office Spaces

Several stakeholders mentioned investments and environmental updates including:

- Recycling bins throughout all office buildings and University classrooms
- Recycling in student apartments
- Water-bottle filling stations throughout ministry offices and academic buildings
- Low-flow shower heads, faucet nozzles, and toilets in select buildings
- Well-water usage versus municipal water
- Energy-efficient window upgrades
- Insulation and ductwork upgrades to Convent Park Apartments (senior housing)
- Battery, cell phone, and inkjet recycling for employees and faculty
- Energy-efficient lighting (LEDs) throughout office buildings and some outdoor lighting
- Occupancy-sensor lighting in offices
- Geothermal heating system at new academic building (Ebeid Hall)

- Automatic double-sided printing and limited student printing allotments
- Automatic shutdown of computers at the end of the day

 GATEWAY RECYCLING 926 Dearborn Ave Oregon, OH 43605 419.729.9777 (F)419.729.9778 www.gatewayrecycle.com		 NAID*		 AAA CERTIFIED				
2017 SISTERS OF ST. FRANCIS/LOURDES UNIVERSITY RECYCLING REPORT								
MONTH	LBS	TONS	CONF. DEST.	OFFICE MIX	PRINTER MIX	MIXED PAPER	NEWS PAPER	BOOKS
JANUARY	2,980	1.49	0.38	1.11				
FEBRUARY	2,320	1.16	0.07	1.09				
MARCH	1,260	0.63	0.19	0.44				
APRIL	1,360	0.68	0.21	0.47				
MAY	2,160	1.08	0.36	0.72				
JUNE	1,580	0.79	0.22	0.57				
JULY	1,840	0.92	0.22	0.70				
AUGUST	2,580	1.29	0.43	0.25		0.61		
SEPTEMBER	1,980	0.99	0.63	0.36				
OCTOBER	1,780	0.89	0.18	0.23		0.48		
NOVEMBER	1,460	0.73				0.73		
DECEMBER	1,120	0.56	0.07	0.49				
YTD TOTAL	22,420	11.21	2.96	6.43	0.00	1.82	0.00	0.00
		Resources Saved						
	Fiber			191			Trees	
	Water			78,470			Gallons	
	Energy			47,082			Kilowatt hours	
	Landfill			38			Cubic yards	
	Fuel			4,596			Gallons	
	Air Particulates			673			Pounds	

Figure 3. Sisters of St. Francis/Lourdes University 2017 Recycling Report by Gateway Recycling

The installation of recycling receptacles and water filling stations was widely recognized on campus. In the online survey, 34 percent of respondents mentioned recycling, and 22 percent of respondents mentioned the water filling stations as the top achievements around sustainability, more often than any other policy, best practice, or accomplishment. OSF employees mentioned that previously used “What Would Francis Do (WWFD)” posters had helped to compel the Sylvania Franciscan Village to make use of the recycling bins and water filling stations.

There was also widespread acknowledgement in the focus groups and one-on-one interviews that much had been accomplished to reduce water usage through plumbing infrastructure upgrades, initiated as Green Fund projects. (See **Green Fund** section for more information on this policy enactment).

While celebrating the many successful actions, those involved in the sustainability assessment still saw significant gaps and barriers in building infrastructure. Even with many opportunities to recycle in the office buildings and classrooms, students took issue with the recycling receptacles in the

residence halls, which were inadequately sized according to members of the student focus group. In the Convent Park Apartments, which is independent senior housing, one of the residents reported that the housing manager had declined to install a recycling dumpster, which meant residents were forced to bring their recycling to the student residence halls. In addition to gaps in recycling receptacle availability, many participating in the sustainability assessment contended there could be more education about proper recycling procedure. Ten percent of survey respondents mentioned this as a need, in addition to Sisters, OSF employees, and faculty in the focus groups and interviews.

Reducing paper waste was also cited as an area of opportunity. Members of the President's Extended Cabinet and OSF employees especially highlighted that while students and staff were encouraged to print less, a large volume of paper waste was still being created. Several staff recommended moving to a cloud storage system versus data being stored on multiple servers, which would encourage more online document collaboration and less need for printing. This move would also save the energy costs associated with running physical server infrastructure for storage.

Participants from the Rosary Care Center involved in the sustainability assessment added that another barrier to addressing waste in their ministry was the healthcare industry's many regulations for proper disposal, which put more stringent terms on how waste could be handled compared to other kinds of industries.

Another area where assessment participants saw room for improvement was in energy efficiency in campus buildings. Faculty focus group members were specifically concerned about doors left open during the winter months, adding to the heating costs and energy use. Other assessment participants mentioned a desire to continue retrofitting the older buildings on campus with more energy-efficient windows, automatic lights, and more efficient bathroom facilities. As the OSF employees pointed out, however, it can be extremely difficult and costly to upgrade a 100-year-old stone building. Putting in motion-sensor faucets or air dryers, for example, would require bringing in a new electricity line. For new buildings, participants in the assessment were especially adamant that environmental measures be taken into account from the design level in order to avoid the expense of having to retrofit them later.

Many stakeholders expressed a desire to see solar panels installed on structures within the Franciscan Village—on buildings, over covered walkways, and covering the parking lot spaces. Sisters, members of the President's Extended Cabinet, and Lourdes faculty mentioned this in several of the online surveys. However, as it was mentioned in a one-on-one interview, a financial analysis had already been conducted to explore solar panels and had found it would not ultimately save money to install them as a Green Fund project. Despite the lack of cost savings, grants or other fundraising to bring solar to the campus was mentioned. In particular, it was noted that one of the Lourdes University Board of Trustees is senior vice president of global manufacturing for First Solar, Inc. There could be an expedient opportunity to install solar on campus through this relationship.

2. Food & Dining

Successfully implemented sustainable food and dining initiatives that stakeholders mentioned included:

- Industrial garbage disposal system (Lourdes Dining Hall)
- Trayless cafeteria (Lourdes Dining Hall)
- No single-use cups or straws offered (Lourdes Dining Hall)
- Salad bar offering (Lourdes Dining Hall)
- Recyclable take-out boxes (Lourdes Dining Hall)
- Compostable materials used for events by the Sisters of St. Francis, office of the Sylvania Franciscan Village, and the Franciscan Center
- Garden maintained by Sisters of St. Francis
- Community garden at Bethany House

Those involved in the sustainability assessment shared many positive environmental improvements that had recently been made to waste less water, food, and nonrenewable resources as a part of the cafe dining experience at Lourdes University, in addition to the sustainable gardening initiatives involving the Sisters and their ministries.

One major project that had failed to continue was an attempt to compost Lourdes University dining facility's food waste. As the OSF employees, President's Extended Cabinet, and the Sisters mentioned in their interviews, there was not enough buy-in from dining hall employees for the initiative. Unfortunately, stakeholders shared their opinion that workers in the cafe did not have adequate training and were not given a strong enough rationale for implementation of the composting project. In addition, OSF employees mentioned the compost smelled badly had been placed in a location where the smell became a major nuisance. Also mentioned was that the project cost more to implement than anticipated and was ultimately abandoned for this reason. As students and faculty made clear, however, they still considered food waste a major issue that Lourdes University could be doing more to address. Stakeholders hoped that the administration could take into account the shortfalls of the initial project and revive the café-composting again with an improved system.

According to students, the cafe's foodservice management company, AVI, offers a salad bar option and has made efforts to promote a different fruit or vegetable every month. However, students had no knowledge of where the food was coming from and were unaware of any effort to purchase locally grown or more sustainably produced foods. Both students and faculty voiced a desire to see healthier and local food featured as options. Students specifically highlighted the source and sustainability of the meat served as an area of concern. It was expressed that, sometimes, the cafe featured less familiar menu items, but there could be much more taste testing and educational programming to encourage students to try healthier alternatives.



Figure 4. Lourdes University Dining Hall

Beyond the University's cafe, the Rosary Care Center offers meal services for residents that reside in the Center and Our Lady of Grace Assisted Living. There was little information shared in the assessment regarding how the Rosary Care Center's meal program was attempting to use less waste or bring in healthier foods for residents, though feedback from focus groups mentioned there was no composting of food scraps. One survey respondent was critical of the food offerings, sharing they wished for food that was "more suitable to the elderly and sick." A note should be made that the head chef of Rosary Care Center was in transition during the sustainability assessment, and there has since been a new chef hired for the ministry. Focus group participants also expressed frustration that while Lourdes Café and the Rosary Care Center's kitchen sometimes catered events, there was no uniformity across all events in attempting to use less waste.

At Bethany House, which is a ministry that provides long-term shelter for domestic abuse victims and their families, employees run a food pantry that receives weekly donations from Kroger and the regional food bank. Bethany House receives donations from local farmers who offer cosmetically imperfect seconds or surplus produce so families have increased access to fresh fruits and vegetables. Residents are offered free healthy cooking and nutrition classes implemented by Bethany's new program coordinator. In addition, families have a community garden space where they can grow their own produce. Sisters are volunteers with the garden, and the executive director reported that student groups from Lourdes University lend support on a quarterly basis.

The Sisters also cultivate a community garden on the motherhouse grounds of the Sisters of St. Francis. They maintain a plastic covered greenhouse, called a hoop house or a polyhouse, where they are able to grow year-round with the help of a solar-heated systems and back-up gas heater.



Figure 5. Sister Jeremias Stinson in the polyhouse garden, March 2018

The food grown goes to the Helping Hands of St. Louis Soup Kitchen on the eastside of Toledo. The Sisters in charge of the project, Sister Jeremias Stinson and Sister Grace Ellen Urban, also developed a guide on four-season polyhouse production to share what they have learned with other groups interested in growing fresh food year-round.

There may be an opportunity to involve students more meaningfully in the Sisters' polyhouse project. When asked about gardening opportunities on campus, students shared that the garden was "for the Sisters," and that, to their knowledge, no students had an opportunity to volunteer there. There was at least some initial interest from students in getting more involved, especially if such time counted toward their community service requirement.

3. Landscaping & Grounds Maintenance

Sustainable landscaping and grounds maintenance practices included:

- Silviculture (sustainable forestry)
- Recycling and upcycling efforts in grounds maintenance
- Sustainable lawn care
- Well-maintained walking paths through woods
- Rain garden
- Native Prairie Project at Canticle Center

Participants in the assessment process mentioned landscaping and grounds as one of the most sustainably driven elements of the entire campus. "You can physically see the results of the investment in the *Statement of Principles on Care for Creation*," shared one OSF employee. Survey

takers and focus group participants spoke to the beauty of the grounds and campus' sense of sacred space, with well-maintained paths and outdoor structures designed for contemplation of nature.

The Sisters of St. Francis have been particularly active in transforming their property to be more environmentally friendly and sustainable for use by future generations. Several dedicated Sisters have worked closely with the landscaping and grounds employees to ensure that sustainable maintenance is the first priority: repurposing old materials, drawing upon well water sustainably, and working toward functional equilibrium in tree care. As one key interviewee explained, the team is committed to this purpose because there is “mission integration” in their work; each employee is seen as a whole person and treated as a vital part of the Franciscan community. In turn, they share an ethical and moral imperative to apply care for creation in all they do.

Several stakeholders still cited areas where grounds and lawn maintenance could be improved. One specific comment made by grounds and facilities staff was that they thought grass clippings and leaf collection could be composted into soil on site. More broadly, better communication about the grounds maintenance is also needed; several respondents to the online survey shared their dislike of how “manicured” the campus felt. “I find it troubling that there has been, in my non-specialist opinion, excessive visible/tangible removal of natural elements, especially healthy-looking trees, with little or no visible replacement of them; a seemingly high amount of chemical treatment to lawns; placement of annual plants rather than self-renewing perennials,” wrote one respondent. This comment alludes to a possible disconnect between the landscaping decisions and the broader Village’s perception.

In addition, students had very little understanding of the silviculture projects happening or the forest preserve present on the property. There appears to be a great opportunity to involve students in such projects in an educational way (see **Education & Outreach** section for further discussion).



Figure 5. Motherhouse grounds of the Sisters of St. Francis, Sylvania

4. Alternative Transportation

More sustainable transportation initiatives that stakeholders mentioned included:

- Toledo Regional Area Transit Authority (TARTA) bus stop on campus
- Electric car charging ports in the campus parking lot
- Well maintained walking paths

Those involved in the assessment did not have an extensive amount of knowledge to share about how members of the Sylvia Franciscan Village were promoting less traditional car use to and from campus. However, faculty at Lourdes University were frustrated by how many students drove from their housing to campus, which is just a short distance (less than a mile away). Faculty mentioned that, at one point, administrators attempted to run a bike-share program for students, but it was too difficult to maintain without any designated staff person running it. There were also several comments made from Lourdes University faculty in the online survey responses about how encouragement and incentives for students to walk or bike to and from campus were limited, and that there were several fenced off areas of the Sisters' buildings that blocked the connectivity of the campus to the student housing.

5. Green Fund



One policy initiative that was particularly celebrated by Sisters, members of the President's Extended Cabinet and Lourdes University faculty and staff is the revolving Green Fund, which was included as a strategy in the *Guidelines and Action Plan for the Implementation of the Care for Creation*. Run by the office of the Sylvania Franciscan Village and the Green Fund Committee, the Green Fund invites all in the Franciscan community—with a special encouragement for Lourdes University students—to propose environmental infrastructure projects that could result in a calculated cost savings. These “micro-initiatives” are generally focused on a specific intervention, rather than providing a grant to maintain an existing project or address a small part of a broader environmental effort. In the past, Green Fund projects have included the installation of low-flow showerheads, water bottle filling stations, and a rain garden.

Unfortunately, as multiple focus groups shared, the Green Fund has essentially been dormant the last two years. A dean in the business school had been particularly vocal in encouraging students to pursue Green Fund projects, but since this faculty member's departure from the University, faculty have not actively recruited students. In fact, there was no awareness of the Green Fund in student focus group, and no student survey respondents mentioned the Green Fund as a successful sustainability initiative.

6. Funding Challenges

For larger projects and initiatives beyond the Green Fund’s scope, funding came up as a major barrier in all of the discussions about making the physical infrastructure more environmentally sustainable. As one Sister put it, “funding is always the stumbling block.” Several participants shared that leadership often fails to support larger projects that were more expensive, like green roof installation on the Rosary Care Center or switching to compostable items for the entire Village. In 26 percent of survey responses, the respondent mentioned budget constraints as a major barrier to sustainability.

Several constituencies voiced they felt the financial concerns were short-sighted, in that administrators/leadership were only looking at the up-front price tag, not necessarily how much money could be saved by the initiative in the longer term. As multiple focus groups brought up, part of the issue is that there is no dedicated staff who can help analyze what those cost savings would be for proposed initiatives. Many acknowledged there was a need to write more grants and raise dedicated funds for sustainability initiatives needing research and implementation.

C. Education and Outreach

Education and outreach are integral to the mission of all of Sylvania Franciscan Village’s members, especially with respect to Lourdes University. As one Environmental Wellness Committee member shared, “If we have young people coming to us, we should really be ensuring that sustainability is imperative—because they’re the ones inheriting this earth.” To that end, sharing the Franciscan value of care for creation woven into educational offerings would be beneficial.

One of the most visible educational events held in relationship to the Care for Creation principles is the annual “Zero Waste Lunch,” which occurs in honor of St. Francis Feast Day (October 4th). Many



Figure 6. St. Joe’s Sylvania students join the Annual Zero Waste Lunch

engaged in the sustainability assessment mentioned this Village-wide event as a successful entry point into learning about sustainability as it relates to their faith. The event organized by the office of the Sylvania Franciscan Village, with a committee that includes members of both the Sisters and Lourdes University. It was noted that it would be nice to see members from the Rosary Care Center and Sophia Center involved in the organizing of the Zero Waste Lunch, so that the event could be more of a fully collaborative effort.

In addition to the Zero Waste Lunch event, Sister Rosine Sobczak created the Science Alliance for Valuing the Environment (S.A.V.E.) Lecture Series, which has been running for the past 28 years. These bi-monthly lectures, free and open to the public, bring in special guests from local environmental non-profits and nearby universities to speak about relevant topics on ecological sustainability. Sisters identified Earth Week exhibits on campus as another noteworthy endeavor that engages the community in a discussion about sustainability. In a more ongoing outreach opportunity, Sisters frequently give tours of the motherhouse property, during which they discuss how care for creation has influenced their efforts to be more sustainable across the campus buildings and grounds.

Sylvania Franciscan Ministries' participants shared some additional ways in which they provide education in sustainability. Most notably, Bethany House offers free healthy cooking and nutrition classes to their residents, organized by the ministry's new program coordinator, which are also integrated into the ministry's community garden activities. Little information was shared on any specific sustainability-related education that is directed at Our Lady of Grace Assisted Living residents or Sophia Center's clients.

There still appear to be some significant gaps in the Village-wide integration of the teachings on the *Principles of Statement on Care for Creation*. Only 46.4 percent of all online survey respondents had an understanding of the *Statement of Principles on Care for Creation*. Of those respondents, 97 percent of Sisters who responded to the survey were aware of the document, while only 29 percent of Lourdes University students were informed about it. Several participants involved in the assessment mentioned they felt the *Statement of Principles on Care for Creation's* message was not fully conveyed in Rosary Care Center, Sophia Center, or Bethany House. "The Sisters would like to see that all who come to school, serve as partners in ministry, and benefit from the services of the various ministries are imbued in the spirit of St. Francis, and would know what the document on *Statement of Principles on Care of Creation* meant and what St. Francis wanted in his lifetime," one of the focus group members shared.

At Lourdes University, current sustainability-centered coursework offered to students is not robust. Until recently, the University offered an Environmental Science degree program, but this was phased out due to under-enrollment of students.

In addition to the Environmental Science degree program, the business school formerly engaged more in sustainability education, where a dean was active in encouraging students to develop Green

Fund projects connected to student's coursework. When this dean left his post at the University, no school faculty continued to advocate for a sustainability focus in their curriculum.

There are still several opportunities for students to learn about sustainability as part of the academic offerings, including theology courses that teach about the care for creation and science courses that touch on environmental sustainability. Students and faculty mentioned that Honors Composition II specifically requires students to conduct a research project about sustainability efforts.

Almost half of online survey respondents cited a lack of awareness and involvement in sustainability as the top barrier impeding greater progress as a sustainable community. Assessment participants indicated a significant area of opportunity for members of the Sylvania Franciscan Village to pursue change, with many, including members of the President's Extended Cabinet, calling for a sustainability curriculum to be reintroduced at Lourdes University.

Stakeholders also expressed frustration with past attempts to integrate sustainability into curricula. For example, members of the Environmental Wellness Committee had proposed that the First Year Experience classes include work about the environment and care for creation, but this request was not acted on; it was argued that too many other subjects had priority over sustainability. There is the additional challenge, as members of the President's Extended Cabinet shared, that faculty knowledgeable in sustainability to teach courses were no longer available.

Participants involved raised the chicken-or-egg problem of what needs to come first: an educational focus on sustainability or students who are looking for that in their academic experience. Some suggested Lourdes University could partially address this by incorporating messaging about sustainability projects on campus into student recruitment efforts as a way to attract more applicants looking for an ecologically conscious education.

Recruitment aside, current students of Lourdes University shared a strong interest in more academic programs related to sustainability. Additionally, students desired more opportunities to get involved in the Sisters' sustainability initiatives, like the sustainable forestry efforts and the polyhouse garden. There may be a real opportunity to foster a deeper relationship between the Sisters and students, especially if there is stronger encouragement for students to apply their community service hours to the Sisters' sustainability-related efforts.

There was also a call for efforts to educate more fully the whole Village community, not just students, on proper recycling procedures and more efficient energy practices. Several responses from faculty and students commented on large volume of food waste from meals at Lourdes café. Participants in the assessment believed that more could be done to promote waste reduction. Developing an outreach campaign on recycling and food waste could potentially be one strategy for expanding the messaging and impact of the Village's Zero Waste Lunch, which only happens once a year, so that it resonates with students and the rest of the Franciscan community in a more ongoing basis.

Beyond education on campus, many acknowledged there was more they could do to connect with the surrounding community and public on sustainability. Sisters mentioned they have a good

relationship with Sylvania’s current mayor, whose daughter was the architect for the new athletic center on campus. More could potentially be done to connect the Village’s sustainability efforts with efforts that are happening at the municipal level, especially around yard waste composting and active transportation planning. At one point, engagement at the county level existed when former biology professor Jim Minesky served as a member of the Toledo- Lucas County Sustainability Commission. More outreach and knowledge exchange with these government entities might lead to a more aligned and effective approach for the Village.

D. Policy Enforcement

Many Village stakeholders relayed that while there were written policy documents addressing sustainability, many of the environmental measures carried out relied on a few passionate individuals who had taken implementation upon themselves. If a sustainability champion resigned, there was little accountability to ensure that the work would continue. “When good people leave, the momentum leaves too,” shared a Lourdes University faculty member. This is illustrated especially well by the Green Fund’s recent dormancy after resignation of the business school dean who promoted the fund to students.

This lack of continuity points to an issue with enforcement of sustainability policies, which many participants from the survey, focus groups, and individual interviews believed was due to a lack of engagement or prioritization from leadership across the Village. Several voiced a frustration with the inconsistency of being part of a Franciscan community, and yet sustainability still not being a priority. One survey taker shared, “Because we are an institution founded around St. Francis, the Patron Saint of Ecology, the culture here should breathe that we are a community that educates about and supports all aspects of sustainability, and settles for nothing less.”

Noted was the need to see more buy-in from the highest levels—from leaders across the Sylvania Franciscan Village—in developing a new sustainability plan that would provide structure, accountability, and exposure to recommended actions. In the online survey, 19 percent of respondents included that a clear sustainability plan should be developed to take the members of the Village to the next sustainability level.

At the same time, some stakeholders voiced a serious concern that any new sustainability plan would lack the same teeth as pre-existing documents, like the *Guides and Action Plan for Implementation of the Statement of Principles on Care for Creation and the Environment*. If a new plan were to be developed, it would need to include more accountability and enforcement features, clear goals, measurable indicators of success, and a funding strategy for implementation.

Village leaders have initially shared their support for this endeavor. Dr. Mary Ann Gawelek, president of Lourdes University, relayed:

We need a comprehensive, campus-wide sustainability plan with established end goals and broken down by specific policy areas. The plan needs to be synced with strategic

plans of Lourdes and the other institutions, and needs someone to lead the charge to drive a cross-institution process and procedure for developing and implementing the plan. Any efforts need to be built into the capacities of each institution rather than telling the institutions what to do.

E. Growing the Leadership Capacity for Sustainability

In association with the idea for a new comprehensive sustainability plan, many shared their hopes for an Office of Sustainability and/or a paid sustainability director to direct the policies' implementation. A director of sustainability serving within the office of Sylvania Franciscan Village would help to build capacity, create a channel of communication between members of the Village, and more seamlessly direct and integrate activities.

University faculty and staff, the Environmental Wellness Committee, and OSF employees all expressed that one of the major challenges is individuals who are- "wearing too many hats," especially within Lourdes University's administration, faculty and staff. People feel overworked and stretched too thin to initiate or incorporate environmental sustainability into their positions on their own. With a sustainability director to engage, advocate, and support implementation of a plan, sustainability assessment feel that the position would help employees feel empowered to make changes. Moreover, a sustainability director would provide more capacity to conduct in-depth research on how sustainability measures that have a higher up-front cost could save money over a longer period.

Not only would this position help engage employees and students, the role would include researching and identifying sustainability measures, in addition to supporting more much needed communication between different members of the Village. In the current landscape, Village stakeholders widely shared that consistent communication about sustainable practices between the Sisters, Lourdes University, Bethany House, Rosary Care Center, and Sophia Center was minimal. Without open communication channels, focus group members and key interviewees shared how easy it was for efforts to be duplicated and misunderstandings to arise. For example, OSF employees noted that no central purchasing function exists, so each organization has its own unaligned guidelines and purchasing practices. In another example, the Environmental Wellness Committee was interested in conducting an energy audit of the Village, but subsequently found out that Lourdes University and the Sisters of St. Francis were already undergoing an energy audit, unbeknownst to the committee.

Individuals affiliated with Lourdes University and the Sisters of St. Francis spoke to a "disconnect" especially between the academic campus and the motherhouse grounds. Participants in the assessment shared a general sentiment that opportunities for the Lourdes University community to develop sustainability policies are not fully developed. For example, the University has not designated the Village's Environmental Wellness Committee as one of their "major" committees, which means that faculty, who were interested in sitting on the Environmental Wellness Committee as part of their position, did not receive credit for serving on it.

Meanwhile, respondents from the University felt most sustainable initiatives fell under the jurisdiction of the Sisters. Members of the President's Extended Cabinet shared sustainability is more a part of the "values of the institution" rather than explicit policy, and that Sisters oversee sustainability activities. Faculty and students also echoed the perceived notions of the Sisters' ownership over sustainability initiatives. One focus group member shared the perception that "there's a lot of things the Sisters don't want to let go of." To this point, examples were shared of how the Sisters were more actively involved in sustainability across the campus. Among other projects, Sisters are heavily engaged in the vision and implementation of sustainable grounds maintenance, organizing the S.A.V.E. Lecture series, and managing the polyhouse garden.

It was highlighted across the Village the importance for a sustainability director to coordinate efforts, especially between Lourdes University and the Sisters. With someone in place to oversee environmental sustainability for the whole Village, this director could ensure efforts were more integrated, shared, and complementary among all members of the Sylvania Franciscan Village. One focus group member stated, "Commitment needs to be clear, particularly from the University." Higher-level administrators and leadership would need to make clear in their language, and potentially in their financial priorities, that they would support a sustainability director's role. There was an acknowledgement that the University's current financial state would make it difficult to contribute monetarily toward this role, though there were ways the University administration could prioritize sustainability that did not necessarily cost money. In this regard, stakeholders also advocated for more support for the Environmental Wellness Committee to have the advantage and authority to serve as a Village-wide decision-making body with the new sustainability director's support.

While the majority of respondents were in favor of creating a sustainability director role for the Village, several Sisters voiced concerns on the limitations of a director's effectiveness. In particular, they questioned how a single director would be able to coordinate activities across the entire campus. They wondered whether having a designated sustainability director might allow others to feel like they did not need to be engaged because it was "someone else's job." Rather, Sisters spoke to the hope that members of the Sylvania Franciscan Village would be "imbued with the spirit of St. Francis, the *Statement of Principles on Care for Creation*, and the Pope's encyclical *Laudato Si'*, and therefore compelled to act sustainably.

While some of their colleagues agreed with this culture-shifting aim, other Sisters argued that the Village needed both social norms and organizational structures for sustainability initiatives to make progress. A Sister shared, "When it's everybody's responsibility, it's nobody's responsibility." To this point, there was a call for the person serving in the sustainability director's role to be well-versed on the *Statement of Principles on Care for Creation*, *Laudato Si'* and how sustainability is critical to the teachings of St. Francis. While the role would focus on communication sharing, coordination, and policy implementation, it would do so within the foundation of faith and spirituality.

V. Analysis and Recommendations

Based on Seven Generations Ahead's evaluation of the Sylvania Franciscan Village's existing plans, feedback channels for community input, and best practices review from comparable institutions, the evaluators have made the following recommendations:

1. Continue to maintain current sustainability initiatives and build on initial successes.

The Sylvania Franciscan Village should celebrate the many initiatives members have successfully implemented to care for creation and sustain the environment. Of the many projects, notable highlights include ecological forestry management, gardening projects, low-flow water fixtures, motion-sensor lighting, water-refill stations, Lourdes University's trayless cafeteria system, and educational efforts like the Zero Waste Lunch and S.A.V.E. Lectures. These successful initiatives are a suitable foundation and should be continued as this Franciscan community further advances sustainability. Moreover, the members of the Sylvania Franciscan Village have already created a plethora of policy documents, as reviewed in the **Overview of Sustainability-Related Policies** section, which define what sustainability means and provide a vision to advance environmental goals. Any new planning documents should be grounded in the existing direction set by these foundational works.

2. Develop a 3-year Sylvania Franciscan Village Sustainability Implementation Plan.

Strong feedback was given that many strategies, values, and overall commitments have been discussed, but lack accountability for implementation. Members of the Village should consider creating a 3-year sustainability implementation plan that would include goals, objectives and an implementation strategy. This plan would require aggregating current data on resource use, developing metrics-based goals, incorporating new and existing actionable strategies, agreeing on indicators of success, and collaboratively scripting a sustainability implementation work plan for 2019 and each subsequent year. Unlike prior guidelines and policy documents that take a comprehensive strategic planning approach, this plan would focus on specifically laying out measurable goals, assigning tasks, and placing all activities on a clear and achievable timeline for completion.

The plan's goal targets should be based on current resource data and implemented strategies, while developing measurable objectives based on reviews of global, national, regional, state and county goals. These may include goals set for Laudato Si', Paris Climate Agreement, UN Sustainable Development Goals, Chicago Climate Charter, and Lucas County's Regional Sustainability Plan (see **Helpful Resources** for more information). The Sylvania Franciscan Village should consider setting target goals in relation to greenhouse gas emissions reductions, energy use reduction, renewable energy procurement, waste reduction and diversion, potable water consumption, open space acreage ratios, local and sustainable food procurement, and other sustainability indicators.

3. Hire a Village-wide Sustainability Director.

While members of the Village include many dedicated staff who are supportive of sustainability initiatives, it is widely recognized that there is a lack of accountability and communication for mobilizing a cohesive plan with measurable outcomes. Based on the financial limitations that currently exist for the ministries, the office of Sylvania Franciscan Village should attempt to find initial external funding to hire a sustainability director who would have the capacity to orchestrate the development of a culture of sustainability by all members of the Sylvania Franciscan Village. This new position would convene regular, monthly meetings of the Environmental Wellness Committee, along with other core practitioners from across members of the Village, and hold semi-annual meetings with the Sylvania Franciscan Village Strategic Leadership Committee.

With support and guidance from core practitioners and Village leaders, the sustainability director would be responsible for driving plan implementation, gathering metrics-based data, and reporting annually on progress against goals. The director would also be tasked with bringing in external resources and finding funding to help support the continuation of the position and its related projects.

The sustainability director would have a key role in engaging Sisters, Lourdes University administrators, Lourdes University's faculty and staff, students and OSF employees and employees from the Sylvania Franciscan Ministries. By sharing resources and creating new ways to get involved in sustainability initiatives, Franciscan community members would be activate to engage in environmentally minded projects and reflect on how sustainability could be better integrated into their job functions. The sustainability director will also have an important role to play in conducting outreach to the broader public and linking the Village's sustainability efforts to city, county, and statewide sustainability networks and initiatives. The evaluation team acknowledges that several responders from the Sisters of St. Francis felt creating a sustainability director was not necessary to make progress on sustainability initiatives. Rather, they felt that Franciscan values, including the *Statement of Principles on Care for Creation*, should permeate all endeavors, and what was missing was a full commitment and collaboration across the Village.

Certainly, unless leaders from the Sisters of St. Francis, Lourdes University, and the Sylvania Franciscan Ministries prioritize sustainability and make it a lens through which all decisions are made, then a director would be relegated to lower level functions and could not influence major policies. Without Village leadership committing to semi-annual meetings with the sustainability director and resource support for the new role, a sustainability director would be unable to drive significant change. The recommendation for a sustainability director should be considered with that factor in mind.

It is also highly recommended that the sustainability director fully understand the connection between the *Statement of Principles on Care for Creation* and environmental sustainability initiatives. This person will need to frame sustainability efforts through the spiritual lens that drives the Sylvania

Franciscan Village's values, and make that connection especially clear in all of their educational engagements.

4. Join a sustainability network with common goals and metrics.

Many comparable institutions to the member organizations of the Village have been engaged in the sustainability assessment and planning process. As some participants in the Village's sustainability assessment suggested, the Village should draw upon its peers for guidance and take advantage of existing resources and networks that can support the Sylvania Franciscan Village's internal efforts.

The Village should consider adapting similar metrics as other related institutions to support development of a sustainability implementation plan, help track and benchmark achievements, and provide a supportive community of practice that the Village can draw on for troubleshooting, best practices, and inspiration. To this end, Lourdes University may wish to connect to the Association for the Advancement of Sustainability in Higher Education (AASHE) and use their Sustainability Tracking, Assessment, and Rating System (STARS) as a guide for developing metrics and incorporating new strategies. A Village sustainability director may also be able to adapt to the STARS rating system considering the goal setting and evaluation of other members of the Sylvania Franciscan Village. In addition, several resources have been developed to support religious organizations committed to becoming more sustainable, which all members of the Village may find relevant. See the **Helpful Resources** section for resource suggestions from Laudato Si', Interfaith Power & Light, Eco Faith Path to Sustainability, Catholic Climate Covenant, Association for Catholic Colleges and Universities, along with many other resources.

Joining a network of other institutions who are integrating environmental stewardship into their mission-based work will not just support the Village's efforts, but allows for a larger impact on local, regional, national, and international public policy. Many of the sustainability networks have been involved in advocacy efforts around environmental degradation, climate change, and fossil fuel divestment, and members of the Village may be valuable contributors to these campaigns.

5. Maintain transparency and communication across the Sylvania Franciscan Village.

Based on feedback that communication regarding sustainability efforts is lacking and that many students and staff are unaware of the environmental projects currently happening, the office of the Sylvania Franciscan Village, in collaboration with its member entities, should consider releasing an annual or bi-annual Sylvania Franciscan Village Sustainability Report Card. This Sustainability Report Card will be a visual tool to track and share the goals and progress of all members of the Village, and should be disseminated through multiple outreach channels to reach a broad range of the Franciscan community.

To supplement the written Report Card, the office of Sylvania Franciscan Village should consider establishing an annual event like an All-Village Sustainability Forum, where individual in the Village can learn from leaders across the campus about their sustainability efforts, ask questions, and

provide comments. Other periodic learning forums, connected to larger events like Earth Week and the Zero Waste Lunch, may be helpful in ensuring transparency and communication.

Increased communication and transparency between the Sisters of St. Francis, Lourdes University, Bethany House, Sophia Center, and Rosary Care Center will hopefully lead to more uniform sustainability practices, less duplication of efforts, and a stronger sense of Franciscan community across the Village.

6. Meaningfully engage students in sustainability.

Based on feedback that students do not feel engaged in the sustainability initiatives on campus, it is recommended there be efforts to explore specific strategies for integrating students more purposefully into activities such as sustainable forestry, polyhouse gardening, Bethany House's community gardening, and organizing S.A.V.E. Lectures. As an added incentive, effort should be made to ensure such activities count towards students' community service requirements. It may make sense for Sisters or interested faculty members to help students organize a sustainability-centered student club or organization that could serve as a gateway for students to get more involved in this work. Given the platform and encouragement, students may even step up to lead initiatives that not only educate other students, but also conduct outreach to Rosary Care residents, Our Lady of Grace residents, and others involved in the Sylvania Franciscan Ministries.

Beyond on-campus opportunities, Lourdes University's Office of Career Services should collaborate with the Environmental Wellness Committee to provide students with a list of job, internship, and volunteer opportunities in environmental stewardship and sustainability-related fields. This may not only foster interest in students pursuing more ecologically minded careers, but also help create ambassadors to carry out Franciscan values in the broader community.

7. Reinstitute environmental sustainability in Lourdes University program offerings.

Lourdes University administrators should consider hiring faculty who are able to integrate environmental sustainability in curriculums and/or provide continuing education opportunities for faculty to learn how to integrate sustainability into their coursework offerings. While the evaluators acknowledge that decisions about academic strategy must consider a wide range of factors—including financial viability—it is clear there is currently an underwhelming number of curricular opportunities for students to learn about sustainability in an academic setting.

Administrators should consider reviewing model coursework from other Catholic colleges and universities to explore development of a Sustainability minor. It is also highly recommended that Lourdes University make it a priority to include the *Statement of Principles on Care for Creation* document and environmental stewardship in freshman orientation and as a First Year Experience class offering, so that incoming students learn about Franciscan values and environmental commitment from the beginning of their time at the institution. Student recruiters for Lourdes might also develop new marketing strategies focused on Franciscan values and sustainability in an effort to attract more sustainably-minded students to attend the school.

VI. Conclusion

The Sisters of St. Francis and their ministries have a demonstrated history of policy creation and project implementation related to caring for all of God's creation. Many individuals in the Village clearly carry the spirit and passion for Franciscan values and are creating a more ecologically-minded community that expresses commitment to Mother Earth through prayer, contemplation, education, and action.

Members of the Sylvania Franciscan Village have a powerful opportunity to build upon its values of a more sustainable, just, and peaceful world by deepening the structure, accountability, and transparency of sustainability initiatives across campus. With the development of a Village-wide sustainability implementation plan that includes clear target indicators, measurable outcomes, and a realistic goal timeline, the Village has the potential to create more responsive and active policy. If this plan is coupled with the hiring of a sustainability director to orchestrate its execution, the Village can better integrate activities across the campus, communicate and engage with community members, and realize a greater impact on their ecological footprint.

Lourdes University provides a particularly valuable platform for reaching young people, who will inherit the earth and pass its resources on to the generations to come. Efforts should be made to ensure students who attend Lourdes University learn not only about the *Statement of Principles on Care for Creation* and sustainability in the classroom, but that students become actively involved in sustainability initiatives on campus and in the greater community. As one of the Sisters said, "It takes a long time to form people." When new people are constantly coming to campus with different backgrounds and life experiences, it is not an easy task to create a consistent culture of shared values, attitudes and behaviors. By having more opportunities to engage and learn about the spirit of St. Francis, both inside and beyond the classroom, all members of the Sylvania Franciscan Village can make a meaningful impact students' transient community.

Sylvania Franciscan Village is already walking a path to advance environmental sustainability, both physically on the campus and within the spirit of its members. May its leaders now have the courage and commitment to take the next step.

"Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible."

- **Saint Francis of Assisi**

VII. Helpful Resources

Association for Catholic Colleges and Universities

Sustainability and Catholic Higher Education: A Toolkit for Mission Integration

<http://www.usccb.org/issues-and-action/human-life-and-dignity/environment/upload/sustainability-catholic-higher-ed-toolkit.pdf>

Association for the Advancement of Sustainability in Higher Education

Sustainable Tracking, Assessment, and Reporting System (STARS)

<https://stars.aashe.org/>

Bren School of Environmental Science & Management, University of Santa Barbara

Eco Faith Path to Sustainability

https://www.bren.ucsb.edu/research/documents/ecofaith_report.pdf

Laudato Si' A Map

<http://americanmagazine.org/issue/laudatosi-map>

Catholic Climate Covenant

<http://www.catholicclimatecovenant.org/>

Catholic Health Association of the United States

Environmental Sustainability Getting Started Guide

<https://www.chausa.org/store/products/product?id=2928>

Global Catholic Climate Movement

<https://catholicclimatemovement.global/>

Interfaith Power & Light

<http://www.interfaithpowerandlight.org/>

National Religious Partnership for the Environment

<http://www.nrpe.org/>

North American Climate Summit

Chicago Climate Charter

<https://northamericanclimatesummit.splashthat.com/>

Franciscan Action Network

<https://franciscanaction.org/issuejustice>

Toledo-Lucas County Sustainability Commission

Regional Sustainability Plan

<http://www.lucascountygreen.com/regional-sustainability-plan.html>

United Nations Framework Convention on Climate Change (UNFCCC)

The Paris Agreement

<https://unfccc.int/process/the-paris-agreement/what-is-the-paris-agreement>

United Nations Sustainable Development Knowledge Platform

<https://sustainabledevelopment.un.org/sdgs>

Sierra Club

<http://www.sierraclub.org/>

Appendix A.

Sylvania Franciscan Village Sustainability Survey

The Sylvania Franciscan Village was formed in 2009 as the purposeful expression of the Sylvania Franciscans and their sponsored ministries, formed to harness energies for the greater good and benefit of those who share the Franciscan Mission.

1. Please indicate which member entity within the Sylvania Franciscan Village that you most associate with:

Check all that apply.

- Bethany House
- Sisters of St. Francis, Sylvania
- Employee of the Sisters of St. Francis
- Sophia Center
- Lourdes University Faculty/Staff
- Lourdes University Students
- Rosary Care Center/Our Lady of Grace

2. Do you have an understanding of the Care for Creation document?

Mark only one oval.

- Yes
- Somewhat
- No
- Not aware of this document

3. From your experience, do you believe that the Care for Creation document is being implemented in the day-to-day operations within Sylvania Franciscan Village?

Mark only one oval.

- Yes
- Somewhat
- No
- Don't know

4. On a scale of 1-to-5, how much do you think sustainability is a key factor or lens through which projects and decisions are made within the Sylvania Franciscan Village?

Mark only one oval.

	1	2	3	4	5	
Not considered at all	<input type="radio"/>	Greatly considered				

5. Name the top-rated sustainability educational efforts that are being made to teach people (students, employees, sisters) about Care for Creation and sustainability that you are aware of or have experienced.

6. What would you say are the community's top successes (policies, best practices, or achievements) around sustainability?

7. What are the top gap areas or specific strategies within sustainability that need priority focus?

8. What are the major barriers or challenges within the Sylvania Franciscan Village that impede greater progress and results in relation to being a sustainable community?

9. What recommendations or solutions are needed to take sustainability to the next level within the Sylvania Franciscan Village?

Appendix A. Sustainability Survey (cont.)

10. Please share any additional comments here.

11. Name (if you would like to be entered in the raffle)

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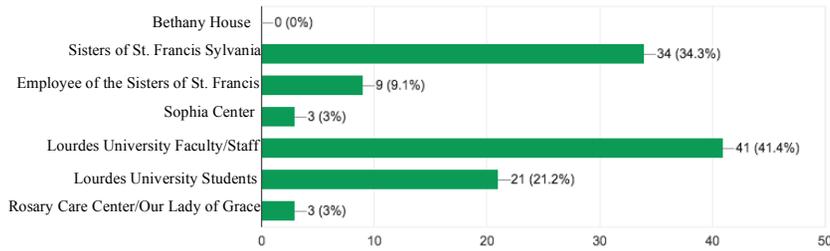
Appendix A. Sustainability Survey (cont.)

Appendix B. Sylvania Franciscan Village Sustainability Survey

Sylvania Franciscan Village Sustainability Survey – Response Data

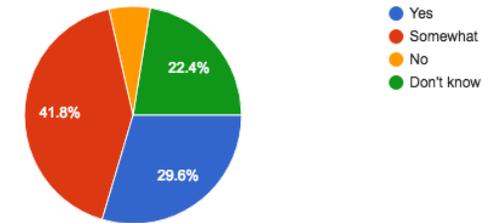
Please indicate which member entity within the Sylvania Franciscan Village that you most associate with:

99 responses



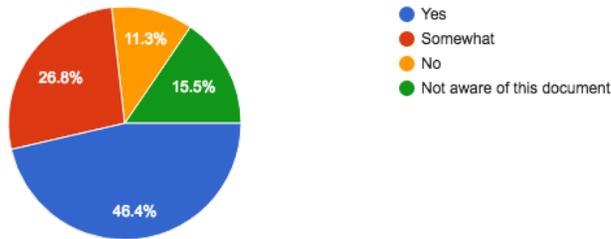
From your experience, do you believe that the Care for Creation document is being implemented in the day-to-day operations within Sylvania Franciscan Village?

98 responses



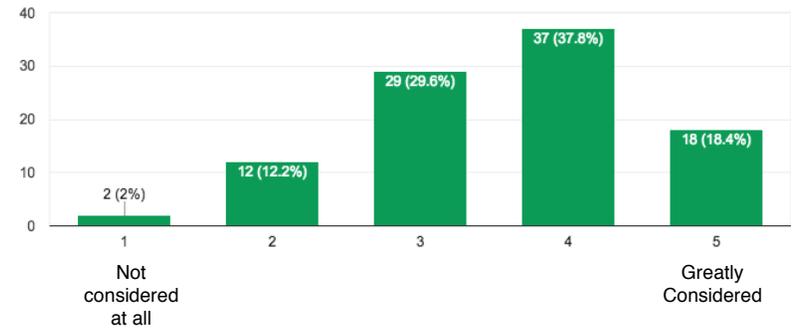
Do you have an understanding of the Care for Creation document?

97 responses



On a scale of 1-to-5, how much do you think sustainability is a key factor or lens through which projects and decisions within the Sylvania Franciscan Village?

98 responses



Appendix B. Sustainability Response Survey (cont.)

Name the top-rated sustainability educational efforts that are being made to teach people (students, employees, sisters) about Care for Creation and sustainability that you are aware of or have experienced.

Topic	# of times mentioned
Zero Waste Luncheons	25
Recycling	18
Outreach (emails/newsletters/lectures/meetings)	12
Water Refill Stations	10
S.A.V.E	8
Green Fund	8
Horticultural practices	8
Environmental Committee	3
Sustainability MBA projects	2
New Student Orientation	2
Laudato Si Studies & Reflections	2
Use of LED lighting	1
Service Learning hours	1
Reading/discussing the Encyclical	1

What would you say are the community's top successes (policies, best practices, or achievements) around sustainability?

Topic	# of times mentioned
Recycling	34
Water Refill Stations	22
Care of grounds (landscaping, gardens, prairie)	14
Energy Efficient Lighting	13
Green Fund	10
Zero Waste Lunch	8
Increasing Awareness (reports/presentations)	6
Infrastructure updates	5
Water conservation	4
Don't know of any	4
Geothermal heating	2
Care for Creation Document	1
Batteries being recycled	1

Appendix B. Sustainability Response Survey (cont.)

What are the top gap areas or specific strategies within sustainability that need priority focus?

Topic	# of times mentioned
Lack of awareness/involvement/commitment	18
Food Waste	11
Infrastructure Issues (leaky faucets, doors that don't close, lighting, windows)	9
Recycling	10
Lack of goals or clear strategies	6
Paper waste/usage	5
Unsure of any gaps	5
No Office of sustainability	3
Water inefficiencies	3
Consistency	2
Availability of resources	2

What are the major barriers or challenges within the Sylvania Franciscan Village that impede greater progress and results in relation to being a sustainable community?

Topic	# of times mentioned
Lack of education/energy/commitment/communication	48
Budget Constraints	26
Not Enough Man Power	6
Proper Equipment	2
Loss of programming for students	1
Time needed to carry out initiatives	1

Appendix B. Sustainability Response Survey (cont.)

What recommendations or solutions are needed to take sustainability to the next level within the Sylvania Franciscan Village?

Topic	# of times mentioned
Create a clear plan with communication	19
Hire Sustainability Coordinator	9
Unsure	9
More education	6
Get students and other community members more involved	6
Pursue grants/fundraising	3
Increase energy efficacy/renewables	3
Change menu to fit needs of residents	2
Cut down use of cars/increase walkability	2
Use native plants in landscaping	1
Cut down on paper usage	1

Please share any additional comments here.

Topic	# of times mentioned
St. Francis is the Patron Saint of Ecology, so the community should be based around sustainability and caring for our environment	2
Gardens and natural space are important in the community, take care of the current ones and create more	6
There needs to be more education and discussion (i.e. talking about Care for Creation)	6
Getting people to volunteer and get involved will connect people to the environment	3
More recycling and clear signage	2
Thank you for obtaining this grant, it will be beneficial for the community.	2

Appendix C.

Sylvania Franciscan Village Sustainability Focus Groups

- I. Welcome
 - a) Introductions
 - b) Grant-funded Project Background, Purpose and Components

- II. Purpose and Goals for the Project
 - a) Recognize and honor what has been accomplished to date
 - b) Understand what has been achieved to date
 - c) Identify barriers and gap areas
 - d) Develop recommendations for taking the community to its next phase of sustainability

- III. Survey Overview and Background Documents

- IV. DISCUSSION: Top Successes and What the Village is Doing Well in Sustainability

- V. DISCUSSION: Gap Areas and Barriers to Further Success

- VI. DISCUSSION: Recommendations for Taking The Village to its Next Phase of Sustainability

- VII. Closing