



SOWING CHANGE

A PROGRESS REPORT FROM THE
UNIVERSITY OF OREGON'S OFFICE OF SUSTAINABILITY



UNIVERSITY OF OREGON

2007 - 2014

SOW

v. **sowed, sown** or **sowed, sow · ing, sows**

v.tr.

1. To scatter (seed) over the ground for growing.
2. To spread with seed.
3. To propagate; disseminate; distribute.

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LETTER FROM THE DIRECTOR

In January 2007 former Vice President for Finance and Administration Frances Dyke hired the University of Oregon's (UO) Environmental Leadership Program to develop a comprehensive sustainability report for the institution. As an instructor in the Environmental Studies Program, I managed a team of seven graduate students assigned the task. We chose eleven indicators to measure the University's progress towards sustainability. Soon after submitting the final report, Vice President Dyke created the Office of Sustainability and asked me to serve as its founding director. She charged me with two immediate tasks: write an institutional climate action plan and organize the Oregon University System's first sustainability conference.

Since then the UO's Office of Sustainability has launched scores of projects and programs and become a national leader in this new and growing field. Taking an incremental and entrepreneurial approach to our work, we collaborate with willing partners to drive sustainability principles, practices, and programming into operations, academics, co-curriculum, athletics, and community engagement. We take great pride in our contributions to the University of Oregon's broad range of sustainability initiatives.

During these first seven years we assessed conditions on the ground and identified needs



and opportunities to expand programming. We then developed a network of partners. The diverse portfolio of projects and programs we planted together are now established and bearing fruit.

This report, and the work that went into it, represents an important opportunity to reflect on our progress to date, share it with the broader community, and begin the exciting task of planning our next phase of development.

A handwritten signature in black ink, appearing to read "Steve Mital". The signature is fluid and cursive, written on a light-colored background.

Steve Mital
Director, Office of Sustainability



UNIVERSITY OF OREGON



Office of Sustainability
"Shrinking our footprint, raising awareness"



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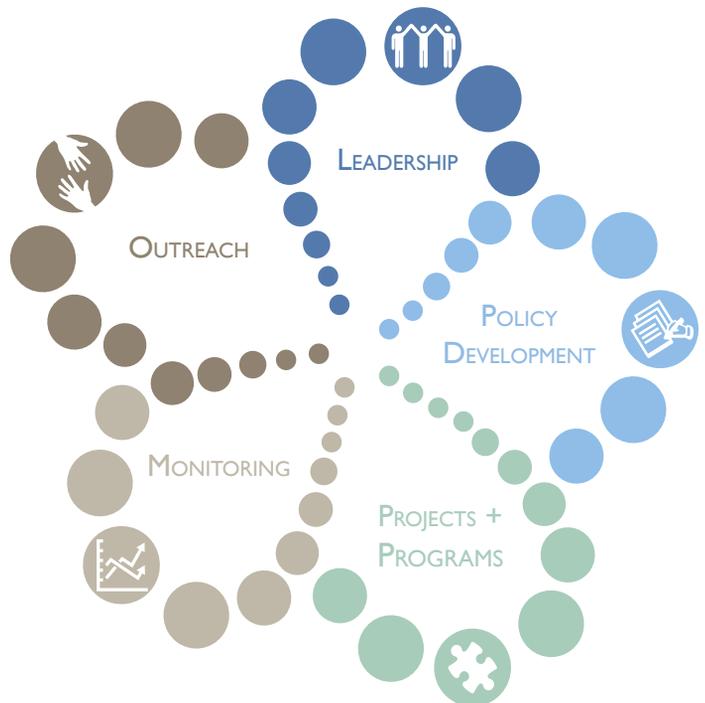
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OFFICE OF SUSTAINABILITY

MISSION & STRATEGY

The Office of Sustainability's mission is to lead the integration of sustainability into the University of Oregon's operations, curriculum, co-curriculum, research, and engagement with the broader community. We accomplish this by maintaining a diverse portfolio of activities that are organized into the following five focus areas.



LEADERSHIP

Provide strategic advice, information, and resources to senior administrators, faculty, staff, and students working to integrate sustainability practices and policies into their programming. Facilitate broad collaboration necessary for decision-making and action.



POLICY DEVELOPMENT

Develop policies that promote environmentally sensitive behavior by campus users and environmentally responsible development and stewardship of campus assets.



PROJECTS & PROGRAMS

Create, implement, and manage innovative programs and events, in partnership with other campus units whenever possible, that integrate sustainability into operations, research, curriculum, co-curriculum, and engagement with the broader community.



MONITORING

Establish metrics and track institutional sustainability performance.



OUTREACH

Share the University's sustainability story and encourage the campus community to contribute to its growth and success.



HALL
COMPLEX

STAFFING & FUNDING SOURCES

The Office of Sustainability maintains a lean staff. Currently we have three regular staff/student positions totaling 1.9 FTE. Depending on funding, we also support one half-time temporary classified position. Additionally, we employ approximately 20 students annually who do short-term, part-time field work in support of our co-curricular programs. Finally, we receive accounting and budgeting support from Campus Planning Design and Construction. Abbreviated position descriptions and a table displaying staffing levels over our unit's seven year history are provided below:

DIRECTOR (1.0 FTE)

Leads and supports integration of "sustainability" into the University of Oregon's operations, curriculum, co-curriculum, research, and engagement with the broader community. Identifies and secures internal and external funding in support of sustainability initiatives. This position reports to the Associate Vice President for Campus Planning, Design, and Construction.

CO-CURRICULAR PROGRAMS COORDINATOR (0.5 FTE)

Manages Community for Ecological Leaders (CEL) academic residential program, \$CORE, EcoLeaders program and other initiatives that expose students to sustainability principles and practices outside the classroom.

SUSTAINABILITY AFFAIRS GRADUATE FELLOW (0.4 FTE)

Manages monitoring and reporting initiatives including greenhouse gas inventory, STARS report, ACUPCC reporting requirements and other reporting as assigned. Also manages Green Office certification program.

SUSTAINABILITY & SPORTS ASSISTANT (0.5 FTE)

Works with Athletics, the Rec Center and community partners to integrate sustainability principles and practices into athletic events, venues, and programming. This is currently a temporary position.

Shelley B.
CO-CURRICULAR PROGRAMS
COORDINATOR

Steve
DIRECTOR

Shelley V.
SUSTAINABILITY & SPORTS ASSISTANT

Andrew
SUSTAINABILITY AFFAIRS
GRADUATE FELLOW

| STAFF POSITION | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|------|------|------|-------------|------|------|------|
| Director (FTE) | 0.75 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Co-curricular Programs Coordinator (FTE) | | | | | | | 0.5 |
| Sustainability Affairs Graduate Fellow (FTE) | | 0.35 | 0.4 | 0.4, 0.5 | 0.4 | 0.4 | 0.4 |
| Temporary Professional Staff (hrs) | | | | 120 | 1600 | 811 | 643 |
| Student Employees (hrs) | 50 | 200 | 690 | 460 | 350 | 516 | 689 |

The Office of Sustainability's annual base budget funds the salaries of the director, co-curricular programs coordinator, and the sustainability affairs graduate fellow. It also covers basic office expenses and travel. Depending on the year, 20-35% of the program's annual budget comes from internal and external fundraising efforts. These fees, gifts, grants, and contracts allow us to hire students and temporary staff and support a range of programs, trainings and special events.

OFFICE OF SUSTAINABILITY BASE FUNDING

| FUNDING CATEGORY | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Finance & Administration Program Funding | \$93,442 | \$194,226 | \$162,780 | \$157,878 | \$157,878 | \$164,596 | \$172,179 |
| TOTAL | \$93,442 | \$194,226 | \$162,780 | \$157,878 | \$157,878 | \$164,596 | \$172,179 |

We also partner with many campus units and fundraise in support of their sustainability initiatives. This work has supported student groups, the PE and Rec department, Campus Planning, Design and Construction, the department of Planning, Public Policy and Management, the Outdoor Program, Jordan Schnitzer Museum of Art, and Oregon Institute of Marie Biology. The tables below provide additional funding and fundraising details.

OFFICE OF SUSTAINABILITY FUNDRAISING

| FUNDING CATEGORY | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 |
|--|-----------------|------------------|-----------------|-----------------|-----------------|-----------------|------------------|
| FUNDRAISING FOR OFFICE OF SUSTAINABILITY BUDGET | | | | | | | |
| Internal Grants and Contracts | | \$10,000 | \$45,000 | \$23,000 | \$25,750 | \$2,000 | \$10,700 |
| External Grants and Contracts | | \$20,000 | | | \$12,500 | \$10,000 | \$8,000 |
| Program Fees (Conferences, Trainings, Field Trips) | | \$7,500 | \$1,000 | \$2,200 | \$25,000 | \$13,500 | \$6,700 |
| Graduate School | | \$13,848 | \$15,387 | \$33,915 | \$18,473 | \$18,705 | \$20,394 |
| SUB-TOTAL | | \$51,348 | \$61,387 | \$59,115 | \$81,723 | \$44,205 | \$45,794 |
| Percent relative to Base Funding | | 26% | 32% | 37% | 52% | 27% | 27% |
| FUNDRAISING FOR OTHER UNITS | | | | | | | |
| Internally Sourced | \$32,000 | \$32,000 | \$35,000 | \$35,000 | \$35,000 | \$40,000 | \$86,000 |
| Externally Sourced | \$2,000 | \$102,000 | | \$57,000 | \$35,000 | | \$676,000 |
| SUB-TOTAL | \$34,000 | \$134,000 | \$35,000 | \$92,000 | \$70,000 | \$40,000 | \$762,000 |
| Percent relative to Base Funding | 36% | 69% | 22% | 58% | 44% | 24% | 442% |

FUNDRAISING ACTIVITIES

| CATEGORY | SOURCE | DESCRIPTION | \$ |
|--|--|---|------------------|
| FY08 | | | \$34,000 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$32,000 |
| External Funds diverted to other units | Philosophy Conference | Steam tunnel insulation | \$2,000 |
| FY09 | | | \$185,348 |
| Internal Grants and Contracts | Vice President for Finance and Administration (VPFA) | Grant for OUS Sustainability Conference | \$10,000 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$13,848 |
| External Grants and Contracts | Oregon State University | Grant for OUS Sustainability Conference | \$10,000 |
| External Grants and Contracts | Oregon University System (OUS) | Grant for OUS Sustainability Conference | \$10,000 |
| Program Fees | OUS Sustainability Conference | Registration fees | \$7,500 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$32,000 |
| External Funds diverted to other units | Oregon University System (OUS) | Oregon Leadership in Sustainability Startup Funds | \$95,000 |
| External Funds diverted to other units | Eugene Water and Electric Board | ReRev funding for REC Center | \$7,000 |
| FY10 | | | \$96,387 |
| Internal Grants and Contracts | Provost's Office | Grant to support sustainability programming | \$40,000 |
| Internal Grants and Contracts | Student Sustainability Fund | Grant to support Project Tomato | \$5,000 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$15,387 |
| Program Fees | Summer Sustainability Trips | Registration fees | \$1,000 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$35,000 |
| FY11 | | | \$151,115 |
| Internal Grants and Contracts | Seeds of Change | Grant for Green Purchasing Training | \$15,000 |
| Internal Grants and Contracts | Wayne Morse Center | Grant for Green Purchasing Training | \$8,000 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$33,915 |
| Program Fees | Summer Sustainability Trips | Registration fees | \$2,200 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$35,000 |
| External Funds diverted to other units | Oregon University System (OUS) | Grant for Campus Planning, and Construction to fund Oregon Model for Sustainable Development Report | \$57,000 |
| FY12 | | | \$151,723 |
| Internal Grants and Contracts | Campus Operations | General support | \$12,000 |
| Internal Grants and Contracts | Vice President for Finance and Administration (VPFA) | Grant for ISCN Conference | \$10,000 |
| Internal Grants and Contracts | VP for Research | General support | \$3,000 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$18,473 |
| Internal Grants and Contracts | International Affairs | Grant for ISCN Conference | \$750 |
| External Grants and Contracts | City of Eugene | Grant for ISCN Conference | \$7,500 |

| CATEGORY | SOURCE | DESCRIPTION | \$ |
|--|--|---|------------------|
| External Grants and Contracts | King Estate | Grant for ISCN Conference | \$5,000 |
| Program Fees | Summer Sustainability Trips | Registration fees | \$3,000 |
| Program Fees | International Sustainable Campus Network (ISCN) Conference | Registration Fees | \$22,000 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$35,000 |
| External Funds diverted to other units | Eugene Water and Electric Board | Contract for Community Service Center | \$35,000 |
| FY13 | | | \$84,205 |
| Internal Grants and Contracts | Campus Operations | Support for Green Office Program | \$2,000 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$18,705 |
| External Grants and Contracts | Eugene Water and Electric Board | \$CORE | \$10,000 |
| Program Fees | Fees charged to participants | Green Purchasing Training | \$1,000 |
| Program Fees | CEL Leader Orientation | Registration fees | \$12,500 |
| Internal Funds diverted to other units | Campus Operations | OIMB Wind Turbine | \$5,000 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$35,000 |
| FY14 | | | \$807,794 |
| Internal Grants and Contracts | Campus Operations, Student Sustainability Fund, Erb Memorial Union (EMU) | EMU Solar PV Project | \$33,000 |
| Internal Grants and Contracts | Campus Operations | Support for Green Office Program | \$2,000 |
| Internal Grants and Contracts | Campus Planning, Design, and Construction | Support for Green Revolving Loan Fund Consultant | \$2,000 |
| Internal Grants and Contracts | Brand Management and Community Relations | World Junior Championships greening Event | \$700 |
| Internal Grants and Contracts | Graduate School | GTF Funding | \$20,394 |
| External Grants and Contracts | Pacific Power Bluesky Program | OIMB Wind Turbine | \$86,000 |
| External Grants and Contracts | Bonneville Environmental Foundation | Outdoor Program Barn Solar Phase 2 | \$28,000 |
| External Grants and Contracts | Bonneville Environmental Foundation | \$CORE | \$3,000 |
| External Grants and Contracts | City of Eugene | \$CORE | \$5,000 |
| External Grants and Contracts | Oregon State University, Linfield College | EnergyFlow Program | \$200 |
| External Grants and Contracts | Athletics | To support sustainability and sports temporary staff position | \$4,000 |
| Program Fees | CEL Leader Orientation | Registration fees | \$6,500 |
| Internal Funds diverted to other units | Campus Operations | Jordon Schnitzer Lighting Project | \$20,000 |
| Internal Funds diverted to other units | Provost | Student Sustainability Fund | \$35,000 |
| External Funds diverted to other units | Oregon Department of Energy | Business Energy Tax Credit Transfer | \$531,000 |
| External Funds diverted to other units | Energy Trust of Oregon | OIMB Wind Turbine | \$30,000 |
| External Funds diverted to other units | Jefferson/Downtown Neighborhood Association | LiveMove Bicycle Counter Project | \$1,000 |



Provide strategic advice, information, and resources to senior administrators, faculty, staff, and students working to integrate sustainability practices and policies into their programming. Facilitate broad collaboration necessary for decision-making and action.



LEADERSHIP



CLIMATE ACTION PLAN



The University of Oregon became an early adopter of the American College and University President's Climate Commitment when former president Dave Frohnmayer signed in 2007. By June 2014, 684 institutions signed the commitment. In 2010 the Office of Sustainability developed a comprehensive Climate Action Plan (CAP), and since then has supported tangible, transparent actions to reduce the University's greenhouse gas emissions, and reported the results of this work. Since signing the commitment, the University has:

- Completed an annual **GREENHOUSE GAS (GHG) EMISSIONS INVENTORY** to track institutional emissions (*pages 46*)
- Established a **FACULTY-LED SUSTAINABILITY COUNCIL** to advise administration and provide valuable feedback (*page 17*)
- Created the **MODEL FOR SUSTAINABLE DEVELOPMENT** (*page 23*) which caps energy use in campus buildings at 2011 levels
- Established a **GREEN REVOLVING LOAN FUND** to finance energy efficiency projects (*page 24*)
- Taken actions to **INTEGRATE SUSTAINABILITY INTO THE CURRICULUM** by providing faculty with the necessary resources for creating transformational learning opportunities (*pages 26-41*)
- Continued progress in **WASTE REDUCTION** and recycling. 2011 was the first year that recycled materials outweighed landfilled materials from campus waste streams.



COMPLETED CLIMATE ACTION PLAN ELEMENTS



NEXT STEPS

After achieving our first set of goals, the Office of Sustainability and its partners are now in the process of investigating possibilities for the next round of projects to pursue.

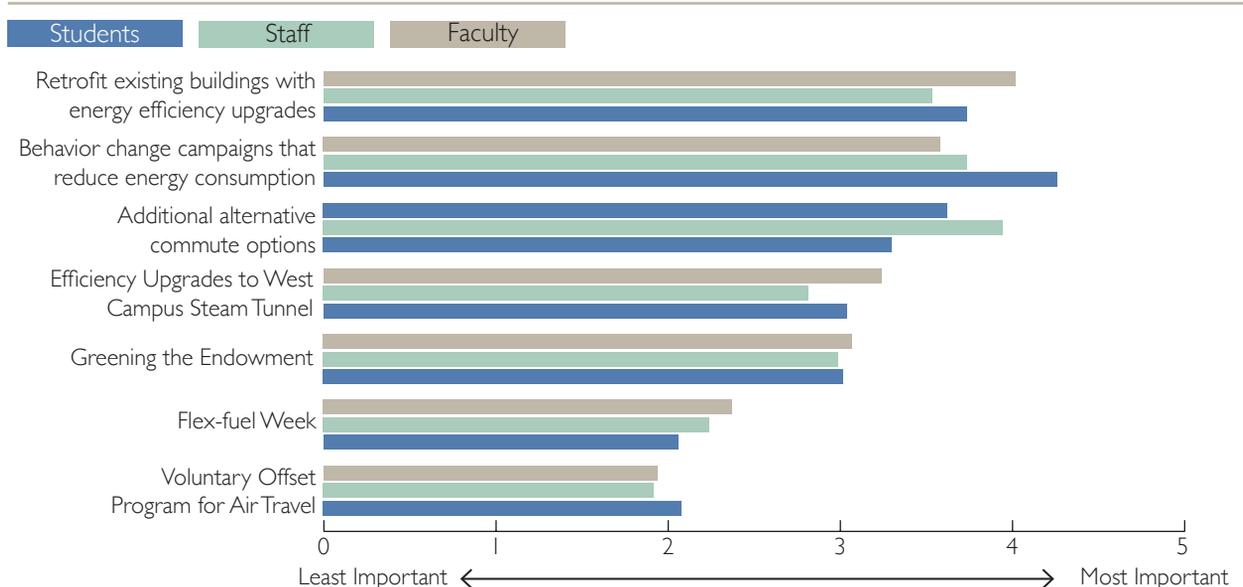
During the 2012-14 academic years, the CAP was up for review and revision. By inviting staff experts in various topic areas such as air travel and campus information technology to share their insights, the Environmental Issues Committee is working to identify ambitious-but-realistic projects.

Additionally, we surveyed the campus community in spring 2013 to get an idea of what is most important to them as we move forward. Below is a snapshot of student, staff, and faculty priorities for moving forward with the Climate Action Plan.

“We must move from the realm of all-too-easy promises to that of challenging but meaningful progress.”

- Former UO President Dave Frohnmayer

THE UNIVERSITY’S CAP IS A COMMITMENT TO REACH CARBON NEUTRALITY BY 2050. WHAT ARE THE MOST IMPORTANT NEXT STEPS TOWARD REDUCING UO’S EMISSIONS?





OLIS: OREGON LEADERSHIP IN SUSTAINABILITY

Recognizing the urgent need for problem solvers with interdisciplinary perspectives, the Office of Sustainability applied for and received a \$95,000 grant from the Oregon University System Chancellor in 2008 to pilot a new graduate-level program to prepare future sustainability leaders.

The Graduate School approved the program proposal written and submitted by Steve Mital. Subsequently, the School of Architecture and Allied Arts provided an academic home and hired a program director. The first class of

six students arrived in the Fall of 2011. The program size tripled in 2012 and continues to attract diverse talent from across the country as it gains momentum.

Students take classes in topics ranging from sustainability indicators and climate change planning to green cities and leadership development. Additionally, the cohort completes professional research papers and a hands-on ecological design practicum to complete the 39-credit program.

"Cities have been the crucible for innovations in addressing the worst impacts of climate change. At OLIS we're committed to providing our students the skills, knowledge and experiences they'll need in order to play pivotal roles in these efforts."

Dr. Vicki Elmer | OLIS Director



ENVIRONMENTAL ISSUES COMMITTEE

The Environmental Issues Committee (EIC) is a diverse group of faculty, staff, and students who identify environmental issues on campus and provide recommendations to University administration about pertinent courses of action.

The Office of Sustainability provides administrative and advisory support to the EIC

and works collaboratively with members to craft policy recommendations.

Uniting a range of perspectives with an enthusiasm for collaboration, the EIC has worked in recent years on the following projects:

- > CARBON OFFSET PURCHASING GUIDELINES
- > RECYCLED PAPER POLICY
- > COMPREHENSIVE ENVIRONMENTAL POLICY UPDATE
- > CLIMATE ACTION PLAN REVIEW & UPDATE
- > RIVERFRONT PLANNING RECOMMENDATION
- > VAUX'S SWIFTS HABITAT PROTECTION RECOMMENDATION

SUSTAINABILITY COUNCIL

The Sustainability Council united faculty from diverse programs across campus “to guide and promote UO sustainability initiatives to achieve national prominence in research, education, service, and campus operations.”

University faculty member and director of UO's Institute of Ecology and Evolution, Brendan Bohannon, served as the council chair from 2011-13. Under his leadership the council helped share responsibility for the Meyer Fund for a Sustainable Environment (page 28), represented UO at the OUS Sustainability Conference and International Sustainable Campus Network Symposium (page 54), and identified opportunities for obtaining federal funding to support sustainability research and education at the UO.



STUDENT SUSTAINABILITY FUND

The Office of Sustainability created the Student Sustainability Fund in 2007. Each year students submit project proposals and compete for funding totaling \$35,000 from UO's general operating budget to implement their ideas.

The program has grown in popularity and student leaders and groups are training their focus on projects they believe contribute to a culture of sustainability at the UO. Proposals must engage with one of the following areas: sustainability education; green business models; community building; conservation, emissions, and waste reduction; sustainable transportation; and, renewable development.

As of November 2011, management of the Student Sustainability Fund was transferred from the Office of Sustainability to the newly created Student Sustainability Coalition. These projects not only continue to increase awareness and shrink the University's environmental footprint, but serve as important learning experiences for future sustainability leaders. Below are just a few projects that have been funded by the student sustainability fund:

UO OUTDOOR PROGRAM—SUSTAINABLE RECREATION



BIKE PROGRAM

Over \$8,000 in SSF grants helps the Bike Loan Program continue to give students access to affordable sustainable transportation. The Bike Program also offers free fix-it and DIY workshops.

SOLAR PROJECT

Solar panels on the OP equipment barn roof were purchased with a \$3,700 SSF grant. The panels generate over 6,000 kWh each year, saving money and substantially lowering the building's carbon footprint.



RAINWATER CATCHMENT

Aboveground cisterns purchased with a \$7,000 SSF grant help the OP store water collected from the roof, then plumb it into the building for everyday use.

STUDENT SUSTAINABILITY FUND AWARDS 2006 - 2011

| YEAR | PROJECT TITLE | STUDENT GROUP | AWARD |
|-----------------------------------|---|--|------------------|
| 2006 | | | |
| | Leighton Pool Solar Hot Water Heater | Ecological Design Center | \$4,000 |
| | Equipment Barn Lighting Retrofit | Outdoor Program | \$4,000 |
| | Wind power for the Erb Memorial Union | Office of Sustainability | \$11,270 |
| 2007 | | | |
| | Leighton Pool Solar Hot Water Part II | Ecological Design Center | \$11,870 |
| | Wind power for the Erb Memorial Union | Office of Sustainability | \$15,960 |
| | CASL House Solar Hot Water Heater | Center for the Advancement of Sustainable Living | \$5,000 |
| 2008 | | | |
| | Leighton Pool Solar Hot Water Part III | Ecological Design Center | \$5,000 |
| | CASL House Green Roof | Center for the Advancement of Sustainable Living | \$6,940 |
| 2009 | | | |
| | On-Demand Water Heater | Outdoor Program | \$3,741 |
| | Rainwater Catchment & Filtering | Outdoor Program | \$7,000 |
| | Carbon Offsets for the Erb Memorial Union | Office of Sustainability | \$7,560 |
| | Bicycle Storage Racks | Bike Loan Program | \$6,000 |
| | Project Tomato-Sustainable Agriculture | Office of Sustainability | \$5,000 |
| | Water/Energy Efficient Dishwasher | Student Dish Washing (EMU) | \$4,000 |
| 2010 | | | |
| | Reusable Water Bottles | Climate Justice League | \$2,400 |
| | Water Fountain Retrofits | Climate Justice League | \$7,960 |
| | Reuse Workshops | Campus Recycling | \$1,000 |
| | Cargo Bike | Bike Loan Program | \$2,675 |
| | Carbon Offsets for the Erb Memorial Union | Office of Sustainability | \$8,000 |
| 2011 | | | |
| | HVAC for Erb Memorial Union | EMU Board | \$7,244 |
| | International Tea | Intl. Student Association | \$1,803 |
| | LED Lights | Cultural Forum | \$2,064 |
| | Bicycle Parking Rack | LiveMove | \$3,400 |
| | Campus Biking Application | Net Impact | \$8,919 |
| | 5k Fun Run | PRSSA | \$500 |
| | Student Earth Day Activities | Sustainability Coalition | \$1,500 |
| | Reusable Water Bottles | Climate Justice League | \$1,800 |
| | Solar Water Meter | SolSustainable | \$6,000 |
| | Student Leadership Development | Student Sustainability Center | \$4,500 |
| | Carbon Offsets for the Erb Memorial Union | Office of Sustainability | \$8,000 |
| TOTAL AWARDED 2006 - 2011: | | | \$165,106 |

Under management by the Student Sustainability Coalition, \$35,000 was distributed in 2012 to **8** new projects, while **7** new projects were allotted funds in 2013. To date, the fund has awarded over **\$200,000** to student groups and programs.



Develop policies that promote environmentally sensitive behavior by campus users and environmentally responsible development and stewardship of campus assets.



POLICY DEVELOPMENT



POLICY INITIATIVES

COMPREHENSIVE ENVIRONMENTAL POLICY

The University of Oregon established a comprehensive environmental policy in 1997 that identified key areas for advancing environmental stewardship. Among these are a commitment to responsible purchasing, efficient resource usage, minimizing solid and hazardous waste production, and sustainable campus planning and design. In 2011 the Office of Sustainability, with input from the Environmental Issues Committee, took the initiative to review and recommend major updates to the policy. We then worked with unit heads, UO Legal Counsel, Vice President for Finance and Administration, and faculty senate on further refinements. The updated environmental policy, signed by President Gottfredson in April 2014, establishes the following seven guiding principles:

1. PLANNING & DESIGN

The University will endeavor to minimize environmental impacts associated with the construction and operation of campus buildings and grounds through careful attention to environmental performance standards in design and construction.

2. OPERATIONS & MAINTENANCE

The University will implement conservation and efficiency strategies that reduce consumption of energy, water, and other resources without compromising high quality learning environments.

3. GREENHOUSE GAS EMISSIONS

The University will monitor, report, and strive to reduce its greenhouse gas emissions.

4. TRANSPORTATION

The University will support alternatives to commuting by single occupancy vehicles and encourage students, employees and guests to use alternatives that minimize environmental impact.

5. PURCHASING

The University will strive to obtain “best value” by balancing, as both appropriate and permissible, life cycle costs and social and environmental impacts when purchasing goods and services. Where both appropriate and permissible, the University will write specific purchasing policies to guide decision-making on frequently purchased items.

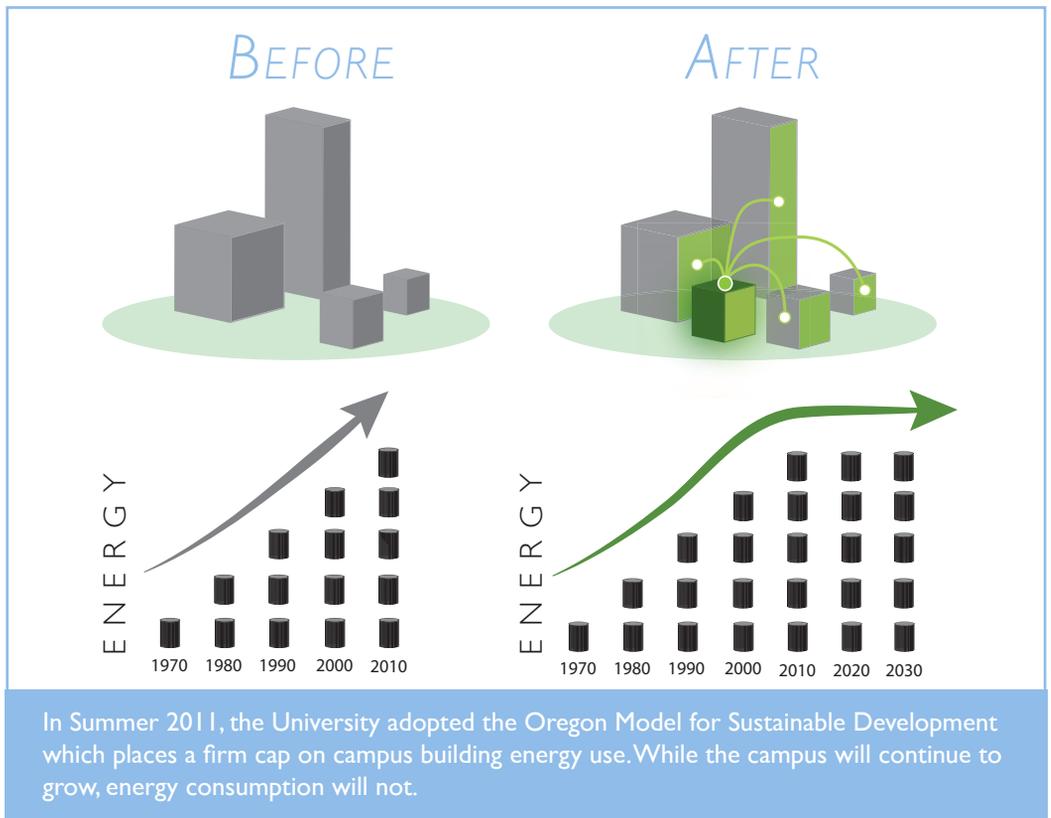
6. MATERIALS MANAGEMENT

The University will establish and maintain programs that minimize solid waste (including food waste) through reduction, reuse, and recycling.

7. HAZARDOUS MATERIALS MANAGEMENT

The University will minimize the use of hazardous materials when possible while recognizing the necessity of some hazardous materials for research, teaching, and operations. The University supports environmentally responsible management and disposal of hazardous material.

The Vice President of Finance and Administration will delegate responsibility for drafting plans responding to these guidelines to the appropriate units in her portfolio. The Office of Sustainability will support this important work, report on progress, and conduct future reviews of the policy as needed.



OREGON MODEL FOR SUSTAINABLE DEVELOPMENT

The Office of Sustainability supported Campus Planning, Design, and Construction to establish the Oregon Model for Sustainable Development (OMSD). This first-of-its-kind policy, signed by then President Lariviere in July 2011, pledges to maintain energy use in campus buildings at 2011 levels. New development projects will be required to achieve a LEED Gold performance standard—a threshold 35% more energy efficient than required by state code. Energy demanded by new buildings will be offset through efficiency retrofits to older buildings, resulting in a net-zero increase in campus energy use from new development.

To fund the OSD, Campus Operations adopted a revolving loan fund. New construction projects will pay a share towards

the costs of implementing energy savings measures in existing buildings via a Central Energy Fund (CEF). In doing so, new projects help offset the cost of achieving net-zero new energy use as the campus grows. Dollar savings from these energy savings projects are used to pay back the loan and then re-invested to fund further improvements.

To encourage even more ambitious energy savings, new building projects can waive their responsibility to contribute to the Central Energy Fund if they achieve an additional 5% efficiency beyond the 35% OSD goal. By aiming for such aggressive savings, eligible new construction projects can also apply for financial assistance from the CEF to offset the added up-front costs of cutting-edge energy design.



GREEN REVOLVING LOAN FUND

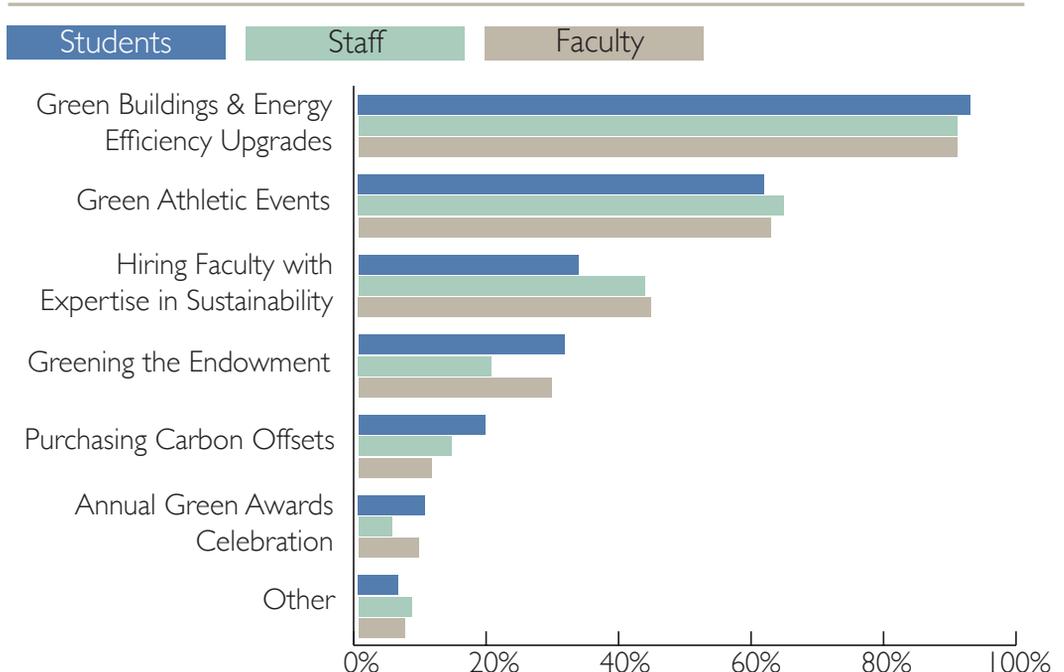
Between October 2011 and December 2012, the University spent \$1 million on a large-scale lighting retrofit project, replacing 33,000 T12 lamps with high performance T8 lamps in 60 campus buildings. During this time, the Office of Sustainability advocated for participation in the Billion Dollar Green Challenge, a national initiative to create green revolving loan funds of at least \$1 million on college campuses.

A green revolving loan fund commits dollar savings from energy-efficiency projects to a fund that re-invests the savings in additional energy efficiency projects. The establishment of a green revolving loan fund at the University of Oregon would support the implementation of the Oregon Model for Sustainable Development.

Francis Dyke, former Vice President for Finance and Administration, signed the Billion Dollar Green Challenge on October 3, 2011 and committed the University of Oregon to creating its revolving loan fund within a year. Her successor, Jamie Moffitt, saw the opportunity to use the lighting retrofit project as a funding mechanism for establishing the University's Green Revolving Loan Fund.

The University will set aside \$100,000 in assumed energy savings annually for the next twenty years. Half will "re-pay" the internal loan. The other half will be made available to finance future energy efficiency projects. All of the energy savings will be used to supply new buildings with energy while keeping total campus building energy consumption at 2011 levels.

WHAT ARE THE THREE MOST IMPORTANT WAYS FOR UO TO DEMONSTRATE A COMMITMENT TO SUSTAINABILITY?



RECYCLED PAPER POLICY

In 2010 the Office of Sustainability facilitated a collaborative process to update the University recycled paper policy. It now reflects changes in the paper industry and aligns University

policy with statewide executive orders requiring a minimum of 30% post-consumer waste, and encourages 100% post-consumer waste recycled paper whenever possible.

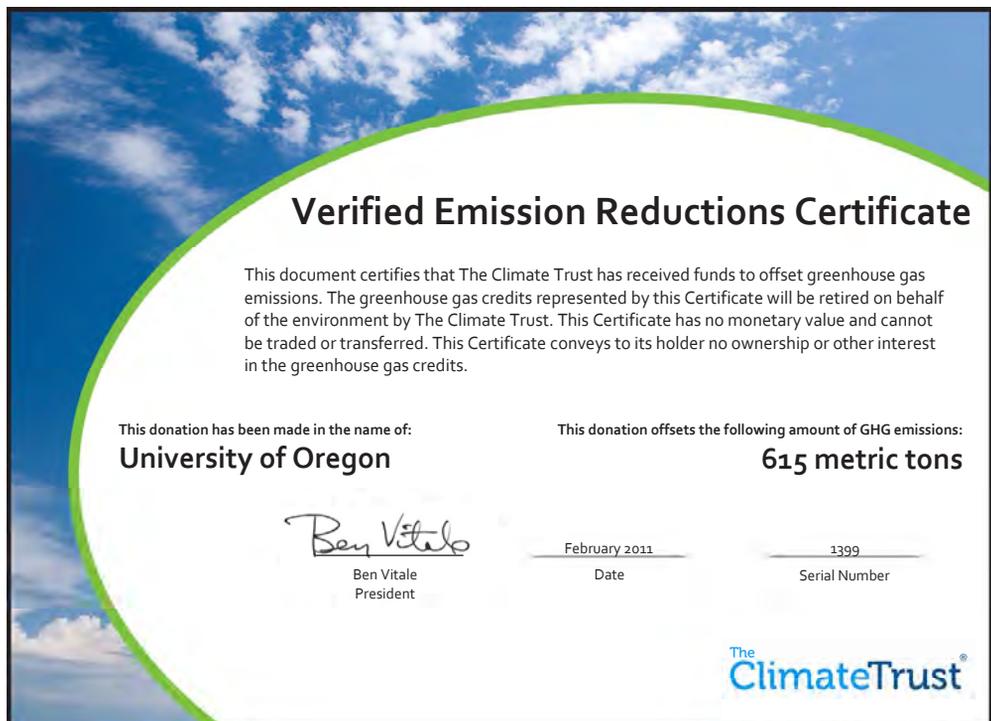
CARBON OFFSETS PURCHASING POLICY

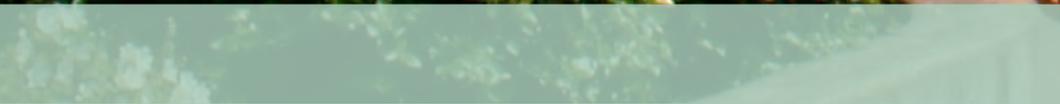
Carbon offsets purchased from the market help the UO balance its greenhouse gas emissions portfolio while supporting the development of low carbon technologies. The Office of Sustainability supported the Environmental Issues Committee in the development of rigorous purchasing guidelines.

The policy now requires that purchases must follow the American College & University Presidents Climate Commitment standards. Additionally, the following criteria will be factored into decision-making:

- (I) The projects offer educational benefits to UO faculty and/or students in the execution, impact, or monitoring thereof.
- (II) The carbon offset projects are based in Oregon.
- (III) The projects are public in nature, with ancillary beneficiaries being the broadest public possible.

To date, carbon offsets have been purchased over a number of years to offset the impact of the Erb Memorial Union.







PROJECTS & PROGRAMS

Create, implement, and manage innovative programs and events, in partnership with other campus units whenever possible, that integrate sustainability into operations, research, curriculum, co-curriculum, and engagement with the broader community.



MEYER FUND for a Sustainable Environment

In 2007, the University of Oregon received a \$600,000 grant from the London-based T & J Meyer Family Foundation to establish the Meyer Fund for a Sustainable Environment. The program, supervised by the Office of Sustainability, supported sixteen sustainability-

related research and curriculum initiatives led by UO faculty between 2009 and 2011.

See the sample projects highlighted below and the summary of awards (*opposite*) for a more detailed look at fund disbursement.



OREGONBILDS: A SUSTAINABLE MODEL FOR RESIDENTIAL DESIGN/BUILD EDUCATION



Photo courtesy Rob Thallon

OregonBILDS is a UO residential design-build program that brings together architecture, landscape architecture, and interior architecture students to collaborate with construction technology students from Lane Community College. Guided by UO faculty, students design and construct affordable, sustainable single family residences. Working with community agencies, nonprofit organizations, and local construction businesses, students completed the program's first house in June 2014.



CALCULATING THE ECONOMIC BENEFITS OF ECOLOGICAL RESTORATION

The UO Ecosystem Workforce Program developed a specialized calculator that estimates economic impacts of ecological restoration efforts in the states of Oregon and Montana. The free resource was created to help communities calculate, articulate and share the economic impacts of restoration projects from the past, present, and future. The tool is proving especially useful to land managers preparing proposals to fund ecological restoration.



Photo courtesy The Freshwater Trust

SUMMARY OF PROJECTS FUNDED

| MEYER FUND FOR A SUSTAINABLE ENVIRONMENT AWARDS 2009-2011 | | | |
|---|--|--|------------------|
| YEAR | PROJECT TITLE | PI / DEPARTMENT | AWARD |
| 2009 | | | |
| | Funds to Establish a Micro-finance Organization | Ronald Severson, Intl. Business and Economics Club | \$33,200 |
| | Develop Climate Masters at Work Program | Robert Ribe, Institute for a Sustainable Environment | \$17,035 |
| | Curriculum Development: GIS Fundamentals for Water Resources | Patricia McDowell, Geography | \$16,680 |
| | Develop Sustainable (Green) Lab Modules for First -Year Chemistry | Deborah Exton, Chemistry | \$55,000 |
| 2010 | | | |
| | Spreading Sustainability: How Science-Based Solutions Move to Broad Practice | Andrew Nelson, Lundquist College of Business | \$34,566 |
| | Develop an Interdisciplinary Sustainable Materials Program | David Tyler, Materials Science Institute | \$50,000 |
| | Engaging Labor in Efforts to Address Climate Change | Barbara Byrd, Labor Education and Resource Center | \$35,700 |
| | Junior Climate Stewards | Robert Ribe, Institute for a Sustainable Environment | \$14,093 |
| | Zero Sum Gained: Moving our Existing Building Stock Toward Net Energy Equilibrium | Donald Corner, Center for Housing Innovation | \$35,694 |
| | Workforce Water Efficiency Training Teams | Robert Ribe & Robert Ebbage, Institute for a Sustainable Environment | \$21,983 |
| 2011 | | | |
| | Energizing the Next Generation with Photovoltaics | Frank Vignola, Chemistry | \$58,054 |
| | Green Jobs Calculator for Forests and Watershed Restoration | Cassandra Moseley, Institute for a Sustainable Environment | \$68,439 |
| | A Sustainable Model for Residential Design/Build Education | Rob Thallon, Department of Architecture | \$51,656 |
| | Community-Solar Decision Support Tool | Robert Ribe, Institute for a Sustainable Environment | \$57,639 |
| | Curricular Framework and Program Proposal for a Master's Degree in Sustainable Systems Design and Management | Brook Muller, Department of Architecture | \$30,996 |
| | Shaping the Future of a Profession as it Shapes the World: A Proposal to Create Advertising + Brand Leaders for Strategies in Sustainability | Deborah Morrison, School of Journalism and Communications | \$31,792 |
| TOTAL AWARDS 2009 - 2011*: | | | \$600,000 |

*All unspent funds were redistributed to other Meyer Fund Projects



COMMUNITY FOR ECOLOGICAL LEADERS



The Community for Ecological Leaders (CEL) is an academic residential program in partnership with UO Housing and the Environmental Studies Program. CEL brings together 40 undergraduate students interested in exploring sustainability in- and outside the classroom.

CEL participants arrive prior to the start of fall term to attend one of four orientation trips. Each trip focuses on a different aspect of sustainability (*trip descriptions opposite*). Students then live in a dedicated residence hall, creating their community by taking classes together, exploring the natural environment through multi-day field trips, and engaging in service-learning projects. Later in the year, some of these student become “EcoLeaders” managing behavior-change campaigns like Do-it-in-the Dark (page 35).

STUDENT PROFILE: CLAIRE SCHECHTMAN

Claire participated in the first ‘Project Tomato’ program (*see right*) as a freshman in 2009 and graduated in June 2013 with a degree in International Studies with a focus on food justice. For Claire, participating in CEL “was the beginning of a path,...a major moment in my college career.” The program provided an opportunity for Claire to ground what she was learning in the classroom in tangible, community-based experiences.

Claire now applies her skills as an intern at a nearby farmer’s market and local food resource center. She has been instrumental in planning efforts for a student food cooperative on campus.

Right: Claire harvests and processes tomatoes to be served in UO dining halls through Project Tomato as a freshman in 2009.



EXPLORING OREGON WITH CEL ORIENTATION TRIPS

CEL participants observe sustainability in practice across Oregon with their peers on multi-day orientation trips. Seniors, graduate students, and recent alumni guide the four-day trips. Students meet farmers, fisherman, bicycle mechanics and other practitioners. Some of these people become professional resources for CEL students as they explore and refine their academic and career interests.

COAST CONSCIOUS

Students spend four days touring the Oregon Coast. Starting in Newport, students examine fishing methods. The group then makes its way south to the Oregon Institute of Marine Biology to learn about wave energy, enjoy beach bonfires and hike coastal trails.



PROJECT TOMATO

Students are immersed in local agriculture by camping on farmland and talking with farmers in their fields. Students harvest up to 1,000 lbs of tomatoes. Back on campus they cook these into pizza sauce which is served in the dining halls during the school year.

PEDAL PROJECT

Students team with UO Bike Program mechanics and build bicycles from parts. They then tour bike shops and manufacturers, and cycle to a nearby campground for swimming, camping and fresh air with new friends.



H2OREGON

Students spend three days backpacking the McKenzie River Trail, speaking with agency staff, and visiting key facilities. They see how the demands placed by hydro-power, drinking water, and removal of municipal waste are balanced with maintaining habitat for fish and wildlife and recreational opportunities.



GREEN OFFICE PROGRAM

For decades, decentralized programs have emerged to help offices green their practices. The Office of Sustainability developed the Green Office (GO) Program to unite these efforts under a common framework that recognizes University of Oregon offices that:

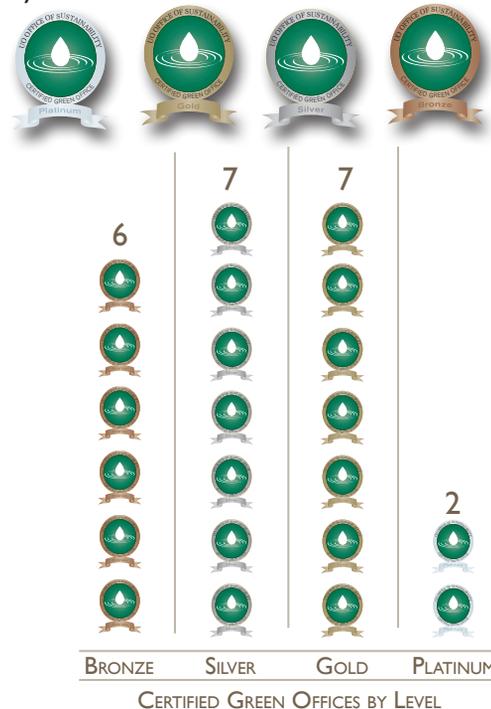
- Adopt best practices
- Commit to reducing impacts
- Measure their performance

Eight offices made up the 'early-adopters circle' beginning in the fall of 2012 and the program continues to grow in popularity.

The GO Scorecard tracks office sustainability across seven categories including: prerequisites, energy, materials management, purchasing, transportation, events, and innovation. Offices are awarded a bronze, silver, gold, or platinum level certification by completing and submitting a scorecard.

The GO program is creating a network of

office champions who are actively reducing the environmental impacts of their work and workplaces. The Office of Sustainability hopes to have 100 campus offices certified by 2017.



As of 2014, **22** UO Offices are **Green Office (GO) Certified**



Former University President Michael Gottfredson and Office of Sustainability Director Steve Mital award Office of Communications its **PLATINUM** GO Certificate

PROMOTING SUSTAINABLE BEHAVIOR

\$SCORE ENERGY EDUCATION

In 2012, James Walton, a senior business major, and Weston Cooper wrote and secured a grant from Eugene Water and Electric Board (EWEB)—the local public-owned utility—to launch the ‘Student and Community Outreach for Renter Efficiency’ program (\$SCORE). The program is based on a model developed at University of Colorado at Boulder. Trained student staff perform free energy audits and install upgrades such as CFL light bulbs, low-flow shower heads and weather stripping in older, off-campus student rental housing. Student auditors educate housemates about energy consumption, provide tips on saving energy, and remind renters about associated dollar savings.



The program, managed by the Office of Sustainability, will enter its third year in 2014-15. The program has been funded by EWEB, the City of Eugene, Bonneville Environmental

Foundation and the Office of Sustainability. See the impact from the program’s first two years below.

\$SCOREBOARD



118 HOMES AUDITED



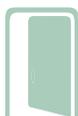
1,281 INCANDESCENT BULBS REPLACED WITH CFLS



495 STUDENTS REACHED



16 STUDENTS EMPLOYED



840 FEET OF WEATHER STRIPPING INSTALLED



65 LOW-FLOW SHOWERHEADS INSTALLED



EMERALD ECOCHALLENGE

UO launched the 'ECOchallenge' in 2011 based on Northwest Earth Institute's model. The idea is simple: challenge yourself to lower your environmental impact for one week and share your experience online. Participants choose a topic area such as reducing water or energy consumption or craft a customized initiative for themselves. The web-based platform provides extra motivation as well as an opportunity to share insights about new habits and the struggles of changing behavior.

Each year the Office of Sustainability and partners host the ECOchallenge during Earth Week. Hundreds of participants including community leaders, students, administrators, local talk show hosts, and even kids took the challenge in recent years.

| ECOCHALLENGE ENGAGEMENT 2011-2013 | | | |
|-----------------------------------|----------------|---|--------------|
| YEAR | INTERNAL COSTS | PARTNERS | PARTICIPANTS |
| 2011 | \$6,500 | UO Office of Sustainability | 139 |
| 2012 | \$4,850 | 89.7 FM KLCC, UO Alumni Association, Next Step Recycling | 228 |
| 2013 | \$1,200 | Campus-affiliated groups: Healthy Campus, Fraternity & Sorority Life External Organizations: 89.7 FM KLCC, 94.5 Mix FM, EWEB, City of Eugene, 4J School District, Next Step, BRING Recycling | 282 |
| 2014 | \$0 | Campus-affiliated groups: Healthy Campus, Fraternity & Sorority Life External Organizations: 89.7 FM KLCC, 94.5 Mix FM, City of Eugene, 4J School District, BRING Recycling. | 51 |
| TOTAL | \$12,550 | | 700 |

WHY ARE YOU PARTICIPATING IN THE ECOCHALLENGE?



"Our children and grandchildren deserve to live in a clean, healthy world."

Helen Chu,
Director, Academic Technology, UO Libraries



"Because it's a LONG way to the next planet."

Peter Walker,
Department Head, Geography



"I believe in more fun, less stuff."

Julie Daniel
Executive Director, BRING Recycling

GREEN PURCHASING TRAINING

The Office of Sustainability arranged and hosted two green purchasing trainings during 2012-13. The two-day course, taught by UO faculty, helps UO staff consider products':

- triple bottom line (people, planet, profit),
- third-party sustainability certifications,
- life-cycle, and
- greenhouse gas emissions impacts.

Staff are encouraged to bring real data from their offices to share with the class and inform product choices. The trainings were funded by a grant from the Wayne Morse Center for Law and Politics.

The program has trained more than 30 staff from 27 units across campus. The course will be offered again in the future.

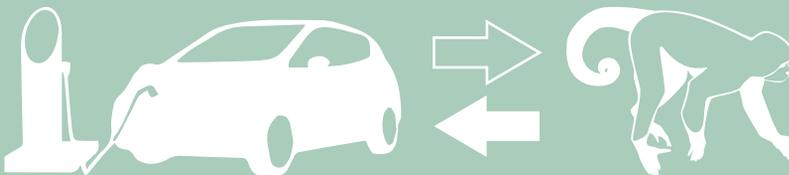


DO-IT-IN-THE-DARK

Do-it-in-the-Dark is a three-week-long energy savings competition for students living in UO residence halls. The effort, which debuted in 2010, is a conservation campaign coordinated by the Office of Sustainability and UO Housing. The Office of Sustainability trains the residential assistants of each hall and gives mini-presentations about energy awareness, reaching over 3,000 students annually. Daily results are posted online, helping residents

learn conservation techniques and become more energy-conscious.

By unplugging their electronics at night, sharing mini-refrigerators, and turning off unused lights, Carson Hall residents won the 2012 competition, saving nearly 1,900 kilowatt hours. This is enough electricity to drive from Eugene to the Costa Rican jungle and back in a Chevy Volt.



Carson Hall residents saved **1,900 kilowatt hours**. Enough electricity to drive a Chevy Volt from Eugene to the Costa Rican jungle and back.



PROJECT SUPPORT

BUSINESS ENERGY TAX CREDIT

The University has accumulated approximately \$1 million in potential tax credits by including many energy efficiency upgrades to campus buildings in recent years. As a public institution with no tax liability, the UO may sell those credits to tax-paying organizations under Oregon's Business Energy Tax Credit program. In 2013, the Office worked with a private contractor to complete six transactions worth \$531,000.

WE CAR NEGOTIATIONS & ZIMRIDE

In 2010 students from the Associated Students of University of Oregon (ASUO) approached the Office of Sustainability requesting \$4,000 to add to an existing \$27,000 they had to fund a three-year contract with Zimride. Zimride offers customized rideshare software. We offered to help students negotiate the price down by at least \$4,000. The contract was later signed for \$27,000 and now hundreds of UO community members utilize Zimride's services to find local carpooling connections.

BOLD STEPS COMMITTEE

In an effort to recognize local businesses that are both financially successful and environmentally conscious, the City of Eugene created the 'Bold Steps' award program. Kitty Piercy, Eugene's Mayor, asked the Director of the Office of Sustainability to join the Bold Steps committee in 2008. Awardees receive free advertising through local media platforms valued at \$5,000 per winner.

CAMPUS CONSERVATION CORPS

In the 2010-2011 school year the Office of Sustainability employed a graduate teaching fellow to implement six behavior change campaigns. This provided undergraduate students valuable hands-on experience and internship credit towards their degrees. Projects ranged from efforts to reduce printing in the law school library, to exploring the demand for compost collection in academic buildings, to encouraging students to forgo bringing cars to campus.

2008 OLYMPIC TRIALS GREEN COMMITTEE

UO's Hayward Field was selected to host the 2008 U.S. Olympic Trials for Track and Field. The event drew over 220,000 fans. The Director of the Office of Sustainability served on a committee charged with minimizing the event's environmental impacts. The Olympic Trials earned the 2008 *Sport and the Environment Award* for North America from the International Olympic Committee, making it the first host site in the country to receive the honor.

REREV PROGRAM

In 2009 the Office of Sustainability secured a \$7,000 grant from EWEB to purchase devices that capture energy from elliptical machines. Sixteen machines were retrofitted at the UO student recreation center. Although only a small amount of energy is generated, the machines provide a hands-on educational opportunity for the UO community to get a visceral feel for what it



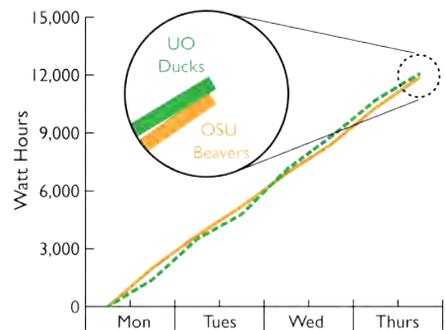
Informational cards affixed to ReRev ellipticals increase awareness of the program

takes to generate a kilowatt-hour of electricity. The Associated Press covered the launch of the program. The article and accompanying photograph were picked up by scores of newspapers around the world.

CIVIL WAR ENERGY BOWL

The *Civil War Energy Bowl* is an annual event pitting the UO Ducks against our nearby rivals Oregon State University (OSU) Beavers. The competition, sponsored by the UO Office of Sustainability and the Department of PE & Recreation, takes place the week before 'the Civil War' football game.

To win, students and staff must produce the greatest amount of energy on their school's elliptical machines. This graph shows the 2012 results. Over the five days of the competition, UO students and staff generated 21,600 watt-hours of energy compared to OSU's 20,000 watt-hours. Together, both schools generated enough energy to power an average US home for a day and a half. The challenge garners local media attention every year. The 2013 Sustainability Survey revealed that the Civil War Energy Bowl was the Office of Sustainability initiative with which students are most familiar.



SURPLUS EXCHANGE WEBSITE

The Office of Sustainability created an online surplus property exchange to help staff find homes for unwanted equipment. The site functions much like Craigslist, but only supports UO staff and UO-owned property. This program was transferred to the Business Affairs Office which has maintained and improved it over the last several years.

CENTER FOR THE ADVANCEMENT OF SUSTAINABLE LIVING

CASL is a university-owned house, renovated by the CASL student group, that demonstrates sustainability at the residential scale. The Office of Sustainability advised CASL during its early years and provided \$25,000 in 2008 to help finance the renovation.



EWEB RESEARCH PROJECT

In the spring of 2011 the Office of Sustainability hosted a meeting between EWEB's leadership and UO faculty to discuss a research agenda. This resulted in a \$35,000 project managed by UO's Community Service Center to support EWEB's deployment of an advanced metering initiative.

PHILOSOPHY CONFERENCE OFFSETS

The University of Oregon Philosophy Department hosted the "Thinking Through Nature" conference in June 2008. One-hundred-and-fifty participants flew 475,000 miles to-and-from Eugene, adding about 400 tons of greenhouse gas emissions to the atmosphere. The Office of Sustainability developed an innovative campus-based carbon offset project to mitigate the impact of this travel. Conference participants contributed \$2,000 to finance several hundred feet of insulation in the campus steam tunnels. The project prevents an estimated 20 tons of carbon emissions from entering the atmosphere annually.

ALLEN HALL ADVERTISING

Between 2007 and 2009 the Office of Sustainability contracted with Allen Hall Advertising (AHA), a student-run group. AHA implemented a variety of brand-building campaigns to ignite sustainable lifestyle awareness among students on campus. Projects included videos, posters, promotion of specific projects and the design of the Office of Sustainability logo.



HYDROGEN EVENT

Researchers in the UO Chemistry department working on hydrogen fuel-cell technology asked the Office of Sustainability to help organize an event to educate the public about fuel-cell technology. The May 2009 event featured presentations on faculty green-tech research and gave the public an opportunity to test-drive hydrogen fueled cars.

REVIEW OF SOLAR PANELS

In the Spring of 2012, the Oregon University System offered UO an opportunity to site two large solar arrays with a combined maximum output of approximately 1 megawatt. The complex arrangement required UO to dedicate roof-space on two athletic facilities for 20 years. The Office of Sustainability managed a thorough review of the project proposal. While the project ultimately did not move forward, we continue to search for renewable energy sources.

EARTH TUB

The Office of Sustainability worked with the Eugene 4J School District to transfer an industrial-sized composting vessel to UO. The \$7,500 gift found a new home at the Urban Farm where the Office of Sustainability found a suitable site for the tub. Campus cafes agreed to contribute their pre-consumer food waste. In its first two years, the project diverted 25,000 pounds of campus food waste from the landfill. Campus Cafes supported the student compost position with funds from beverage sales. Management of the program was transferred to the Campus Zero Waste program in summer 2008.



Steve Mital helps transport Earth Tub for delivery to UO's Urban Farm

HIGHER EDUCATION AUTHORIZATION ACT

In 2008 the Office of Sustainability represented the University of Oregon at a regional public hearing held by the U.S. Department of Education on the Pepperdine University campus on reauthorization of the Higher Education Authorization Act. The Sustainability Director advocated for federal funding of regional sustainability centers. Congress authorized the HEA but has not yet appropriated funding for the sustainability centers.

EUGENE-SPRINGFIELD CLIMATE SUMMIT

During the 2008 U.S. Presidential election, hundreds of universities hosted local 'climate summits' in collaboration with a national non-profit called Focus the Nation to bring attention to the need for national climate policy. The Office of Sustainability organized a Eugene/Springfield event that was attended by more than 500 people. It featured staff presentations from local school districts and government agencies, nearly a dozen UO faculty lectures, documentary videos, and a community fair. Additionally, then-UO president Dave Frohnmayer hosted a meeting for local public sector leaders to discuss ways to work together to reduce emissions and prepare for climate change.

ROSE BOWL EMISSIONS & OFFSETS

As the UO Football team prepared to play in the 2012 Rose Bowl, UO's Administrative leaders asked the Office of Sustainability to estimate the total GHG emissions resulting from team and fan travel to Pasadena and the cost to purchase carbon offsets to mitigate the impact. The UO ultimately chose not to purchase the offsets, but the experience increased awareness of the athletic events' carbon footprint and mitigation options.

WATT-METER INSTALLATIONS

In 2008 Campus Operations sought help from the Office of Sustainability to distribute 500 motion-sensing power strips to campus offices. The watt-meters save energy by powering-down devices when staff leave the room. Office of Sustainability staff worked with Prof. Marc Schlossberg's Class *Mobile Geographaic Information Systems* (PPPM 508) and trained ten student volunteers to work with staff and faculty across campus to install and properly use the devices.

FRESHMAN MAILER

In 2011 the Office of Sustainability designed and mailed a six-page pamphlet to 3,500 incoming freshmen at the University of Oregon. The mailer oriented new students to UO's sustainability programs and culture. It has since been integrated into the comprehensive welcome document sent by UO Housing to all new students.

OFF-CAMPUS LIVING BROCHURE

The UO Office of the Dean of Students annually brings together property managers, landlords, and community service providers to expose students to off-campus housing options and resources through the 'Off Campus Living Fair.' In spring 2010, the Office of Sustainability created an informational packet encouraging students to include energy efficiency and transportation issues in their decision-making when selecting housing. These tips have helped hundreds of students think critically about living more sustainably off-campus.

ACADEMIC SUPPORT

Student engagement is a critical component of the Office of Sustainability's mission. Since its inception, the Office of Sustainability has supported numerous theses and class projects. The Office of Sustainability has assisted numerous past student employees find and secure new opportunities in sustainability careers.



RENEWABLE ENERGY PROJECTS

OIMB WIND TURBINE

In 2013 the Office of Sustainability received two grants to fund a 10 kW wind turbine for the new Charleston Marine Life Center at the Oregon Institute of Marine Biology (OIMB). The Office of Sustainability was awarded a \$86,000 grant from Pacific Power's Bluesky Renewable Energy Program and up to \$30,000 from Oregon Energy Trust. These grants are matched by \$36,000 from UO sources.

Two goals of the project were to supply 100% of the building's electricity needs and become the first turbine sited in Coos County. In Spring 2014, the project established the permitting process for wind turbines in Coos County and will serve as a precedent for future turbines.



OUTDOOR BARN SOLAR PV

In 2013, the UO Outdoor Program Barn, which is home to the Bike Loan Program and supports hundreds of student-led hiking, climbing, rafting, and mountain biking trips, completed a 5.8kW solar photovoltaic installation on its equipment barn roof.

To expand on the success of the project, the Office of Sustainability won a \$28,000 grant from the Bonneville Environmental Foundation (BEF) Renewable University Program to fund the second phase of the project—doubling the size of the array.



STUDENT SUSTAINABILITY LEADERSHIP AWARDS

UO is fortunate to have a highly engaged, informed student body. Many students join clubs and gain great experiences, but some students go above and beyond. The Office of Sustainability recognizes these students through the annual Student Leadership Award. Launched in 2010, the award is given to one outstanding student per year who has worked to promote sustainability on- and off-campus. Learn a little bit about past winners below.

AWARD RECIPIENTS 2010-2014

2010



SARA QUINN

Sara earned recognition for her active role in campus social justice and environmental issues. She co-founded the UO Real Food Project, which focused on promoting sustainable food practices and supporting local farmers.

2011



MANEESH ARORA

Maneesh made good use of his time on campus, serving as student body Vice President, managing environmental campaigns and helping educate local elementary students about renewable energy through the Environmental Leadership Program.

2012



EMMA NEWMAN

Emma was an instrumental student organizer for campus sustainability issues from early on in her college career, serving in active leadership roles in the Climate Justice League, the Sierra Student Coalition, and the Cascade Climate Network.

2014*



LAUGHTON ELLIOTT-DeANGELIS

In addition to coordinating river and beach clean-ups for the Outdoor Program, Laughton is also a budding environmental leader. He created BicyCLEAN, an event which in 2014 brought together 40 volunteers to remove three cubic yards of trash from dozens of miles of Eugene's biking paths.

*No student sustainability award was granted for 2013



EXPLORE

COMPLETE

EXPLORE

EXPLORE

EXPLORE

RYESON FAMILY HALL





MONITORING

Establish metrics and track institutional sustainability performance.



AASHE STARS

The Sustainability Tracking, Assessment & Rating System (STARS) is a transparent self-reporting framework developed by the Association for the Advancement of Sustainability in Higher Education (AASHE) to benchmark an institution's sustainability performance over time. This allows colleges and universities to record and compare their progress internally, as well as how they measure against other institutions. Reporting includes all the information from our annual GHG inventory but also accounts for less tangible (but equally important) aspects of sustainability such as outreach, policies, and co-curriculum.

The University of Oregon is currently ranked at silver status, indicating that the institution has already done some great work, but many opportunities for improvement still remain.



NATIONAL RANKINGS

Though we find it most useful to compare our progress against our own goals and baselines rather than with other institutions, we respond to data requests from numerous third-party ranking systems and have earned our way onto their 'green schools' lists. Before the Sustainable Endowments Institute ceased rankings in 2011 we were on its 'Top 25' and were ranked number 10 on the Princeton Review's *Green Honor Roll* in 2008. Most recently, we were ranked 13th on Sierra Club's 2012 *Cool Schools* list.



2012 SIERRA CLUB COOL SCHOOLS RANKINGS

8. YALE UNIVERSITY
9. UC IRVINE
10. APPALACHIAN STATE COLLEGE
11. GREEN MOUNTAIN COLLEGE
12. UNIVERSITY OF SOUTHERN FLORIDA
- 13. UNIVERSITY OF OREGON**
14. UNIVERSITY OF WISCONSIN-OSHKOSH
15. CORNELL UNIVERSITY
16. GRAND VALLEY STATE UNIVERSITY
17. UC SAN DIEGO
18. HARVARD UNIVERSITY

CAMPUS SUSTAINABILITY ASSESSMENT

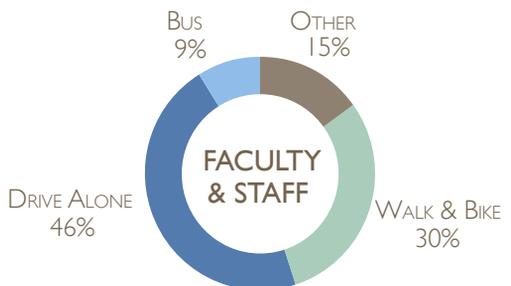
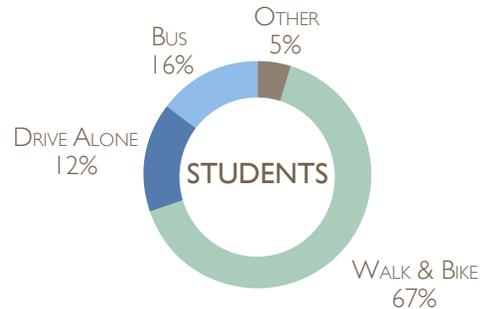
During the 2006-2007 school year, a team of seven graduate students from the Environmental Studies program identified and evaluated the progress towards sustainability of eleven primary focus areas on campus. The key findings of the research were published and helped make a compelling case for the establishment of an Office of Sustainability. Primary focus areas included:

- Governance
- Endowment Investment
- Academics & Culture
- Materials Management
- Food
- Greenhouse Gas Emissions
- Energy
- Transportation
- Water
- Landscape
- Building



COMMUTE SURVEY

The Office of Sustainability conducted the University's commute survey in Spring 2006, ten years after the first commute survey. A second survey was completed in Spring 2009. In 2013, the Office of Sustainability partnered with Campus Planning, Design, and Construction on the latest survey. Results show that walking and bicycling are the top commuter modes of choice overall while on average only 12% of students drive alone to campus. Nearly half of UO students live within one mile of campus, greatly reducing their need to drive. The graphs to the right show a detailed breakdown of students and staff primary travel modes from the 2013 survey. Moving forward, Campus Planning, Design, and Construction will be responsible for the commute survey.





GREENHOUSE GAS EMISSION INVENTORY

Since 2009 the Office of Sustainability has collected and aggregated all the University's Greenhouse Gas (GHG) emissions. The annual GHG Inventory is a record of sustainability progress and serves as the keystone of decision-making related to emissions reduction strategies.

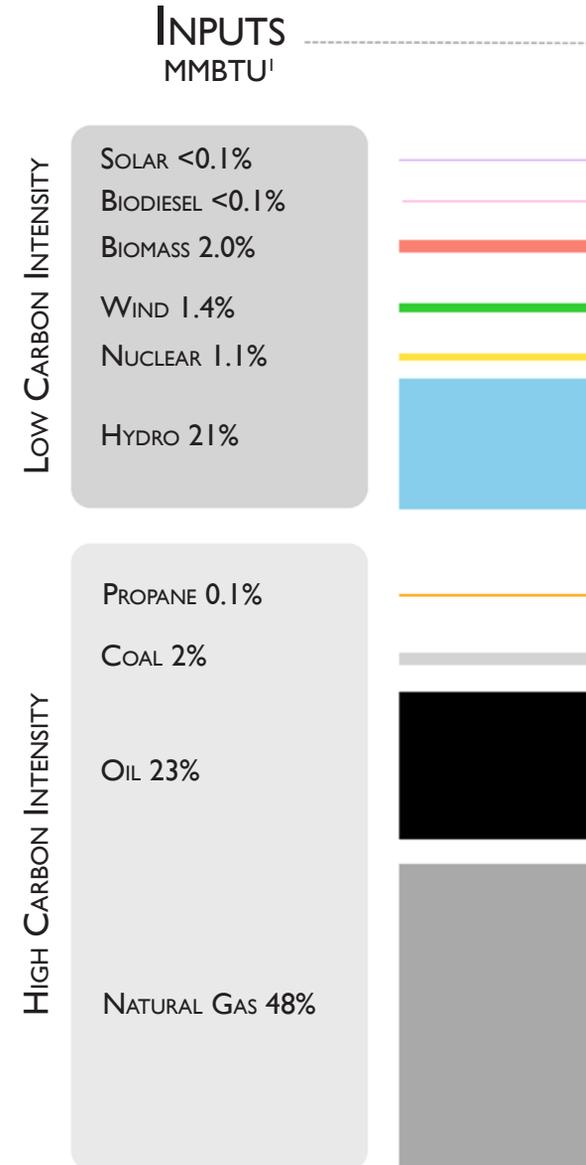
This diagram shows the University's energy inputs, the activities those inputs support, and their associated greenhouse gas emissions. Low carbon inputs include energy from solar and hydro while high carbon inputs include oil and natural gas. Activities are divided into categories like building heat, lighting and plug loads, and air travel.

Scope One (I) emissions come from energy generated by the central power plant for heating campus. In 2012 scope I emissions accounted for 40% of the University's total emissions. Scope Two (II) emissions, which includes all other purchased energy, accounted for only 3% of total emissions. Emissions from University-related travel (Scope Three (III) emissions) made up 57% of total emissions.

Reducing emissions from air travel and generating building heat remain the University's most significant emissions reductions challenges. A major upgrade to the Central Power Station now allows it to produce most of the electricity for campus. This recent change is not yet captured by our GHG reporting.

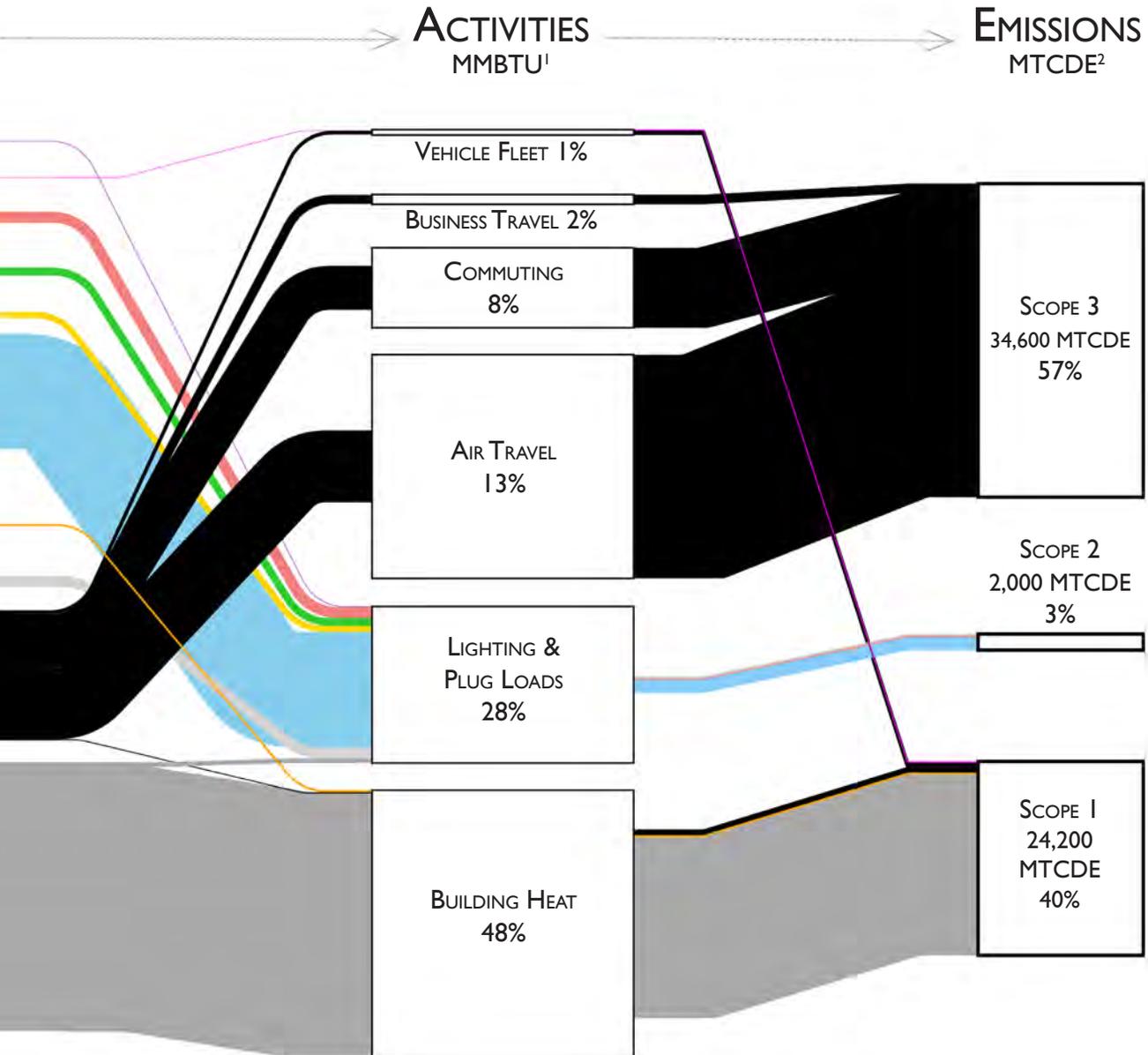
FLOWCHART

Using data from the Clean Air-Cool Planet's (CA-CP) Campus Carbon Calculator™, the Office of Sustainability developed a powerful infographic to present the institution's energy sources, consumption rates, and emissions data. Since 2011, this infographic has become a cornerstone for communicating the UO emissions story. With other institutions taking an interest in the graphic, the office launched a pilot project in



summer 2013 to test the market. We have signed contracts to produce infographics for two sister institutions in Oregon. The pilot—a partnership with UO's Technology Transfer Services—is helping commercialize the tool and develop a new revenue stream to subsidize sustainability initiatives at UO.

UNIVERSITY OF OREGON ENERGYFLOW 2012: INPUTS, ACTIVITIES, AND EMISSIONS



REDUCING EMISSIONS FROM **AIR TRAVEL** AND GENERATING **BUILDING HEAT** REMAIN AMONGST THE UNIVERSITY'S MOST SIGNIFICANT SUSTAINABILITY CHALLENGES

NOTES

1. MMBTU: Million British Thermal Units

2. MTCDE: Million Tons of Carbon Dioxide Equivalent

Although low carbon inputs such as hydro, wind, and solar do produce emissions in their production cycles, these emissions are insignificant and not included.



DEPARTMENT ASSESSMENTS

DINING SERVICES

The Office of Sustainability partnered with the Environmental Leadership Program in 2008 to conduct a program assessment entitled 'Toward a Sustainable Food System; Considerations for the University of Oregon.'

The report includes best practices in campus dining services, an inventory of all local and organic products purchased by UO Dining Services, and a list of seasonally available farm products available in Oregon. The report makes recommendations to increase support for local and regional agriculture.



ATHLETICS

In partnership with UO Athletics, the Office of Sustainability completed the nation's first greenhouse gas inventory and sustainability report for a Division I athletics department.

After collecting and analyzing waste management, utilities, purchasing, and transportation data, a number of recommendations were made to the athletics department sustainability committee to improve its performance.

Athletics has since transitioned to more sustainable purchasing policies, enhanced game-day recycling programs and joined the Green Sports Alliance. The department's actions have even earned it a feature case study article in the Natural Resources Defense Council's 2013 publication *Collegiate Game Changers: How Campus Sport is Going Green*.

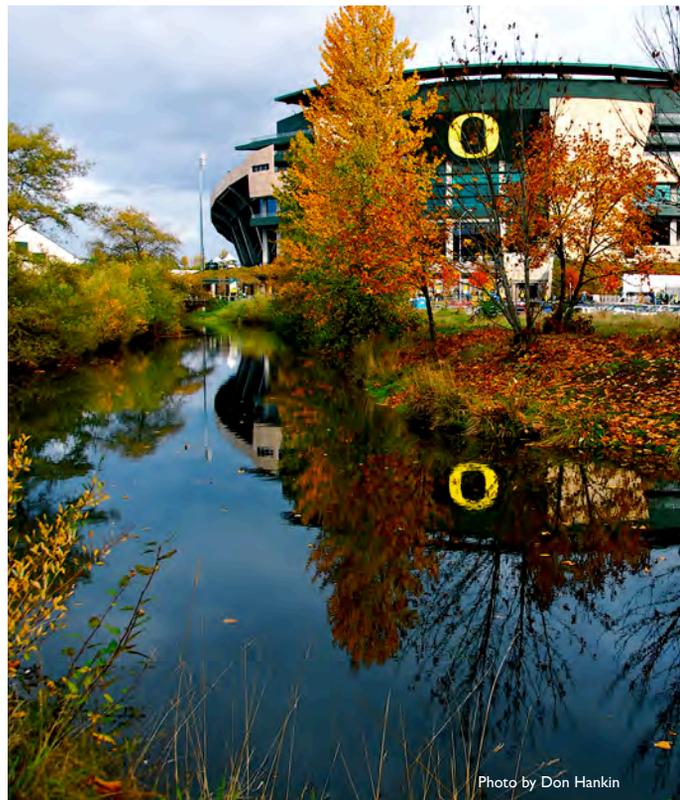
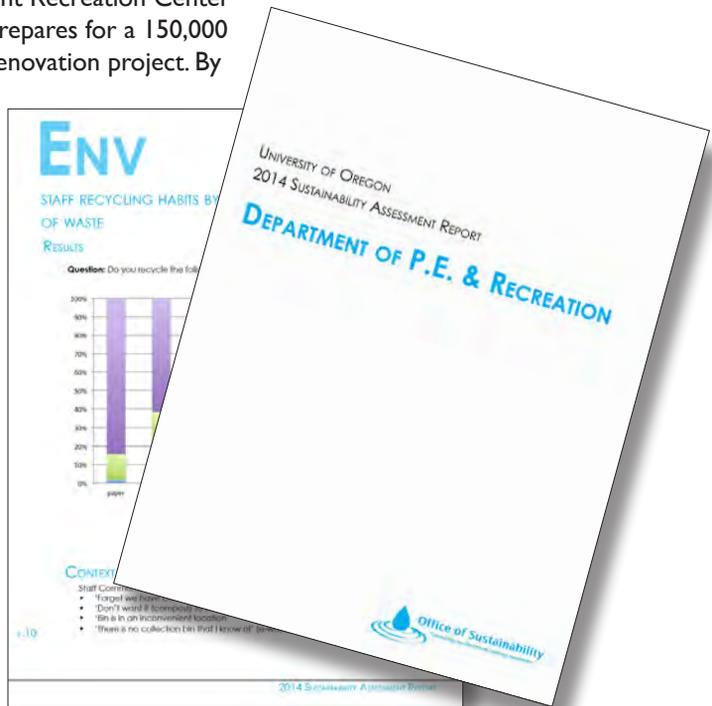


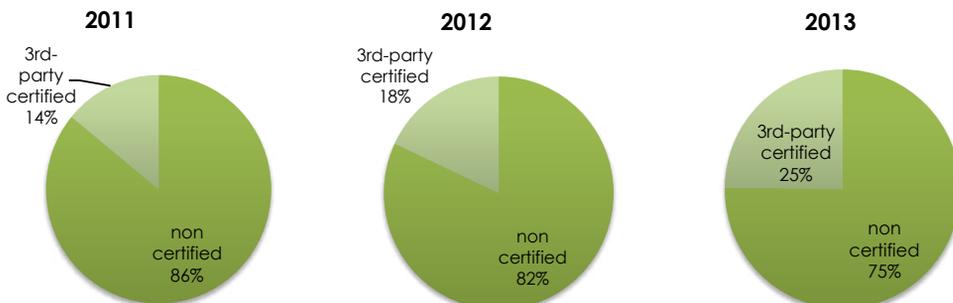
Photo by Don Hankin

PHYSICAL EDUCATION & RECREATION

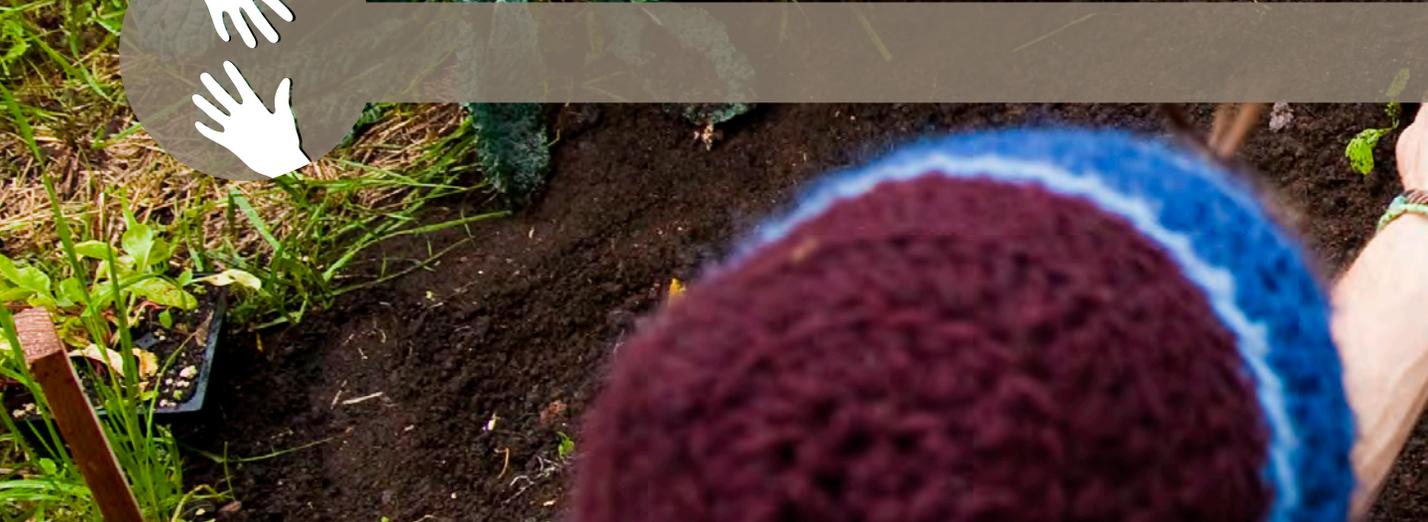
The Department of Physical Education and Recreation serves the UO community by offering high-quality health and fitness facilities and classes to more than 5,000 people daily. The Office of Sustainability collected and analyzed environmental, social, and economic data for the Student Recreation Center and adjoining facilities as it prepares for a 150,000 square foot expansion and renovation project. By establishing indicators and collecting baseline data, the Office of Sustainability is helping PE and Rec understand its impacts and identify opportunities for improvement.



Green Cleaning Products Purchased by volume (oz.)



Between 2011 to 2013, PE & Rec increased its use of 3rd-party certified green cleaning products from 14% to 25%





OUTREACH

Share the University's sustainability story and encourage the campus community to contribute to its growth and success.



OUTREACH

The Office of Sustainability is a resource for UO faculty, staff, and students. Each year we respond to hundred of emails and calls from faculty, staff, students, parents, researchers, journalists, and community members. We help faculty develop class research and service projects. We help students find courses, internships, data sets, clubs, and research projects. We represent the UO at professional conferences, respond to local, national, and international media requests and promote UO sustainability successes via our website and twitter feed.

Below is a list of committees, conferences, events, and other outreach vehicles we use to educate the University community about sustainability, promote the University of Oregon's leadership and the Office of Sustainability's services, and keep track of sustainability programming on behalf of the UO community.

ENVIRONMENTAL ISSUES COMMITTEE (MONTHLY)

Formed in 1997, the University of Oregon Environmental Issues Committee (EIC) is comprised of faculty, staff and students that reports to the Vice President for Finance and Administration. The EIC's mission is to raise awareness about environmental issues on campus, identify problems and concerns, and review and recommend policies on environmental issues.

NEW STAFF AND FACULTY ORIENTATION (QUARTERLY)

The New Employee Orientation and New Faculty Orientation introduce new employees to the support services available at and the culture and expectations of the UO. Hundreds of new faculty and staff attend these sessions. The Office of Sustainability presents information about the institution's sustainability culture and programming and invites new faculty and staff to participate in upcoming events and opportunities.

STUDENT AMBASSADORS ORIENTATION (ANNUALLY)

18,500 people joined one of the 1,300 Student Ambassador Program tours in 2013. Often serving as the first contact prospective students and their parents have with the UO, ambassadors act as the UO's public face. The Office of Sustainability meets with new student ambassadors each summer to provide background on UO's portfolio of sustainability initiatives.

CLASSWRAPS (ANNUALLY)

Every year the Director of Sustainability reaches out to approximately 3,000 freshman across 15 large introductory classes. He introduces them to campus sustainability and urges them to participate in the Do-it-in-the-Dark energy conservation campaign.

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION'S LEADERSHIP COUNCIL (MONTHLY)

The Director participates in this monthly meeting to network and promote sustainability programming to unit heads.

FRESHMAN MAILER

Each summer UO housing sends an informational mailer to all new students who will live in on-campus housing. The Office of Sustainability designed a section that informs new students about our office and sustainability at the UO.

DAILY EMERALD STORIES

The Daily Emerald is the University of Oregon's student newspaper. It produces a news magazine twice a week and online news 24/7 via its website, facebook page, and twitter feeds. Each year, the Office of Sustainability pitches story ideas to Emerald editors and reporters.

GUEST LECTURES

Each year Office of Sustainability staff members are invited to lecture on various sustainability topics at UO events, in UO classrooms, and at regional, national, and international conferences.

GREENHOUSE GAS EMISSIONS

The Office of Sustainability presents the results from the University's Greenhouse Gas Emission Inventory annually. This is an opportunity for community members to become informed and ask questions about the UO's progress to manage and reduce carbon emissions.

TWITTER FEED

We tweet weekly to our 950 followers. Our handle is: [@sustainable_uo](https://twitter.com/@sustainable_uo)



ADVISORY COMMITTEES

The Director of Sustainability has served on numerous advisory committees on campus including Global Oregon, Wayne Morse Center for Law and Politics speaker committee, Ecological Design Center Advisory Committee, Center for Advancement of Sustainable Living, and Climate Leadership Initiative advisory board.

OREGON HUMANITIES CENTER

The Oregon Humanities Center hosts several endowed lectures each year. The Sustainability director has served as an informal advisor, helping to select nationally prominent environmental speakers.

ASSOCIATION FOR THE ADVANCEMENT OF SUSTAINABILITY IN HIGHER EDUCATION (AASHE)

This is the lead organization supporting sustainability professionals in higher education. AASHE hosts an annual conference that attracts 2,000 participants, manages the STARS reporting program and maintains a wide range of resources on its website. Steve Mital currently is serving a two-year term from 2013-15 as member of its national advisory committee.



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FREDERICK D. AND

FAMILY ATRIUM



SUSTAINABILITY CONFERENCES

International Sustainable Campus Network

UO Office of Sustainability hosted the sixth-annual International Sustainable Campus Network (ISCN) gathering in Eugene in June 2012.

The University of Oregon was the first American institution—and Eugene the first American city—to host the event. Faculty and administrators from more than 50 institutions and over 20 countries came to develop strategies, build relationships, and share stories. The theme of the conference was the “Power of Partnerships,” and included a guest keynote address from Dr. David Orr, leader of the Oberlin project. The conference was



supported through funding from the University of Oregon (\$10,000), City of Eugene (\$7,500), King Estate (\$5,000 in-kind). Conference attendee revenue generated \$20,000. The conference won the 2012 *Convention Leadership Award* from Travel Lane County.

Oregon Higher Education Sustainability Conference

The UO Office of Sustainability hosted the inaugural Oregon Higher Education Sustainability Conference (formerly the OUS Sustainability Summit) in 2008. The event attracted over 200 participants.

The conference enabled sustainability staff at Oregon’s public and private institutions to create a supportive learning community. Uniting sustainability professionals from Oregon higher education institutions to share experiences and lessons learned, the

conference helps move the dial towards meaningful advances in greenhouse gas reductions at Oregon community colleges, colleges, and universities.

Oregon State University hosted the second event in 2011 with Portland State University hosting the third conference in 2013. Lane Community College in Eugene plans to host in 2015.



BUILDING ENERGY DASHBOARD

User behavior significantly impacts resource use over the life of a building. Even a LEED platinum rated building can be inefficient if the building users do not understand how the building operates.

The Office of Sustainability joined a partnership between Campus Operations and Deck Monitoring to educate campus building users about buildings' resource consumption and green features. Deck

created a dashboard to display electricity, heating, and water use for campus. The Office of Sustainability created detailed info graphics to highlight the sustainable features on seven campus buildings. The Office of Sustainability is also working with Deck and Campus Operations to ensure that building utilities data are available for student and faculty research projects.

LILLIS HALL
Completed in 2004, Lillis Hall features the largest installation of architectural solar glass in the Pacific Northwest and has been recognized as one of the most environmentally friendly business schools in the nation.

- Facade and roof-mounted solar panels generate 44kW of electricity.
- The University's first green roof helps straighten storm plumes, reduce heat gain, and extend the life of the roof system. It also helps reduce water runoff and act as a natural filter.
- Thick floor slabs provide passive ventilation, reduce heating, cooling, and winter heating and humidity reduction in central heating/air system.
- Exhaust fans and light fixtures minimize heat gain and glare. Low-watt compact fluorescent light fixtures. Heating panel for water, light.
- Biodegradable overhead lighting is made from treated oil and lumber waste. Most recycling is recycled.
- Occupancy sensors shut off lights and fans when rooms are not occupied, saving electricity.

44kW = 100% energy from 7 average solar panels

HEDCO

- Water-saving faucets are variable frequency drives (VFD) save energy, reduce noise, extend equipment, and last longer.
- Furniture sourced from sustainable harvested forests. All materials from recycled sources (recycled PVC). Whenever possible, recycled building materials were used.
- High-efficiency condensing units and low-volt mechanical options.

KNIGHT
Designed to foster a strong sense of community, Knight is organized along a curving interior along the classroom, library and common areas. Completed in 1995, Knight Lee Center is currently undergoing retrofit for a pending LEED EB. 200M of energy saving, Collaborative and Maintenance Silver application scheduled for Fall 2013.

- Design Maximizes Field of Lighting
- Ambient Light Sensors Maintain Constant Light Level
- Faucet Sensors Reduce Water Consumption

EARLE A. CHILES BUSINESS CENTER

- Water-saving faucets are variable frequency drives (VFD) save energy, reduce noise, extend equipment, and last longer.
- Furniture sourced from sustainable harvested forests. All materials from recycled sources (recycled PVC). Whenever possible, recycled building materials were used.
- High-efficiency condensing units and low-volt mechanical options.

LILLIS BUILDING COMPLEX

- Water-saving faucets are variable frequency drives (VFD) save energy, reduce noise, extend equipment, and last longer.
- Furniture sourced from sustainable harvested forests. All materials from recycled sources (recycled PVC). Whenever possible, recycled building materials were used.
- High-efficiency condensing units and low-volt mechanical options.

WEBSITE & DATABASE

The Office of Sustainability maintains a comprehensive website that serves as a gateway to University of Oregon sustainability. The website offers news features, links to key planning documents, reports, policies, programs and upcoming events. Our popular searchable database offers a comprehensive inventory of hundreds of sustainability projects, programs, and events. It receives over 23,000 hits a year and has been replicated by several sister institutions around the country.



TOP 5 SUSTAINABILITY DATABASE PAGE VIEWS

1. WeCAR | 2,365
2. SURPLUS PROPERTY | 1,584
3. BIKE LOAN PROGRAM | 942
4. LIVEMOVE | 725
5. HOPES CONFERENCE | 586

UO ENERGY MANAGEMENT & EMISSIONS ANIMATION



In 2012, we produced a 3-minute animated video describing the Oregon Model for Sustainable Development and UO's emissions reduction challenges. We screen the video at many of the orientations and events described above. We have also put it on youtube where it has recieved over 1,400 views.

For more information about the University's energy management and emission reduction planning, visit <http://tinyurl.com/8xp7zjy>





WHAT'S NEXT?

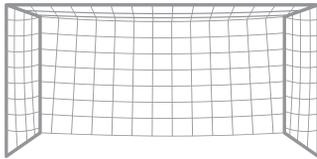


VISION & GOALS

The Office of Sustainability is committed to its mission of leading the integration of sustainability into the University of Oregon's operations, curriculum, co-curriculum, research, and engagement with the broader community. We will continue to distinguish ourselves with our innovative, flexible, entrepreneurial approach. We'll find creative ways to remove barriers to change by working collaboratively across our large, decentralized institution. Our goal is to build on the University of Oregon's reputation as a national sustainability leader by developing and managing innovative, high quality projects and programs and tracking and reporting institutional progress.

Moving forward, we have identified three new strategies to guide our continued success during our next phase of development:

GOAL I /// ESTABLISH CLEAR VISION & MEASURABLE GOALS



Responsibilities for administering sustainability practices and programs are dispersed widely throughout the University of Oregon. We want to continue supporting the decentralized campus culture that encourages innovation and experimentation. We also want to develop a comprehensive vision that guides individual units' programs, clarifies roles and responsibilities, improves service delivery and reporting, and ultimately strengthens the community of staff responsible for managing and implementing these programs and policies. Specifically, we plan to:

- Work with key units to draft plans that respond to the University of Oregon's recently updated Environmental Policy
- Update the University of Oregon's Climate Action Plan
- Facilitate an assessment of institution-wide sustainability programming and make recommendations for improvement



GOAL 2 /// INCREASE THE SIZE OF THE PIE



We recognize that we must attract external resources in order to support the growing interest in expanding sustainability programming in operations, academics, athletics and co-curriculum. We will work to increase the Office of Sustainability's operating budget by diversifying our sources of funding. Perhaps more importantly, we will devote more time to securing external funding on behalf of and in collaboration with other campus units pursuing sustainability initiatives. Specifically, we plan to:

- Write grant proposals that support the aspirations of other campus units
- Market products and services to both UO and non-UO clients
- Establish a multi-million dollar green revolving loan fund
- Diversify Office of Sustainability annual program budget with 35% coming from sources other than the Finance and Administration annual allocation

GOAL 3 /// INCREASE ENGAGEMENT



Sustainability requires broad participation and significant behavior change in order to succeed at a large scale. While we have successfully implemented scores of projects and programs, our 2013 survey confirms that the majority of the UO community has little knowledge of or interaction with them. We will refocus on initiatives designed to increase awareness and participation. Specifically, we plan to:

- Partner with the Rec Center, Athletics, Housing, the Duck Store and other high use programs to develop visible, engaging programs
- Use social media to more immediately and informally share the UO's sustainability successes



FAILED & STALLED INITIATIVES

“If you’re not failing every now and again, it’s a sign you’re not doing anything very innovative.” - Woody Allen

Sustainability is largely about change—changing policies, practices, behaviors, and technologies. While the University of Oregon has implemented numerous changes thus far, the journey is inherently unpredictable. Initiatives sometimes stall or fail for reasons we don’t understand or cannot anticipate.

The Office of Sustainability takes a ‘diverse portfolio’ approach to our work. At any given moment we’re working on scores of projects. Some are simple, others are complex; some have been successfully implemented at other institutions, others are brand new ideas with little to no precedent. While we expect the portfolio as a whole to succeed, we recognize that a few initiatives will stall or fail. It’s the price of innovation and leadership. Our list of stalled and failed projects is below:

- A **DAILY I-5 SHUTTLE SERVICE** to support faculty and staff traveling between Eugene and Portland. Our research shows this service would save the UO tens of thousands of dollars and reduce the carbon footprint. A staff survey shows significant interest in this service.
- We wanted to site a **1 MEGAWATT SOLAR ARRAY** on two UO rooftops. This would have increased on-site solar generation by tenfold. However, the project required a 20-year lease for the roof space. UO couldn’t commit for that length of time.



- **LOCAL CARBON OFFSETS PROGRAM** - Working with the Lundquist College of Business, we considered creating Eugene-based carbon offset projects to provide opportunities to invest these dollars locally. Our survey discovered total dollars spent by Eugene-based organizations purchasing carbon offsets was minimal. Given this, we couldn't justify the administrative costs of managing our own carbon offset projects.
- **TRACKING FUNDED SUSTAINABILITY RESEARCH** - We developed a method to track funded sustainability-related research conducted by UO faculty. If Principle Investigators were required to complete a sustainability tab as part of their proposal clearance documentation, a report containing the following could be auto-generated:
 - List of UO researchers actively pursuing external funding for sustainability-related projects
 - Total annual value of externally-funded sustainability research grouped by academic discipline
 - Network map revealing proposed collaborations between UO faculty
- **BIG DATA LEADERSHIP PROJECT** - Corporations are collecting consumer data to support more customized and targeted advertising. We worked with faculty and graduate students in the Lundquist College of Business to explore using the same techniques to identify and support emerging student sustainability leaders.
- **GREEN GOWNS** - We worked with the UO Bookstore on a recycle and reuse option for graduation gowns. Interested students could earn a \$10 gift card by returning their graduation gowns. Gowns would be washed, stored, and available for rent the following year. Proceeds would benefit the Office of Sustainability. Less than 20 students took advantage of this option during the pilot program.
- **UO SOLARIZE** - We negotiated significant discounts with Grape Solar, a solar manufacturer based in Eugene and several local solar installers on behalf of UO faculty and staff interested in solar for their homes. The project stalled when a similar initiative - Solarize Eugene - was launched in 2012.

FAILED GRANT PROPOSALS

ENERGY STORAGE/ARBITRAGE

We submitted a \$200,000 grant proposal in partnership with EWEB, UO Housing, and UO Physics department. We wanted to site a cutting edge industrial-scale battery on campus. The battery would be charged overnight when energy costs are very low and used during the day when energy costs peak.

CAMPUS AS LIVING LEARNING LAB

The 'Campus as Living Lab proposal' was designed to provide on-campus service-learning opportunities for students interested in testing sustainability projects in real-world settings. The program would have created a forum for faculty and campus operations staff to develop projects that supported learning objectives in specific courses and were aligned with operational priorities. It was not selected for funding by the Williams Council.

CAP AND TRADE TRANSPORTATION PILOT

We wanted to develop and test a new tool to reduce travel related greenhouse gas (GHG) emissions. Our proposed web-based Transportation Emissions Voluntary Cap and Trade Program would have been tested by University of Oregon, faculty, staff, and students interested in reducing their transportation related emissions. It was not selected for an award by the Oregon Transportation Research and Education Consortium.

SUPPORTING PARTNERS

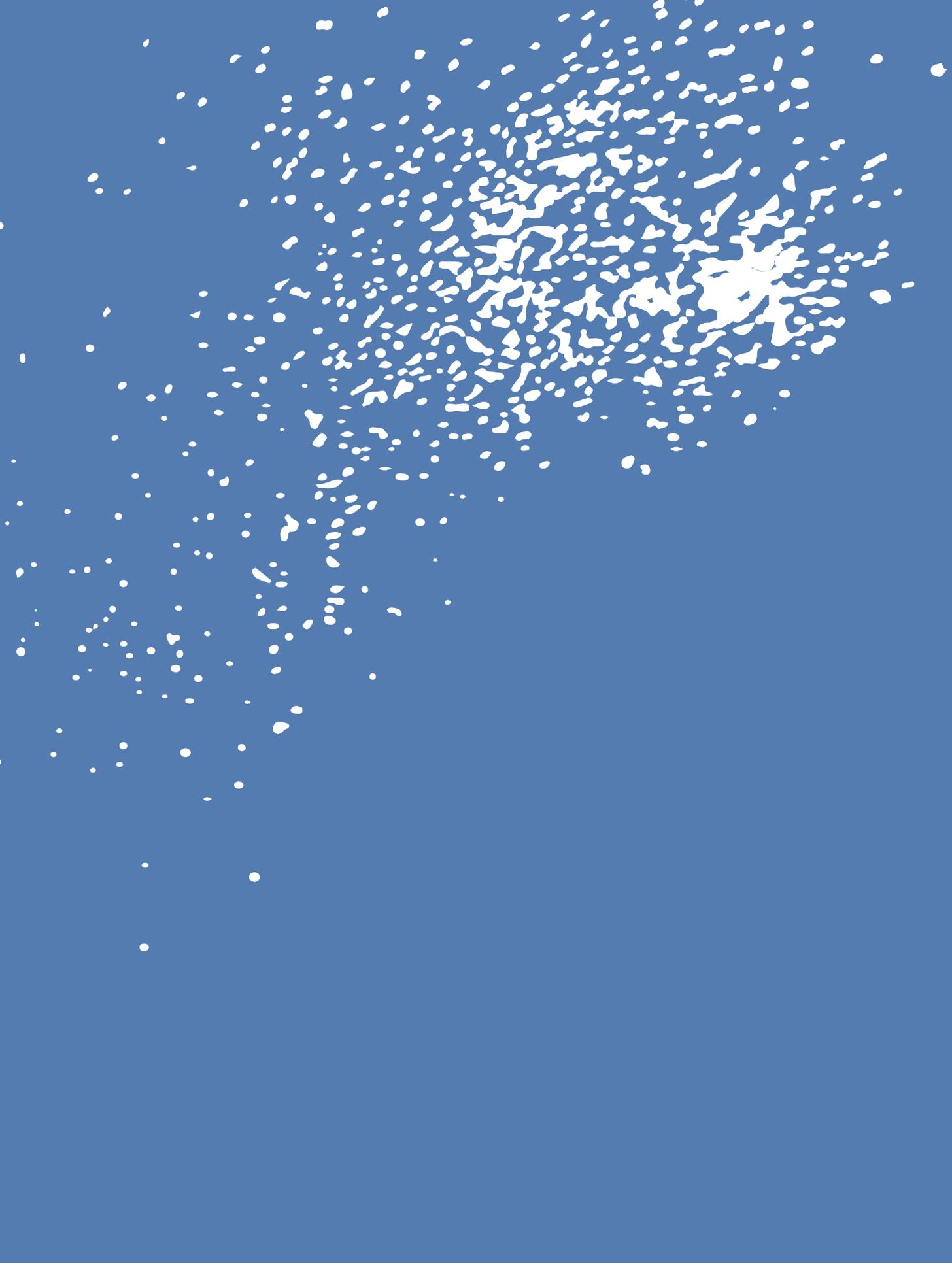
The Office of Sustainability helps promote special events, develop service projects, reduce impact, develop trainings, write letters of support, connect people to resources. We assisted the following groups in some capacity:

PARTNER SUPPORT 2007-14

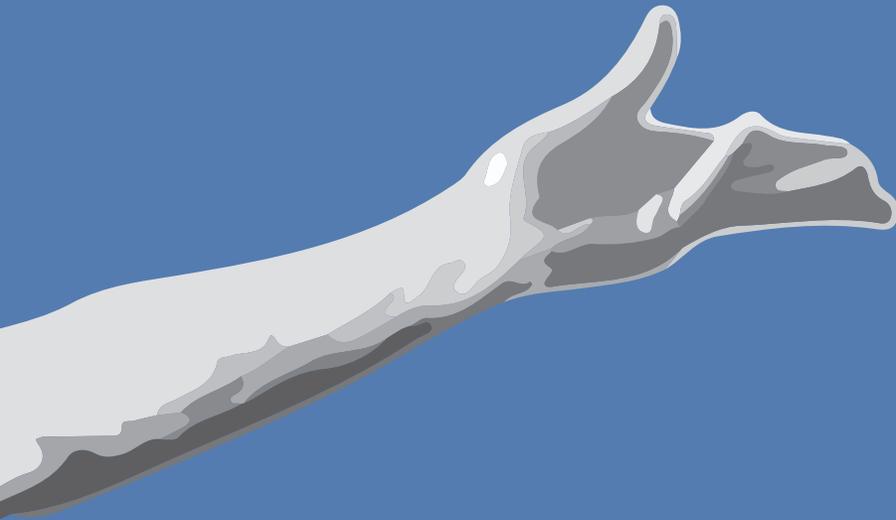
| YEAR | GROUP/INDIVIDUAL | DESCRIPTION |
|---------------|---|--|
| 2012, 2013 | Academic Affairs | New faculty orientation |
| 2012-13 | Alumni Association | Greening Alumni newsletter |
| 2010, 11, 13 | Associated Students (ASUO) | Eco-reps program proposal, Zimride contract, Triple Bottom Line training |
| 2011, 13 | Athletics | Game day recycling program development, Sustainability Assessment |
| 2011 | Campus Planning, Design and Construction | Oregon Model for Sustainable Development |
| 2008 | Campus Zero Waste | Earth Tub acquisition and programming |
| 2012, 13 | Capital Construction | "Solar by Degrees" project review, Business Energy Tax Credit |
| 2013 | CAPS | Obama-Singh grant |
| 2007 | Center for the Advancement of Sustainable Living (CASL) | \$25,000 towards capital plan, Board of Advisors |
| 2008 | City of Eugene Mayor's Office | Bold Steps Awards committee |
| 2009-10 | Climate Leadership Initiative | Advisory committee |
| 2013 | Club Sports | Get Pumped! |
| 2011, 12 | Coalition Against Environmental Racism (CAER) | Funding for annual Environmental Justice Conference |
| 2008 | Community and Government Affairs | Testimony for Higher Education Act |
| 2011 | Community Service Center | Hosted EWEB luncheon leading to AMI market study contract |
| 2013-14 | Composition Program | Sustainability-themed Writing 121 |
| 2010-14 | Dean of Students | Student sustainability award |
| 2009 | Department of Chemistry | Hydrogen fuel cell event |
| 2008 | Department of Philosophy | Carbon offsets for conference |
| 2007-14 | Development | Meyer Fund for Sustainable Environment |
| 2008 | Dining Services | Sustainability Assessment |
| 2011 | Dr. Ihab Elzeyadi | Promoting "Green Classroom Toolbox" program |
| 2009, 2011-13 | Dr. Ron Mitchell | Screening "A Sea Change", Presenting at Annual Climate Symposium |
| 2006-13 | Environmental Issues Committee | Administration and ex-officio |
| 2011-14 | Global Oregon | Advisory committee |

| | | |
|------------------|--|--|
| 2011-14 | Human Resources | Telecommute policy review (2011), New staff orientation (2011-14), Sustainable purchasing trainings (2012/3), Pay-as-you-go-insurance info. session (2013) |
| 2008-12 | Humanities Center | Identifying environmental leaders for endowed lectures |
| 2007-14 | Individual students (many) | Letters of recommendation, theses committees, independent studies, research project development, career advice, SCORE, Chem grad students and green cleaning supplies list |
| 2010-13 | Lundquist School of Business | Help faculty develop student projects |
| 2012-13 | Dr. Lynn Kahle | "Big Data" Leadership project |
| 2009-11 | Morse Center | "Climate Ethics and Equity" Advisory committee |
| 2007-14 | Office of Communications | Data requests, media requests |
| 2009-14 | Office of Institutional Research | External surveys and reviews |
| 2011, 12, 13, 14 | OP/Bike Loan Program | Funding for annual "Riding in the Rain" event, funding for 5 KW solar array |
| 2006, 2011-12 | Operations | Watt-stopper implementation (2006), Campus energy dashboard, Revolving Loan Fund |
| 2013-14 | Oregon Institute for Marine Biology | Pacific Power wind turbine grant, lighting retrofit |
| 2008-14 | Oregon Leadership in Sustainability graduate certificate program | Founding, curriculum development, project identification, advising |
| 2008-14 | OUS Sustainability Coordinators | OHESC conference, monthly call |
| 2006, 2009, 2013 | Parking and Alternative Transportation | Campus commute study |
| 2007-14 | President's Office | Memos, data requests |
| 2010 | Printing and Mailing Services | Paper policy update |
| 2009-10 | Product Design | Furniture class project |
| 2007 | Professor Peter Walker (Geography) | Class project |
| 2008-12 | Provost | OUS committee assignments, Sustainability Council |
| 2011-12 | Purchasing and Contracting | Green Purchasing advising |
| 2009-14 | P.E. and Rec | ReRev (2009), Civil War Energy Bowl (2009-2014), Sustainability assessment (2013/14) |
| 2007-08, 2008-09 | School of Journalism and Communications | Allen Hall Advertising projects |
| 2010, 11, 12 | Student Ambassador Program | Annual information/training sessions |
| 2011 | Student Sustainability Center | Student Sustainability Fund |
| 2008, '12 | Track Town '08 and '12 | Greening the Olympic Trials |
| 2007-14 | UO Housing | Dining Services assessment, Summer Sustainability Trips, Community for Ecological Leaders, Do-it-in-the-Dark, Pre-freshman mailer, Quality Circle, Community Conversations |
| 2013-14 | UO Bookstore | Renew contract, Green Gowns pilot program |
| 2009-11 | Vice President for Student Affairs | Student Sustainability Fund |





The University of Oregon Office of Sustainability was established in 2007 to develop projects and programs that support the University's sustainability goals. This report summarizes the Office's accomplishments between October 2007 and June 2014.



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Office of Sustainability

"Shrinking our footprint, raising awareness"