

VCU SUSTAINABILITY COMMITTEE MEETING MINUTES

February 3, 2009
10:30 a.m. to 12:30 p.m.
Student Commons
Virginia Room C-D
907 Floyd Ave

Meeting called by:	Provost Dr. Stephen D. Gottfredson and Senior VP for Finance and Administration Mr. John M. Bennett	Type of meeting:	VCU Sustainability Committee Meeting
Facilitator:	Mr. Brian Ohlinger	Note taker:	Roxanne Razo
Attendees:	Dr. Helen Aspaas, Carl Beckelheimer, Ed Bennett, Roberto Celis, Tom Diehl, Alex French, Dr. Clifford Fox, Jacek Ghosh, Ed Gibbs, Dr. Mort Gulak, Tamara Highsmith, Paul Jez, Dr. Jacqueline McDonnough, Brian Ohlinger, Carl Purdin, Hilary Stempel, Brantley Tyndall, Russell Uzzle, Camden Whitehead.		
	Absent: Floresa Banks, John Bennett, Jim Bryan, Melissa Celik, Dr. Stephen Gottfredson, Dr. Jeffrey Green, Steve Heinitz, Jerry Helton, Dr. Catherine Howard, Allison Patel, Melissa Philips.		

MEETING MINUTES

- ✓ Call to order at 10:40 a.m. by Brian Ohlinger.
- ✓ Greetings and welcome by Brian Ohlinger.
- ✓ Introduction of Committee members.
- ✓ Minutes from the November 17, 2008 meeting were previously presented without objections.
- ✓ Presentation of Sightlines' Greenline Analysis of VCU 2008 Greenhouse Gas emissions (Carbon Footprint) by Jay Pearlman. Q & A followed. PowerPoint Presentation to be sent to all Committee members by Jacek Ghosh.
- ✓ Sub-Committee Reports
 - Administration Sub-Committee by Ed Bennett
 - ✓ Presented sub-committee meeting minutes (1/6/09 - attached).
 - ✓ Reported on discussion of Green Report, particularly the Shareholder Engagement category.
 - ✓ Near completion of the installation of Solar Hot Water Heater at the Ginter House.
 - ✓ Near completion of the installation of Solar Trash Compactor at Shafer Dining Court.
 - ✓ The next sub-committee meeting – March 4 at 2 p.m.

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- Climate Action Plan Sub-Committee by Carl Beckelheimer
 - ✓ Presented sub-committee meeting minutes (12/10/08 - attached)
 - ✓ Organizational boundaries clarified by Jay Pearlman and Brian Ohlinger.
 - The VCUHS (7 buildings) is currently not included on the report but be added in the future.
 - ✓ The next sub-committee meeting – To be announced

 - Education, Research & Community Engagement Sub-Committee by Dr. Jacqueline McDonnough
 - ✓ Presented sub-committee meeting minutes (1/23/09 - attached)
 - ✓ Provide a draft letter to the Provost office requesting Departmental Reports re: papers published, research projects, curriculum, and interactions with the community that are related to sustainability.
 - ✓ Brian Ohlinger asked Dr. Mort Gulak the status of the new master degree in Sustainable Community Design who replied that is was moving through the university curriculum approval process. Additionally, a new faculty member, Meghan Gough, is teaching a course in Sustainable Community Development.
 - ✓ The next sub-committee meeting – March 18 at 1 p.m.
 - ✓ Proposed next full committee meeting to be held on April 7, 2009 at the Rice Center. Provide vans for transportation. Ask Carl Purdin to give an overview of the Rice Center.

 - Waste, Foodservice and Transportation Sub-Committee by Tamara Highsmith
 - ✓ Presented sub-committee meeting minutes (12/11/08 - attached)
 - ✓ Created a matrix as a guide for scoring improvements (see attached)
 - ✓ VCU Dining Services applying for Green Restaurant Association certification – Membership Application process
 - ✓ LEED Parking Lot at the Brand Center – to be presented at a later date by Jim Bryan
 - ✓ Working to define what is “Local” purchases
 - ✓ Discussed Identified Opportunities.
 - A. Ensuring university purchase of recycled paper per Executive Order 48.
 - B. Turning off printing function of e-mail.The sub-committee will take on both identified opportunities as sub-committee projects.
 - ✓ Department of Corrections is willing to take our organic waste for compost at their Powhatan facility. Status of Shafer Dining Court pulper?
 - ✓ The next sub-committee meeting – March 3 at 1:30 p.m.

 - ✓ Other Business and Announcements
 - Date of next meeting – VCU Rice Center on April 7, 2009. Meet at 9:30 a.m. for transportation to the Rice Center. Meeting from 10:30 a.m. to 12:30 p.m. Return to campus by 1:30 p.m.
 - Recommend a presenter for the meeting who will outline the steps of effective institutional climate action planning for the Committee.
 - Green Report Card – All committee members to review and provide input for the next submission in May 09 to ensure a comprehensive and complete report from VCU.
 - Look at other Residence Halls for sustainability programs and practices
 - The SGA is requesting to double the number of Student Representatives because of the seniors that will be Graduating at the end of this semester. They proposed at least two students for each sub-committee in the interest of continuity and attendance.
 - Recommend challenges/projects that students can become involved in.
 - Dr. Clifford Fox stated that life cycle cost analysis must be a parameter of the VCU climate action plan.

✓ Meeting adjourned by B. Ohlinger at 12:15 p.m.

VCU Sustainability Committee members (rev. 2-16-09)

Co-chair	Provost and VP for Academic Affairs	Dr. Stephen D. Gottfredson	sdgottfr@vcu.edu
Co-chair	Senior VP for Finance and Administration	Mr. John M. Bennett	mbennett@vcu.edu
Provost at-large			
	Dr. Mort Gulak	mgulak@vcu.edu	College of Humanities and Sciences Assoc. Prof 827-0778
	Mr. Camden Whitehead	wcwhiteh@vcu.edu	School of the Arts Assoc. Prof 828-1713
Senior Vice-President at-large			
	Mr. Brian Ohlinger	bjohling@vcu.edu	Facilities Mgmt Associate VP 828-9647
	Mr. Ed Bennett	webennett@vcu.edu	Facilities Mgmt Exec Dir of PPD/Deputy for FM 282-0518
Faculty from each campus			
	Dr. Jacqueline McDonnough	jtmcdonnough@vcu.edu	School of Education Asst. Prof 828-2661
	Dr. Jeffrey A. Green	jgreen2@mcvh-vcu.edu	School of Medicine Asst. Prof 828-3237
Staff Senate from each			
	Ms. Melissa Celik	mcelik@vcu.edu	School of Medicine (Ob/Gyn) Student Ed Coord 828-1809
	Ms. Floresa Banks	fbanks@mcvh-vcu.edu	MCV Hospitals Patient Service Rep 628-4676
SGA representatives			
	MCVH Campus	Ms. Hilary Stempel	stempelhe@vcu.edu
	MP Campus	Mr. Brantley Tyndall	www.brantley.tyndall@gmail.com
	MP Campus	Mr. Roberto Celis	celisrf@vcu.edu 757-358-9742
	MP Campus	Ms. Melissa Phillips	phillipsma@vcu.edu
	MP Campus	Mr. Alex French	
Representative from Residential Life and Housing			
	Ms. Allison Patel	agpatel@vcu.edu	Housing Manager 827-0974
Representative from Recreational Sports			
	Mr. Tom Diehl	tdiehl@vcu.edu	Director of Recreational Sports 827-0322
Representative from Business Services			
	Mr. Paul Jez	ppjez@vcu.edu	Associate VP Business Services/Treasurer 828-4482
VCU Dining Services			
	Tamara Highsmith	tmhighsmith@vcu.edu	Dining Sales and Services Manager 828-4629
VCU Parking and Transportation			
	Jim Bryan	jbryan@vcu.edu	Parking & Transportation Manager 828-8249
Representative from Procurement			
	Mr. Ed Gibbs	cegibbs@vcu.edu	Director of Procurement and Payment 828-3361
	Ms. Betty Lowther (alt)	bmlowthe@vcu.edu	Director of University Purchasing 828-5954
FMD Planning and Design			
	Mr. Carl Purdin	cfpurdin@vcu.edu	Assistant Director of Design Services 828-0391
	Mr. Russell Uzzle	rtuzzle@vcu.edu	University Planner 828-7008
FMD Physical Plant			
Director of Support Shops and Special Projects			
	Mr. Jerry Helton	jwhelton@vcu.edu	Director of Support Shop and Special Projects 828-7429
Recycling Coordinator			
	Steve Heinitz	srheinit@vcu.edu	Environmental Conservation 827-7777

Energy Manager

Mr. Carl Beckelheimer cebeckelheim@vcu.edu Interim Director of Utilities/Energy Manager 628-2342

Director of Sustainability

Mr. Jacek Ghosh jghosh@vcu.edu Director of Sustainability 628-5199

Ms. Roxanne Razo rhrazo@vcu.edu Administrative Assistant 828-4618

Division of Community Engagement

Dr. Catherine Howard choward@vcu.edu Vice-Provost 828-8790

Dr. Helen Ruth Aspaas hraspaas@vcu.edu Assoc Prof of Geography
Faculty Scholar, Service Learning 828-8086

VCU Life Sciences

Dr. Clifford Fox jcfox@vcu.edu Assistant Director,
Center for Environmental Studies 828-1607

VCU Qatar

Noel H.S. Knille, AIA, RLA nhknille@gatar.vcu.edu Director of Facilities Management 974-586-5325 (c)

Sub-Committees (4)**Climate Action Plan**

Mr. Carl Beckelheimer, Chair cebeckelheim@vcu.edu
Mr. Roberto Celis celisrf@vcu.edu
Mr. Alex French
Mr. Jacek Ghosh jghosh@vcu.edu
Dr. Mort Gulak mgulak@vcu.edu
Ms. Noel Knille nhknille@gatar.vcu.edu
Ms. Allison Patel agpatel@vcu.edu
Mr. Carl Purdin cfpurdin@vcu.edu
Mr. Russell Uzzle rtuzzle@vcu.edu

Administration

Mr. Ed Bennett, Chair webennett@vcu.edu
Mr. Jacek Ghosh jghosh@vcu.edu
Mr. Ed Gibbs cegibbs@vcu.edu
Mr. Paul Jez ppiez@vcu.edu
Mr. Brian Ohlinger biohling@vcu.edu
Ms. Melissa Phillips phillipsma@vcu.edu

Waste, Foodservice and Transportation

Ms. Floresa Banks fbanks@mcvh-vcu.edu
Mr. Jim Bryan jbryan@vcu.edu
Mr. Tom Diehl, Co-chair tdiehl@vcu.edu
Mr. Jacek Ghosh jghosh@vcu.edu
Dr. Jeffrey A. Green jgreen2@mcvh-vcu.edu
Mr. Steve Heinitz srheinit@vcu.edu
Ms. Tamara Highsmith, Co-chair tmhighsmith@vcu.edu
Mr. Jerry Helton jwhelton@vcu.edu
Mr. Brantley Tyndall www.brantley.tyndall@gmail.com

Education, Research and Community Engagement

Dr. Helen Ruth Aspaas hraspaas@vcu.edu
Ms. Melissa Celik mcelik@vcu.edu
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Revised 2-16-09

ACTION ITEMS

Task description	Owner	Due date
Providing more SGA Representatives	R. Celis	
Coordinating Transportation	R. Razo	
Schedules of next Sub-Committee Meetings	J. Ghosh	
Secure Climate Action Planning presenter	J. Ghosh	

PowerPoint Presentation

1. Sightlines' Greenline analysis of VCU

Electronic Read Ahead Handouts

1. Agenda
2. VCU Sustainability Committee Meeting Minutes (11/17/08)
- 3.a. Administration Sub-Committee Meeting Minutes
- 3.b. Climate Action Plan Sub-Committee Meeting Minutes
- 3.c. Education, Research & Community Engagement Sub-Committee Meeting Minutes
- 3.d. Waste, Foodservice & Transportation Sub-Committee Meeting Minutes
 - 3.d.i. Sustainability Format spreadsheet
 - 3.d.ii. Identified Opportunities
4. VCU Sustainability Committee Contact List (Revised)
- 5.a. Peterson's Survey of Sustainability Efforts in higher Education
- 5.b. Peterson's Survey of Sustainability Efforts in higher Education – Glossary of Terms
- 6.a. Green Report Card website link
- 6.b. The College sustainability Report Card – Indicators website link

Administration Sub-Committee Meeting Minutes

Attendance: Ed Bennett, Chair
Jacek Ghosh
Paul Jez
Betty Lowther (for Ed Gibbs)
Brian Ohlinger
Melissa Phillips, student representative

Meeting Date: 1-6-09

Agenda:

1. Review focus of sub-Committee
2. Review progress of other sub-committees
3. Review VCU Green Report Card 2009 and discuss Endowment Transparency, Investment Priorities and Shareholder Engagement grades
4. Discuss Sustainable procurement policies
5. Review Sustainability PR
6. Review Peterson's input
7. Discuss agenda for VCU Sustainability Committee

Handouts:

- A. Peterson's Survey of Sustainability Efforts in Higher Education
- B. Sustainable Endowments Institute – 2008 Green Report Card - VCU; U of R; UVA; Northeastern U; Drexel U; U of Vermont; U of Minnesota

Discussion:

1. Ed Bennett reviewed the primary focus of the Administration Sub-Committee, i.e., university sustainability policies including sustainable procurement policies; finance and endowment sustainability; communications and public relations regarding VCU sustainability; and staffing, resources and support of VCU sustainability initiatives. Ed Bennett noted that the Administration Sub-Committee would also function as the administrative committee of the VCU Sustainability Committee.

2. Jacek Ghosh presented a synopsis of the Climate Action Plan Sub-committee meeting held on Dec 12, '08 (attached are sub-committee meeting minutes and hand-outs) and the Waste, Foodservice and Transportation Sub-committee meeting held on Dec 11, '08 (attached are sub-committee meeting minutes and hand-outs). In response to the organizational boundary question posed by the two sub-committees, Ed Bennett made the administrative decision that VCUHS would not be included in the VCU Sustainability Master Plan.

3. Ed Bennett generally reviewed the 2008 Green Report Card for VCU and specifically the grades for the Endowment Transparency **A**, (average grade for all participants was **D+**) Investment Priorities **C** (average grade for all participants was **B**) and Shareholder Engagement **F** (average grade for all participants was **D-**) categories. He also provided the Green Report Cards of the following institutions that were examined to identify how they achieved superior ratings in selected categories. These institutions were: University of Richmond; University of Virginia; Northeastern University; Drexel University; University of Vermont; University of Minnesota.

Paul Jez explained the current structure of which entities hold and manage endowment funds that benefit VCU. The entities that hold and invest endowment funds are VCU Foundation, MCV Foundation, VCU School of Business Foundation and VCU School of Engineering Foundation. Paul also reviewed the Investment Committee structure used to invest endowment funds for each of the above entities except the VCU School of Engineering Foundation.

A discussion ensued regarding a suggestion that an advisory shareholder responsibility committee, consisting of students, faculty and staff, be established with the purpose of either making proxy voting recommendations involving social issues to the foundations or actually voting proxies involving social issues for the foundations. This was suggested as a strategy to improve the grade VCU received in the Shareholder Engagement category. Paul Jez indicated that the appropriate protocol to make such a request would be for VCU's President to write each Foundation President explaining the reason for the request and to seek their approval.

Paul Jez also indicated his staff was currently trying to determine how stock proxies are currently voted for the foundations.

Paul Jez will provide Jacek Ghosh a list of current investments in order to ascertain if any of the foundations have current investments in renewable energy funds or community development loan funds. The committee believes that some respondents may have benefited from holding investments in these type of firms even though they did not have a specific investment policy encouraging or requiring such investments. To that end, Jacek Ghosh will research the investment policy, objectives and guidelines of the institutions in the Green Report Card handouts.

After this information is gathered, the committee recommended that Paul Jez and Brian Ohlinger meet with John Bennett to solicit his input on the feasibility and practicality of establishing an advisory shareholder responsibility committee.

4. Betty Lowther presented an overview of VCU procurement policies. When asked why VCU doesn't purchase recycled paper Betty noted that VCU does have a policy regarding the purchase of "only recycled paper except where equipment limitations preclude the use of recycled paper" per Executive Order 48. Memos are sent out bi-annually to deans, department heads and fiscal administrators reminding them of EO 48. The problem with compliance with EO 48 is that the university community can purchase goods and supplies from multiple vendors who may or may not carry recycled paper. Slightly higher prices for recycled paper are also a disincentive in an organizational culture of purchasing at the lowest price. VCU has no enforcement mechanism re: EO 48. Betty will e-mail Jacek the EO 48 memos; a copy of the VCU Vendor Code of Conduct; and any VCU sustainable procurement policies.

In response to the question whether VCU Residential Life and Housing purchases Energy Star refrigerators for the dorms Betty said that EO 48 mandates that "Commonwealth agencies and institutions shall purchase or lease Energy Star rated appliances and equipment for all classifications for which an Energy Star designation is available."

5. Ed Bennett reviewed the public relations and communication efforts re: sustainability at VCU over the past six months. The VCU TelegRAM currently highlights a story on sustainability at VCU. The new VCU Sustainability website was posted just before Winter Break (www.vcugoesgreen.vcu.edu). It was suggested that the VCU Office of Procurement and Payment Web site be linked to the VCU Sustainability Web site re: any sustainable procurement policies. Paul Jez recommended that VCU University Relations be contacted so that the VCU sustainability efforts are reported in the local media such as Style Magazine and the Richmond Times-Dispatch. Paul also recommended creating a VCU Sustainability Recognition Program. Brian Ohlinger seconded the idea.

6. Brian Ohlinger reviewed the Peterson's Survey of Sustainability Efforts in Higher Education that was completed by VCU and submitted on Dec 5 '08. The following survey questions were corrected by Brian:

L1.	D	Yes	
L2.	A	Yes	
	F	Yes	
	I	Yes	
	J	Yes	
	L	Yes	
L3.	A	N/A	
	D	N/A	
S2.	A	Yes	
	F	Yes	
C1	C	Include Center for Environmental Studies degree programs	
E1.	A	geothermal energy	Yes
P1.	F	Yes	

The following survey questions require a definition/description.

S1. A
 B

B2. H
 O

Y1. O

E1. K

P1. B
 C

7. Ed Bennett reviewed the proposed agenda for the next VCU Sustainability Committee (attached) and discussed the presentation by Sightlines of the 2008 Greenlines Analysis of VCU at the meeting. Brian Ohlinger directed that the Peterson's Survey of Sustainability Efforts in Higher Education be distributed at the meeting.

8. Paul Jez suggested that each sub-committee should be responsible for providing input for the Green Report Card items that fall within their committee's area of responsibility. Jacek will ensure each sub-committee provides that information when the next Green Report Card submission is due.

Climate Action Plan Sub-Committee

Chair: Carl Beckelheimer, Energy Manager

Meeting Date: 12-10-08

Agenda: General Overview of Greenhouse Gases
Scope of Sub-Committee
Resources

Handouts: 2007 Overview of Annual Emissions – Clean Air-Cool Planet Greenhouse Gas Emissions Calculator
Sustaining Miami University for a Third Century – Miami University (Ohio)

Comments: Set up an online file for all committee and sub-committee documents.
Accurately tracking Scope 3 (air travel and daily commuting) items is an issue.
Comprehensive record-keeping of all GHG emission items is an issue – How do we do this?
Level of detail of VCU Sustainability Master Plan? It will be revised and refined as we work through the planning process per the Presidents Climate Commitment.
Links to various websites (see below).

Questions: Will VCUHS be included in the organizational boundary?
Will the VCU Sustainability Master Plan be appended to the VCU 2020 Strategic Plan?
What additional resources are available to the sub-committee?

To Do: Jacek/Roxanne to set-up VCU Sustainability file on K-drive.

Jacek sent the following to sub-committee members:

1. Link to the Climate Registry General Reporting Protocol v 1.1 May 2008 is: www.theclimateregistry.org/downloads/GRP.pdf
2. Attached is a synopsis of the Climate Registry General Reporting Protocol drafted on 8/27/08.
3. Link to the AASHE site is: www.aashe.org/index.php
4. Link to the Sightlines – Greenline Analysis is: www.sightlines.com/content.aspx?pg=greenline
5. Link to a list of Campus Climate Action Plans is: www.aashe.org/resources/climate_action_plans.php
6. Link to a list of Sustainability/Environmental plans is: www.aashe.org/resources/sust_plans.php
7. Link to a list of current greenhouse gas emissions inventory is: <http://acupcc.aashe.org>
8. The link to the Yale University's Greenhouse Gas Reduction Strategy is: www.yale.edu/sustainability/climate
9. Environmental Health and Engineering (EHE), Inc – Seven Steps to Developing a Climate Action Plan for a Reduced Carbon Footprint

VCU Sustainability Committee
Education, Research, and Community Engagement Sub-Committee

Agenda

Location: Oliver Hall 3064
Date: Thursday January 23, 2009
Time: 8 to 9 a.m.

- o Greetings and welcome – Jackie McDonnough
- o Introduction of committee members – all
- o Role of Sub-Committee
- o Defining our purpose and planning work
- o Assignments
- o Dates and times of future meetings
- o Adjournment

Meeting Minutes

Members in attendance: Jacek Ghosh, Melissa Celik, Jackie McDonnough

1. Members discussed their interest in sustainability issues and how they became involved with the committee.
2. We came to a consensus that efforts needed to be made to communicate with all university constituencies about the existence of the committee. Jackie proposed that Jacek be invited to give a short presentation to the Staff and Faculty Senate. All agreed.
3. The group dissected the five components of the sub-committee's mission and agreed that we need to collect current data on the following: university-wide curriculum related to sustainability; student involvement in campus sustainability; sustainability-related research efforts; and university involvement in local sustainability efforts. For this data collection to occur we will need to have the support of Provost Gottfredson and Dr. Retchin to access departmental reports. The sub-committee will draft a communication that will then be sent to those parties to pass on to their deans and unit leaders. The type of information we will be looking for are papers published, current research projects, curriculum and interactions with the community related to sustainability.
4. To focus our collection efforts we agreed that we needed to create a definition for sustainability that can be easily communicated to a wide audience.
 - Sustainability is a two fold construct**
 - a. **Physical- reduction of CO² footprint through manipulation of the university's energy use, waste production, construction, retrofitting, and operations**
 - b. **Educational- build capacity to reduce CO² footprint through research, modeling, curriculum, and outreach.**
5. Check possibility of scheduling committee's April meeting at Rice Center and invite Vickie Connor and/or Bonnie Brown to give presentation on the science of climate change. Jackie will contact Leonard Smock and speakers if this is okayed.
6. VMI Conference for Environmental Sustainability March 31- April 2. Will VCU Sustainability be represented?

Minutes
Food, Transportation and Waste Subcommittee Meeting

December 11, 2008

Attending:
Jacek Ghosh
Tom Diehl
Jerry Helton
Steve Heinitz
Tamara Highsmith
Roxanne Razo

1. Confirmation of attendance
 - a. Jacek will confirm who can/can not attend meetings and determine if we need alternates. Particularly concerned about hospital and VCUHS.
2. What is footprint?
 - a. Do we include Qatar and other satellites?
 - b. Do we include hospital?
 - c. These will be discussed with the President's Council to determine footprint.
 - d. For now, consider that all ideas include everything that VCU touches.
3. What is the deliverable?
 - a. Goal of President's Council is to benchmark and develop a plan for reducing carbon footprint.
 - b. What can our sub committee do?
 - i. Determine what impacts carbon footprint in our three areas
 - ii. Provide reduction ideas
 - iii. Don't forget that we're talking about a reduction plan that reaches to 2020 so be forward thinking.
 - iv. Ultimately, the team should identify benchmark and quantify reductions.
 - v. At the very least determine the information needed to establish a baseline.
4. Benchmarking
 - a. Greenlines retained to track greenhouse gas
 - b. Urban 13 is a good comparison for other universities
5. Dining
 - a. Facilities Mgmt is working with Dept of Corrections to use composted food, fryer oil and anything else that they can use. This creates an intra-state partnership
 - b. Fryer Oil
 - i. What are the terms for Greener Oil
 - ii. What is McDonald's doing?
 - iii. How will product be delivered to Dept of Corrections
 - c. Coffee Grounds
 - i. Can DoC use these?
6. Transportation
 - a. Will cover more when Jim Bryan can attend
 - b. Want to look into partnership for "green" bus with GRTC
7. Waste
 - a. Brainstorming session
 - i. Goodwill box to capture reusable items from student move-out
 - ii. Recyclemania participation
 - iii. Appliance recycling
 - iv. Communicate programs
 - v. Furniture recycling
 - vi. Aluminum Recycling
 - vii. Lights – motion sensor
 - viii. Water faucets – low flow or motion sensor
 - ix. Mattresses
 - x. Friday shut downs

8. Other Ideas

- a. Green residence hall
- b. Tie into NSO
- c. Education programs for students
 - i. Placards on washing machines
 - ii. Educate RA's
- d. Administration's support of existing student initiatives such as Green VCU

Identified Opportunities

•Recycled Paper and Printing Behavior

•Questions:

- University Policy?
- Purchasing Behaviors?
- Education?

•Next Step: Work with Purchasing and IT

•Benefits:

- Involves all sub-committees
- End result is an actionable plan and the format