

CUSG Environmental Center Proposed Budget, Fiscal Year 2013-14

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Section 1: Budget Overview

Mission

Founded on Earth Day 1970 by CU students, the Environmental Center (EC) is the nation's oldest and most accomplished student-led center of its kind. We support the educational mission of the University by providing information on sustainability issues to students, faculty, staff, and the community.

Established in 1970, the student-powered Environmental Center serves as a catalyst and facilitator for a culture of sustainability at the University of Colorado at Boulder. Striving for environmental restoration, social justice and economic vitality, the Environmental Center's purpose is to:

- Innovate. The EC fosters new ideas for implementing sustainability.
- Educate. The EC informs the campus and community.
- Empower. The EC enables sustainability leadership.
- Collaborate. The EC cultivates sustainability programs in coordination with campus and community partners.
- Leverage. The EC adds value to campus efforts.

Profile

Founded on Earth Day 1970 by CU students, the 43-year-old Environmental Center is the oldest, largest, and most accomplished center of its kind in the nation—and one of the six original CU student government cost centers.

The Center provides direct services to the University community, including the recycling program, the student bus pass and bicycle programs, and energy conservation and renewable energy programs. The Center engages in the community with the environmental justice and earth education programs, and by sponsoring educational events.

- Professional staff: 10 FTE
- Student staff: >100
- Volunteers and interns: >400
- Facilities: UMC (offices), Bike Stations (2), and Intermediate Processing Facility (recycling center)
- Student fee budget: \$946,973
- RTD fee budget: ~\$5-million

FY14 Budget Strategic Themes

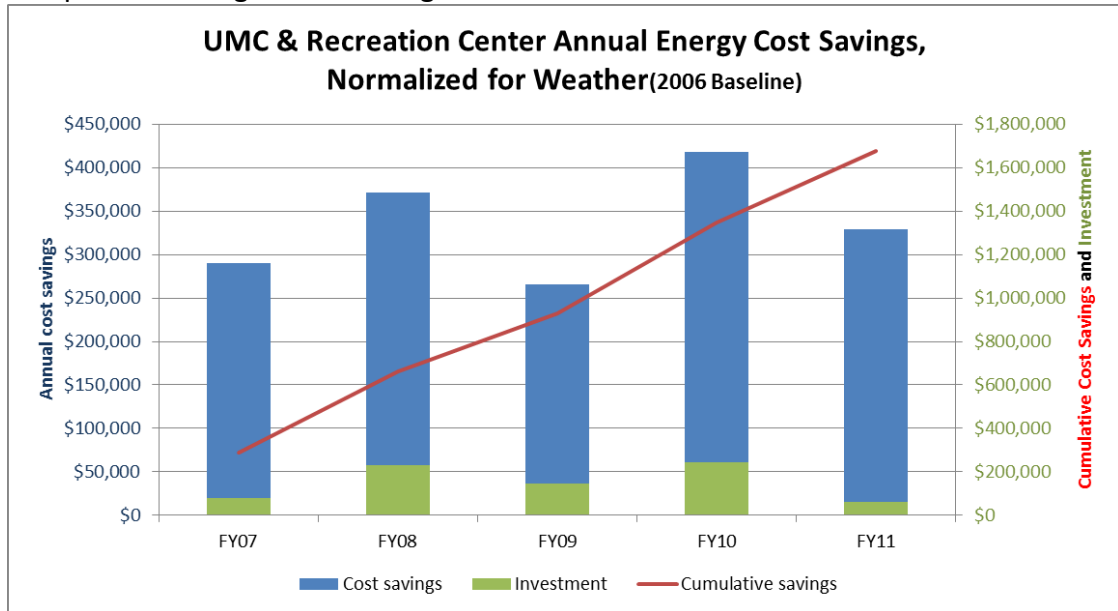
The budget presented for Fiscal Year 2014 is designed around three major strategic themes that have guided the investment of resources. These are:

1. **Cost savings.** As described herein, many EC programs save money. In some cases, lots of it. At the same time, we are improving CU's environmental performance and seeking to integrate advanced social and fiscal equity benefits into all we do. We do not expect cost savings to decrease as we move to more robust goals and challenges; on the contrary, if supported adequately we will see even further improvements to CU's triple bottom line (fiscal performance, social equity, and environmental preservation). We want to reinforce programs that save money—and expand the calculus by which we recognize positive fiscal impacts (e.g. studies show significant numbers of prospective freshman choose to come to CU because of our 'green' reputation).
2. **Transition.** Short term and near term changes are the Environmental Center's new normal. As detailed below, the EC is planning for phased transitions in fiscal equity in the recycling partnership—and in the Center's overall balance of emphasis on student leadership and engagement versus operational capacity. We expect in the near term to be reducing fiscal support for recycling while increasing our emphasis on student leadership, innovation, and entrepreneurship efforts as part of increased student engagement efforts across the board.
3. **Comprehensive impacts.** Consistent with campus needs, the EC aims to broaden its impacts and thus deliver more benefits by targeting specific populations such as the Greek community, graduate students, all incoming freshman, and under-resourced student groups. Engaging a broader array of student type in EC programming means higher cost-savings as more students engage in sustainable behaviors such as energy conservation, recycling, etc. Likewise, as sustainability becomes more mainstream its effectiveness is enhanced through greater breadth of involvement.

Strategic issues related to each of these three themes will be briefly discussed next.

Strategic Issue 1: Cost-savings

- **ENERGY AND CLIMATE.** Ongoing conservation efforts have created significant energy, carbon and cost savings; however, investment has been reduced and expansion efforts have stalled.
 - **INVESTMENT IN ENERGY CONSERVATION PROGRAMS AND CAPITAL** projects. CUSG in the last two years reduced investment in the EC’s Energy Efficiency Fund (EEF) that has helped accrue significant savings in CUSG facilities.



- **EXPANSION OF THE GREEN LABS PROGRAM**
 - ✓ CUSG last year approved the EC’s proposal last year to jointly fund with Facilities Management a resource conservation program in CU’s 400+ research labs. Given each lab consumes the energy equivalent of four single family homes, these conservation efforts can provide great environmental, educational, and cost savings benefits for CU. Indeed, efforts thus far have conserved 270,000 kwh of electricity, 3,700,000 gal of water, 130 cubic yards of foam recycled, an unknown but very significant amount of natural gas savings particularly through autoclave efforts and fume hood sash lowering, an estimated \$56,000 and \$29,000 of cost savings so far from electricity and water respectively. The program is expanding efforts to coordinate the recycling of the more specialized materials from research labs.
- **SUSTAINED COST SAVINGS FROM BUS/BIKE PROGRAM**
 - ✓ According to a 2004 study, the avoided cost benefits of CU’s sustainable transportation program was about \$4,724,396. These savings may be significantly higher today considering that the initial study valued a parking space at \$2,092 per year-- and a recent CU parking project cost over \$240,000 per parking space gained. Without CU’s current travel demand management (TDM) programs, campus parking

demand will increase 1,700 spaces. Experience shows that TDM costs approximately five times less than providing parking.

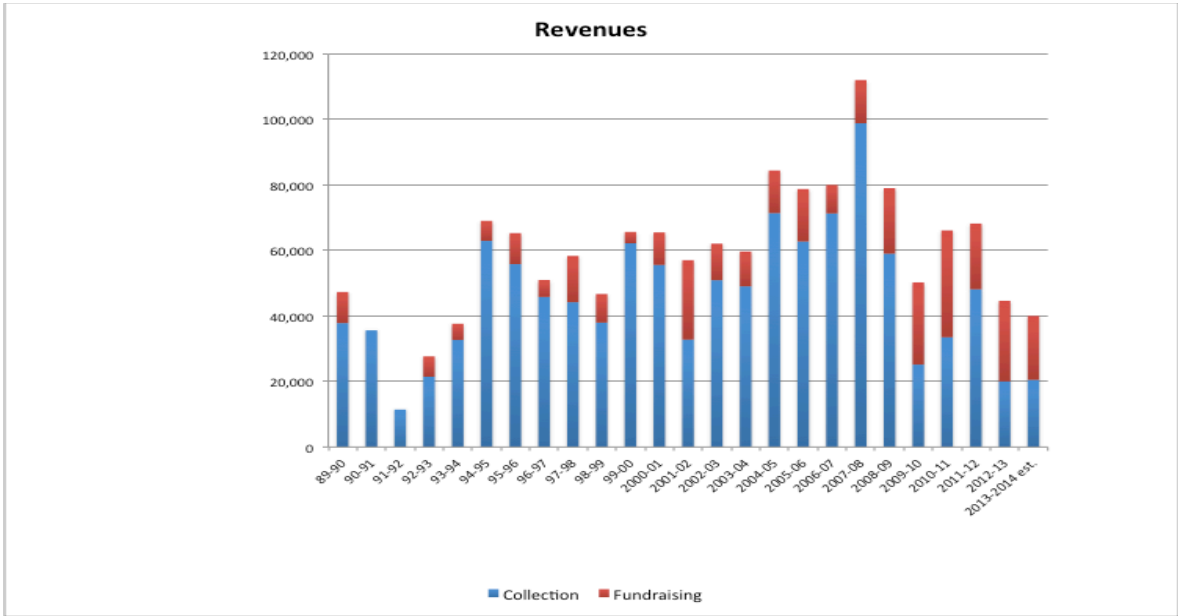
Environmental Center Cost Savings Summary, Selected Programs, All Funds					
FY14	<i>Fund</i>				
<i>Description</i>	EC student fee	Other CUSG cost center student fee	SOR	GF	Total
Carbon fund reduction (actual)	\$ 14,802				
EEF catalyzed energy cost savings (est reduced from FY13 due to Wardenburg off the books)		\$ 200,000			
Truck replacement transferred to FM (actual, FY13)			\$ 140,000		
ECRF catalyzed energy cost savings (calculated)		\$ 48,360			
Green Labs catalyzed energy/water cost savings (est)				\$ 85,000	
Totals	\$ 14,802	\$ 248,360	\$ 140,000	\$ 85,000	\$ 488,162
FY15 (projected)	<i>Fund</i>				
Recycling staff costs transferred to FM (est actual)	\$ 60,000				
Additional carbon fund savings (resulting from Wardenburg no longer included, est actual)	\$ 4,000				
EEF catalyzed energy cost savings		\$ 200,000			
ECRF catalyzed energy cost savings (calculated)		\$ 48,360			
Green Labs catalyzed energy/water cost savings (est)				\$ 100,000	
Totals	\$ 64,000	\$ 248,360		\$ 100,000	\$ 412,360
NOTE: Above savings omit ongoing savings from EC supported behavioral conservation programs in residence halls and across campus, recycling vs disposal savings, transportation program savings, etc					

Enhancements Related To Cost Savings

Graduate Student Team Leads in Laboratory Departments \$8,000: In the Fall of 2012, the CU Green Labs Program was given \$5000 (as one-time funding) to pilot the idea of hiring graduate students in CU-Boulder laboratory buildings. The continued funding for this enhancement will be solely used for student hourly positions, primarily graduate students, for both fall and spring work.

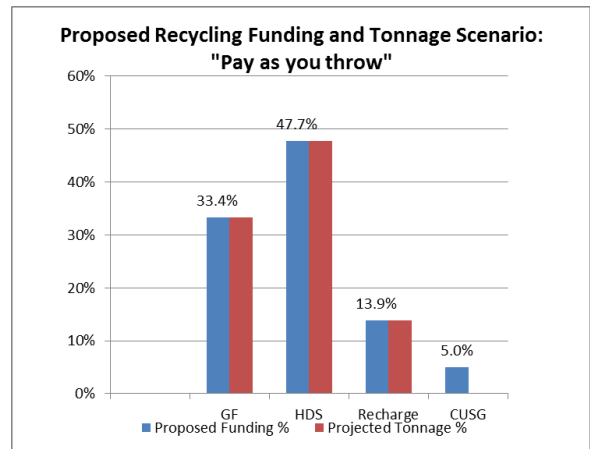
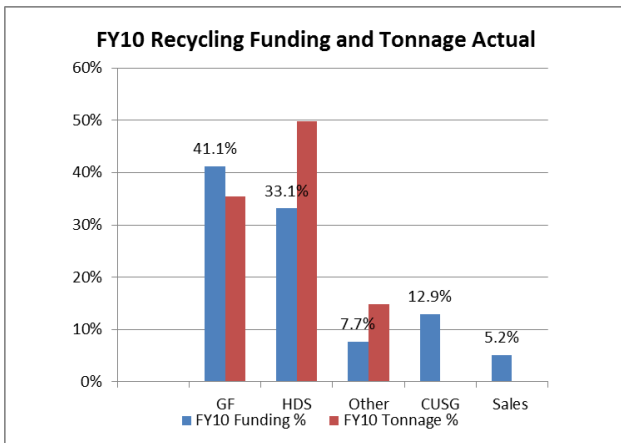
Strategic Issue 2: Transition

- **RECYCLING:** CU is the home of the nation's first collegiate recycling program- developed by student government over 36 years ago. In 1990, the nation’s first student-administration partnership was formed and expanded the scope and success of the program. Today, the highest levels of CU embrace a zero waste goal of 90 percent waste reduction and diversion by 2020. CU needs to redouble its results with 6-7% percent per year improvements in each of the next 8 years.
 - **SINGLE STREAM IN BOULDER COUTY:** CU Recycling’s revenues have been reduced by Boulder County’s conversion of its recycling facility in East Boulder to process a “single stream” grade of recyclables. Papers as well as cans/bottles, are now mixed together, making it more convenient for the participant, but also resulting in lower revenues returned to CUSG. As a result of lower prices from single stream and a general downturn in demand for feedstocks, revenues, projected at \$45,000 for this fiscal year, are lower than expected. 2013 revenues are conservatively projected to remain at this year’s level as the chart below indicates.



- **POTENTIAL RELOCATION OF THE RECYCLING CENTER.** The recycling center (located adjacent to Dal Ward) is jointly managed and operated by the CU Recycling Partnership (CUSG and FM) and employs upward of 40 student workers who each day sort and market CU’s recycling streams. Athletics has rolled out a plan to expand Folsom Field where the recycling center now exists **OVER THE NEXT 2-3 YEARS.** This raises significant logistical and financial issues.
- **TRANSITION TO FISCAL EQUITY AND REDUCED CUSG INVESTMENT.** The Environmental Center in 2011 began discussions with Facilities Management and Housing & Dining Services to accomplish several things:

- The transition of financial support to a “fiscal equity” basis from its present inequitable financial basis to a “pay as you throw” system.
- Clearly divide operational and outreach primary responsibilities to FM and the EC, respectively.
- Craft an overarching strategic accountability and steering structure.
- Transition from CUSG’s current “donor” status to fiscal equity has already begun to reduce CUSG’s subsidy. We are now protected from downside revenues risk via an agreement with FM to cover any shortfalls. Likewise, we have declined to fund replacement of recycling trucks previously purchased by CUSG and transferred to FM. We anticipate further phased reductions of CUSG’s subsidy with the FY15 budget.



• **FUTURE OF THE SUSTAINABLE PRACTICES PROGRAM (SPP)**

- This non-credit certificate program was transferred to the Environmental Center from CU Continuing Education in 2011. This program offers location-based training in sustainability management and practices for working professionals. This program is designed to operate on tuition revenues and not impact student fees; however, CUSG in 2010 earmarked an \$85,000 line of credit to backstop cash flow for this auxiliary. Due to increased competitive pressures that have reduced enrollments and increased costs associated with converting location-based classes to online, SPP is in borderline financial condition at this time. We are currently developing plans for growth based on transition to outside investment.

Enhancements Related To Transition

There are no enhancements proposed in this category; however, projected recycling sales shortfalls translate into an unduckable decrease of \$22,500 as a result of materials market changes and conversion to single-stream.

Strategic Issue 3: Comprehensive Impacts

- **SUSTAINABILITY TRAINING FOR STUDENTS AND STAFF**

- A major area that is demanding formalization is for the EC to deliver sustainability training programs to campus sectors. As orientation, green office, green labs and residence hall eco-leader programs gain ground, we have new opportunities and increased expectations. One need is to establish common language and provide individual self-assessment, the revamped Live Green program (One Million Acts, launching spring 2013) will be a foundational tool and incorporated into these existing programs.

The 2012 orientation sessions surveyed students on the impact of the sustainability programming. The following 3 survey results support the need for the EC's efforts to engage students during orientation:

- Question: Please indicate your level of agreement with the following statements: - As a result of attending this presentation, I feel a greater responsibility to choose sustainable actions.
 - Result: 10% disagree; 47% moderately agree; 43% strongly agree
- Question: Please indicate your level of agreement with the following statements: - As a result of this session, I have a greater understanding of the campus' commitment to climate and sustainability
 - Result: 3% disagree; 39% moderately agree; 58% strongly agree
- Question: Please indicate your level of agreement with the following statements: - CU's sustainability reputation and/or sustainability academic programs factored in to my decision to attend CU.
 - Result: 34% disagree; 41% moderately agree; 25% strongly agree
- **INNOVATION**
 - **SUSTAINABILITY INNOVATION INCUBATOR: nLab:** In partnership with Leeds Business School's Deming Center for Entrepreneurship, the EC has received SCU funding to create a campus wide Sustainability Incubator program that has begun soliciting and developing innovative ideas from all CU students of all majors and backgrounds. Leeds has also provided funding and faculty support. This effort will expand our ability to translate student innovation and leadership into forward thinking sustainability efforts that save money, create environmental and social benefits, and are self-sustaining business propositions that can enter the market.
 - **SUSTAINABLE CU:** This grant award fund for student-led campus sustainability projects was overwhelmingly approved by student referendum in spring 2005. Along the way, SCU has enabled numerous innovative projects ranging from the UMC solar coffee cart, solar installations on campus buildings, a biodiesel demonstration trailer, compost tea brewers and sod farms to reduce herbicides, computer virtualization

pilot, electric vehicles, zero waste infrastructure, community gardens, bike stations and bike fleets, and water refill stations. Key to SCU is student leadership and involvement. The projects help to establish programs that would not be funded otherwise and thus never realized. Many projects are funded, and then after proving themselves, are expanded or standardized by another department.

Enhancements Related To Comprehensive Impacts

- **Sustainability Platform Annual License Fee, \$1,250.** One Million Acts of Green is an online platform for individual sustainability learning. The license fee totals \$5000 and this amount is proposed to be part of the campus sustainability funding package in FY14 which is split by EC, VCSA, Provost and VCA.
- **Orientation, \$6,305.** This was an enhancement request in the FY13 budget package which was not funded. Summer 2012 orientation was approved as a fund balance allocation.
- **Family Housing Sustainability Program, \$3,483.** This program is funded by fund balance for FY13. Already the staff is effectively engaging residents and has a team of 10 eco-leaders active.
- **Social Justice Sustainability Coordinator, \$65,854.** The SJC will support and enhance social justice outcomes in existing sustainability programs, develop new social justice activities that advance campus goals, and liaison with student groups and program managers to support and enhance their efforts.

Section 2: FY14 Budget Scenario

CUSG Finance Board requested a “0% PLUS unduckables” budget scenario for FY14. The FY13 Student Fee support totaled \$946,973. FY14 unduckables total \$42,049 for a total student fee request of \$989,022 and a total budget allocation of \$1,290,331.

- Unduckable expenses include: student wage, salary and benefit rate changes.
- The unduckables scenario forecasts a decrease in auxiliary revenue for the recycling account, a decrease in expenses for CUSG carbon offsets, reclassification of administrative assistant staff.

Unduckables

The following items were approved as unduckables expenses:

1. **Salary and benefit changes.** Total amount including GAIR is \$24,489 for mandated salary increases and benefit rate changes. We plan to reclassify two administrative series classified staff positions. Both staff positions have had significant changes in responsibility and these positions have not been revised for over five years. We estimate \$9,862 in salary changes, including benefits and GAIR.
2. **Recycling revenue changes.** Forecasted revenue decrease of \$22,500 is a result of materials market changes and conversion to single-stream.
3. **Carbon Fund Savings.** The cost per unit of the legislative-mandated carbon offset program for the CUSG buildings has become much more cost effective saving \$14,802 in FY14. These savings will be higher in FY15 without the inclusion of Wardenburg Health Center.

Finance Board did not consider the request for a student wage increase as an unduckable. This has been moved to an enhancement request for Legislative Council consideration.

Budget Enhancements

The following budget enhancements are proposed for consideration. The enhancement requests have been reviewed and prioritized in a tiered array by the CUSG Environmental Board. Recommendations from Finance Board are indicated.

PRIORITY 1a: Orientation, \$6,305

In summer of 2010, the Environmental Center was asked to do a presentation in Macky Auditorium. In summer 2011, the EC was for the first time given the opportunity to provide orientation sessions to all incoming students. The EC produced 11 sessions, including the Mackey presentation. These were very popular with the students and allowed us to build a sustainability foundation for the incoming students. This sets the stage for their residence hall experience and helps conserve energy, enhance recycling, and promote campus wide goals and values. Half of last summer’s costs were provided from fund balance. This request seeks to embed this valuable opportunity for all incoming students going forward. Due to the highly interactive nature of the presentation and the associated info fairs, additional student staff are required to deliver this project successfully. Staff costs total

\$5000 plus benefits and GAIR. Additionally, \$500 is needed for the portion of Mackey production costs not covered by Orientation. This was an enhancement request in the FY13 budget package which was not funded. Summer 2012 orientation was approved as a fund balance allocation.

Finance Board approved the enhancement for Orientation Programming.

PRIORITY 1b: Social Justice Sustainability Coordinator, \$65,854

We need this position to create the capacity for full time focus on the social justice deliverables within sustainability. For instance, we have numerous program activities to which profound social benefits could be added—if we had dedicated horsepower for that effort. These include:

- Computer recycling. Currently, most CU computers are simply recycled traditionally. However, our Computers to Youth program refurbishes a couple hundred computers/year and places them with worthy students of need in local middle and high schools. With more staffing we could deliver more computers.
- Compost to food. We now compost tons of CU food waste traditionally. However with focused staff we could expand the compost efforts into local and campus gardens to grow food for under-resourced citizens and students.
- Weatherization. We currently field student teams to help upgrade peoples' energy bills by switching to low-energy light bulbs, digital thermostats, weather-stripping improvements, etc. With an SJC we could expand services to training local residents and students to perform more robust weatherization practices in low-income and/or student residences.
- Environmental Justice. Currently, we have a student-led environmental justice program that seeks to make people more aware of the degradations suffered by under-resourced neighborhoods that are proximate to pollution sources such as seen in Commerce City, Globeville, etc—and across the nation. With an SJC we could reinstate neighborhood programs such as after-school, door-to-door awareness, and community gardens and playground efforts that have a high degree of student support and engagement.
- Transportation. Currently, we are aware of social inequities related to the provision of bus passes for all CU students, faculty, and staff that disproportionately impact certain CU staff. For instance, while most can ride the bus free using their passes, our lowest paid workers—custodians, kitchen and dining, and some maintenance staff must come to work in the early morning when busses don't run. Accordingly, they must operate a vehicle to and from work. With a focused SJC, we could work with partner organizations to develop alternate transportation capacity for these and other classes of riders.

Indeed, as research has shown, sustainability is advanced when we harmonize and synergize sustainability's three elements: environmental protection, fiscal equity, and social justice. Currently, the Environmental Center has ten professional staff: eight focused full time on environmental issues, and the remaining on fiscal and administrative issues. We have no full time staff providing the unique voice, context, and perspective we need to fully integrate social justice outcomes into our work. We need that capacity.

The SJC will support and enhance social justice outcomes in existing sustainability programs, develop new social justice activities that advance campus goals, and work with student groups and program managers to support and enhance their efforts. This position is vital to our work.

This position squares well with the Environmental Center’s Strategic Plan that envisions an “ecologically restorative, socially just, and economically vibrant culture integrated into all aspects of campus and community life.” To help accomplish that, the SJC would seek to:

- “Create a diversity-aware, socially just, culturally competent team. Strengthen the voice for social justice in the Environmental Center.
- Include diversity and social justice outcomes in the planning and execution of all Environmental Center programs to enhance fiscal, environmental and social sustainability and support campus diversity.
- Assess and benchmark existing programs’ effectiveness in terms of promoting diversity and social justice.
- Create and maintain an open, respectful, welcoming, and just climate for learning and working within the E-Center and its programs—and, to the extent practical, in the lives of all with whom the E-Center interacts.
- Enhance and leverage CU-Boulder’s position and influence as a national and global sustainability leader.”

Likewise, the position is consistent with the vision of Flagship 2030 that calls for CU to become “a place that exemplifies diversity, intercultural understanding, and community engagement.... [and] will help promote Colorado as a global crossroads of ideas and discovery.”

Finance Board did not approve the Social Justice Coordinator enhancement.

PRIORITY 2a: Sustainability Platform Annual License Fee, \$1250

One Million Acts of Green is an online platform for individual sustainability. The system provides an overhaul to the CU Buffs Live Green program, provides a basis for employee sustainability plans and training program (per the Student Affairs strategic plan), and creates new opportunities for the Eco-Star Challenge program in the residence halls, green office, Buff Energy Star, and green labs competitions.

https://esp.onemillionactsofgreen.com/whatwedo_ourplatform.aspx.

The license fee totals \$5000 and this amount is proposed to be part of the campus sustainability funding package in FY14 which is split by EC, VCSA, Provost and VCA.

Finance Board approved License Fee as a SOR allocation for FY14.

PRIORITY 2b: Graduate Student Team Leads in Laboratory Departments \$8,000: In the Fall of 2012, the CU Green Labs Program was given \$5000 (as one-time funding) to pilot the idea of hiring graduate students in CU-Boulder laboratory buildings. Four graduate student team leads with great passion for conservation are already in place and the pilot is proving to be a very important and a critical addition to the CU Green Labs Program. Critical because, as insiders, these graduate students are playing important roles in promoting a culture of sustainability in these departments, through communication, collaboration with lab members and staff, leadership of the Lab Eco-Leaders, and identifying/implementing projects specific to that science or building. The additional funding for this enhancement will be solely used for student hourly positions, primarily graduate students.

For example, in the new Biotech building (JSCBB) on East campus, an educational campaign and contest managed by the JSCBB Team Lead on the importance of closing fume hood sashes for energy savings and safety began on Jan 7th for more than 125 fume hoods in that building. In Ecology and Evolutionary Biology (EBio), information about EBio conservation efforts related to research & classroom computers are being spread and shared with other research departments as a result of initial efforts of the EBio Team Lead. In Chemistry, two autoclaves (large consumers) are being turned off and acetone recycling is being explored as a result of efforts of the Chemistry Team Lead. And in Environmental Engineering, the addition of foam & pipette tip box recycling for this department is being worked on as a result of the efforts of the Env. Eng. Team Lead.

Finance Board approved the Green Labs Team Leaders enhancement.

PRIORITY 3a: Family Housing Sustainability Program, \$3,483

The family housing sector on campus lacks a liaison for sustainability engagement. A student coordinator who is also a resident of Family Housing would work with the largely international and graduation student and family populations to implement conservation measures that will save money and promote campus sustainability initiatives. Many Family Housing residents are in the US for the first time and are not accustomed to the weather and culture. This presents a great opportunity for education and behavior modification. Similar to the format of Greek Sustainability, Green Labs, and the residence hall eco-leaders, representatives from each court will participate in regular meetings to discuss different sustainability topics and outreach techniques. This program will not do direct installs, but will give people the information about what Housing and Dining can do, such as caulk windows, install weather stripping, etc. In the past the Environmental Center has had more involvement with Family Housing. We would like to renew those connections in order to enhance conservation behaviors in this section of the student body. This proposed program is similar to the peer-to-peer education opportunities that we currently use and are hopeful that this format will work with Family Housing as well. We are hoping to get Housing and Dining or Sustainability Action Team funding to match a small stipend for the Sustainability Liaisons for each court. This program is funded by fund balance for FY13. Already the staff is effectively engaging residents and has a team of 10 eco-leaders active.

Finance Board approved the Family Housing enhancement.

PRIORITY 4a: SCORE \$22,000: As previously mentioned, Xcel Energy is currently providing this funding, but this could change next year or the following year, especially considering the potential actions on municipalization in Boulder. The funding for this program largely goes towards employing student technicians that visit student rental properties to install energy and water conservation devices as well as educate tenants on ways they can save energy and water. Funding is also needed for the conservation devices (ie showerheads, CFLs, etc), tools for installation of these materials, and training for staff. This year we anticipate visiting 200 student tenant properties and reaching over 500 students. One of the biggest student benefits is not only the education happening in the tenant's home through peer-to-peer education, but also the training for student technicians gives them high quality skills they can use after graduation.

This enhancement was withdrawn from consideration. If outside funding dissipates, we will seek fund balance or SOR support.

PRIORITY 4b: Greek Sustainability \$6,000: Currently we receive \$28,000 from Xcel Energy to provide funding for the Greek Sustainability Program as well as the SCORE (Student and Community Outreach on Renter Efficiency) to engage student tenants and students living in the Greek houses in energy and water conservation. However, this funding is very soft and it is likely that it won't be renewed for 2013/2014. This funding is used to pay for two student coordinator positions, who develop activities to engage the Greek community, including recruitment of Sustainability Chairs from each house, competitions (energy and water), and Greek house weatherizations (plus water conservation). This year we have already conducted 10 energy assessments in the Greek houses, recruited 15 Sustainability Chairs, and held two meetings. In the spring we will host an energy competition among the sorority houses, and idea that originated in the Sustainability Chair meetings.

This enhancement was withdrawn from consideration. If outside funding dissipates, we will seek fund balance or SOR support.

Additional Enhancement - Student Wage Increase:

This request is to increase the student wage as it is driven by mandated minimum wage increase and student employment pay grades. The E-Center starting wage for student assistant I positions has been at \$8 since 2008 despite 5 increases in minimum wage since then (now \$7.78). The budget requests a student wage increase of \$10,412 inclusive of benefits and GAIR and accounting for work-study appointments. This funding will fulfill a competitive starting wage for Student Assistant I (\$8.75), increase the corresponding rates of Student Assistants II-V as set by Student Employment (<http://www.colorado.edu/studentemployment/payrange.html>), and is consistent with the starting rate staying modestly above the minimum rate as in year's past:

- 1998: starting wage \$6.00; minimum wage \$5.15
- 1999: starting wage \$6.50; minimum wage \$5.15
- 2003: starting wage \$7.00; minimum wage \$5.15
- 2007: starting wage \$7.50; minimum wage \$6.85
- 2008: starting wage \$8.00; minimum wage \$7.02
- 2013: starting wage \$8.00; minimum wage \$7.78

To attract and retain quality employees as well as to have focused student employees, we need a competitive wage. Some student employees find additional work elsewhere to pay bills yet keep professional experience at the Environmental Center, this is a distraction and a direct result of our compressed student wage levels. We are not requesting a large increase given the large pool of student labor (over 100 staff; 25 FTE; total wage budget \$133,320). Starting wage would increase from \$8.00 to \$8.75 for SA-1 positions. Starting wage for SA-2 positions would shift from current funding level of \$9.00 to \$9.75 (mandated minimum by student employment); SA-3 would shift from current budgeted funding level of \$10.00 to \$10.92; and SA-4 from \$11.00 to \$12.23. We are mandated to pay at these levels and have been doing so without any budget increase. This has heavily restricted the student wage budget with caps on hours and hiring preferences to work-study in order to stay within budget, or paying students at a SA-1 or 2 level when they should be classified at a 2 or 3 level. Our wage budget simply does not allow us to comply with Student Employment job classifications.

Finance Board did not consider this budget item as an enhancement during budget hearings. It was only removed from consideration as an unduckable expense.

EC Budget Scenarios FY14

Student Fee Accounts

FY13 budget	Net Fee	Operations	Recycling	Programs	Energy	Carbon Fund	EEF/SCU	Total Student Fee	Net Fee Change
		\$305,060	\$242,675	\$25,210	\$102,976	\$57,018	\$214,035	\$946,973	
Requested Scenarios									
100% plus unduckables	\$ 42,049	\$323,598	\$277,630	\$25,210	\$106,333	\$42,216	\$214,035	\$989,022	4.44%
Unduckables									
salary and benefits incl. gair	\$ 24,489	\$11,606	\$9,525		\$3,358				2.59%
Recycling status quo: recycling materials revenue decrease	\$ 22,500		\$22,500						2.38%
Carbon fund SAVINGS	\$ (14,802)					-\$14,802			-1.56%
Admin staff salary survey adjustment/reclassification	\$ 9,862	\$6,932	\$2,930						1.04%
<i>Total Unduckables</i>	\$ 42,049	\$ 18,538	\$ 34,955		\$ 3,358	\$ (14,802)			4.44%
Requested Enhancements, including gair									
Orientation	\$6,305	\$6,305							0.67%
Social Justice Sustainability coordinator	\$65,854	\$65,854							6.95%
ESP annual license fees	\$1,250	\$1,250							0.13%
Green Labs team leaders	\$8,000				\$8,000				0.84%
Family Housing Coordinator	\$3,483	\$3,483							0.37%
Student wage increase	\$ 10,412	\$3,413	\$4,207		\$2,792				1.10%
<i>totals</i>	\$95,304	\$80,305	\$4,207		\$10,792				10.06%
Withdrawn Enhancements, including gair									
SCORE	\$22,000				\$22,000				2.32%
Greek Energy program	\$6,000				\$6,000				0.63%

FY14 Unduckables Budget

Summary of Accounts

Subledger	fy13 Budget	FY13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar	Variance %
					Variance: FY14Request v. FY13Budget	
Operations	(\$305,060)	(\$322,602)	5.8%	(\$323,598)	(\$18,538)	6.1%
Recycling	(\$242,675)	(\$260,204)	7.2%	(\$277,630)	(\$34,955)	14.4%
Programs	(\$25,210)	(\$26,323)	4.4%	(\$25,210)	\$0	0.0%
Energy	(\$102,976)	(\$100,559)	-2.3%	(\$106,333)	(\$3,358)	3.3%
Carbon Fund	(\$57,018)	(\$40,105)	29.7%	(\$42,216)	\$14,802	-26.0%
EEF and Sust CU	(\$214,035)	(\$483,157)	125.7%	(\$214,035)	\$0	0.0%
Sustainable Practices	\$138	(\$5,150)	29.7%	\$39,627	\$39,489	28542.0%
Student Fee Total	\$ (946,973)	\$ (1,232,950)	30.2%	(\$989,022)	(\$42,049)	4.4%
fund balance allocation: main accounts		\$ (285,977)				

FY13 variance is covered by approved fund balance allocations and SOR allocations.

*SPP not counted toward student fee total

Account Detail

OPERATIONS

	fy13 Budget	FY13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar	Variance %
					Variance: FY14Request v. FY13Budget	
REVENUES	\$6,750	\$6,750	0%	\$6,750	\$0	0%
EXPENSES						
prof ex staff	(\$118,958)	(\$111,504)	-6%	(\$123,762)	(\$4,804)	4%
p/e benefits	(\$36,996)	(\$34,678)	-6%	(\$40,544)	(\$3,548)	10%
class. staff	(\$47,988)	(\$51,948)	8%	(\$54,423)	(\$6,435)	13%
class benefits	(\$15,049)	(\$16,156)	7%	(\$17,829)	(\$2,780)	18%
hourly staff	(\$45,737)	(\$58,308)	27%	(\$45,737)	\$0	0%
hourly benefits	(\$457)	(\$583)	27%	(\$457)	\$0	0%
operating	(\$28,700)	(\$37,617)	31%	(\$28,698)	\$2	0%
travel	(\$4,400)	(\$7,988)	82%	(\$4,400)	\$0	0%
GAIR	(\$16,525)	(\$17,533)	6%	(\$17,498)	(\$973)	6%
expenses total	(\$314,810)	(\$336,314)	7%	(\$333,348)	(\$18,538)	6%
transfer in	\$3,000	\$6,962	132%	\$3,000	\$0	0%
TOTAL	(\$305,060)	(\$322,602)	6%	(\$323,598)	(\$18,538)	6%

RECYCLING

	fy13 Budget	FY13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar	Variance %
					Variance: FY14Request v. FY13Budget	
REVENUES	\$62,500	\$45,400	27.4%	\$40,000	(\$22,500)	-36%
EXPENSES						
class. staff	(\$156,262)	(\$156,262)	0.0%	(\$163,197)	(\$6,935)	4%
class benefits	(\$48,597)	(\$48,597)	0.0%	(\$53,463)	(\$4,866)	10%
hourly staff	(\$56,383)	(\$56,383)	0.0%	(\$56,383)	\$0	0%
hourly benefits	(\$564)	(\$564)	0.0%	(\$564)	\$0	0%
operating	(\$25,550)	(\$25,550)	0.0%	(\$25,550)	\$0	0%
travel	(\$1,800)	(\$1,800)	0.0%	(\$1,800)	\$0	0%
GAIR	(\$16,019)	(\$16,042)	0.1%	(\$16,673)	(\$654)	4%
expenses total	(\$305,175)	(\$305,604)	0.1%	(\$317,630)	(\$12,455)	4%
Transfer In						
TOTAL	(\$242,675)	(\$260,204)	-7.2%	(\$277,630)	(\$34,955)	14%

FY14 Unduckables Budget

PROGRAMS

	fy13 Budget	fy13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar Variance: FY14Request v. FY13Budget	Variance %
REVENUES	\$15,000	\$15,000	0%	\$15,000	\$0	0%
EXPENSES						
operating expense	\$ (37,059)	\$ (38,114)	3%	\$ (37,059)	\$ -	0%
travel	\$ (1,040)	\$ (1,040)	0.0%	\$ (1,040)	\$ -	0%
GAR/GIR	\$ (2,110.68)	\$ (2,169.13)	3%	\$ (2,110.68)	\$ -	0%
expense total	\$ (40,210)	\$ (41,323)	3%	\$ (40,210)	\$ -	0%
transfer out						
TOTAL	(\$25,210)	(\$26,323)	4%	(\$25,210)	\$ -	0%

ENERGY

	fy13 Budget	fy13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar Variance: FY14Request v. FY13Budget	Variance %
REVENUES	\$27,900	\$42,020	-50.6%	\$34,534	\$6,634	24%
EXPENSES						
class. staff	\$ (75,012)	\$ (76,512)	-2.0%	(\$78,884)	(\$3,872)	5%
class benefits	\$ (23,329)	(\$23,795)	2.0%	(\$24,533)	(\$1,204)	5%
hourly staff	\$ (31,200)	\$ (42,900)	37.5%	(\$37,424)	(\$6,224)	20%
hourly benefits	\$ (312)	\$ (429)	37.5%	(\$374)	(\$62)	20%
operating	\$ (22,744)	\$ (22,744)	0.0%	(\$22,744)	\$0	0%
GAR/GIR	(\$8,454)	(\$8,454)	0.0%	(\$9,083)	(\$629)	7%
expenses total	(\$161,051)	(\$174,834)	8.6%	(\$173,042)	(\$11,992)	7%
transfer in	\$30,175	\$32,255		\$32,175	\$2,000	7%
TOTAL	(\$102,976)	(\$100,559)	2.3%	(\$106,333)	(\$3,358)	3%

UCSU CARBON FUND

	fy13 Budget	fy13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar Variance: FY14Request v. FY13Budget	Variance %
REVENUES	\$0	\$0	#DIV/0!	\$0	\$0	#DIV/0!
EXPENSES						
utilities	\$ (54,025)	\$ (38,000)	-29.7%	\$ (40,000)	\$ 14,025	-26%
GAR/GIR	\$ (2,993)	\$ (2,105)	-29.7%	\$ (2,216)	\$ 777	-26%
expense total	\$ (57,018)	\$ (40,105)	-29.7%	\$ (42,216)	\$ 14,802	-26%
transfer in/out-					\$ -	#DIV/0!
TOTAL	(\$57,018)	(\$40,105)	-29.7%	(\$42,216)	\$ 14,802	-26%

FY14 Unduckables Budget

UCSU Energy Efficiency Fund & Sustainable CU

	fy13 Budget	fy13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar Variance: FY14Request v. FY13Budget	Variance %
REVENUES	\$0	\$0	0.0%	\$0	\$0	0%
EXPENSES						
capital expense	\$ (202,800)	\$ (471,922)	132.7%	\$ (202,800)	\$ -	0%
hourly staff	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!
hourly benefits	\$ -	\$ -	#DIV/0!	\$ -	\$ -	#DIV/0!
GAR/GIR	\$(11,235.12)	(11,235)	0.0%	\$(11,235.12)	\$ -	0%
expense total	\$(214,035)	\$(483,157)	125.7%	\$(214,035)	\$ -	0%
transfer out	\$0		#DIV/0!	\$0	\$ -	#DIV/0!
TOTAL	\$(214,035)	\$(483,157)	125.7%	\$(214,035)	\$ -	0%

SUSTAINABLE PRACTICES

	fy13 Budget	fy13 Projected	Variance: Budget v. Projected	fy14 Request	Dollar Variance: FY14Request v. FY13Budget	Variance %
REVENUES	\$151,050	\$128,910	-15%	\$169,850	\$18,800	12%
EXPENSES						
class. staff	(50,000)	(51,004)	2%	(\$52,585)	(\$2,585)	5%
class benefits	(\$15,550)	(\$15,862)	2%	(\$17,227)	(\$1,677)	11%
hourly staff	(\$7,500)	(\$7,500)	0%	(\$7,500)	\$0	0%
hourly benefits	(\$75)	(\$75)	0%	(\$75)	\$0	0%
contracts	(\$48,100)	(\$29,000)	-40%	(\$30,000)	\$18,100	-38%
operating	(\$21,765)	(\$24,295)	12%	(\$15,000)	\$6,765	-31%
travel	\$0	(\$600)	#DIV/0!	(\$1,000)	(\$1,000)	#DIV/0!
GAIR	(\$7,922)	(\$7,110)	-10%	(\$6,836)	\$1,086	-14%
expenses total	(\$150,912)	(\$135,446)	-10%	(\$130,223)	\$20,689	-14%
transfer in	\$0	\$1,386	#DIV/0!	\$0	\$0	#DIV/0!
TOTAL	\$138	(\$5,150)	-3822%	\$39,627	\$39,489	28542%

FY14 Unduckables Budget

2012-13	Approved:	Estimated:
fund balance, actual	\$312,912	\$312,912
expenses	(\$1,092,298)	(\$1,381,337)
revenues	\$112,150	\$109,170
fy12 student fee allocation	\$946,973	\$946,973
Transfers In	\$33,175	\$40,603
Transfers Out: SOR	(\$9,676)	(\$9,676)
Transfers Out: Other	\$0	
Sustainable Practices Program Gross Re	\$151,050	\$128,910
allocated fund balance requests	(\$292,755) \$	-
fund balance, projected, June 30, 2013		\$18,645

FY 14 proposed

Expenses	(\$1,120,481)
Revenues	\$96,284
Transfers In	\$35,175
Transfers Out	\$0
Sustainable Practices Program Gross Revenues	\$169,850
Requested Student Fee Allocation	(\$989,022)
Requested Total Budget Allocation	(\$1,290,331)
FY12 student fee allocation	(\$946,973)
FY12 total budget allocation	(\$1,243,348)
Dollar variance- student fee budget	\$42,049
Percent variance- student fee budget	4.4%
Dollar variance- total budget	\$46,983
Percent variance- total budget	3.8%

Appendix 1: Detailed Program Highlights

❖ Program Highlights: Campus Sustainability

• Communications & National Visibility

- The Environmental Center has continued to work with University Communications in support of the “Sustainability Button” on the front page of the Colorado.edu web site. This link gives our efforts an unprecedented level of national visibility and is expositive of CU’s awareness that sustainability is an important student value. Environmental Center staff continue to work on national issues, sit on national boards, and write articles/give presentations at national conferences, etc.

• STARS

- The Environmental Center has been tasked by the Provost to lead efforts towards earning a STARS Platinum sustainability rating from AASHE. CU was the nation’s first to earn a STARS Gold rating two years ago. No campus has earned Platinum, CU would be the first. The EC is applying considerable effort in support of the Provost’s request and hopes to have a submittal ready by Fall 2013.

• Sports

- CU was in 2008 the nation’s first NCAA Division 1 football program to transition sports events to zero waste—and has won two EPA national championships in the years since. Sustainability in sports has ballooned nationally in recent years and CU continues to lead that effort. Recently, CU has been championed by the Natural Resources Defense Council as a leader in this arena. We continue to work with many other campuses and organizations in sports sustainability.

• Training & Engagement

- Responding to sustained student interest, the EC assessed campus leadership programs and their inclusion of sustainability. We planned to launch the Sustainability Immersion Leadership Training program in Fall 2012 but delayed with consideration to synergize with the Sustainable Practices Program overhaul and offerings and to condense to a one-semester program. This effort will feed from and into existing leadership and service-learning assets already present on campus, and use existing staffers’ (Director, EOC, Assoc. Director, etc) expertise to create a focused, non-credit curriculum for a select number of students. The program does not require new support from CUSG; however, this will create a national model at a time when demand for sustainability-related leadership training is rapidly growing. We are planning to launch in Spring 2014 with recruiting in Fall 2013 provided staff resources are available. One intended outcome of the program is to establish a training program for first and second year students who will be potential candidates for board or staff positions.
- The EC has actively supported the interdepartmental coordination of campus sustainability communications and outreach material. A major focus is development of a communications strategic plan given the sheer number of departments involved and active in sustainability operations, research and education and engagement. This

plan, along with other developments, is establishing the need for continued and new training and engagement programs for all sectors of the campus community.

- **Student Affairs Sustainability Plan**

- The Student Affairs Division at CU recently incorporated a strong sustainability goal in its strategic plan and asked the Environmental Center to lead that effort within the division. Short term this means a training program for all SA staff and students that is leveraged with existing EC programs for greater traction in residence halls and offices. Longer term, the plan calls for CU's SA division to become a national leader in this arena—and we are well on the way to that goal.

- **Sustainability Action Teams**

- The Vice Chancellor for Administration several years ago established Sustainability Action Teams (SATs) that combine personnel from across campus together to work on specific outcomes (e.g. recycling, energy, etc). Various EC staff participated on most of the SATs. The SATs also set 1-3 year performance goals to pursue and channel funds from the VCA and others into related projects. The latest goals for 2012 were all met—even though they were fairly aggressive.

- **nLab**

- The partnership between Leeds Business School Deming Center for Entrepreneurship and the Environmental Center has launched nLab—and sustainability creative crucible designed to elicit innovative ideas from all students in all majors. The EC funded the nBox part of nLab, a mobile entrepreneurship incubator. That program has already integrated several dozen students into the formative process. When nBox goes mobile in 2013 we expect that number to climb substantially.

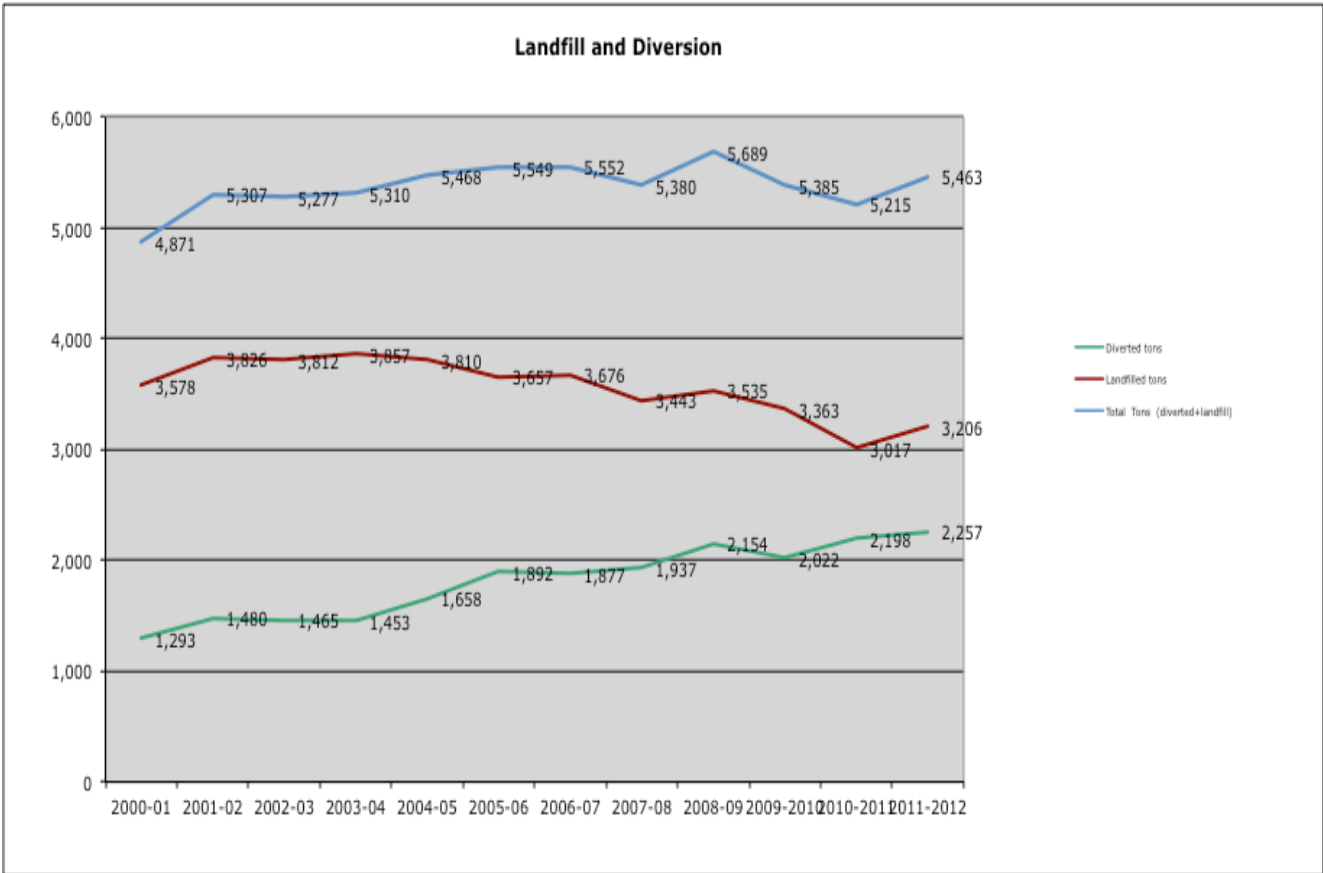
- **Sustainable Food**

- **CAMPUS GARDEN AND GREENHOUSE.** This is a major gap in CU-Boulder's sustainability profile and thus a major opportunity. The E-Center has researched and advocated for various forms of an educational and hands-on garden. We continue to seek out a Campus Community Garden. The current site proposal is to be decided on in mid-February. The garden will showcase food production, sustainability, and community engagement. With 75 plots, the garden will: Provide students, faculty, and staff with the opportunity to grow their own food; Improve the ecological footprint of the food consumed on CU Boulder's campus; Educate members on various sustainable garden techniques. Interest surveys for planning show that the garden at full build-out will likely not meet demand, especially given the residential environment of the current proposed site. The community garden project is forging ahead with Sustainable CU grant funding for the capital and infrastructure. Operating costs will be covered by the plot fees. The Environmental Center anticipates third-party funding and is continuing to fundraise to build and operate a net-zero greenhouse for year-round campus food production in collaboration with Housing and Dining Services. This is different project and site from the community garden. It would showcase the production of sustainable food for campus dining facilities.
- Staff are coordinating with food service departments as well as community leaders to establish and implement sustainable and local food initiatives. A Local Food Summit is in planning for Spring 2013.

❖ Program Highlights—Recycling

With the addition of Zero Waste Goals adopted into the Campus Master Plan (90% diversion rate by 2020), CU Recycling has been vigorously working to plan and implement action items to continue to take the campus towards Zero Waste.

- Achieving a campus diversion rate of 41%, the second highest in CU’s history (down 1% from last year)
- Expansion of the compost pilot program to implement compost collections throughout 3 additional buildings on campus: Regent, Systems Biotech and Wolf Law.
 - Current total buildings composting = 6
 - Compost bins have been established in all the rest rooms of these buildings, which has proven to be the most cost effective, operationally efficient method of providing central composting locations for the buildings.
- “Can Parity” pilot program has been completed in Business, Education, Regent and Systems Biotech. Improvements are still being made in EH&S, Wolf Law, and Norlin Library to achieve Can Parity.
 - Results will be reviewed to determine best method to expand to all buildings on campus over the next few years.
- “Can Parity” on the outdoor waste stations at the UMC has been completed, thus achieving “Can Parity” at almost all outdoor waste stations across campus
- The Zero Waste operations in Folsom Stadium for the home football games have been the highlight of Ralphie’s Green Stampede once again. For the fourth year, CU Recycling has led these Zero Waste events, successfully creating a diversion rate of over 72% at each game.
- Made significant improvements in the transition of the Folsom Stadium Zero Waste operations from CU Recycling to Athletics through a “1% on call” position that reports to both Athletics and CU Recycling
- CU Recycling has set a plan with the CUSG Sustainability Coordinator, Matt Ribirich, to help reach the Zero Waste Goals set forth by CUSG legislation. These goals state that each of the “big three” buildings will reach a 70% diversion rate by 2012 and a 90% diversion rate by 2015 (however, Wardenberg may not be included under CUSG any longer).
- Recycling in labs has improved to include #5 (PP) Pipette Tip Boxes, mainly as a pilot study started by the Green Labs program and CU Recycling, to see the volume/weights generated
- Improved recycling outreach programs in the Residence Halls, including an overhaul of the “EcoStar Challenge” program to be more effective to the first year students
- Expanded success of the Move Out Donation Drive in the Residence Halls, working with Goodwill for the first year to collect 21.84 tons of reusable items. Also, the drive included a “Will Vill Yard Sale” to benefit a Boulder Valley School District school
- “Computers to Youth” continued its success. With additional grant funding, the program broadened support to new social justice partners and increased the number of computers re-built by CU student mentors and deserving high school students in the Denver-Metro area.



Program Goals FY 14—Recycling

Continued focus on operational and educational changes is needed for CU Recycling to meet the challenges of advancing the campus to its zero waste goals. The following programs will help to deliver measurable results and advance the campus towards zero waste:

- Secure administrative support, mainly from the Director of Facilities Management to move forward with Composting and Can Parity in all buildings on campus as “marching orders” for all Facilities staff
- Develop plan to expand compost collections at a more rapid rate beyond the current 6 locations to reach all buildings on campus. Combine this effort with the goal of building an internal collection system to more efficiently collect compost on campus.
- Improve the “can parity” expansion process for the inside waste stations so all buildings can reach “can parity” more quickly
- Leverage the high quality of materials coming from the IPF (campus recycling center) to continue to provide the “highest and best use” of campus recyclables and generate revenues from the sale of these high quality materials
- Consider collecting additional materials such as recycle film plastics from the IPF, thus increasing diversion rates from general campus operations and special events
- Work closely with Athletics as they initiate plans to expand the stadium and relocate the IPF
- Continue to expand the “Operational Outreach” program that bonds education with operations, especially in relation to the compost pilot and can parity expansion programs
- Continued focus on Community Based Social Marketing approaches to campus recycling outreach

- Diversify revenues, seeking alternative sources of funding beyond the sale of materials
- Continue to expand opportunities for meaningful student involvement, allowing for student voice and creativity to lead the program.

CUSG - Zero Waste Goals

As CUSG has set the ambitious goals of 70% diversion rate by 2012 and 90% by 2015 in all of the “big three” cost center buildings, CU Recycling has been tasked with implementing these goals. Diversion rate for the average of the three buildings is approximately 46% (exact numbers are still pending calculation). Unfortunately, we did not reach the 2012 goal of 70% diversion in the “big three”, mainly due to the following reasons:

- Rec Center renovation has any permanent changes put “on hold” until construction begins
- Wardenburg director has not been engaged enough to make this a priority goal within his building. Also, Wardenburg is no longer a part of CUSG, so it is unclear if they will have to follow this goal any longer
- Most of the UMC “low hanging fruit” has been captured, leaving speculation that C&D waste from building renovations may be entering the trash stream.
- A more significant waste audit will be needed to see what is going into the trash that can be diverted.

Although the 2012 goals have not been met, there is still a high potential to get back on track and reach the 2015 goal of 90% diversion, based on the following actions:

- Improved “top-down” support to make the goal a priority among each building
- Interaction with the Rec Center renovation planning committee to make sure Zero Waste operations are built into the new building, which is on track to be a “Net Zero” building
- A more detailed assessment of the UMC waste stream to find additional divertible materials may be conducted as part of a larger campus waste composition study
- Expansion of “Can Parity” to the entire inside of the UMC
- Vendor contract reform requiring Zero Waste practices for all UMC vendors
- A more comprehensive Zero Waste plan developed in conjunction with the current CUSG Sustainability Coordinator that will be passed along to any future predecessors

❖ Program Highlights—Energy & Climate

The Environmental Center Energy Program aims to decrease energy and water use campus-wide and increase the use of renewable energy on campus through various behavior-change techniques, such as education, norming, and incentivizing. The Energy Program Manager works with partners across campus and in the community to accomplish this goal, including Facilities Management, Housing and Dining, other Student Affairs departments, and the City of Boulder.

Several partners have shared resources to further our goals, including \$29,000 from Facilities Management for the Green Labs program, \$28,000 from Xcel Energy for the SCORE and Greek Sustainability programs, and \$5,500 from the City of Boulder for Energy Green Teams.

Notable accomplishments

- You Can Turn Off Climate Change Campaign: We continue to seek out new ways to use this campaign to reach students, staff and faculty. The newest effort is in stickers that encourage campus users to report energy and water waste.
- SCORE (Student and Community Outreach on Renter Efficiency): In fiscal year 2012-2013 Xcel Energy not only provided funding for a team of student employees to visit 200 homes to conduct energy assessments, but they increased their support in providing additional funds for the Greek Sustainability program described below. The energy and water assessments of student rental properties houses include direct installation of CFLs, low-flow showerheads, sink aerators, weather stripping, window film, and hot water pipe insulation. In addition, student employees review energy-savings habits that tenants can adopt to lower their energy bill.
- Greek Sustainability: Through the generous funding of Xcel Energy we were able to significantly increase our outreach among the Greeks by hiring both a Fraternity and Sorority Greek Sustainability Coordinator, enhancing our outreach efforts to both sets of Greeks. This duo, with the assistance of SCORE technicians, conducts energy and water assessments in the Greek houses and facilitates regular meetings with the Greek Sustainability Chairs. Almost all houses have a Sustainability Chair that works with house residents to reduce their energy demand. In the spring of 2013 we will conduct an energy competition, the Green Cup, among the sorority houses.
- Green Labs Program: CU Green Labs has had a great year of progress which can be seen by the large increase in ongoing electrical saving. This year we are reporting an ongoing savings of 510,000 kWh/year compared to 270,000 kWh/year that was reported last year. One of the main reasons for this large jump is that we have reached the point in our program where labs think of reaching out to CU Green Labs prior to making purchases. As a result we have been able to have large impacts on the purchase decisions of scientists. Other notable accomplishments include:
 - Ongoing savings of 4.2 million gallons of water/year (up 0.5 million/year from last year)
 - Unknown but significant natural gas savings (fume hood sash contest for 125 fume hoods and two autoclaves taken off house steam)
 - Total of 340 cubic yards of foam recycled since Jan 2011 (up from 130 cubic yards last year)
 - NEW THIS YEAR: Addition of pipette tip box recycling pilot with Eco-cycle– already ~1000 lbs of material collected
 - Increased presence of posters raising awareness and addressing conservation in labs (including positive feedback from labs on the positive impacts the posters are making)
 - More sharing of ULT freezers between labs than any other year
 - More conversion to more energy efficient freezer sample storage temperature (from ultra low temps to -20°C or room temperature) than any other year
 - 35% of ULT freezers at -70°C instead of -80°C
 - Winner of National Freezer Challenge for the second year in a row
 - Notable national reputation among universities and government labs as a leader in Green Labs topics and program structure

- Energy Green Teams: With funding from the City of Boulder, Energy Green Teams visits 1,200 residences in the Goss/Grove, Aurora and Hill neighborhoods to distribute information on energy and water conservation, CFLs, and sink aerators. While the majority of the potential conservation impacts will occur in residents' homes, we expect many students to carry over these new learned behaviors, such as turning off lights and managing computer energy use, onto campus.
- iCAST partnership: The International Center for Appropriate and Sustainable Technology (iCAST) was awarded a large HUD grant to conduct improvements to low-income homes. We partnered with iCAST during the summer of 2012 to provide SCORE-like assessments for low-income housing in Boulder. One paid student employee (funding provided by iCAST) and three volunteer interns visited over 30 homes twice to work with residents to reduce their energy use.
- Community Based Social Marketing Analysis: This fall the Energy Outreach Team is focusing on an analysis of the residence halls. This analysis includes identification of desired behaviors and associated barriers, focus group discussions to clarify barriers and desired incentives, campus-wide survey to determine attitudes and likeliness to adopt new behaviors, and piloting of campaign materials. The analysis conducted this year will be useful in developing effective and impactful campaign materials for the next several years.

Notable new programs and projects

- Green Labs EcoLeader Team Leads: Newly hired Team Leads are graduate students who help manage and lead Lab Eco-Leaders and who work with their lab department on conservation efforts. Since departmental or chair approval was received before offering these positions to graduate students, the positions also indirectly established social support for the CU Green Labs Program in lab departments with the leadership of those departments. Even though the first four team leads have only been in place since late November, they are already having great impact. In the new Biotech building (JSCBB) on East campus, an educational campaign and contest managed by the JSCBB Team Lead on the importance of closing fume hood sashes for energy savings and safety began on Jan 7th for more than 125 fume hoods in that building. In Ecology and Evolutionary Biology (EBio), information about EBio IT conservation efforts related to research & classroom computers are being spread and shared with other research departments as a result of initial efforts of the EBio Team Lead. In Chemistry, two autoclaves (large consumers) are being turned off and acetone recycling is being explored as a result of efforts of the Chemistry Team Lead. And in Environmental Engineering, the addition of foam & pipette tip box recycling for this department is being worked on as a result of the efforts of the Env. Eng. Team Lead.
- Dining Partnership: Late in the summer of 2012 we participated in the full day training with all Dining staff in which we did a presentation and engaging activity with staff to encourage energy and water conservation in the kitchens. This opened the door for an expanded partnership with Dining and we are now invited to join the monthly tours of campus dining halls to recommend outreach and educational opportunities.
- Climate Reality Project: In August Susan Beckett (Energy Program Manager) was trained by Al Gore and the Climate Reality Project to do presentation on climate change. Thus far she has conducted five presentations to various sectors of campus, including RAs, Green Office participants, and students. We also hosted 24 Hours of Reality in which we broadcast

❖ Program Highlights—Transportation

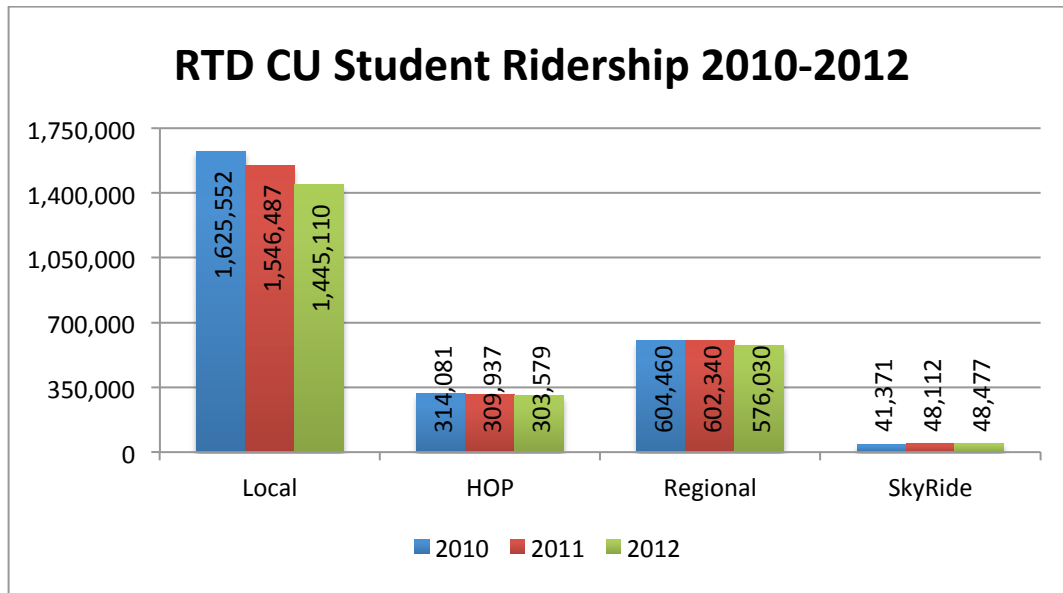
❖ The student bus and bike programs fee, an administrative fee managed by the EC, funds this program. While the revenues come from this administrative fee and are not included in the CUSG student fee package, this program has collateral and indirect cost benefits to CUSG budget while delivering value for the students.

Single Occupancy Vehicle (SOV) Use at STARS Gold Campuses with >20,000 FTE Enrollment (2009 data)		
	Faculty & Staff SOVs (%)	Student SOVs (%)
Arizona State University	66.56	40.94
Colorado State University	63.50	35.00
New York University	5.09	1.13
University of British Columbia	35.00	35.00
University of California, San Diego	46.60	46.60
University of Colorado, Boulder	50.16	22.10
University of Massachusetts, Amherst	72.00	34.00
University of South Florida	87.00	71.68
Average	53.24	35.81

The primary use of the student bus and bike programs fee is in support of the student “College Pass” contract with RTD. This program is designed to reduce students’ costs by providing a substantial discount over fare box bus service thus incentivizing bus ridership instead of operating a single occupancy vehicle.

The costs of education are also reduced if the university is not forced to fund extensive parking facilities where each space can cost well upwards of \$50,000. As can be seen above, CU Boulder has been successful in diverting ridership from the car to the bus. The Student Bus Pass is seen as the largest contributor to this success.

In 2012, there was not a fare increase by RTD and projections show overall ridership down by 5.6% prompting a decreased contract price for 2012/2013 by 4.96%. Reasons for this decrease could be caused by pressure placed by CU for RTD to better train drivers on correct keypad charges, an improving economy, or simply less riders. The smart cards, which were implemented in the beginning of January, will show more accurate date for future years. As a result we anticipate a decrease in ridership numbers, yet more accurate numbers, in future years.



Other program highlights

- Late Night Transit maintained services levels in FY2013. No change is anticipated in FY2014. Due to the nature of boardings and since the contract pays Via Mobility Services and CU Buff Bus per hour and not per rider it is difficult to track actual ridership.
- The Ski Bus is presently selling at a 100% sold-out service between November and January, along with additional day-of standby sales. With below average snowfall affecting last season, we failed to sale out the last two trips.
- The bicycle station, jointly managed with Parking & Transportation Services, reported beyond maximum capacity for customer throughput during the fall. We expanded to two employees at a time we often had 3 employees working. Bike station #2 was opened in a temporary landscaping trailer located between Cockerell Hall and the Engineering Center as part of the Cockerell Drive Transportation Improvement Program grant from CDOT. The station opened later than anticipated, but was welcomed by all users. The permanent structure has recently been installed and final touches will take place in February for a March grand opening. Bike station #3 is in the preliminary phases of discussion and is aiming to be located in an existing structure at Williams Village. In the meantime a self service Dero FixIt rack will be placed in the vicinity of the future station.
- Pilot impound bicycle refurbishment, also jointly managed with Parking & Transportation Services, sold all 160 of its bicycles within 2 hours of opening the 2012 fall sale.
- Semester Rentals, funded by a Sustainable CU grant, has continued to grow at an unanticipated but welcoming fast rate. Without additional advertising we rented all of our available bikes in 4 days. The waiting list grew to 89 soon afterwards. The program diligently purchased high quality rental bikes to prepare for the upcoming Spring rush. Currently the program has exceed the grant funded number of 150 bikes and we now have 175 bikes.
- www.cucommute.com, in collaboration with Denver Regional Council of Government (DRCOG) we switched from zimride to a site operated as iCarpool. It is a contracted carpool matching service funded jointly with Parking & Transportation Services. The purpose of the switch is cost savings and to have a much larger network of potential carpool matches. iCarpool will match carpoolers with anyone who registers in the Denver Metro region while

zimride only matched with students, faculty, and staff of CU, Boulder County and City employees, and employees of NOAA. Zimride continues to do ticketing for the the CU Ski Bus. The goal is that we will get more users registered on the site and we will then see a higher rate of carpooling in return.

- The advertising program, jointly managed and funded with Parking & Transportation Services, continues to build on its success with streamlined project management and skilled student staffing.
- The development area of the sustainable transportation program includes projects such as pedestrian safety by enhancing bike routes and stripping and/or lane painting, increasing ridership of public transit, collaborate with other Universities to persuade RTD to retrofit RFID readers that would allow us to have a unified Buff OneCard/bus pass, working with DRCOG to increase carpooling along the Highway 36 corridor, adding a Dero FixIt rack to Will Vill and family house, eventually replace the self repair rack at Will Vill with a year round staffed bike station, adding covered and secured bike parking, and others.

❖ Program Highlights—Events, Promotions and Outreach

The EC continues to sponsor a variety of high-profile and successful campus events, improve sustainability education outreach activities and materials, and involve students in campus sustainability activities. This year, these efforts include:

- Regular events focusing on improving campus sustainability performance, as well as student and staff leadership, include brownbags, workshops, roundtables, and the annual campus sustainability awards ceremony. We send event announcements weekly to 1500 interested students and community members, and over 3600 people receive our monthly newsletter. Overall the EC hosted 50 events (not counting 10 Orientations, Move In and Out, dozens of hours campus outreach via tabling in engineering, business, and the UMC, and events we gave consulting support to), and participated in another 26 campus and community events.
- During April 2012, the E-Center organized a number of events and activities for Earth Month. Our partnership with Communikey brought Sunboxes to campus, a three day tour around campus of 20 solar powered speakers playing a looping b-flat chord. The installation allowed us to engage in a conversation about CU's renewable energy portfolio, and sparked the imagination and awe of faculty, staff, and students alike. Student volunteers helped plant trees with Facilities Management by Old Main. Our 5th Fashion Swap brought in a truckload of donations, and the remains of the cloths were donated to local Greenwood Wildlife's Thriftstore to support their efforts in wildlife rehabilitation. The 10th annual Earth Day 5K was sponsored by the Ecenter, and benefited the Center for Resource Conservation.
- Housing and Dining Services Residence Life hired a sustainability position to support sustainability outreach and engagement. The priority focus of this position is initiatives in the Williams Village complex. The EC staff are collaborating and partnering with Residence Life on: RA and Hall Director training, coordination and training of the Hall Council eco-chairs and the RA Sustainability Liaisons, and overhaul of the EcoStar Challenge. After years of attempting to increase collaboration with residence life and navigate their systems, we are finally at a point where sustainability is becoming institutionalized.
- The Live Green pledge campaign unites the many programs of the Environmental Center and

encourages individual participation with an on-line participation pledge and a “Green Living Guide”. The campaign saw 1,650 new pledges in 2011 and is very popular due to the incentives encouraging sustainable behavior. We are overhauling the system in spring 2013 to drive the Residence Hall EcoStar Challenge and provide the basis for Student Affairs staff training. The new online platform is called “One Million Acts of Green”. This robust system will allow for real time reporting, social media interface and individual self-assessments and updates. We expect programs such as green labs, green office, Buff Energy Star competition and others to interface with this new sustainability engagement platform.

- The Green Office Program, which facilitates the sustainability performance of campus departments, continues with the streamlined approach to the office certification process. The participation of faculty and staff continues to increase with close to 30 departments either working toward or having completed the certificate. The program has 75 eco-leaders for offices. The office assessment calculator is well-received. The program is also collaborating with OIT to reduce the number of desktop printers and enable double-sided printing as a result of a class project. The program is expanding with interface with the residence halls and green labs sustainability programs.
- Reusable Eco-Mug distribution to 500 students in the residence halls. The mugs have a large impact on waste reduction and waste reduction education.
- Record numbers of volunteers are engaged with the Environmental Center. We send weekly opportunities to 3300 interested students and community members. We have about 400 active volunteers through the academic calendar. Much of the increase is due to service learning components of classes and work across campus to include sustainability into a breadth of research and academic fields.
- Orientation. EC student staff conducted 10 hour-long presentations for 2012 summer orientations and a Macky performance for 1000. We reached nearly the entire incoming class of 2012 with information on individual sustainability and campus sustainability programs. This was the first year that the sustainability presentation was included as a survey component. We are gleaning results from that to improve 2013 material and to understand incoming students’ perspectives and behaviors.
- Provided training and programming support for the Residence Hall Advisors.
- Staff presented with the Chancellors Leadership Program, Buff Essentials, and gave numerous class presentations on how to be involved with campus sustainability goals.
- Staff presented and trained the campus ambassadors on sustainability initiatives, and features of interest to emphasize with prospective students and families.
- We engaged nearly all our student staff with an hour long customer service training to increase the professional standard of interaction held with professional staff, faculty, the broader community, and students.
- Career Services has continued to enhance resources for students seeking sustainability-oriented careers, <http://careerservices.colorado.edu/students/goGreen.aspx>. We continue to co-host a semesterly event, "Sustainability Job Search Workshop".
- Colorado Bioneers Conference has been increasing attendance by attracting students fulfilling engagement requirements in their classes. The Environmental Center took the lead-organizing role to produce the tenth annual Bioneers conference in Boulder, featuring plenary speakers

via satellite, workshops and panels. The event drew impressive attendance, over 700 participants, from the community and CU students.

- Volunteer programs in 2012 engaged over 550 students.
- Service Learning and Educator Training: Our longest-standing volunteer and intern program, Earth Education, now known as “Teach for Sustainability” continues to train students to develop and deliver environmental education and places them with education agencies and after-school programs. Fall 2012 had 20 active interns. We are looking at reformulating the program for FY14 and partnering with other agencies.

Assembly for Sustainability and Equity:

- Food and Environmental Justice Week: In April 2012 the CU Assembly for Sustainability and Equity partnered with the Volunteer Resource Center, Environmental Studies Club and Center for Multicultural Affairs to develop the second annual Food and Environmental Justice Week. Throughout the week partners hosted films, panel discussions, keynote speakers, the Buffalo Can Challenge and Sustainable Food Fair to demonstrate the many environmental and social injustices and people working towards the solutions in Boulder, the US and around the world. After a full week of events, participants had the opportunity to volunteer through Better Boulder Better World with many organizations that are addressing the injustices in Boulder and Denver. We are currently planning the third annual Food and Environmental Justice Week, scheduled for the week of April 15.
- Environmental Justice Discussion Groups: In the fall of 2012 the Assembly for Sustainability and Equity continued its Environmental Justice Discussion Groups to educate students, staff and faculty on environmental injustices around the world. Three discussion groups were held in the fall that focused on impact of products on people, Native American right and energy extraction, and climate justice. In the spring we will host an additional four discussion groups in addition to screening a film, Crude, that focuses on the degradation of land due to oil extraction in Central America.
- AASHE ASE Presentation: In October the ASE team presented at the AASHE national conference in LA on the impact of our product choices on people around the world. The presentation was made to approximately 300 people, the majority of whom were students. Following the presentation the students engaged in a very fruitful discussion of actions they could take on their campus to reduce their impact to global environmental injustices.

❖ Program Highlights—Sustainable Practices Program

The Sustainable Practices Program, which started with the Division of Continuing Education and Professional Studies, is now part of the CU Environmental Center. The program's mission is to educate professionals who are seeking to lead, manage, and facilitate effective sustainability initiatives in a range of organizations. The program offers outstanding training on a range of applied sustainability topics; provides opportunities for faculty and other sustainability experts; trains career track professionals; and assists in expanding local, regional and nation expertise in the practice of sustainability.

Notable Events

- Hosted a three-day workshop with internationally acclaimed environmental psychologist Dr. Doug McKenzie-Mohr attended by more than 95 participants from across the country.
- Added 3 new course offerings in FY 2012 including Advanced Sustainability Coordinating and Aligning Sustainability Strategy and Brand with 3 additional offerings scheduled for Spring 2013.
- Developed 4 courses into online format, for a total of 8 online courses.
- Received Approval status as an Education Provider with the Colorado State Department of Labor for training unemployed Coloradoans.

Quantitative Achievements

- Enrolled a total of 20 new Certificate students in CY 2012:, a 43% decrease over Fall 2011 enrollments when the application process was launched.
- 2 additional new Certificate students have enrolled in 2013.
- Offered 22 courses in Spring semester and the month of June (remainder of last fiscal year). Only 1 course was canceled for low enrollment.
- Average student enrollment in these courses was 8.9 students per class
- Offered 17 courses between July 1 and Jan 1, 2013. 3 courses were canceled for low enrollment.
- Average student enrollment in these courses during this period was 6.6 students per class which represents no growth over Fall semester 2011. This number rises to 7.0 students per class for Fall 2012 only, representing a slight increase over previous year.
- Eleven courses have exceeded the goal of 10 students per class since January 1, 2012.
- Top grossing course was Organizational Change in March 2012 with 22 students and nearly \$6000 in gross revenues.
- 108 new Facebook “likes”, for a 48% increase in social media presence
- Awarded 17 Certificates in CY 2012, an increase of 70% over CY 2011.
- Total courses offered for Spring semester 2013 exceed Spring 2012 offerings by 18 percent with three new courses offered.
- Enrolled 92 students from across the country in Fostering Sustainable Behavior workshop with Dr. Doug McKenzie-Mohr
- Enrolled 7 students through Colorado Workforce Grants in CY 2012. 3 of these finished their Certificate in CY 2012.

Qualitative Achievements

- Recognized by the State of Colorado as a qualified training provider for participants in Colorado’s Workforce Investment Act (WIA)
- Increased national awareness of our program through Fostering Sustainability workshop and online course offerings
- Attended a number of professional conferences and expositions throughout Colorado to promote awareness and enrollments
- Launched a closed Program Alumni group on LinkedIn for networking and community building.
- Planned and implemented another price increase to begin January 1, 2013 to increase solvency of program.

2013 Planned Improvements

- Complete online course format for all required core courses.

- Complete RFP process and select vendor for national marketing and enrollment of online Professional Certificate .
- Increase average enrollments per course
- Host CU student and statewide 'sustainability boot camps' to increase FY13 revenues
- Add 3 more courses to online format.
- Finalizing revamping of program website
- Addition of promotional video to website.

Appendix 2: Strategic Goals

For the past two years, the Environmental Center has overhauled its strategic plan with input from campus and community stakeholders and the CUSG Environmental Board.

Element One: Enhance Leadership and Engagement

- Enhance sustainability-leadership training and professional development opportunities
- Expand co-curricular experiential learning opportunities that engage students through a sustainability focus
- Create a diversity-aware, socially just, culturally competent team.
- Include diversity and social justice outcomes in the planning and execution of all Environmental Center programs to enhance fiscal, environmental and social sustainability and support campus diversity.
- Create and maintain an open, respectful, welcoming, and just climate for learning and working within the E-Center and its programs—and, to the extent practical, in the lives of all with whom the E-Center interacts.

Element Two: Redefine Campus Culture

- Foster and showcase a campus-wide culture of innovation and leadership
- Develop innovative models for campus sustainability.
- Deliver relevant levels of service for a growing international student population on campus
- Promote healthy lifestyles for all communities and people
- Integrate sustainability into laboratory research environment

Element Three: Strengthen Campus Partnerships

- Foster partnerships for campus coordination and effective implementation of sustainability efforts
- Work with campus and community partners to plan and implement an aggressively-phased, consensually-adopted zero waste program to meet State and campus goals.
- Seek enhanced professional development on change paradigms and promote a supported change methodology across campus

Element Four: Grow Community Partnerships

- Strengthen town-gown relationships and synergies
- Enhance and leverage CU-Boulder's position and influence as a national and global sustainability leader

Element Five: Integrate and Strengthen Campus Sustainability

- Identify and advocate for triple-bottom line outcomes and benefits for campus sustainability programs.
- Assist with and enhance the implantation of the Student Affairs Strategic Plan relative to sustainability
- Identify new opportunities for integrating incentives and sound fiscal policy
- Increase sustainability-related development and fundraising
- Identify emerging sustainability-related trends and opportunities to expand our educational and/or operational offerings

• Appendix 3: Energy Efficiency Fund Portfolio

CUSG Energy Efficiency Fund Portfolio

<u>project</u>	<u>amount funded</u>	<u>year funded</u>
<u>WARDENBURG</u>		
HVAC recommissioning	\$15,000	fy06
Variable Speed Fans	\$9,000	fy06
Entry Window Replacement	\$15,000	fy06
Old Equipment Replacement	\$1,500	fy06
LED Lighting retrofit	\$108,000	fy12
<u>UNIVERSITY MEMORIAL CENTER</u>		
Ceiling Insulation	\$60,000	fy06 and fy07
Solar Film on Windows	\$4,500	fy07
Solar Panels	\$4,720	fy06
LEED certification	\$10,000	fy07
Domestic hot water system upgrade	\$51,000	fy08
Window replacement	\$60,575	fy08
Light Sensors	\$3,000	fy09
UMC Project Bundle, ECRF payback buydown (window and door replacement, lighting retrofits, equipment)	\$114,000	fy10
UMC Project Bundle, ECRF payback buydown (window and door replacement, lighting retrofits, equipment)	\$60,000	fy11
LED lighting retrofits	\$90,000	fy13
<u>REC CENTER</u>		
Heat Mirror Windows	\$75,000	fy06 and fy07
Lighting Timers	\$2,500	fy08
solar film on windows	\$7,500	fy08
Microturbine for main pool	\$11,000	fy08
Clare Small Pool Windows	\$33,000	fy08
PRV station rebuild	\$10,425	fy08
Clare Small Pool heat exchanger	\$23,000	fy09
Carlson Pool heat exchanger	\$26,000	fy09
Update digital control system	\$22,000	fy09
<u>Prospective Projects, FY14:</u>		
Rec Center: power-harnessing exercise machines	\$12,000	
Ballroom Renovation	up to \$100,000	

• Appendix 3: Sustainable CU Projects Portfolio

2011-12

Completed:

- Family Housing Community Gardens, \$2,500
- End the Disposable Mentality, \$2,500
- UMC Coffee Cart Solar Panels, \$6,500
- Williams Village Water Station and Bottles, \$10,191
- B-Cycle Campus Station, \$52,750
- Williams Village Complex Compost Tea Brewer, \$23,103

In Progress:

- Community Garden at Williams Village, \$62,645 (includes \$24,000 restoration earmark)
- Innovation Lab Incubator Kiosk, \$20,000

2010-11

Completed:

- Laboratory Water and Energy Efficiency Program (LWEEP) Conservation Manager contractor, \$2500
- Laboratory Waste Stream Reduction and Recycling project, \$2100
- Reusable Dining EcoClamshell pilot, \$1000
- Diversion of Used Oil Filters from the Transportation Garage, \$1493.15
- Science Discovery Computers to Youth summer class, \$2500
- Dining Services Electric Golf Cart , \$2500
- Casey Middle School Sustainability Garden, \$250
- CU Biodiesel Solar Thermal for ESTER , \$2500
- Science Discovery Garden, \$9294
- Food for Thought Series, \$3000
- Laboratory Freezer Competition Incentives, \$28,500
- Compost Tea Brewing (main campus irrigation), \$21,560
- UMC Paper Towel Reduction project, \$16,158

Cancelled:

- Vertical Edible Garden at VAC, \$2498.

In Progress:

- Semester Bicycle Rentals, \$31,000
- Electric Zero Emission Vehicle, \$78,895
- CU Green Roof project, \$100,000

2009-10

Completed:

- Energy Saving Timers for campus scientific labs, \$2500
- Labs Conservation Manager Contractor, \$2500
- Summer Conference Sustainability Education, \$2465
- Zero-Waste Summer Orientations, \$1145
- ISLE Next Generation Sustainable Land Care, \$2500
- Environmental Design building Zero Waste bin pilot, \$8180
- Mountain Research Station Photovoltaic Solar Installation phase II, \$50,000
- CU SEAM Energy Audits for Student Rentals, \$8000
- Topographic Mapping of the CU Campus for Sustainability, \$20,000

- Smiley Court Garden Relocation, \$9530

Cancelled:

- "The Simple Solution" campus waste documentary, \$2500
- Computer Desktop Virtualization project, \$1900

2008-09

Completed:

- Grab-n-Go Filtered Water Station, \$3917
- UMC Recycling Stations, \$5892
- Mountain Research Station Solar Installation, \$75,000
- CU Swisscamp Photovoltaic Installation, \$4500
- CU Housing and Dining Services Dining Can Crushers, \$11,400

Cancelled:

- Campus Garden, \$90,000

2007-08

Completed:

- **Sustainable foods toolbox** including a directory, preference survey, signage and reusable food baskets, \$3654.
- Funding Facilities Management for the difference in price between a planned vehicle replacement and a new **electric vehicle** from E-Ride Industries, \$8400.
- **Outdoor recycling bins** for grab and go waste at residence halls, \$2600.
- **Occupancy Sensor Lighting Units, Hellems classrooms**, \$3,108.
- Norlin Sundial pervious **paving and drainage system**, \$2400.
- Facilities Management **microfiber cleaning technology**, \$7376.
- **Folsom Park Bicycle Station**, \$55,000.
- Wolf Law Building 10kW **Solar Array**, \$41,000. Status: project completed; payoff is earmarked and due in 2014.
- **Salvaged Construction Materials Art Installation**, \$19,600.
- **Reusable bag pilot** study for waste reduction in campus grab and go dining units, \$1450.
- Facilities Management **Sod Farm**, \$15,284.
- **Water refill stations** at Housing grab and go dining units, \$13,080.
- **Smart Strip Surge Protectors**, residence hall pilot. \$9883.
- **Solar-Electric Recycling Collection Vehicle Conversion**. \$15,193.
- **Composting and Recycling Container Upgrades**: UMC kitchen composting containers. Zero-waste Bins in Glenn Miller Ballroom. Containers for cardboard for student move-in. Award: \$8,100.

Cancelled:

- **Folsom Field Wind Project**: Six wind turbines will be installed on the Folsom Field stadium as a highly visible demonstration project to show the viability of using wind turbines on the CU campus. \$90,195.
- **Mobile Billboards** on CU recycling vehicles about the benefits of recycling. \$6,000.

2006-07

Completed:

- Mobile **Biodiesel Processor** and Educational Facility. \$42,770.
- **Energy Monitoring System**. Building dashboard system for Baker and Libby halls. \$15,000.
- Housing **Electric Vehicles**. Green utility vehicles for Housing and Dining Services. \$18,870.
- **Adopt-a-Bike** program. \$18,380.

- Facilities Management **Bicycle Program**. Bicycles and bike trailers for Outdoor Services department. Award: \$9452.

Cancelled:

- **Folsom Stadium Solar Shade**. Award: \$13,000.
- **Greenhouse** Feasibility Study. Award: \$10,000.
- **Folsom Stadium Wind**. Award: \$8910. Change in scope.

2005-06

Completed:

- Residence Halls **Recycling Cabinets**. \$11,760.
- Food Security Initiative: ENVD **Campus Garden** Improvements. \$4578.
- **Libby Hall Dock Improvements** for Recycling and Composting. \$9870.
- **Recycling Facility and Rate Study**. \$23,400.

Cancelled:

- **Recreation Center Solar Canopy**. \$55,000. Status: cancelled. Project budget increased due to cost of steel. Amount of solar energy per dollar spent was not fiscally responsible.