

GRADUATE & PROFESSIONAL STUDENT ASSOCIATION

Council Meeting Agenda

Student Union room 208 A, B & C

Monday, October 3, 2016, 2:00 – 3:30pm

ROLL CALL

School of Allied Health

Health Physics
Remy Manigold _____
 Kinesiology
Kristyne Weigand _____
 Physical Therapy
Vacant _____

College of Business

Accounting
John Scully _____
 Business Administration
Li Zhang _____
 Economics
Christian Seabrook _____
 Management Information Systems
Dixidha Devarajan _____

School of Community Health Sciences

Health Care Administration & Policy
Vacant _____
 Environmental & Occupational Health
Heidi Manlove _____

School of Dental Medicine

Dental Medicine
Tony Jilka _____

College of Education

Educational & Clinical Studies
Kristin Withey _____
 Educational Psychology & Higher Education
Kristine Bragg _____
 Teaching & Learning
Steve Hayden _____

College of Engineering

Computer Science
Sneha Goswami _____
 Civil & Environmental Eng.
Mark Elkouz _____

College of Engineering (cont.)

Electrical & Computer Eng.
Carlos Camacho _____
 Mechanical Engineering
Sogol Pirbastami _____

College of Fine Arts

Architecture
Vacant _____
 Art
Thaddeus Zoellner _____
 Film
Vacant _____
 Music
Kathryn Martinson _____
 Theatre Arts
Vacant _____

College of Hotel Administration

Hospitality Administration
Eun Min Hwang _____

Law School

Law
Adrian Viesca _____

College of Liberal Arts

Anthropology
Katelyn DiBenedetto _____
 English
Lorinda Toledo _____
 World Languages & Cultures
Patricia Zavala _____
 History
Jeffrey Fleming _____
 Political Science
Rafael Oganessian _____
 Psychology
Jennifer Buck _____
 Sociology
Jason Scott _____

School of Nursing

Nursing
Marie Poggio _____

College of Science

Chemistry
Amro Abdalla _____
 Geoscience
Vacant _____
 Life Sciences
Sheila Mosallaei _____
 Mathematical Sciences
Moinak Bhaduri _____
 Physics & Astronomy
Vacant _____

College of Urban Affairs

Communication Studies
Courtney McDaniel _____
 Criminal Justice
Tereza Trejbalova _____
 Environmental and Public Affairs
Frederic Jackson _____
 Journalism & Media Studies
Amaya Worthem _____
 Marriage & Family Therapy
Sarah Hechter _____
 Social Work
Sarah Oettinger _____

Executive Board

President
Meghan Pierce _____
 Vice President
Patrick Daleiden _____
 Secretary
Kirk Talib-deen _____
 Treasurer
Kimberly Florence _____

✓ = present

A = absent

N/A = seat vacancy

NOTE: Below is an agenda of all items scheduled to be considered. Notification is hereby provided that items on the agenda may be taken out of the order presented, two or more agenda items may be combined for consideration, and an agenda item may be removed from the agenda or discussion relating to an item on the agenda may be delayed at any time. If you have a documented disability that may require assistance, you will need to contact the Disability Resource Center (DRC) 72 hours in advance for coordination in your academic accommodations. The DRC is located in the Reynolds Student Services Complex, room 137. The DRC phone number is 895-0866 or TDD 895-0652. This meeting's agenda has been posted in accordance with NRS 241.020 on the 2nd floor LLB room 2141, FDH (3rd floor) glass display case, Student Union 1st floor display case, BEH first floor bulletin board and available on the GPSA website: <http://gpsa.unlv.edu/council/agendas.html>

Call to order – Roll Call

1. PUBLIC COMMENT

INFORMATION ONLY

Public comment will be taken during this agenda item. No action may be taken on a matter raised under this item until the matter is included on an agenda as an item on which action may be taken. Comments will be limited to three minutes per person. Persons making comment will be asked to begin by stating their name for the record, and naming the college or organization they represent. The chair may elect to allow additional public comment on a specific agenda item when that agenda item is being considered.

In accordance with Attorney General Opinion No. 00-047, as restated in the Attorney General's Open Meeting Law Manual, the chair may prohibit comment if the content of that comment is a topic that is not relevant to, or within the authority of this body, or if the content is willfully disruptive of the meeting by being irrelevant, repetitious, slanderous, offensive, inflammatory, irrational or amounting to personal attacks or interfering with the rights of other speakers.

2. APPROVAL OF MINUTES

FOR POSSIBLE ACTION

Request is made for approval of the following meeting minutes:

- September 12, 2016 Council Meetings

3. SPEAKER(S)

INFORMATION ONLY

- Tad McDowell, Director of Parking and Transportation Services

4. COUNCIL ORIENTATION

INFORMATION ONLY

5. BUDGET REPORT

FOR POSSIBLE ACTION

6. GPSA / CAMPUS-WIDE COMMITTEE REPORT

INFORMATION ONLY

- Board of Regents / Nevada Student Alliance
- GPSA Activities / Community Service
- GPSA Awards
- GPSA Bylaws
- GPSA Government Relations
- GPSA Publications
- GPSA Sponsorship – Emergency August Cycle 2016: 11 applications submitted, 9 awarded @ \$2,000.00

7. OLD BUSINESS

FOR POSSIBLE ACTION

- Monica Garcia and Carol Brodie, Office of Urban Sustainability

8. NEW BUSINESS

FOR POSSIBLE ACTION

- Proposed 2016 -2017 GPSA Goals (attached)
- Proposed Student Fees
 - Student Tech Student Fee Increase
 - Student Affairs Facility Use Student Fee Increase
 - Athletic Student Fee Increase

9. ANNOUNCEMENTS

INFORMATION ONLY

- GPSA Council Photo: October 3rd @ 3:30pm (immediately following Council Meeting)
- GPSA Fall 2016 Workshops – register online @ <http://www.unlv.edu/gpsa/development>
- [Bagels & Coffee](#) provided in the Graduate Student Commons during mid-semester, October 24th - 27th, at noon – until 4:00pm – until supply is exhausted
- October 4, 2016, 4:00 – 6:00pm [Graduate Student Showcase](#) in [SEB](#)
- [Celebrate UNLV Research Week](#) – October 3 – 7, 2016. Research events/activities happening throughout the week. [Register](#) for the closing event “Research @ UNLV Presentation & Tech Expo”.

ANNOUNCEMENTS *(continued)*

INFORMATION ONLY

- October 6, 2016, 11:30am – 1:30pm – Diversity Research and Mentorship Reception hosted by the GPSA (Graduate & Professional Student Association), BGSA (Black Graduate Student Association), Graduate College and the Office of Diversity Initiatives, Student Union Ballroom C, Students are encouraged to share their research. More information available [here](#).
- October 19th Presidential Debate [Activities and Events](#) and [general information](#) (parking, class schedules, etc.)
- UNLV Opens Presidential Debate Ticket Registration for Students - [online lottery](#) to attend the 3rd and final Presidential Debate October 19th at the Thomas & Mack Center
- Tuesday, October 4, 1:00pm-2:30pm; Graduate Student Commons, [LLB 2141](#) Thesis / Dissertation Guidelines and Formatting (Part II): "Getting the Details Right in Microsoft Word & Creating the Perfect PDF"
- Wednesday, October 5, 1:00pm-2:30pm; Graduate Student Commons, [LLB 2141](#): Designing Effective Research Assignments
- GPSA Funding Workshops: "How to write a successful GPSA sponsorship application": [Campus-wide](#) - October 7th in [SU 207](#); GPSA Law School Funding Workshops: [Afternoon & Evening](#) – October 12th in BSL 112; [GPSA Dental School Workshop](#) – October 20th in SLC B-1. **Registration is required to attend one of these workshops. Lunch will be provided.**
- [UNLV Cares Food Pantry Fall 2016](#) distribution hours and location are now available.
- GPSA [Book Scholarship](#) application deadline October 30th
- Graduate College "[Rebel Grad Slam](#)": October 31 – November 4, 2016
- GPSA Spring 2017 [Sponsorship Funding](#) (for activities falling between: 12/18/16 – 5/13/17) deadline November 15th
- Join with the Graduate & Professional Student Association (GPSA) at the November 12th Rebel Football vs Wyoming Game, Thursday, November 12th at the Sam Boyd Stadium - Meet on the west side of the stadium by the Ticket office @12:10pm. Game starts at 12:30. Contact GPSA President Meghan Pierce if you need directions meghan.pierce@unlv.edu. Go Rebels! Student tickets are available the week of the game starting [online](#).
- GPSA [Awards](#): nomination application due December 6th

10. PUBLIC COMMENT

INFORMATION ONLY

11. ADJOURNMENT

FOR POSSIBLE ACTION

GPSA Fall 2016 Council Meetings; 2:00 – 3:00pm; Student Union Room 208
Monday, November 7, 2016; Monday, December 5, 2016 GPSA

Spring 2017 Council Meetings; 2:00 – 3:00pm; Student Union Room 208
Monday, February 6, 2017; Monday, March 6, 2017;
Monday, April 3, 2017; Monday March 1, 2017



GPSA 2016-2017 Goals

PLEASE NOTE: The purpose of establishing these goals is to further support the mission of the University and the GPSA. The GPSA Executive Board will regularly report to the GPSA Council on the status of the goals to reinforce commitment and reprioritize goals if needed. These goals are not listed in any specific order of priority.

Advocacy

- ❖ Engage more graduate & professional students in the 2016 Presidential Debate, October 19th at the Thomas & Mack Center.
- ❖ Invite a UNLV Medical School representative to a Council meeting to discuss outreach efforts to encourage collaboration between other academic units. Extend an invitation to different College to discuss their planned collaborative efforts with the new Medical School.
- ❖ Invite a Regent to speak at GPSA Council meetings and/or schedule an informational session with all graduate & professional students.
- ❖ Invite Vice President Luis Vallera, UNLV Vice President of Government Relations and Dr. Constance Brooks, NSHE Vice Chancellor for Government and Community, to speak at a Council meeting regarding student involvement in the upcoming 79th Legislative Session.
- ❖ Hold a GPSA Lobby Day at the 79th State Legislative Session to highlight and promote graduate and professional student research.
- ❖ Have representatives contact their web master/graduate coordinator to ensure a link to the GPSA website is on their department/school's website.

Community

- ❖ Organize a wider range of social events (e.g. tailgate, arts and theater, hiking trips).
- ❖ Ensure that the minutes are sent out as soon as possible so that Council members can communicate GPSA updates effectively and in a timely manner.
- ❖ Plan a GPSA community service day once per semester.
- ❖ Reach out to possible donors; establish rapport with local leaders to supplement GPSA scholarships
- ❖ Offer a Service Learning Workshop (possible facilitator, Dr. Smedley-Lopez).
- ❖ Increase GPSA presence at university-led community events (Festival of Communities, Take Back the Night, UNLV Premier, etc.).
- ❖ Increase promotional efforts for GPSA activities, i.e. create an "Event on FaceBook", add events to the Graduate College calendar, UNLV Media screens, create an email GPSA newsletter and host a GPSA Awareness Day.
- ❖ Invite students/faculty/staff from the different Colleges to give a short presentation about services or resources that their area has to offer to graduate and professional students.

Scholarship

- ❖ Create a document that discusses common mistakes on sponsorship applications separately by department.
- ❖ Provide examples of what is fundable on the GPSA Sponsorship website.
- ❖ Invite Sponsorship Committee Chair & members to give a short Sponsorship workshop at a Council meeting.
- ❖ Invite speakers who have successfully acquired external funding to discuss the process.
- ❖ Increase education about post-graduate grants and fellowships.
- ❖ Create a writing group to assist students in productivity.
- ❖ Lobby for a 24 hour campus computer lab
- ❖ Unlimited time after graduation on maintaining Rebelmail address

Request for Student Technology Fee Increase August 2016

Proposal

Raising the Student Technology Fee to \$8 per credit hour will enable the Office of Information Technology to provide technology service improvements that today's generation of students expect. Technologies unimagined over a decade ago, when the fee was implemented, offer the potential to enhance students' learning, career preparation and university experience. Additional funding will support IT initiatives that help UNLV students make the most of their educational investment.

The proposed fee increase balances a desire to offer students important IT services with the recognition that UNLV students have a limited ability to absorb the costs. Page two of this document provides a detailed estimate of revenues the proposed increase would generate and a list of technology initiatives the increase would fund. Priority was given to IT initiatives, which position UNLV to support a more mobile, innovative, collaborative, and personalized student learning experience that fosters student success.

Contacts For Additional Information

Lori Temple, ext. 53628, Karen Asquith, ext. 51883, or Georgia Stergios, ext. 51201.

History

The \$4 per credit Student Technology Fee approved in 2000 has not increased in 16 years

In 2000, UNLV had:

- No IT Help Desk for students, no wireless, and no course management system
- UNLV had only 7 technology classrooms and no Lied Library with its digital resources
- iPods, iPhones, tablets and Facebook had not yet been invented

In 2016, the Student Technology Fee helps support:

- An IT Help Desk, open 365 days/year, to resolve 37,841 student requests annually
- Wireless in 89 campus buildings but unable to meet student demand
- Over 28,000 students and instructors logging into WebCampus each semester
- 161 General-Purpose Tech Enhanced Classrooms and 54 Computer Teaching Labs
- Over 2,000 student-facing computers, equipped with essential software

Plan for Informing and Engaging Students In Discussion of the Proposed Technology Fee

In addition to discussions held with students last spring, to refine the proposal, the following events are planned:

- August 16, 2016 - Lori Temple, Vice Provost for Information Technology, meets with the Presidents of GPSA and CSUN to discuss and refine the plan for student input
- Late August – OIT launches a website with information and feedback mechanisms
- September 2016 - presentations at both the GPSA and CSUN meetings
- Fall 2016 - update at every Student Technology Advisory Board (STAB) meeting
- Open Forums: number, date, times, locations, to be determined in conjunction with STAB
- Fall 2016 - Social media, Rebel Yell, Digital Signage announcements, and a banner on the landing page in Computer Labs will direct students to information about the proposed fee

STUDENT TECHNOLOGY FEE - ANALYSIS OF FEE REVENUES WITH PROPOSED RATE INCREASES
PROJECTED REVENUES [based on FY16 Credit Hour Projections]

STUDENT FEE BUDGET, REVENUES vs. EXPENDITURES		IMPACT of NEW PROPOSED \$8 FEE PER CREDIT HOUR				
Student Technology Fee per Credit Hour	CURRENT \$ 4.00	\$ 6.00	\$ 7.00	\$ 8.00	\$ 9.00	\$ 10.00
Gross Revenue: 647,900 Credit Hours @Current Rate/CH	\$ 2,591,600	\$ 2,591,600	\$ 2,591,600	\$ 2,591,600	\$ 2,591,600	\$ 2,591,600
Increase in Gross Student Fee Revenues	\$ -	\$ 1,295,800	\$ 1,943,700	\$ 2,591,600	\$ 3,239,500	\$ 3,887,400
Online Education - Annual Supplement	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000	\$ 240,000
Total Student Fee Funds Available	\$ 2,831,600	\$ 4,127,400	\$ 4,775,300	\$ 5,423,200	\$ 6,071,100	\$ 6,719,000
Total Student Fee Budgeted Expenditures, FY16 Projections*	\$ 4,258,907	\$ 4,304,260	\$ 4,326,937	\$ 4,349,613	\$ 4,372,290	\$ 4,394,966
*Increase in Administrative OH with each fee increase added to Total Expenditures						
REVENUES vs. EXPENDITURES Surplus or (Deficit)	\$ (1,427,307)	\$ (176,860)	\$ 448,363	\$ 1,073,587	\$ 1,698,810	\$ 2,324,034
NEW INITIATIVES TO BE FUNDED AT EACH FEE LEVEL						
1. System-wide Learning Mgmt. System (Canvas) - move to a robust, cloud-based learning solution with a modern interface and improved mobile services	-	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	
2. Wireless Expansion - expands wireless coverage and bandwidth to support the increasing use of mobile devices in student learning and research	-	-	\$ 300,000	\$ 350,000	\$ 400,000	
3. New Media Lab - adds large format printing, scanning, and production-quality services to an existing lab for students to use in creating presentations	-	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
4. Assistive Technology - equips general purpose computing labs with assistive technologies to improve educational outcomes for students with disabilities	-	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
5. 24/7 Computer Lab - provides students flexible access to a computer lab housing specialized academic software	-	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
6. Virtual Labs - makes specialized academic software available anywhere, anytime on the student's own device to facilitate learning and collaboration	-	-	\$ 100,000	\$ 100,000	\$ 100,000	
7. Print Stations - enables students to work anywhere on their personal devices and print to a convenient campus location for pickup	-	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
8. Collaborative IT Lab Spaces - increases technology-enhanced spaces with projection, whiteboards, etc., to facilitate active, student-based learning	-	-	\$ 100,000	\$ 100,000	\$ 100,000	
9. Lecture Capture - enables instructors to augment in-class instruction with recorded lectures that allow students to rewind and review specific topics	-	-	\$ 150,000	\$ 150,000	\$ 150,000	
10. Video Content Management - increases technical options, compliance, and reliability that facilitate faculty's use of video media assets in instruction	-	-	-	\$ 50,000	\$ 50,000	
11. Mobile App Development - provides staffing to increase mobile services and incentivize innovative mobile development by and for students	-	-	-	\$ 150,000	\$ 150,000	
12. Student Prioritized Projects - annual funding for new technology projects that directly impact student success provides for on-going innovation	-	-	-	\$ 150,000	\$ 250,000	
13. Web Conferencing - implements an enterprise web conferencing application that facilitates student faculty interactions and student group work	-	-	-	\$ 50,000	\$ 50,000	
14. Lab Tech Refresh - 4/5 year computer lab technology replacement cycle improves students' access to reliable computers, able to run current software	-	-	-	\$ 125,000	\$ 450,000	
15. Classroom Tech Refresh - 4/5 year refresh cycle maintains an effective learning environment by ensuring that all classrooms have reliable technology	-	-	-	-	-	
Total Proposed Cost of New Initiatives for Fee Level	-	\$ 385,000	\$ 1,035,000	\$ 1,610,000	\$ 2,085,000	

Note: Pink highlighted cells indicate partially funded initiatives
Greyed out cells show impact of other funding levels considered

Student Athletic Fee Proposal
University of Nevada, Las Vegas
Intercollegiate Athletics Department
June, 2016

Proposal

The University of Nevada, Las Vegas Intercollegiate Athletics Department, hereinafter referred to as UNLVICA, respectfully requests consideration of an increase in undergraduate and graduate student fee support of \$2.00/Student Credit Hour (SCH), to be phased in during each of four years, at \$.50/Student Credit Hour per year beginning in the Fall of 2017 (FY18).

If approved, the increase in support would generate approximately ~\$350,000 in new funding for UNLVICA the first year, and a cumulative of ~\$3.5M over the four year phase in period. These funds, along with other measures now being implemented to generate greater revenue through private donor fundraising, ticket sales and 'guarantee games' in football, would be critical in enabling UNLV Athletics to deliver a balanced budget while consistently challenging for championships in the Mountain West and beyond.

Historical Framework

Since 1985, UNLV has allocated a portion of student registration fees – \$3.80/SCH for undergraduate students and \$2.00/SCH for graduate students – to UNLVICA. In Spring 2010 (FY10), a new fee of \$1.00/SCH was allocated to UNLVICA outside the registration fee, becoming the first new fee benefitting UNLVICA in 25 years.

Therefore, FY16 is the 31st year since support from registration fees was first introduced for UNLVICA, and during that time the lone increase has been \$1.00/SCH, or an average of 3.3 cents per year.

Rationale

Since 2013, UNLVICA has been working closely with the President's Office and the University's Finance and Business Services Division to identify ways to develop a more sustainable financial model for UNLVICA, while preserving our ability to remain competitive in the Mountain West Conference and beyond. This has resulted in the introduction of a series of cost-containment measures and the development of new revenue streams.

With these measures in place, we are now asking UNLV students to partner with UNLVICA to ensure our Intercollegiate Athletic Program remains competitive and continues to serve as a source of pride and national identity for our University; to ensure our student-athletes have the resources and support necessary to excel in the classroom, on the fields of play and in life; and to achieve a balanced budget for UNLVICA.

Examples of cost-containment measures that have already been implemented:

- The introduction of a new operating structure for UNLVICA, which included the elimination of several positions in senior and middle management, the elimination of several coaching positions and,

where possible, the consolidation of duties;

- Reductions in administrative expenses associated with travel, lodging, printing, information technology and other business services;
- A greater emphasis on recruiting in-state student-athletes;
- A greater emphasis on scheduling non-conference games and matches with universities located on the West Coast and Southwest, thereby reducing travel and lodging costs.

And, examples of how UNLVICA is already generating new revenue:

- UNLV Football will play 'guarantee games' in 2017 (at The Ohio State University) and 2018 (at the University of Southern California). Each game will generate more than \$1 million in guaranteed revenue for UNLV Athletics. UNLVICA will continue to explore other 'guarantee game' options for future years, but on a select basis so as to not undermine the competitive growth of the program.
- Expanding the inventory of seats in the Thomas & Mack Center that require a major gift contribution to the Rebel Athletic Fund in order to purchase Men's Basketball season tickets;
- Expanding private donor fundraising through the Rebel Athletic Fund, which during the last five years has almost doubled the amount of revenue it generates on an annual basis (from \$3.7 million in 2009-10 to \$6.6 million in 2013-14).

It is also important to note that, at present, UNLVICA lags significantly behind its sister institution, the University of Nevada, Reno (UNR), and other institutions in the Mountain West in funding derived from student athletic fees. The addition of \$2.00/SCH in student athletic fee support over a four-year period will bring what UNLV students provide for athletic benefits into relative parity with what UNR students are now paying and will improve UNLV's standing across the Mountain West, where UNLV currently ranks among the bottom half of member institutions in terms of support from student fees.

In addition to the pride associated with having a regionally and nationally competitive Intercollegiate Athletics Program – a program that provides athletic and academic opportunities for **450 student-athletes annually** – UNLV students should expect the following if the fee increase is improved:

- A continued commitment by UNLVICA to provide valuable, hands-on work experience for undergraduate and graduate students across professional disciplines such as Communications, Marketing, Sports Medicine and Facilities. The hands-on, practical experience students gain while working in UNLVICA provides a significant advantage in pursuing career opportunities following graduation. For the 2015-16 Academic Year, UNLVICA had more than **25 undergraduate and graduate students** working in various roles throughout the department.
- One time each year, at no cost (other than catering), CSUN and GPSA Leaders will have the opportunity to host a special event in the Hospitality Pavilion being built as part of the renovation of the Thomas & Mack Center. These student-led events can be held in conjunction with Runnin' Rebel basketball games.
- Continued complimentary admission for all UNLV athletic events, including football, men's

basketball, women's basketball, volleyball, baseball, softball, and men's and women's soccer. With a complimentary ticket, each student can purchase an additional ticket at half-price.

- Continued access to prime seat locations at Sam Boyd Stadium and the Thomas & Mack Center.

In addition, this fee increase will enable the department to continue providing funding to the nationally recognized cheer and dance programs and the band and pep band programs – programs that involve more than **200 undergraduate and graduate students** annually.

UNLVICA is proud to deliver a diverse athletic program that directly impacts – and benefits – more than **600 undergraduate and graduate students** annually, while serving as a source of pride and national identity for our student body, alumni and the Greater Las Vegas community.

Thank you for your consideration.

**Student Affairs Facility Use Fee
August 2016**

Request for an increase of the Facility Use Fee –

UNLV is requesting an increase in the Facility Use Fee, which covers all operating and debt service costs for the Student Union and Student Recreation and Wellness Center. This fee is charged to all undergraduate and graduate students taking three credits or more and has remained the same since the Union/Rec/Wellness centers were opened in 2007.

The requested increase is proposed to occur over two years (FY18 and FY19).

FY18 – a 14% increase of the current Facility Use Fee (\$173/sem) would be an additional \$25 per semester for a total of \$198/student/semester.

FY19 – a 12% increase of the FY18 Facilities Use fee would be an additional \$25 per year for a total of \$223/student/semester.

1. Rationale:

- a. Increased usage in Campus Recreational Services from FY09 – FY15:
 - i. Patron use increased 33%
 - ii. Group Exercise class participation has increased 54%
 - iii. Intramural Sports participation has increased 135%.
- b. Increased usage in the Student Union from FY10 – FY15:
 - i. Averages 2.0-2.5 million guests per year.
 - ii. The average daily visitor number (Monday – Thursday) has increased 21%
 - iii. The average daily visitor number (Friday – Sunday) has increased 49%.
- c. Since the Student Union fully opened 10 years ago:
 - i. The number of registered student organizations has increased from 247 to 323 (76% increase)
 - ii. The number of participants in co-curricular programming has grown from 24,918 to 30,632 - an increase of 20% which is more than double the overall campus enrollment increase over the same period of time.
- d. This fee not only supports the Student Union and Campus Recreational Services facilities debt payment it also supports staffing, programming, maintenance, repair, furniture, technology, equipment and utilities.
- e. Campus Life employs almost 220 students, which provides students with a strong connection to UNLV and in turn increases student retention and persistence to graduation.

2. How would the additional resources be utilized?

- a. This increase would allow units within Campus Life to be appropriately staffed to meet increasing student demands for co-curricular opportunities. The staff positions along with increased programmatic support would provide students with more participation opportunities and more employment choices. Existing traditions would be enhanced to manage increasing attendance, facilities would benefit from more supervision during specific time periods, and the increasing demand for assessment development and reports would be produced in a timelier manner.
 - i. Hire more graduate students into assistantship programs
 - ii. Campus Recreational Services Day/Swing Custodial Supervisor
 - iii. Campus Recreational Services Program Coordinator Group Fitness
 - iv. Campus Recreational Services Program Coordinator Sport Clubs
 - v. Campus Recreational Services Coordinator for Outdoor Adventure
 - vi. Campus Recreational Services Fitness Equipment replacement
 - vii. Campus Recreational Services Programming Support

- viii. Student Engagement and Diversity Program Coordinator Leadership
- ix. Student Engagement and Diversity enhanced programming budgets

- b. This increase would allow an annual revenue transfer to reserves that would allow us to address:
 - i. Aging equipment replacement
 - ii. Infrastructure deterioration – in FY17 both facilities will be ten years old and equipment will be reaching the end of its life span including boilers, chillers and other equipment large and small
 - iii. Campus Recreational Services equipment replacement is replaced in small increments or when it breaks
 - iv. Cardio-vascular exercise equipment has a 3-5 year replacement lifespan and current equipment is 9 years old
- c. Set aside money for a facility reserve in case of large scale issues (roofing failures, infrastructure problems, etc.

3. What would students see from their investment?

- a. Students (and future students and guests) will see well-maintained facilities with clean features and a comfortable environment. Both the Student Union and Campus Recreational Services play pivotal roles in recruitment, retention and persistence to graduation.
- b. As a student fee-funded building, we try to be responsive to student needs such as increase power outlets for technical devices. Students will experience an increased responsiveness both in terms of changes in the facility as well as co-curricular opportunities offered.
- c. Increased focus on sustainability and services for student organizations. Student organizations are requesting we use compostable materials, have more recycling capacity, increase the number of hydration stations.
- d. Offer more to students in terms of group exercise classes, intramurals, continue to grow Sport Clubs.
- e. Programs that are on hiatus due to lack of resources could be brought back such as Outdoor Adventures, leadership development programs and current programs/services could be enhanced such as more Alternate Breaks and a stronger Sports Club program.
- f. A bike maintenance shop
- g. Replace current locker rooms in the CRS to provide more lockers
- h. Provide students in the CRS with updated strength training equipment with ergonomic and anatomical improvements
- i. Fitness equipment replaced in a more timely manner (as opposed to when it breaks)
- j. As student demand for involvement and co-curricular programming focused on diversity, service, and leadership development continues to increase the student fee will provide expanding opportunities for students to engage outside of the classroom.

A Proposal for Creation of An Office of Sustainability

June 6, 2016



"When I meet with my fellow university presidents, I am constantly struck by how many report that today's students are totally captivated about creating a sustainable planet. It's an enthusiasm and urgency I haven't seen since my days as a student during the space race and the national drumbeat for better science...We have the unique capability to leverage our strengths – in science, technology, economics, human health, social science and public policy – to confront the complexity of building a sustainable world."

—Dr. Mary Sue Coleman, Former President, University of Michigan

Sustainability is an important topic for all of us to work towards improving. I think that a dedicated focus on sustainability is something that would be great for our university to support.

—Katie Decker, Principal – Walter Bracken & Walter Long STEAM Academies, Las Vegas

I would support establishment of a coordinating office that can manage the council, support communications, provide training/seminars and in-house progress reports in house and serve as unified forum to engage students, staff and a faculty to improve sustainability at UNLV.

—David E. James, PhD, PE F.NSPE, Director, Solar and Renewable Energy Programs, Associate Professor, UNLV Department of Civil and Environmental Engineering and Construction

The U.S. Green Building Council (USGBC) is excited to learn a proposed Office of Sustainability at UNLV which will collaborate and connect all economic, social and environmental disciplines. This is an essential tool for the university and by pioneering these efforts in the higher education system indicates that, not only is UNLV committed to a well-educated Nevada, but that they recognize that building healthy, resilient buildings and communities has been and always will be a cornerstone in a sustainable city, state, and region.

—Kelly Thomas, LEED AP BD + C; Director, Community – Nevada; U.S. Green Building Council; Las Vegas, NV

Presented by: Lisa Davis, Carol Brodie – Co-Chairs, UNLV Sustainability Council

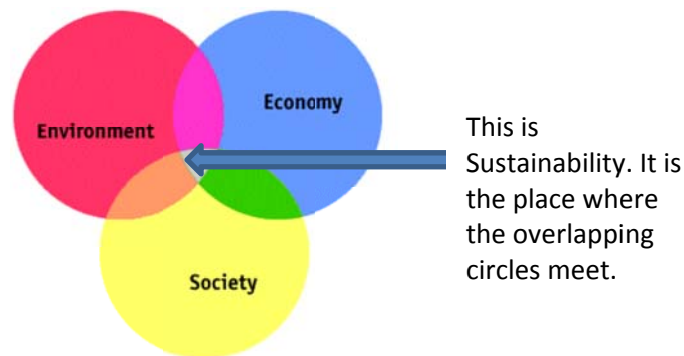
Introduction

Sustainability programs offer substantial benefits to institutions of higher education, creating vibrant campus cultures, improving the quality of life for faculty, students and the local community, and demonstrating the institution's commitment to a better future. Sustainability is inherently interdisciplinary in nature, and successful sustainability practices involve every facet of a university's community and stakeholders. An Office of Sustainability is critical to providing support, offering accountability and promoting successes across campus and in the community.

This document outlines our proposal to create an Office of Sustainability at the University of Nevada, Las Vegas (UNLV). UNLV has identified sustainability as a priority, and members of the campus community have been undertaking important projects. An Office of Sustainability is the crucial component in growing successful system-wide sustainability programs from a commitment to a reality.

This proposal outlines the ways in which an Office of Sustainability would significantly enhance UNLV's commitment to sustainability. Also included is the current status of sustainability at UNLV, progress made to-date, case studies, budget needs, and possible revenue streams. Unless indicated otherwise, all statistics in this document come from the Association for the Advancement of Sustainability in Higher Education's (AASHE) publication entitled "*Status of Sustainability Staff in Higher Education 2015*." Tara Pike and Monica Garcia kindly provided information on the history of sustainability at UNLV for the proposal.

Sustainability is what is described as a "three-legged stool" that encompasses three areas: the environment, the economy, and society. Each facet is seen as equally important, and they overlap as can be seen by the below diagram.



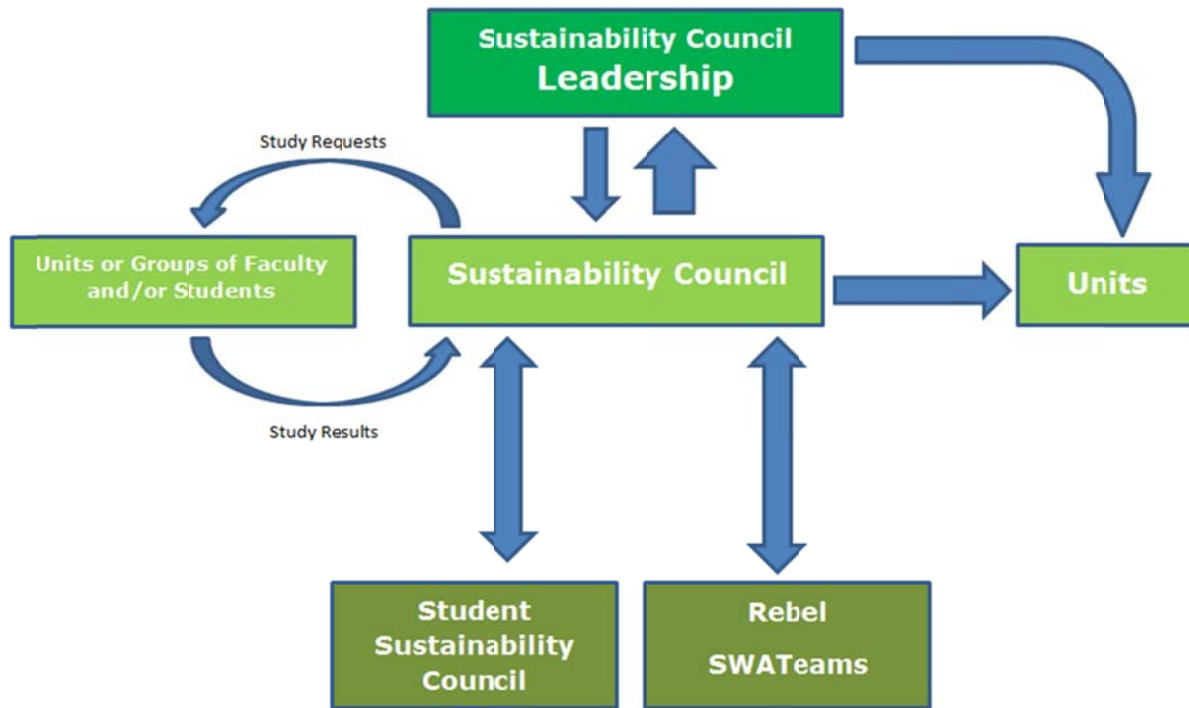
Current Status of Sustainability at UNLV

Current Sustainability Staffing and the Sustainability Council

In 1995, Tara Pike was hired as Recycling Coordinator, UNLV's first staff position dedicated to instituting sustainable practices. In 2008, a Sustainability Task Force was formed at UNLV. Among other things, the Task Force recommended that UNLV hire a Sustainability Coordinator, and Ms. Pike took on that position in 2009 while maintaining her position as the Manager of Recycling.

Shortly afterward, Tara Pike and Dr. Thomas Piechota recommended that a Sustainability Council be formed. The Council worked on the first Sustainability, Tracking, Assessment and Rating System (STARS) submission to AASHE. After the completion of the submission, and with no further mission identified, the Sustainability Council stopped meeting as Dr. Piechota's position at UNLV changed, and members of the Council started to retire or leave UNLV. In 2015, the Sustainability Council was re-activated. Ms. Monica Garcia was added to the staff on an LOA as Assistant Sustainability Coordinator with the specific task of forming and supporting a stronger UNLV Sustainability Council.

There are approximately 30 staff, faculty and students who attend the monthly meetings on a regular basis. There are two co-chairs, and a Council structure has been developed in which Rebel Sustainability Working Advisory Teams (Rebel SWATeams) lead efforts to address various elements of sustainability, keeping in mind the three facets of sustainability. There is currently a \$7,500 annual budget (in Facilities Management) for the Council's use. The proposed Council structure is represented on the next page:



A key part of the Council is the SWATeams. There are currently 15 teams, focusing on topics ranging from community outreach and transportation to a green office certification and transportation. They are open to non-Council members, in order to attract faculty, staff and students who have particular interests in various sustainability related topics. The Sustainability Council's mission envisions having the UNLV campus serving as a living model of sustainability, providing learning experiences that students, faculty and staff may develop, apply and practice at on campus, in the community, and in their lives.

Sustainability Activities at UNLV

There are many faculty, staff and students who have initiated projects related to sustainability at UNLV. A sample of these is as follows:

Overall

- STARS Silver Rating, 2011 and 2015 (pending)
- Full operationalization of the Take Back the Tap program, and successful water bottle reduction efforts

Operations

- Zipcar operation on campus
- Over 1 megawatt of roof-top solar energy
- 980 tons of materials diverted from landfill in 2015
- Installation of 2,942 square yards of Cool Carpet tiles, resulting in the retirement of 35 tons of greenhouse gas emissions

Research

- Center for Energy Research, College of Engineering, multiple funded studies
- Sajjad Ahmad, Engineering, funded studies on Lake Mead's declining levels
- Thomas Jones, Hospitality, funded studies on sustainability in the curriculum
- Michael Nussbaum, Education, funded study on Promoting Sustainability Awareness Through Educational Computer-Simulations

Student Projects

- Solar Decathlon, Multidisciplinary, led by College of Engineering
- Take Back the Tap Campaign, founded at UNLV in 2011 by Ms. Monica Garcia
- US Green Building Council, Student Chapter
- American Water Works Association, Student Chapter

- UNLV Wilderness

Community Outreach

- Sustainability Speaker Series, Lee School of Business
- Southern Nevada Christmas Tree Recycling

Proposed Structure of an Office of Sustainability

As evidenced by the Sustainability Learning Outcome, and the resurgence of the Sustainability Council, UNLV has identified sustainability as a priority. As such, adding this Office would ensure that sustainability measures are constantly met. UNLV would join the team of schools possessing sustainability leadership throughout the country. With this addition, UNLV would become even more appealing to incoming students that see sustainability as a top priority. The percentage of institutions of higher education with at least one office, center or institute with “sustainability” in its name has increased from 71 percent in 2012 to 76 percent in 2015, indicating that sustainability is a growing priority in higher education.

In order to institutionalize sustainability across the institution, and to share a vision for sustainability, provide planning, and provide recognition for the efforts, the best place for an office of this nature is under the Office of the President. This is a common placement for this type of office. In the early days of the “greening the campus” movement, Sustainability positions were often located under Facilities; however, in 2015, 68.4% of the offices are situated under the campus president, provost, or other top person in finance or administration.

In a later section the necessary budget resources are described, as well as ideas on how the proposed funds could be raised. The positions required for a high functioning Office are:

- Sustainability Director
- 2 Sustainability Program Managers
- Community Garden/Marketing Coordinator
- 3-4 interns

The Sustainability Office should also have a strong collaboration with Facilities Management, for activities – including student events - in Recycling, Energy Management, Grounds, and other operational areas. They are already very strong in their ‘green’ efforts, and the Office would be an ally in supporting and promoting their conservation and resource management efforts.

Benefits to the University

Top Tier Positioning

Creation of an Office of Sustainability would address a number of items in the Top Tier plan. Below is a non-exhaustive selection of top tier criteria, and how an Office of Sustainability would assist UNLV on its high profile path:

- **VM K1** – An Office of Sustainability would assist in increasing the amount of research that is conducted on sustainability related issues. This research could be conducted in all areas of campus, encompassing such topics as water, energy, social justice, art as an expression of urban sustainability, sustainable business, environmental health and safety in medical facilities - each School/College could define their own expression of sustainability.
- **VM K2** – An Office can assist the students in achieving the sustainability learning outcome by increasing their awareness of the topic through academics, campus life, peer-to-peer mentoring and research.
- **VM K8** – Through projects with the community on topics of environmental, social and economic sustainability, an Office will deepen UNLV’s engagement with the city and region.
- **VM K5** – An Office will increase intellectual and entrepreneurial activity through the multidisciplinary nature of sustainability.
- **RSC A3** – By strengthening the research areas that already address sustainability (Clean Energy, Global Health, etc.), an Office will assist in boosting UNLV’s ability to attract funding and recognition.
- **RSC K6** – By increasing the amount of sustainability research and outreach, faculty will be able to publish in highly ranked journals (SCOPUS, <http://www.scimagojr.com/journalrank.php?category=2105>), such as *Energy and Environmental Sciences*, *Sustainable Energy Reviews*, *International Journal of Sustainable Transportation*, *Sustainable Cities and Society*, and *Solar Energy Materials and Solar Cells*.
- **STA K2** – There are many rankings used by students to select a university. Peterson’s Survey of Sustainability Efforts in Higher Education and the College Sustainability Report Card are two rankings which focus on

sustainability in higher education. Additionally, the [Princeton Review](#) includes a rating that provides a comprehensive measure of a school's green performance. According to a 2015 survey by the Princeton Review, 60% of respondents (prospective students and parents) said that having information about colleges' commitment to environmental issues would contribute to their application/attendance decisions.

- **STA K4** – A goal of the Office will be to increase student engagement around sustainability topics. It will oversee the Student Sustainability Council, and sponsor events that will inform and involve students.
- **CMP K1** – An Office would have many opportunities to be involved with the UNLV Community Engagement Center, because it would involve students, faculty and staff in community-oriented sustainability projects.
- **CMP K2** – There would be many opportunities for partnerships and collaborations with other NSHE institutions around sustainability topics and events.
- **CMP K3** – As a part of evaluating the effectiveness of the Office, community engagement efforts would be tracked along with the number and satisfaction of participants with those efforts.
- **CMP K9** – As an Office engages faculty, staff and students in sustainability projects, it would increase the breadth and depth of economic and cultural impact of UNLV's activities on the community.
- **ISG K1G** – Bringing in the three facets of sustainability will not only allow for increased engagement of faculty and staff, but will also increase our employee's quality of life and their satisfaction with UNLV as an employer.

Financial Benefits

Beyond attracting students, and increasing our standing among research intensive institutions of higher education, there are tangible benefits for the bottom line from promoting sustainability on campus. One that has already proved itself, through Facilities, is the diversion of materials from the waste stream. Over the past three years the recycling center has diverted the following tonnage:

2015 - 980 tons; 2014 - 935 tons; 2013 - 769 tons

As the Office supports Facilities Management's sustainable practices, the tonnage should increase, and thus UNLV's savings from recycling. Additionally, xeriscaping, lawn reduction and integrated pest management strategies all reduce the water and chemical burden.

Energy costs are another metric by which sustainability efforts can be measured. As this office helps Facilities Management promote lower water and electricity usage among the campus population, energy costs can be significantly reduced.

With the promotion of green offices and dining/catering, efficiency in business operations will increase. With better use and conservation of resources, operations will be streamlined and costs will decrease. Simple changes can result in savings of hundreds of thousands of dollars in paper costs, as stated by the EPA (https://www.epa.gov/sites/production/files/documents/paper_usage.pdf).

And lastly, an Office of Sustainability can impact employee turnover and morale, making UNLV a place where people want to work. Employees want to work with companies who are 'doing the right thing' by being proactive with corporate environmental and social programs. A 2007 survey by [Adecco](#), an international HR company, found that 52% of employed adults feel their companies should do more about the environment.

Our Comparison Schools

Appendix III contains a number of case studies from UNLV's Primary and Secondary Comparison Schools, and other universities that are sustainability leaders. All of the efforts at these campuses began small, and caught the attention of campus leadership. Vice Presidents and Presidents were essential in each case to make the efforts grow and expand to their current nationally recognized successful levels. The results in each case vary, with different emphases at each campus; however, they all emphasize a campus commitment to sustainability. For comparison with these case study universities, to follow is a chart that indicates the office size and funding models for each school.

University	# of Staff, and Positions	Funding Model
Arizona State University	The academic Global Institute of Sustainability has over 50 staff led by a Director, COO and a Dean. There are currently 88 appointed faculty. Recycling, a bike valet service, the garden/edible	Funded through a combination of: <ul style="list-style-type: none"> • state appropriations • university operating funds • one-time university funds for special projects

	landscaping program, sustainable grounds keeping, and energy conservation are under Facilities. The numbers of staff in this area was not available.	<ul style="list-style-type: none"> • Garden plot fees • Minor salary offsets paid by other university departments that have secured grants for projects to which the department staff contributes expertise • Grants are being looked at for future initiatives.
University of Houston	1 full-time sustainability manager and 1 full-time sustainability coordinator (position open right now). 9 student assistants report to the manager	<p>Office situated in Auxiliary Services. Parking fees provide budget for operations, garden, outreach and manager's travel. A separate Auxiliary budget line supports salaries/wages.</p> <p>Manager applies for grants and fundraises for additional funds she needs. A proposal has gone to cabinet to get more funding for sustainability, as they just got a STARS Gold rating.</p>
University of Central Florida	<p>4 staff:</p> <ul style="list-style-type: none"> • Asst. VP of Sustainability Initiatives • Coordinator • Social Outreach Assistant • Engineering Student Assistant <p>UCF also has Utilities & Energy Services (U&ES), which is a department under their Facilities & Safety division. Their staff is comprised of professional engineers, technical experts, and skilled specialists, and is tasked with advancing the University's strategic goal of carbon neutrality.</p>	Supported by general funds. They have also created a green initiatives fund through their Foundation and are just beginning to promote it to alumni and the community.
University of Colorado-Boulder	<p>11 FT Positions:</p> <ul style="list-style-type: none"> • Director • Associate Director • Recycling Program Manager • Outreach and Engagement Manager • Energy & Climate Justice Program Manager • Academic Outreach and Education Manager • Office Manager • Senior Transportation Fellow • Green Labs Program Manager • Sustainable Practices Program Manager • Transportation Program Manager <p>And, 112 student positions</p>	<p>In 1973, students voted to fund the Environmental Center (E-Center) with student fees.</p> <p>A few years later CU Recycling was founded and the University of Colorado Student Union (UCSU) began allocating student fees to help support recycling.</p>
UT-Austin	1 full-time sustainability director, 2 full-time coordinators – one for operations, the other for academics.	<p>Office is part of Facilities operations budget</p> <p>Student Fee - \$5/semester, \$2.50/summer – used for projects</p>
University of California - Berkeley	<p>2 Full-time Positions: Director of Sustainability, and Energy Sustainability Manager</p> <p>Student Team (each works 2-5 hours per week): Communications Associate, Carbon Neutrality Fellow (2) Carbon Neutrality Student Green Department Associate Communications Associate Carbon Neutrality Student Engagement Fellow Green Department Associate (2) Engagement Fellow Research Associate Lead Green Department Associate</p>	<p>Funding for the office comes from three departments: - Administration/Finance - Facilities - Vice Provost Office</p> <p>Funding for campus sustainability initiatives flows through their Student Environmental Resource Center, and comes from a \$6 Sustainability Fee per semester. The fee generates approximately \$250,000-\$300,000 a year.</p>
University of Oregon	There are 2 FT staff, a Director position and one that spends 1/2 time on curricular and 1/2 on monitoring projects. They have a 1/2 time GA also.	Their funding comes out of the general fund, tuition dollars and state funds. 20% of their budget comes from grants.
University of Vermont	2 full-time staff, four graduate fellows and several undergraduate interns. FT staff are: a director, and a projects coordinator.	General operating funds and University of Vermont Clean Energy Fund fee. This is a student-imposed fee of \$10 per university student.

Proposed Activities of an Office of Sustainability

The Office of Sustainability would become a campus resource collaborating extensively with Business and Finance (including Facilities Management), the Office of Research and Economic Development, Student Affairs, and the Provost's Office. This Office would serve as an easy and efficient way for students to learn more about campus sustainability efforts, bridging the gap between operations, academics, student experience and research. As a result, this addition is an effort to lead UNLV toward a new era of sustainability and education.

The Office of Sustainability, in addition to collaborating with other campus entities, would work extensively with students, having student and department engagement as a top priority. In order for campus culture to shift, this office would continuously engage with individual students, student groups and campus events. The Office will coordinate two events every semester. These events will be marketed to the entire campus community to help raise awareness of sustainability and encourage student participation. Possible events include hosting a Green Vendors Fair, a Farmer's Market, Eco-Conscious Art Exhibitions, and/or Rebels Go Green. In addition to these larger events, the Program Managers will also organize smaller monthly workshops aimed at specific target groups and initiatives on campus.

The Office would work with Housing & Residential Life to develop, pilot, scale and manage programs that engage students living in residence halls, fraternity/sorority chapter houses and the departmental staff who will work with these populations in sustainable behaviors and create a culture of sustainability in these residential communities. A possible activity, in coordination with Facilities, would be to promote energy conservation competitions.

Another important activity would be funding projects through our proposed Incentive Fund (see budget), based on proposals received from faculty, staff and students. Typically called a Green Fund, many campuses use this type of program to help expand sustainability projects through a campus by providing other departments the opportunity and incentive to make their unit or the campus more sustainable. For example, Arizona State University's Sustainability Initiatives Revolving Fund (SIRF) was established in fiscal year 2010 to invest in projects that foster and enable sustainability efforts and provide an economic return on investment. SIRF funds are available to all ASU community members. The SIRF is comprised of the following three tiers:

Tier 1 University Community Sustainability Micro Grants: Smaller projects that are designed to build a campus sustainability culture and promote student engagement. A small funding pool is set aside each year to award grants of up to \$5,000, and is overseen by the director of Sustainability Practices at ASU and SIRF committee member.

Tier 2 Fund Matching and Efficiency Loans: Medium-scale, capital-improvement initiatives that return a project's costs within 6 years or less. These loans are ideal for departments that need to upgrade or renovate space and equipment to improve efficiency and reduce carbon emissions, and require that the department match-fund the proposed investment as well as share in the return generated.

Tier 3 Capital Expansion Loans: All large-scale initiatives that make a significant and measurable sustainability impact and return a project's costs within 10 years or less. These loans are targeted at strategic internal and external partnerships that reduce carbon emissions.

Also, the Office would provide oversight for the UNLV Sustainability Council and its multiple Rebel SWATeams, as well as the Student Sustainability Council. The Office would particularly want to work with the Resources SWATeam to apply for grant and gift funding.

Sustainability in the Curriculum

The literature on sustainability learning outcomes supports that educating students to participate in solutions for a sustainable future also develops the skills they need to succeed in the workforce for the 21st century ([Rowe & Hiser, 2016](#)). A survey of graduate students by Net Impact found that most graduate students care about impact issues and 83% are willing to take a 15% pay cut to have a job that seeks to make a social or environmental difference in the world ([Net Impact, 2014](#)).

The Director of Sustainability would direct their staff to work diligently to embed sustainability learning into the curriculum on a university wide level. This effort will support the sustainability learning objective that UNLV has already established. The key to sustainability in higher education is that students are "doing" and "getting" a sustainability

education. The concept of “doing” sustainability means that students have the opportunity to participate in sustainability related events and activities, with recycling being probably the most high profile example; however, certainly not the only example. The concept of “getting” sustainability refers to the students’ opportunity to have sustainability taught to them on the macro level and within the major and career path they have chosen to pursue.

Sustainability is important in many fields – for example, business, engineering, architecture, medicine, and hospitality. In addition, there is a wide range of sustainability jobs available to students that UNLV could prepare our students for - those interested in sustainability can pursue careers in clean energy, technology, education, management, communications, political science, business, operations and more.

Proposed Budget

Positions, roles and salaries for our “ideal” Office include:

Sustainability Director

\$88,460 per year, 12 months

The Director is a senior management position responsible for providing the vision, organizational strategy, and focus for advancing operational sustainability efforts at UNLV. This position provides administrators, faculty, staff and students with the knowledge, skills, and motivation to integrate sustainability values and practices into: strategic planning processes, business operations, academics and research, and resource management, and overall University practices. This individual will collaborate with students, faculty, and staff and relevant student organizations to support and enhance current sustainability initiatives and will provide leadership in assisting the University to expand and improve its efforts with regard to sustainability programs. This position will elevate UNLV on a national level, and help improve its reputation among peer institutions. Sample job descriptions for this type of position can be found at <http://www.aashe.org/resources/example-job-descriptions> . Job Functions/Responsibilities will include:

- Working with faculty to integrate sustainability concepts into courses and research.
- Work with the various divisions on campus to develop and implement a long-term strategic plan to integrate sustainability principles into the operational functions of the University.
- Communicating, informing and promoting these principles and programs throughout the University.
- Acting as the campus spokesperson on sustainability and providing outreach to local and national organizations as well as funding agencies.
- Managing Office’s finances and actively seeking revenue generating opportunities.

Sustainability Program Managers

2 x \$50,000 per year, 12 months = \$100,000/year

The Managers would focus on changing the culture and effecting behavioral changes on campus. They would prioritize proposed projects and create a unified strategy to move UNLV towards sustainability in the most efficient and effective manner. They would work with various staff and faculty to coordinate efforts across campus. The managers would propose sustainability initiatives and perform the necessary background research on initiatives proposed by other departments. The individuals would assess their cost effectiveness, technical feasibility and means of achieving acceptance. They would then work with the appropriate university departments to implement such projects. Additionally, one of the individuals would be responsible for Sustainability Council management. Job Functions/Responsibilities will include:

- Develop opportunities both in the community and on campus for students to enhance their classroom experience thru hands-on and experiential learning opportunities.
- Supervise the efforts of interns.
- Create opportunities for students, staff, and faculty to engage with sustainability issues through event planning and outreach, such as annual Earth Week event.

Community Garden/Marketing Coordinator

(100% effort combined), 12 months, \$60,000

Community Garden: 50% effort. Under general direction, the Garden Coordinator is responsible for the community garden planning, operations, organizing and program delivery. Job Functions/Responsibilities will include:

- Oversee UNLV community garden operations
- Reach out to faculty and students that may be interested in the garden
- Recruit and coordinate volunteers for garden operations
- Organize and coordinate plot dispersal

- Facilitate workshops and be available to provide assistance and advice
- Work with Sustainability Council's Garden and Backyard Composting Rebel SWATeam

Marketing: 50% effort. Under general direction, manages and maintains UNLV's sustainability online presence and web marketing infrastructure; initiates, assesses, writes, edits, and organizes web-related projects and ultimately educate UNLV students about environmental, social, economic sustainability and offer resources to make a difference. Maintains and directs social media campaigns about sustainability at UNLV. Job Functions/Responsibilities will include:

- Maintain a database of all sustainability-related activities
- Design and execute electronic marketing campaigns to promote programs and events;
- Develop and maintain social media/marketing outlets (Facebook, Twitter, LinkedIn, etc.)
- Develop, plan and implement promotional programs to publicize and promote various activities, events and/or items; establish methods for increasing participation in such programs.
- Analyze, plan and coordinate sales programs; identify and coordinate marketing of services, programs and/or merchandise.

3-4 Sustainability Interns (Undergraduate)

\$5,500 each, 9 months = \$16,500

The sustainability interns would work to assist the Office, and to advise the campus community on sustainability and other environmental projects. As a UNLV sustainability representative, the interns would aid in educating UNLV students, as well, about environmental, social and economic sustainability and maintain awareness of the larger "green" community. These interns would serve as the peer-to-peer mentors that have been popular and successful at other campuses.

Annual Budget Summary:

Personnel	
Sustainability Director	\$88,460
2 Sustainability Program Managers	\$100,000
Community Garden/Marketing Coordinator	\$60,000
Interns	\$16,500
Total Salaries	\$260,960
Fringe Benefits	
Staff (36% over \$50k salary, 33% under \$50k salary)	\$104,926
Students (2%)	\$330
Total Fringes	\$105,256
Operations	
Set-Up of Office (Furniture, computers, etc.- one-time cost)*	\$6,000
Office Supplies	\$5,000
Phone Charges	\$500
Events (refreshments, banners, etc.)	\$7,500
Garden operations: Water, Maintenance	\$5,000
Incentive Fund (to fund projects)	\$10,000
Travel for conferences (1/full-time staff/year)@\$1500 each	\$6,000
Total Budget, First Year*	\$401,216

Potential Funding for the Office of Sustainability

The proposal is for a combination of funding sources for the Office. Understandably, the initial funding will require some investment would be from university funds, and this proposal does not prescribe how that should happen. The goal, however, is that the Office become fully funded through other mechanisms within two years. Some areas of potential funding include:

1.) Student Sustainability Fee

It is proposed that UNLV institute a Student Sustainability Fee in the amount of \$5/student/semester (\$2.50 summer) – the cost of a few large lattes each year. This would bring in – at our current enrollment – over

\$300,000 per year. This idea would fund over half of the budget being proposed.

Specific examples of other universities use of campus sustainability fees are available from the [University of Memphis](#), [University of Georgia](#), [UT Austin](#). Also, AASHE provides a summary of such programs at <http://www.aashe.org/resources/mandatory-student-fees-renewable-energy-and-energy-efficiency>

2.) Regents Service Program, AmeriCorps and the US Green Building Council

All of these organizations fund campus interns, and will be approached annually to fund the 3-4 interns in our budget.

3.) CSUN Funding

The Council has submitted a request to CSUN for \$20,000 per year in funding for sustainability initiatives.

4.) Rebel Raiser

The Office would request the ability to raise funds through the official crowd funding site, <https://rebelraiser.unlv.edu/>

5.) Establish a Green Revolving Fund (GRF). A GRF is an internal fund that provides financing to parties within an organization to implement energy efficiency, renewable energy, and other sustainability projects that generate cost-savings. These savings are tracked and used to replenish the fund for the next round of sustainability initiatives, thus establishing a sustainable funding cycle while cutting operating costs and reducing environmental impact. Four examples of such funds can be found in Appendix II. Also, note in Item 6 below the raised profile this could bring UNLV, leading to potential funding.

There are existing tools to track the cost-savings from energy efficiency projects. One example of this is the Sustainability Endowments Institute's (SEI) Green Revolving Investment Tracking System (GRITS). SEI has formed a partnership with APPA: Leadership in Educational Facilities and all APPA members can sign up and have free access to the tool. [A list of universities using GRITS is available here.](#)

6.) External Funding

There are opportunities for funding sustainability efforts, and the Sustainability Council's Resources SWATeam would assist the Office in locating and applying for funding.

If a GRF is established, this can be attractive to donors. For example, the Jessie Ball duPont Fund recently launched the first [foundation grant-making program](#) in the country specifically designed to help seed green revolving funds at a select group of colleges.

Specific examples of RFAs and foundation funding available are listed in Appendix IV.

Conclusion

As other campuses around the country have shown, what begins as a grassroots effort can grow and become a fruitful and well-run office that helps to make their university a national leader in sustainability. Through campus, community, and organizational collaborations for resources and personnel, the UNLV Office of Sustainability will become a successful reality.

Appendix I. Letters of Support



**LAS VEGAS
CITY COUNCIL**

CAROLYN G. GOODMAN
MAYOR

STEVEN D. ROSS
MAYOR PRO TEM

LOIS TARKANIAN
RICKI Y. BARLOW
STAVROS S. ANTHONY
BOB COFFIN
BOB BEERS

ELIZABETH N. FRETWELL
CITY MANAGER

CITY OF LAS VEGAS
DEPARTMENT OF PLANNING

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/city of las vegas

May 23, 2016

University of Nevada, Las Vegas
Office of Admissions
4505 S. Maryland Parkway
Las Vegas, NV 89154-1021

Dear UNLV Administration:

The city of Las Vegas is writing to express its enthusiasm and support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The city of Las Vegas has been, and will continue to be committed to making Las Vegas a sustainable and resilient city for all residents and visitors of both today and future generations. The proposed office would allow the city of Las Vegas, UNLV, and other organizations in Southern Nevada to work together to continue advancing sustainability in Southern Nevada. Also, the creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

Sustainability is a growing priority, and the UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a broader scope of sustainability goals by increasing campus and community engagement, creating a culture of sustainability not only at the university and expanding sustainability into the learning outcomes of its graduates, but also within the within the community. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office may enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability while ensuring that sustainability measures are constantly outlined and met.

The city of Las Vegas highly encourages the administration to consider creating the UNLV Office of Sustainability as a way to benefit Southern Nevada and the global community in the advancement of sustainability.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Perrigo".

Tom Perrigo
Director of Planning, Chief Sustainability Officer
City of Las Vegas



Len Jessup
Office of the President
UNLV 45-1001
4505 S Maryland Parkway
Las Vegas, NV 89154-1001

3 May 2016

Subject: Letter of support for creation of UNLV Office of Sustainability

Dear President Jessup,

UNLV has made great strides in the past 20 years to become a more sustainable campus. Dedicated students, staff, administrators and faculty have transformed our campus' water, energy and solid waste/recycling profile through creation and support of offices and efforts such as Rebel Recycling, Take Back the Tap, turf reduction, design and construction of a multimodal transit facility, installation of more than a megawatt of solar photovoltaic capacity and energy efficient lighting, planning and construction of energy and water efficient new construction, such as the LEED-Silver Science and Engineering Building, and implementation of maintenance retrofits and upgrades for building cooling towers and controls. These efforts have produced considerable cost savings for the campus, won recognition for UNLV in its 2010 NWCCU accreditation visit, and also earned two successive classifications as a Silver-rated campus by the Association for the Advancement of Sustainability in Higher Education (AASHE).

Tier 1 campuses, such as the University of Maryland College Park and Virginia Tech, have established Sustainability Offices to coordinate their sustainability efforts in planning and construction, and operations. AASHE guidelines indicate that curricular and social sustainability can interact with campus planning, construction, maintenance and operations to further improve a campus, so that it can serve as a model for its community, continue to implement cost savings, further reduce its environmental impacts, and increase its appeal for prospective students, faculty and staff as it gains recognition for its efforts.

For these reasons, may I please suggest that UNLV consider establishing and supporting an Office of Sustainability that can coordinate campus efforts, serve as an information exchange for curricular and business/non curricular sustainability efforts, and support continued improvements in both the conservation of water and energy, reduction, reuse and recycling of solid and food wastes, and in the incorporation of sustainability topics into UNLV's courses, curricula and research efforts.

Creation and support of such an office, and adoption of its recommendations would place UNLV firmly in the top tier of institutions that making the world a better place.

Thank you for considering our proposal.

Sincerely,

David E. James, PhD, PE
Associate Professor
Principal Investigator, UNLV 2017 Solar Decathlon Team
Director, Solar and Renewable Programs

Department of Civil and Environmental Engineering and Construction, University of Nevada, Las Vegas
UNLV Box 45-4015 4505 South Maryland Parkway Las Vegas NV 89154-4015
Phone: (702) 895-5804 Main Office (702) 895-3701 Facsimile (702) 895-3936
Email: dave.james@unlv.edu

May 17, 2016

Dear UNLV Administration:

I am writing on behalf of Campus Life, a cluster in Student Affairs that takes pride in its efforts for sustainability on campus. We are at the forefront of working with students on sustainability topics as well as norming their behaviors for the 21st century. This includes energy reduction, composting, recycling, reduction in waste, carbon footprints and other areas. The Campus Life Sustainability Committee is relatively new, but we continue to make a big impact within our sphere of influence.

We fully support the efforts of creating a Top Tier-worthy Office of Sustainability on campus. UNLV needs to be an advocate and progressive in this area in order to be seen as on-par with other large, research universities. The effort of creating an office to help coordinate efforts on a large scale is vital to the university and its reputation in the region. In addition, some prospective students may or may not choose to come to UNLV on the basis of the strength of our sustainability efforts. Historically, sustainability is not an area that has seen the effort and dedication that is necessary. The proposed Office of Sustainability would be able to lead us towards efforts on campus that are forward-thinking and would be a cause of celebration.

This office can also help save UNLV money in the long-term, and further engage our students in conversations in the academic and co-curricular areas of campus. I would encourage you to support these efforts.

Thank you for your time and consideration. Please feel free to contact me at 702-895-4211 for more information.

Sincerely,

Jon Tucker
Director, Student Union & Event Services
Chair, Campus Life Sustainability Committee

Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow U.S. Green Building Council Student Chapter, UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,



Jazmin Jones

President of U.S. Green Building Council Student Chapter





May 31, 2016

Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow Take Back the Tap, UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Naomi Lewis
Take Back the Tap President, 2016

Casey Korby

2305 W. Horizon Ridge Pkwy
Unit 3824
Henderson, NV 89052
Phone: 218-428-3093
Email: korby@unlv.nevada.edu

To Whom It May Concern,

I am a graduate student in the Water Resources Management program at UNLV, and my interests have led me to seek out other like-minded individuals and organizations on campus. My efforts to increase my knowledge water-related issues and to meet more people with similar goals brought me to the American Water Works Association (AWWA) student organization, for which I am the current chapter President. Through my involvement in AWWA, collaboration with the Sustainability Council was inevitable and incredibly beneficial.

As a student new to UNLV, making the connections necessary to acquire resources is a tedious task that can impede even achieving even minor successes. However, I had the good fortune of meeting Assistant Sustainability Coordinator Monica Garcia in the Fall of 2015. Her enthusiasm and institutional knowledge from years of involvement not only made our joint-sponsored "Sustainable Futures" career event successful, but I was also introduced by Ms. Garcia to the influential people at UNLV who share my vision for a sustainable campus. Unfortunately, my experience is atypical for a UNLV student. Many students are unaware that we have a Sustainability Council, and their involvement in some instances hinges on their ability to attend a monthly meeting, since we do not have a physical presence.

I believe that my own experiences working with fellow members of the Sustainability Council to learn and accomplish shared goals for the UNLV community could be replicated many times over if we had a more visible presence on campus. Students that want to get involved with efforts to promote sustainability do not currently have one place to go that can give those ideas for applying their talents to a campaign or simply pitching in with daily habits, such as recycling.

I hope that you will give serious consideration to create an Office of Sustainability at UNLV to combine the efforts and passions of sustainability-focused people in our community. My experiences have taught me the value of collaboration, but without material support, current and future efforts to improve sustainability on campus will flounder. Please lend your support to the momentum already begun by the Sustainability Council.

Sincerely,
Casey Korby



To whom it may concern:

This letter is regarding the Office of Sustainability at UNLV. As the president and founder of UNLV Wilderness, and member of the Sustainability Council, I feel that this office would be most beneficial to UNLV. The reason is so that the campus can become more sustainable, acquire a higher status, and to ensure that the campus as a whole can work towards a greener environment for the students and faculty.

With the creation of this office, it will boost the status of UNLV, creating a more attractive campus that will bring in more students, and strengthen the community surrounding UNLV. Other universities have created an Office of Sustainability, and it has led to various successes on those campuses. They engage students and faculty, ensure a sustainable approach to different aspects within campus, and thus ensure an involved community of people working towards a sustainable future.

UNLV Wilderness is an organization dedicated to spreading awareness about the beautiful wilderness areas in Nevada. With an Office of Sustainability, we can inform more people about these areas, and promote different volunteering events in Nevada. And the presence of this office will ensure a sustainable future for UNLV, thus helping protect the wilderness areas from different forms of pollution.

I hope to see a more engaged and involved campus, with students and faculty working together to help work towards a green campus filled with sustainability, wilderness, and volunteering. I hope to see this office created, and I cannot wait to work with the office to further my goals for UNLV Wilderness, and for the environment as a whole. Thank you for your time, and enjoy your day.

Respectfully,
Michaela Tomchek
UNLV Wilderness

May 6, 2016

Dear UNLV Administration:

As a proud University of Nevada, Las Vegas alumni of the School of Architecture and Environmental Studies Program and previous faculty member (School of Architecture) I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow my recent business venture Making Place Studio (a landscape architecture studio focusing on sustainability in the Las Vegas valley), UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Laura B. Miller
UNLV Alumni, 2002
Landscape Architect, NV #944





Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow the Sierra Club, UNLV, and other conservation organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Elspeth DiMarzio

Sierra Club – Beyond Coal Campaign



The Gay and Lesbian Community Center of Southern Nevada
401 S. Maryland Pkwy. • Las Vegas, NV 89101
OFFICE 702-733-9800 • FAX 702-733-9075 • www.TheCenterLV.com

May 16, 2016

Administration
University of Nevada, Las Vegas
4505 South Maryland Parkway
Las Vegas, Nevada 89154

Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow The Gay and Lesbian Community Center of Southern Nevada (The Center), UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Michael Dimengo
Chief Executive Officer



Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow Green Our Planet, UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Ciara Byrne

Co-CEO, Green Our Planet

702 624 8912

6795 Edmond St, 3rd Floor Las Vegas, NV 89118

<http://greenourplanet.org/>



Dear UNLV Administration:

I am writing this letter to express my enthusiastic support for the creation of an Office of Sustainability at the University of Nevada, Las Vegas. The proposed office would allow VegeNation, UNLV, and other organizations in Southern Nevada to work together to advance sustainability in the region. The creation of this office aligns with UNLV's Top Tier initiative and positions UNLV to be more competitive within Higher Education.

The UNLV Office of Sustainability represents the next step in sustainability for college campuses and businesses throughout Southern Nevada. The office will allow UNLV to achieve a wider breadth of its sustainability goals by increasing campus engagement, creating a culture of sustainability at the university and expanding sustainability into the learning outcomes of its graduates. With the global problems of the 21st century, becoming mindful of the world we share is crucial. Such an office will enhance the probability of students leaving UNLV with a better understanding of the importance of sustainability.

I highly encourage the administration to consider creating the UNLV Office of Sustainability because it will benefit Southern Nevada and the global community.

Sincerely,

Kelly Bennett

Creative Director, VegeNation

Appendix II. Four Examples of Successful Green Revolving Funds

School	Seed Funding	Fund Oversight	Project Criteria	Measuring Savings
Agnes Scott College	Alumni and foundation donors, utility savings	Sustainability Steering Committee	Payback critical for selection – flexible time periods	Repayments based on estimates and measured savings
California Institute of Technology	Money market fund within endowment	Sustainability Director and Energy Manager; with approval from AVP of Facilities and VP of Business and Finance	6-year payback requirement	Repayments based on estimates and measured savings
Iowa State University	President's administrative funding	Director of Sustainability; Advised by Loan Fund Advisory Committee	5-year payback requirement	Repayments based on estimated savings but confirmed with measurement and verification
The University of Vermont	Operating cash reserves	VP of Finance and Administration; Advised by Energy Initiatives Committee	7-year payback requirement; GRF returns 5 percent of its outstanding balance annually to cash reserve	Varies by project

Information retrieved from http://greenbillion.org/wp-content/uploads/2013/01/GRF_Implementation_Guide.pdf:

Green Revolving Funds: An Introductory Guide to Implementation & Management

A co-publication of the Sustainable Endowments Institute & the Association for the Advancement of Sustainability in Higher Education

By Indvik, J; Foley, R.; Orlowski, M. 2013

Appendix III. Case Studies

Case Study 1: Arizona State University

Location: Phoenix, Arizona Campus Population: 91,357 University Size: 642 acres



“The Julie Ann Wrigley Global Institute of Sustainability is the hub of ASU's sustainability initiatives. The Institute advances research, education, and business practices for an urbanizing world.”

In 1956 Arizona State University achieved their first solar furnace installation. From there, the ground was soon broken in 1965 for the College of Nursing, the eventual home of the Julie Ann Wrigley Global Institute of Sustainability. Arizona State University is a model for sustainability operations and has made compelling strides in certain key areas: climate neutrality, zero solid and water waste, active engagement and principled practice.

ASU's School of Sustainability was created in 2006 and approximately a year after, the Global Institute of Sustainability and University Sustainability Practices (USP) was created. University Sustainability Practices is housed under ASU's Business Services and receives its funding mainly through that office. USP is a hub for on-campus sustainability. This office has five full-time positions to help integrate sustainability culture throughout campus. These staff positions are the following:

- Director
- Program Manager
- Program Coordinator; West and Downtown Campuses
- Program Coordinator; Polytechnic Campus
- Program Coordinator, Sr; Tempe Campus
- 10 undergraduate and 1 graduate student employees

USP is primarily responsible for leading and coordinating campus sustainability. Some of the office's primary responsibilities also include engagement, measurement, and reporting. USP works in tandem with Facilities Development and Management who is responsible for construction, design, operations, and maintenance at ASU. USP also works closely with the Julie Ann Wrigley Global Institute of Sustainability who is responsible for research, education, solutions, and community outreach.

Some specific USP efforts:

- Student engagement in coordination with Residence Life
- Staff engagement through a variety of programs like the Green Devil Network and Green Certification programs
- Community Garden at the Poly Campus
- Conducted a Sustainability Literacy Survey of campus
- Measurement and tracking for a variety of internal and external reports including AASHE STARS and the Second Nature Climate Commitment
- Sustainability Strategic Planning and Development including the Climate Action Plan with support from Facilities Development and Management

ASU's 2015 annual review report states that the university's accomplishments include a total of 81,424 solar panels, 1,455,969 riders annually on campus shuttles, 2,659 tons of landfill waste diverted, 45 LEED certified buildings and 24.1 MWdc solar capacity generated. Additionally, ASU is one of only 51 colleges and universities nationally to receive The Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking, Assessment & Rating System™ (STARS) Gold rating.

Case Study 2: University of Houston

Location: Houston, TX

Campus Population: 42,704

Campus Size: 594 acres

Four year and graduate institution, over 15,000 student FTE

“You can have a large institution that cares about the environment and that is actively working to make the world a better place”.



The University of Houston (UH) is rated as one of the nation's greenest colleges. UH became the first Texas institution of higher

education to receive an AASHE STARS gold rating in 2015. For the third year in a row, UH has become the top municipal purchaser of renewable power in the nation. The campus did not always score high or get national recognition for sustainability efforts. In 2008 the university received a grade of “D” on the Campus Sustainability Report Card administered by the Sustainable Endowments Institute. Receiving this score is what gave the University of Houston motivation to improve their campus’ sustainability initiatives.

Because of their “D” score on the report card, the University of Houston created a sustainability task force. Their Office of Sustainability was recommended in 2008 by this sustainability task force. These initiatives were spearheaded by passionate staff, faculty and students who called their movement GreenUH.

UH’s Office of Sustainability goal is to improve campus life and the natural environment and it serves as the hub for UH sustainability efforts. The identified initiatives for this office include the following:

- Fostering collaboration on campus and in the community
- Facilitating education and outreach programs
- Collecting institutional sustainability data
- Managing the campus community garden
- Communicating about sustainability topics
- Recommending campus sustainability improvements
- Supporting sustainability governing bodies
- Driving institutional sustainability progress
- Encouraging sustainable actions in individuals’ daily lives

UH also has a student sustainability team that assists in individual projects dealing with the following: communications, engagement, outreach, events, training, governance supports, institutional research, waste diversion and minimization, gardening, and biking. Apart from the projects that the student sustainability team is responsible for - the campus has various campus-wide sustainability efforts that are constantly monitored. Some of these campus-wide projects include: a campus community garden, single-stream recycling, water bottle refill stations, a solar array, educational events, car sharing and commuter clubs. UH’s dining hall is LEED silver certified and their Keelan Design Center features the only sloped green roof in Houston.

For their campus community garden, they do not charge for garden plots. The garden is primarily used for education (local schools), although volunteers can take food home. Most of the food is currently donated to local food pantries. A need-based application for plots will be implemented this fall for students, and they have added plots to accommodate that.

Case Study 3: University of Central Florida

Location: Orlando, FL

Campus Population: 60,810

Campus Size: 1,415

The University of Central Florida is a leader in creating a greener college campus for the 21st century. In 2001, David Norvell became the first Energy Manager at UCF. Norvell’s mechanical engineer knowledge allowed him to quickly understand areas throughout campus that could save more energy. Then in 2005, the term “sustainability” was created which started the conservation amongst universities everywhere to start utilizing that term for education and operational purposes. Norvell became the Director of the Department of Sustainability and Energy Management where he spearheaded the sustainability program, and continued to save the university more than \$14M in energy through efficiency projects. During 2011-2015, he transitioned positions and became the Assistant Vice President for Facilities tasked with the reconstruction of the university’s largest department. Once Norvell was able to finish that task, he became the Assistant Vice President of Sustainability Initiatives.

They have a Sustainability Advisory Committee and Student Sustainability Advisory Committee. Their Utilities & Energy Services department develops and implements policies, plans, and programs, and oversees operations practices, to reduce energy consumption.

UCF Sustainability Initiatives include:

- UCF has been named an exemplary green institution in the 2010 Princeton Review’s Guide to 286 Colleges.
- In 2007, President John Hitt committed UCF to becoming climate neutral by the year 2050. Since then, they have made remarkable progress toward that goal. They design our buildings more efficiently, employ the latest energy saving technologies, use cleaner energy, and conserve our natural resources. As a result, existing buildings use 38 percent less energy than when efforts began. UCF’s Climate Action Plan is posted on their website.
- New construction at UCF is designed to the highest standards of efficiency from the Leadership in Energy and

Environmental Design. We meet a third of our campus energy demand by using natural gas rather than other fossil fuels. And, as a major metropolitan research university, we conduct groundbreaking research to find cleaner and more efficient energy resources.

- The UCF Creative School for Children, typically known for its unique learning environment, can also be recognized for its support of the natural environment. In recognition of nature's splendor, the school recently expanded its outdoor-based curriculum. Its emergent "outdoor classroom" follows their usual no-worksheet learning style and instead encourages sensory, play-based developmental programs.
- In May 2015 more than 250,000 plastic water bottles filled the UCF reflecting pond in an attempt to show waste and promote sustainability. With the help of David Norvell, assistant vice president of sustainability, and UCF Recycles, event coordinators were able to successfully calculate and collect the number of plastic bottles it would take to fill the pond.
- A new Faculty Cluster Initiative centers on coastal systems research, evolving beyond its typical limits by integrating an interdisciplinary focus in a new collective opportunity. To no surprise, coastal systems research is vital to the state of Florida, given that its wellbeing maintains the economy and environment.
- Courses on sustainability are included in the College of Arts & Humanities, College of Business Administration, College of Engineering & Computer Science, College of Undergraduate Studies, College of Health & Public Affairs, and the College of Sciences. Research initiatives include projects in the Arboretum, their Advanced Transportation Simulation, Hydrosiences, drinking water treatment, solar energy research, and municipal solid waste treatment.
- Their Sustainability Initiatives website includes a Building Dashboard that continually monitors campus buildings' energy usage.

Case Study 4: University of Colorado-Boulder

Location: Boulder, CO

Campus Population: 30,265

Campus Size: 600 acres

"For more than half a century, UC-Boulder has been a leader in climate and energy research, interdisciplinary environmental studies programs and engaging in sustainability and "green" practices both on campus and in the larger world."



The University of Colorado-Boulder's main sustainability hub is located at the Environmental Center. This center was established in 1970 by the students who organized the first Earth Day event at CU. Today, it is the largest student run environmental center in the United States and has served as a model for other universities in creating similar centers. To support the efforts of the students involved at the center, there are eleven permanent professional staff positions.

In 1973, students voted to fund the Environmental Center (E-Center) with student fees. A few years later CU Recycling was founded and the University of Colorado Student Union (UCSU) began allocating student fees to help support recycling. During the 1980's Steve Smith was hired as the first full-time, non-student director of the E-Center and student involvement increased by 400 percent. In 1984, Jack DeBell became the first professional Director of CU Recycling. In addition to these full time positions, the E-Center now has individuals that hold the following professional positions: Recycling Program Manager, Outreach and Engagement, Energy & Climate Justice Program Manager, Academic Outreach and Education, Office Manager, Senior Transportation Fellow, Associate Director, Director, Green Labs Program Manager, Sustainable Practices Program Manager, and Transportation Program Manager (total of 11 full time people). Currently, the E-Center has 112 student positions. The E-Center also has a CU Student Government Environmental Board. This board oversees the activities, budget, and programs of this center. The members of this board are all volunteers, but the co-chairs receive a small stipend.

The E-Center provides major services for the whole campus, the services include the following:

- CU Recycling
- Sustainable Transportation Programs
- Energy Conservation and Renewable Energy Programs
- Enabling Student Involvement, Leadership and Action
- Campus Sustainability
- Environmental Literacy and Education

The E-Center also provides services for off campus efforts, these services include the following:

- Sponsored research for various agencies, like the US Environmental Protection Agency, the Colorado Office of Energy

Management and Conservation, and Boulder County

- Provides transportation research and outreach programs
- “Green Teams” provide peer education and proper recycling, waste reduction and energy conservation techniques to students living off campus
- Community Energy Connections trains student energy assessors to perform energy audits for low-income households and student rental units

Several of these efforts have been nationally recognized and have also received awards from entities including the US Environmental Protection Agency, the National Recycling Coalition, Renew America, Colorado Alliance for Environmental Education, Colorado Environmental Leadership Program, and the Colorado Governor’s Office.

Case Study 5: University of Oregon

Location: Eugene, OR

Campus Population: 24,181

Campus Size: 295 acres



The Office of Sustainability at the University of Oregon was established in 2007 to assist in setting goals, monitor progress, make policy recommendations, support students, faculty and staff initiatives, and tell the UO’s sustainability story. Since 2007, the office has assessed conditions on the ground and identified the needs and opportunities that exist to expand programming. Through this work, UO was able to develop a network of partners. The projects that were developed are now implemented and therefore bringing progress to UO. This institution also has student groups, services, policies, programs and academic departments that assist in the effort of making sustainability a top priority at their school.

Through the assistance of the Office of Sustainability, UO has had many sustainability accomplishments. In 2007, UO became an early adopter of the American College and University President’s Climate Commitment (ACUPCC) when former president Dave Frohnmayer signed. In 2010, the Office of Sustainability developed a Climate Action Plan (CAP) - this document has assisted in supporting tangible, transparent actions to reduce the University’s greenhouse gas emissions, and have reported the results of this work. Through signing the commitment, UO has accomplished the following:

- Completed an annual Greenhouse Gas (GHG) emissions inventory
- Established a Faculty-Led Sustainability Council
- Model for Sustainable Development
- Establish a Green Revolving Loan Fund
- Taken action to integrate sustainability into the curriculum
- Continued progress in Waste Reduction

During the 2012-14 academic year, the UO CAP was up for review and revision. The Environmental Issues Committee assisted by identifying ambitious but realistic projects to do. A survey was developed to help in this task; the survey asked respondents what were the most important next steps toward reducing UO’s emissions. Other accomplishments the Office of Sustainability has developed are the following:

- A Comprehensive Environmental Policy
- Oregon Model
- Carbon Offsets Purchasing Policy

The Office of Sustainability has numerous projects that were initiated by them, either alone, but often in collaboration with other units on campus and community partners. There are active projects that are still in operation and being managed by the Office of Sustainability. Completed projects were undertaken in the past, but are now inactive, and transferred projects were incubated by the Office of Sustainability, but are now being actively managed and operated by another unit on campus.

This office is separate from the campus’ Zero Waste Program which has two managers, and five coordinators.

Case Study 6: University of California, Berkeley

Location: California, Berkeley

Campus Population: 36,000

Campus Size: 1,232 acres



The UC Berkeley Office of Sustainability was formed in January of 2008. It provides leadership to campus by setting ambitious sustainability goals and strategies and by accelerating the achievement of these goals through project implementation, planning, partnerships, and community engagement.



Berkeley's mission is to integrate cutting-edge sustainability practices into our operations, foster the culture of sustainability at home and in the world, and enable and improve excellence in sustainability. UC Berkeley's campus initiatives focus on energy, climate, water, built environment, waste, procurement, food, transportation, land use, academics & learning, research & metrics. For each campus initiative, there are goals in place that set standards of where the university wants to go toward. UC Berkeley works to find solutions to global environmental, economic, and social challenges--inequality, climate change, food security, water shortages and more. We set goals, take action, and share our work.

UC Berkeley has several measures to fund its sustainable initiatives. "The Green Initiative Fund" (TGIF) provides funding via grants for projects that improve and support UC Berkeley's campus sustainability efforts. Student fees support TGIF. UC Berkeley also gets funding from an annual Chancellor's Green Fund Grant program and a donation driven fund called UC Berkeley's Climate Action Fund.

Annually, UC Berkeley has developed a campus sustainability report, which tallies the university's progress toward its sustainability goals. One success includes the university's reduction on greenhouse gas emissions. Other successes include the Sustainability Department's Engage program which has implemented awareness through a "Green Walking Tour" that allows individuals to experience some of the sustainable practices to be integrated into daily life as well as sustainability oriented classes and green certification for departments and events. Some milestones include a campus Strategic Energy Plan that outlines almost 200 energy efficiency projects that the campus is implementing; in 2009, the Climate Change Action Plan was completed; and the goal of reducing fuel use from fleet and commute by 25% was met and exceeded.

Case Study 7: University of Texas at Austin

Location: Austin, Texas

Campus Population: 50,000

Campus Size: 431 acres

"The University of Texas at Austin is committed to the preservation of natural resources so that they can be enjoyed by your generation and the generations to come."

The University of Texas at Austin is one of the largest public universities in the United States with a 431-acre main campus with 17 colleges and schools, about 24,000 faculty and staff, and more than 50,000 students. More than 8,700 bachelor's degrees are awarded annually in more than 170 fields of study and 100 majors. The university has one of the most diverse student populations in the country and is a national leader in the number of undergraduate degrees awarded to minority students.

Sustainability became an official priority when the Campus Sustainability Policy was adopted in April 2008. This policy requires that university policies, practices and curricula should, when possible, embody approaches that reduce life cycle costs, restore or maintain the functioning of natural systems, and enhance human well-being. The Office of Sustainability was established to promote sustainable campus operations. The university hired its first director of sustainability in 2009 to support and promote the many existing efforts on campus as well as to initiate new collaborations among students, faculty, and staff in pursuing sustainability on campus.

The Office of Sustainability houses the following positions:

- Director of Sustainability

- Program Coordinator Operations
- Program Coordinator Academics

Sustainability Key initiatives include:

- The University of Texas Board of Regents approved a major update to the Campus Master Plan on May 9, 2013. The Campus Master Plan serves as a framework for the future, aligning the academic vision with the creation of a world-class physical learning environment. Sustainability is woven throughout the Campus Master Plan documents, as well as Phase 2 initiatives.
- A student majority Green Fee Committee (GFC) has been established to solicit, review and award funds for environmental service related projects on campus. The green fee was collected with tuition beginning Fall 2011. The green fee is \$5.00 per long semester and \$2.50 for the summer session.

Case Study 8: University of Vermont

Location: Burlington, Vermont

Campus Population: 22,000

Campus Size: 460 acres

"The Office of Sustainability aims to foster sustainable development and environmental responsibility at the University of Vermont by strategically academic activities of teaching, research, and outreach with the University."



*promote
bridging the
operations of the*

After an Environmental Studies faculty member, Stephanie Kaza, attended the Yale University Campus Earth Summit in 1994, she proposed to the University of Vermont to create the Environmental Council as a step to bridge the gap between campus sustainability operations and academic research. Larry Forcier, Dean of the School of Natural Resources, accepted the proposal and Ray Lavigne, Vice President for Administration, pulled funding from the administrative and academic sectors for a half-time graduate assistant. Within the next five years, more staff positions were formed to help the sustainability team thrive on campus initiatives. Various funding sources were established to help create more positions and sustain short and long-term goals. The main goals of this department are

- Support organizational strategic planning for the "Environmental University",
- Track UVM's sustainability bottom line,
- Educate and involve the campus community and the public at large,
- Stimulate and select feasible ideas for sustainability related projects,
- Create implementation plans and manage projects, and
- Celebrate campus successes

These goals are also sustained through the University of Vermont Clean Energy Fund fee. This is a student-imposed fee of \$10 per university student. Through this fee, new staff and graduate assistant positions were created and various projects were accomplished. Most recently, 134 solar panels were installed at their Spear Street Farm through the funding provided by the sustainability fee.

Other campus accomplishments that have been accomplished through the help of the Office of Sustainability are the following:

- In January 2012, UVM became one of the first institutions nationwide to end the sale of bottled water on campus and mandate that one-third of drinks offered in vending machines be healthy options.
- UVM became the 34th college in the nation to commit to the Sustainable Endowment Institute's Billion Dollar Green Challenge, agreeing to establish a revolving fund to finance on-campus energy efficiency improvements. UVM's Board of Trustees passed a resolution in February 2012 to earmark \$13 million for the fund, making it the largest challenge to date.
- UVM became the fifth school in the nation to sign the Real Food Campus Commitment in March 2012.
- Through the help of the UVM Office of Sustainability and other campus entities, major accomplishments have been made and serve as a great role model for other universities.

As of fall 2015, all new University of Vermont undergraduates will be required to complete a Sustainability Requirement as part of the general education requirements of the University. [Sustainability Learning Outcomes](#) approved by the Faculty Senate in 2014 describe students acquiring knowledge of social, ecological, and economic dimensions of complex problems; developing skills in rigorous and complex discussions about solutions; negotiating multiple values; and analyzing their own experiences and actions. Students may choose from a variety of courses and, in future, experiences. The current list of approved courses can be found [here](#).

Appendix IV. Potential Sources of Funding

Opportunities exist from federal agencies, private foundations and corporations. Specific grants that the Office could apply for include the following:

- Much of the federal funding in the area of sustainability would go towards faculty-led research projects. Some of the currently existing RFAs include:
 - US Department of Energy
 - [Project Development for Pilot and Demonstration Scale Manufacturing of Biofuels, Bioproducts and Biopower](#)
 - USDA
 - [Sustainable Bioenergy and Bioproducts](#)
 - Environmental Protection Agency
 - [Environmental Education](#)
 - [Long-term Exposure to Air Pollution and Development of Cardiovascular Disease](#)
 - National Science Foundation
 - [Environmental Sustainability](#)
 - [Energy for Sustainability](#)

NSF funding could also be used to promote sustainability-related STEM curricula
- Local corporations – in particular the casinos – have an interest in sustainability as it relates to their bottom line and social responsibility.
- Many foundations fund projects ranging from energy research to environmental education to community engagement. Some examples include:
 - **[WateReuse Foundation](#)**
The mission of the WateReuse Research Foundation is to conduct and promote applied research of the reclamation, recycling, reuse, and desalination of water.
 - **[Surdna Foundation](#)**
Their [Sustainable Environments Program](#) is working to overhaul the country's outdated and crumbling infrastructure with a new approach that will foster healthier, sustainable, and just communities. They focus on the potential of what they call the "next generation infrastructure" to improve transit systems, make buildings more energy efficient, better manage our water systems and rebuild regional food systems. Focusing on urban areas and their surrounding suburbs, they seek solutions that connect and improve these infrastructure systems in ways that maximize positive impacts and minimize negative environmental, economic and social consequences.
 - **[Walmart Foundation](#)**
The Walmart Foundation meets the needs of the under-served by directing charitable giving toward our core areas of focus: [Opportunity](#), [Sustainability](#) and [Community](#).
 - The **[American Academy of Dermatology's Shade Structure Grant](#)** Program awards grants in the amount of \$8,000 each for the purchase of permanent shade structures designed to provide shade and ultraviolet (UV) ray protection for outdoor areas. The AAD also provides a permanent sign to be displayed near the shade structure that promotes the importance of sun safety. The AAD receives support for this program from Johnson & Johnson Consumer Products Co.
 - **[Rockefeller Brothers Fund](#)**
Their [Sustainable Development Program](#) focuses on advancing climate change solutions.
 - **[Jessie Smith Noyes Foundation](#)**
Funding in the areas of Environmental Justice and Sustainable Agriculture & Food Systems
 - **[Environmental Research and Education Foundation](#)**
Funding for research and educational initiatives for waste management practices to benefit industry and the communities they serve.
 - **[Compton Foundation](#)**
The Compton Foundation supports work in climate change, peace and national security, and reproductive rights and justice. Within those core areas, the work t support must be a match with our transformative leadership and courageous storytelling approaches.
 - **[3M Foundation](#)**
3M's Community Giving consists of gifts by 3M and the 3M Foundation, donated product and volunteerism by employees and retirees. Most giving is initiated through a Request for Proposal process that allows us to focus our giving and maximize results. Giving areas include: K-12 Education, Higher Education, Health and Human Services, Arts and Culture, and the Environment.
 - **[Fiskars](#)**

Their [Project Orange Thumb](#) is a community garden grant program that provides tools and resources to help communities reach their goals for collaboration, neighborhood beautification, and healthy, sustainable food sources.

- [Albertson's Community Partner's Grants](#)

Albertson's is committed to being a good neighbor. They aim to improve communities by giving back to the neighborhoods where they live and work. Their donations provide funding in the following areas: Hunger Relief, Youth & Education, Health & Nutrition, and Environmental Stewardship. Albertson's primarily funds communities where they have store locations.

- [American Honda Foundation](#)

With the mission to help meet the needs of American society in the areas of youth and scientific education by awarding grants to nonprofits, while strategically assisting communities in deriving long-term benefits, the American Honda Foundation engages in grant making that reflects the basic tenets, beliefs and philosophies of Honda companies, which are characterized by the following qualities: imaginative, creative, youthful, forward-thinking, scientific, humanistic and innovative. The American Honda Foundation supports youth education with a specific focus on the STEM (science, technology, engineering and mathematics) subjects in addition to the environment.

- [Bank of America Foundation Educational Grants](#)

Working in partnership with community leaders, Bank of America's local market leadership directs the majority of our giving through local grants that address pressing social, economic, and cultural needs of communities across our global footprint.

- [Bayer USA Foundation – Community Health and Development Grants](#)

The Bayer USA Foundation supports programs that enhance the quality of life, provide unique and enriching opportunities that connect diverse groups, and ensure preparedness for tomorrow's leaders. The Foundation welcomes proposals from organizations focused on health and human services, education and workforce development, environment and sustainability, and/or arts and culture. Participants may submit proposals all year, but applications are typically reviewed in January and September.

- [Ben & Jerry's Foundation - The National Grassroots Grant Campaign](#)

The Ben & Jerry's Foundation offers competitive grants to not-for-profit, grassroots community organizations throughout the United States and in Vermont, working to bring about progressive social change by addressing the underlying conditions of societal and environmental problems.

- [The Captain Planet Foundation Grant](#)

Our unique program of funding and supporting hands-on environmental projects is designed to encourage innovative initiatives that inspire and empower children and youth around the world as they work individually and collectively creating environmental solutions in their homes, schools and communities.

- [Charles Lafitte Foundation](#)

The mission of the Charles Lafitte Foundation (CLF) is to provide for and support inventive and effective ways of helping people help themselves and others around them to lead healthy, satisfying and enriched lives. To fulfill this mission, the Foundation acts as grantmaker, innovator and volunteer for four main programs: Education, Children's Advocacy, Medical Research & Issues, and The Arts.

- [ClassWish Grants](#)

ClassWish is a nonprofit organization that empowers parents, teachers and after-school educators to make positive change in kids' lives by getting help to provide them with the classroom supplies they need. Parents, teachers or after-school program providers create an online wish list of classroom supplies they need to support kids' learning activities. Supporters make tax deductible contributions, and ClassWish purchases the supplies and sends them to the school.

- [Grants for Gardens \(Annie's Homegrown\)](#)

Annie's Homegrown offers up to \$250 to community gardens, school gardens, and other educational programs that connect children directly to gardening. Funds may be used to buy gardening tools, seeds, or other needed supplies. Eligible applicants include K-12 schools and nonprofits.

- [Jewel-Osco Donations](#)

Hunger Relief; Ending hunger in our local communities is core to our charitable mission. Support organizations providing comprehensive hunger relief programming and food distribution.

Health and Nutrition; Fund organizations promoting nutrition education and maintaining a healthy lifestyle through diet.

Environmental Stewardship; Jewel-Osco is committed to environmental stewardship and sustainable operations and will support local efforts towards sustainability.

- [Open Meadows Foundation Grant](#)

Open Meadows Foundation is a grant-making organization seeking projects that promote gender/racial/economic

justice. The projects must be led by and benefit women and girls, particularly those from vulnerable communities.

- [Singing for Change](#)

Singing for Change offers competitive grants to progressive, community-based, nonprofit organizations that address the root causes of social and environmental problems. Grants are awarded to programs that are concerned with the health, education and protection of children and their families. Singing for Change offers competitive grants to progressive projects that foster self-esteem and that teach nonviolence and creative problem solving are most likely to be considered.

- [Toyota U.S.A Foundation](#)

Grants are provided to colleges and universities as well as to nonprofit organizations engaged in pre-collegiate math and/or science education. The foundation places priority on programs that are broad in scope and incorporate systemic approaches; creative programs that develop the potential of students and/or teachers; and cost-effective programs that possess a high potential for success and relatively low duplication of effort.