

Executive Summary of the Sustainability Report

Respectfully submitted on behalf of the Sustainability Steering Committee by
Associate Vice President for Academic Affairs and Strategic Initiatives, Linda Whiteford on
October 13, 2009

The USF Sustainability Initiative was begun in January of 2007 with the appointment of the Associate Vice President for Academic Affairs and Strategic Initiatives, one of whose tasks to develop a campus-wide Steering Committee to address how to 'green' the university and to coordinate and facilitate the multiple sustainability activities on the USF campus. The first achievement was celebrated by President Judy Genshaft signing the American College and University Presidents' Climate Commitment in March of 2007. Other accomplishments followed from that significant action and are detailed in the larger attached report. As of this writing (October 13, 2009), USF has created an Office of Sustainability and hired its first director. What follows in this summary is a statement of justification and need for these activities at USF. What our next steps should be are the development of a campus-wide sustainability curriculum that embeds sustainability in courses across the university, a system of rewards for faculty to integrate sustainability into their courses, and the hiring of faculty whose substantive areas directly relate to sustainability.

Many major research universities have sustainability offices that focus on reducing waste and resource consumption on their campuses. They integrate the academic side of the university with facilities, operations, and planning. They are the main center of information for students faculty, and staff for on-campus environmental activities, on-campus service learning, and programmatic elements such as sustainability meetings and conferences. It is the desire of the University of South Florida to join the other universities in the country in having an Office of Sustainability. The size of USF, its impact on the environment, its economic and social importance in the community, and its ability to lead significant cultural movements make it a logical setting for a sustainability office.

Urban based metropolitan public research universities have distinct responsibilities to the communities in which they are situated. Nowhere is this more urgent than in the area of sustainability. Faculty and students, working with communities, can develop new solutions to existing and emerging problems in energy, water, waste, procurement, and economic development. In addition, new ways of designing and building cities improve the lives of local residents. In times of crisis, the public looks to universities to provide answers to these complex questions. USF is uniquely situated to respond to these problems and lead Florida into the future green economy. We propose coordinating these efforts through an **Office of Sustainability**.

In 2008, Governor Crist made a significant policy change in Florida by developing a series of sustainability aimed at reducing greenhouse gases and developing renewable energy. In addition, he challenged all state agencies and local governments to find new ways of conducting business in order to reduce greenhouse emissions and expand the state's green economy. Many faculty and students at USF have assisted state and local government in these initiatives. In

addition, the university leadership has responded 1) by identifying sustainability as a key area in the University's Strategic Plan (<http://www.ods.usf.edu/Plans/Strategic/vision-mission.htm>), 2) President Genshaft signed the American College and University Presidents Climate Commitment (ACUPCC), and 3) Provost Wilcox appointed Associate Vice President Whiteford to convene a USF Sustainability Task Force (www.usfsustainability.edu). The critical next step is the creation of the USF Office of Sustainability.

The Office of Sustainability will mobilize and coordinate the research and teaching skills of USF faculty, students, and staff to focus on local, regional, and global sustainability issues. We will show how USF and its partners can save money and prosper through the application and adoption of sustainability practices. As part of its mission, the Office of Sustainability will promote the new green economy by 1) promoting the transfer of knowledge, 2) providing frameworks to help organizations understand how they can strike a balance between organizational needs and environmental objectives while managing complex stakeholder relationships, and 3) positioning our students to be agents of change in the new economy. These goals are consistent with USF's strategic priorities of student success, research and innovation, community engagement, global literacy and impact, and integrated, interdisciplinary inquiry.

USF has a history of expertise in the area of sustainability but has lacked a centralized hub to harness the energy of the disparate efforts. However, since 2006 faculty, staff, and students from several colleges developed a number transformative green initiatives that gained recognition for the university. These included the Conversation on Green Building (2007 and 2008), The Going Green Tampa Bay Expo (Green Business Expo in partnership with Hillsborough City County Planning Commission—3000 attendees), Conserve-a-Bull (<http://ctr.usf.edu/egb/conservabull/> student housing energy challenge that resulted in over 40% energy savings in some residence halls), and community-based research projects (with organizations like the City of Clearwater, Lykes Corporation, and the East Tampa Redevelopment Office).

In addition, on April 12, 2008, President Judy Genshaft committed USF to embed the principles of sustainability within research, teaching, and action by signing the ACUPCC. Following this, in the summer of 2008, Whiteford convened the USF Sustainability Task Force (Figure 1). This resulted in 14 subcommittees engaged in a wide-array of sustainability initiatives on campus. To date, these committees have made significant strides in areas such as waste, recycling, purchasing, energy production, water, building, greenhouse gas emissions, and food service. Given all of this, USF has demonstrated the ability to move rapidly in the area of sustainability, but has lacked a vehicle with which to coordinate these extensive efforts to avoid duplication and maximize impact for USF and its surrounding communities. Fostering collaboration and integrating such significant efforts across the academic and professional side of campus is extremely difficult without a formalized office and full-time coordinator.

There are examples of sustainability offices on other campuses in Florida. The University of Florida is one of the oldest sustainability offices in the country and is the oldest in Florida (<http://www.sustainable.ufl.edu/>). The office grew out of a 2001 sustainability task force and was fully endowed by 2006. According to their mission statement the focus of their office is "to make the University of Florida – in its operations, education, research, and outreach, - a model of

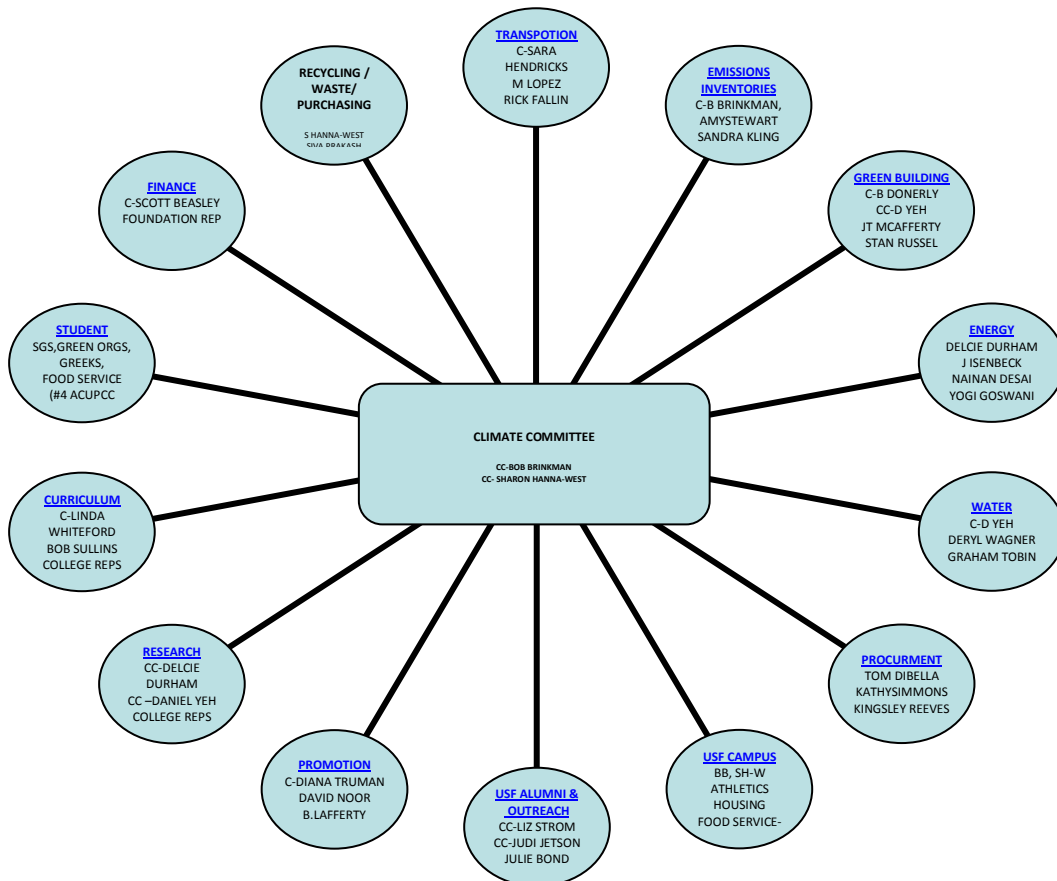


Figure 1. Organization of USF's Sustainability Task Force showing the subcommittees.

sustainability, integrating the goals of ecological restoration, economic development and social equity.”

The University of Central Florida has two distinct efforts on sustainability. They have a sustainability alliance (<http://sustainabilityalliance.ucf.edu/apache2-default/>) with a mission “To incorporate the collective goals of social justice, economic development, and environmental protection when formulating sustainable strategies for construction, operations and maintenance, education, and research programs at the University.” UCF also manages energy conservation and greenhouse gas emissions by a different group (<http://www.energy.ucf.edu/>).

Florida State University has a sustainability committee largely focused on campus recycling. Their broader mission is that “The campus shall serve as a living model of sustainability, providing learning experiences that students, faculty and staff may develop, apply and practice at FSU and any communities that they will be a part of in the future (<http://www.sustainablecampus.fsu.edu/>).” Florida Atlantic University, Florida International University, and Florida Gulf Coast University also have committees focused on sustainability.

Each of these programs works on campus initiatives, but none of them explicitly engage with their surrounding communities nor do they hope to transform the lives of stakeholders both local and global through their efforts. Thus, our office will be unique in the state in that as a metropolitan based research university, we aim to serve the campus, but reach out for regional and global impacts. Our mission will be a business-driven model for campus sustainability. We will develop a partnership approach that is responsive and strategic in order to address pressing

issues shared by our campus, our community, and our nation. As our modern environmental issues change, they require agile organizations to serve as effective change agents. Universities as leaders of innovation must be at the center of the effort. USF's geographic setting serves it well to be a leader in sustainability in the state. We are located in the center of the state in one of its most heavily populated regions. Thus, our effort will have a significant impact on the region.

The USF Office of Sustainability will fit within the structure of the Provost's Office under Associate Vice President Linda Whiteford. There will be links to both Academic Affairs and to Facilities, Planning, and Construction (Figure 2).. Initially, the Office will be led by a Director who is supported by an administrative assistant. The Director will be a senior faculty member in an established Department. The office will be responsible for directing the main initiatives discussed previously in this document and also focus on fund raising in support of the center.

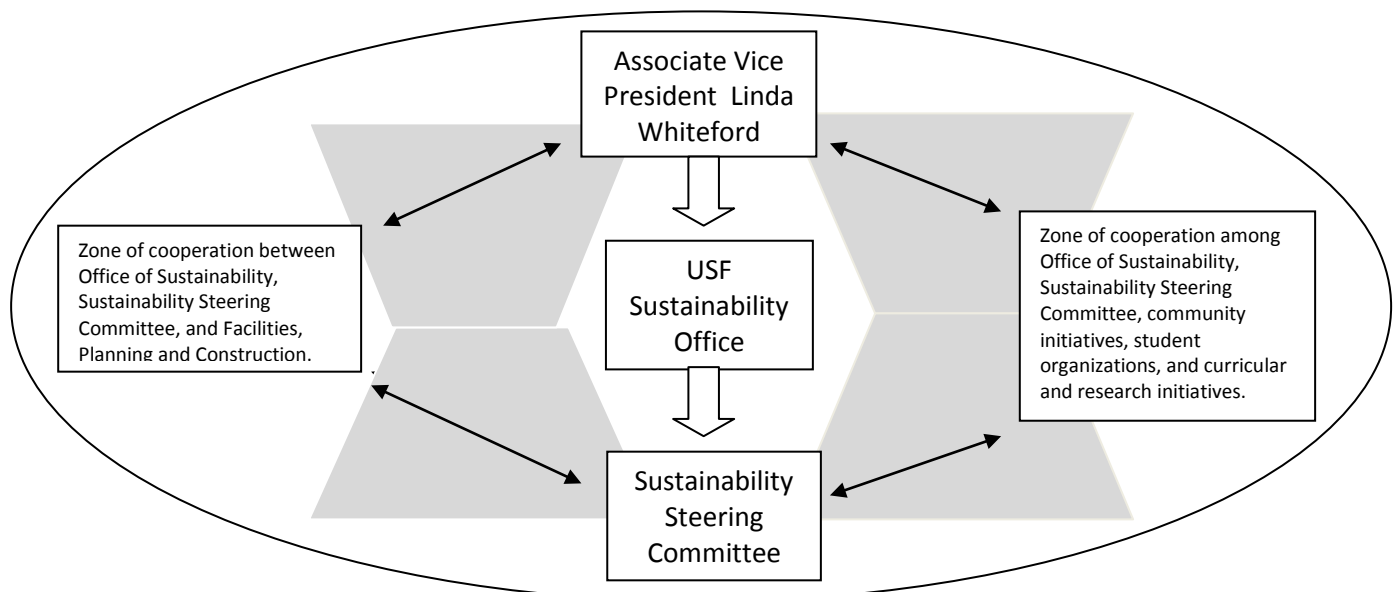


Figure 2. The organization of the Office of Sustainability.

There are several specific goals of the USF Office of Sustainability:

1. **Reduce Greenhouse Gas Emissions and Enhance Water Conservation, Green Space, and Campus Ecosystems.** The Office will work with USF's Facilities/Planning Office and campus stakeholders to coordinate efforts to develop alternative energy sources, conserve water, enhance green space, and improve ecosystems on campus.
2. **Coordinate Environmental Activities on Campus.** The Office will work with faculty, staff, and students to coordinate efforts to green the campus.
3. **Coordinate Educational and Community-based Initiatives on Sustainability.** The Office will assist faculty and students as needed on educational and community-based activities related to campus sustainability.

4. **Seek and Coordinate External Funding for Sustainability Related Campus Activities.** There are a growing number of funding sources available for campus research on sustainability. The Office will seek funds to help support initiatives.
5. **Coordinate External Evaluations for Campus Sustainability.** University campuses are evaluated by a number of organizations for their sustainability efforts. This Office will coordinate reporting as needed.

Anticipated 5-Year Outcomes for the USF Office of Sustainability

Each goal is listed below with its associated outcomes.

1. **Reduce Greenhouse Gas Emissions.** The Office will work with USF's Facilities/Planning Office and campus stakeholders to coordinate efforts to develop alternative energy sources on campus. In addition, the office will coordinate efforts to reduce energy use on campus.
 - a. The university will substantially (>50%) decrease its greenhouse gas emissions within five years.
 - b. The university will obtain more than 30% of its energy from non-fossil fuel or nuclear sources within five years.
 - c. The university will develop energy conservation programs that reduce the energy consumption in all facets of university life.
 - d. The university will substantially (>50%) decrease its water consumption within five years.
 - e. The university will reduce its impact on stormwater pollution through enhancing stormwater pollution practices and reducing fertilizer applications.
 - f. The university will develop a carbon reserve on campus as part of its green space initiative within its master plan.
 - g. The university will improve native habitat on campus and enhance native ecosystems.
2. **Coordinate Environmental Activities on Campus.** The Office will work with faculty, staff, and students to coordinate efforts to green the campus.
 - a. A well-coordinated website will enhance sustainability efforts on campus.
 - b. Student groups will work in integrated campus on specific campus initiatives such as energy, recycling, water, or food.
3. **Coordinate Educational and Community-based Initiatives on Sustainability.** The Office will assist faculty and students as needed on educational activities related to campus sustainability.
 - a. The university will have a central office that will gather information on sustainability-related educational and community-based research and service opportunities.
 - b. The university will increase the number of students working toward degrees on the environment and sustainability.
4. **Seek and Coordinate External Funding for Sustainability Related Campus Activities.** There are a growing number of funding sources available for campus research on sustainability. The Office will seek funds to help support initiatives.

- a. The Office of Sustainability will have funds for new sustainability related initiatives.
 - b. The Office of Sustainability will raise funds from philanthropic sources for sustainability related initiatives.
5. **Coordinate External Evaluations for Campus Sustainability.** University campuses are evaluated by a number of organizations for their sustainability efforts. This Office will coordinate reporting as needed.
- a. The Office of Sustainability will coordinate reporting as required by the ACUPCC.
 - b. The Office of Sustainability will coordinate reporting for other sustainability matrices such as the Sustainable Endowment university rankings.

C. Description of current university initiatives, and their resources, that will strengthen the provision of this service/program.

This initiative will facilitate campus-wide transdisciplinary collaboration in teaching, research and service. It will position our students to be competitive on the global job market and allow USF to realize and live its strategic goals. There are several initiatives underway that this office will support.

1. Student Organizations. Several student organizations, such as Emerging Green Builders, Students for Environmental Awareness, and many other student clubs.
2. Academic Programs. There are several programs that focus on sustainability including Environmental Science and Policy, Building Sustainable Enterprise/Business, Civil and Environmental Engineering, Public Health, and Anthropology that will benefit from this office.
3. Facilities, Planning, and Construction. This office is responsible for the university's infrastructure. Coordination with the Sustainability Office will assist their efforts.
4. Funded Research. A variety of faculty members have funded research projects on sustainability efforts. This office will assist with coordinating research needs with faculty.
5. Community Outreach. USF is known for its community engagement. The Office of Sustainability will assist the area in adopting best sustainable practices.
6. Networking with Business Community. USF has strong partnerships with a variety of organizations within the public and private sectors. Given the need for up-to-date information and best practice approaches, the USF Sustainability Office will be an asset for current and future partnerships.

In recognition of the state's financial difficulties, we are proposing to phase in the full Office of Sustainability over a period of six years during which time there will be an agreed upon set of metrics to evaluate progress and assess outcomes. During the first two years, we are seeking funding for a Director, an Assistant, and an operating budget.

Year 1 and 2 annual budget

Recurring

Director \$120,000 (salary + benefits)
Administrative Assistant \$35,000 (salary + benefits)
Office budget for managing operations (travel, printing, copying, etc.) \$15,000
Campus initiatives (speakers, seed grants, student funding, etc.) \$20,000
Graduate Assistant plus tuition \$25,000

Total Recurring. \$215,000

Non-recurring year 1

2 Computers and printers \$2500

Years 3 and 4

Recurring

Director \$120,000 (salary + benefits)
Coordinator \$50,000 (salary + benefits)
Administrative Assistant \$35,000 (salary + benefits)
Office budget for managing operations (travel, printing, copying, etc.) \$25,000
Campus initiatives (speakers, seed grants, student funding, etc.) \$40,000
2 Graduate Assistants plus tuition @ \$25,000 (\$50,000)

Total Recurring. \$320,000

Years 5 and 6

Director \$120,000 (salary + benefits)
Coordinator \$50,000 (salary + benefits)
Coordinator-2 \$50,000 (salary + benefits)
Administrative Assistant \$35,000 (salary + benefits)
Office budget for managing operations (travel, printing, copying, etc.) \$30,000
Campus initiatives (speakers, seed grants, student funding, etc.) \$50,000
2 Graduate Assistants plus tuition @ \$25,000 (\$50,000)

\$435,000

