



October 23, 2017

To: Dylan Rodriguez, Chair
Riverside Division

From: Matt Barth, Chair
Ad Hoc Committee on Sustainability

Re: Ad Hoc Committee on Sustainability Report

Please find attached the report from the ad hoc committee on sustainability. At this point, the committee would like to know what the next steps are and how they can further assist in supporting UCR's future sustainability plans.

Defining a New Sustainability Structure for UC Riverside

SUMMARY

In early 2017, UC Riverside formed an ad-hoc Committee on Sustainability, with the primary purpose of evaluating the past and current state of UCR's Sustainability Office and to propose a new structure for organizing sustainability operations, research, and instruction on campus. As part of this effort, the Committee was tasked with establishing a working definition of "sustainability," and through this definition, create a structure and set of sustainability priorities for the UCR campus. This document addresses these topics and provides a number of key conclusions and recommendations:

- The December 2016 re-organization of the Office of Sustainability ignored some of the key campus sustainability activities entirely and placed much of what remained nearly exclusively within the Office of Planning and Budget. The Committee finds that for UCR to have an effective sustainability program, UCR must adopt a "three-pillars" structure, where various sustainability efforts are distributed among: (1) Academics; (2) Facility Services; and (3) Planning and Budget.
- It is crucial that these three pillars of sustainability across UCR have a high degree of coordination. The Committee recommends that the key leads for each pillar have a meeting monthly to coordinate overall UCR sustainability activities.
- Because UC Riverside has committed to the goals set forth by the UC Office of the President as part of its Carbon Neutrality Initiative (CNI), the Committee recommends that UCR create a permanent Academic Senate Committee on Sustainability.

1. INTRODUCTION

In January 2017, UC Riverside's Academic Senate formed an ad-hoc Committee on Sustainability ("Committee" within this document). The charge of this Committee is as follows:

- 1) To collect information regarding the recent administrative "restructuring" of the UCR Office of Sustainability, and to discuss the implications of this restructuring for all matters within the purview of the Academic Senate and its faculty.
- 2) To discuss the recent and current state of UCR's engagement with the issue of sustainability, particularly in relation to the previous work of the Office of Sustainability and the anticipated immediate and long-term implications of its recent administrative restructuring. What effects, if any, will the restructuring of the Sustainability Office have in relation to students, faculty, and the campus at large?
- 3) To consider the implications of the recent administrative restructuring of the Office of Sustainability for fulfillment of the goals outlined in the UCR 20/20 plan and the system-wide UC policy on sustainability.
- 4) To provide a working definition of "sustainability," and through this definition to create a set of priorities around sustainability at UCR that can be recommended to the administration as guidelines for producing an infrastructure of activities supporting sustainability on campus (and perhaps beyond).

The Committee met several times during the course of the 2017 winter and spring academic quarters. During these meetings, the Committee collected and organized information on UCR's sustainability efforts. As part of that effort, we met with key stakeholders on campus dealing with sustainability. The information gathered is summarized and provided in the background section of this report. Based on the information gathered, we developed a better working definition of "sustainability" for the UCR campus. Given this definition, the committee developed a set of recommendations on how UCR can better organize itself in terms of addressing sustainability across the campus.

2. BACKGROUND

2.1. Brief History on UCR's Office of Sustainability: 2010-2016

UCR's Office of Sustainability was founded in November 2010 by Associate Vice Chancellor and Campus Architect Don Caskey and newly hired Sustainability Coordinator, Dr. John Cook, with the approval of Chancellor Timothy White. Cook was promoted to Director of Sustainability in 2012, a position that required engagement with planning and budget, facilities management, research and curriculum, and outreach activities on campus, in the community and UC system-wide. During his six years as the campus Chief Sustainability Officer, Cook was instrumental in institutionalizing the sustainability practices and programming that "put UCR on the map" as a "sustainable" campus.

Under Cook's leadership, UCR's sustainability status rose in the "green" ranking systems that prospective students and faculty consider in their college and employment decisions. The Office of Sustainability achieved a Gold Rating from the Association for the Advancement of Sustainability in Higher Education Sustainability Tracking and Rating System (STARS) in 2015-16. STARS measures 74 different metrics of campus sustainability from student, staff and faculty engagement to operations to planning, strategy and diversity. UCR achieved 100% credit for Sustainability Planning on every one of our STARS submissions. In that same academic year, UCR made the Princeton Review's Greenest College list for the 7th time, and UCR achieved its highest ranking ever in the Sierra Club's Cool School list, improving its rank by 58% compared to the previous year and placing better than UCLA, UCSB, UCB and UCM.

It's worth noting that UCR had 5 of the top 10 point earners for the UC Cool Campus Challenge (see <http://www.coolcampuschallenge.org/>) that was initiated by the Global Climate Leadership Council (GCLC, see <http://ucop.edu/carbon-neutrality-initiative/global-climate-council/index.html>) as directed by UC President Napolitano.

Throughout the Office of Sustainability's history, Cook was consistently successful in securing funding for campus sustainability efforts. Most recently, in 2015, the UCR's Sustainability Office was awarded over \$200,000 from UCOP for sustainability pilot projects resulting in a very successful lab equipment energy efficiency program, an ULT Defrost program, the first waste diversion program for laboratories at UCR, and a robust Green Labs certification that has resulted in energy and water savings as well as a 65% increase in waste diversion from participating laboratories (compared to previous year's waste diversion). UCR currently operates ten certified green labs on campus, with another 11 in progress.

Achieving a sustainable campus requires “sustainability mainstreaming,” or integrating economic, social, and environmental aspects of sustainability at every level of organizational governance, in every college, department, and classroom, and in UCR’s interactions with the community, the UC system, the state, nation, and world. The Deep Energy Efficiency Business Plan developed by UCR’s Office of Sustainability in collaboration with the GCLC and the College of Engineering Center for Environmental Research and Technology (CE-CERT), includes replacing lighting on campus. The plan emerged out of a multi-campus research project on LED Lighting and required Cook to oversee four undergraduate fellows and take responsibility for writing the plan.

Under Cook’s direction, UCR’s Office of Sustainability secured a full-time LEED Analyst—the only one in the UC system. With the assistance and collaboration of the LEED Analyst, UCR achieved over 95% diversion rate for all LEED projects, the only campus in the UC to achieve this. UCR currently has 16 LEED certified buildings—14 at Gold level—at a significant cost savings to the campus.

The collective experience of Committee members underscores the importance of consistent integration of campus-wide sustainability initiatives and faculty research projects. The UCR Office of Sustainability sustained its relationship with faculty, researchers and students in BCOE, CNAS, CHASS, SPP, SOM and SOBA over the years to support research and curriculum development in all areas of sustainability. The collaboration between the Office of Sustainability and Dr. Kawai Tam and several of the College of Engineering senior design teams to foster a Sustainability Living Laboratory experience on campus stands out in this respect. The Office of Sustainability promoted the Living Laboratory by providing grant support, data, space and facilitating coordination with various campus business units until Cook’s departure in December 2016.

Recognizing the importance of student engagement for campus sustainability, Cook made support for student research and engagement projects central to the Office of Sustainability’s mission. He personally worked with student organizations to secure funding and develop leadership opportunities. For example, UCR’s Office of Sustainability worked with the Green Campus Action Plan (GCAP) to secure an additional \$139,000 for a joint research project with UCSC to build and test a Solar Greenhouse at the R’Garden. The office likewise supported the Graduate Student Association (GSA) to establish a campus Sustainability Liaison. These efforts contributed to UCR’s Best Practice Award for Student Engagement at the California Higher Education Sustainability Conference (CHESC) in 2016. This was notably UCR’s second CHESC Best Practice Award since the Office of Sustainability was created. As of December 2016, the Office of Sustainability was in discussion with the 2016-17 Carbon Neutrality Fellows concerning the creation of an Eco-Ambassador’s program.

Developing a strong sustainability identity requires outreach and communications. To that end, Cook supported the Office of Sustainability’s collaboration with Capital Asset Strategies’ Geographic Information Systems Analyst to develop the Sustainability Story Map ([see https://ucrgis.maps.arcgis.com/apps/MapTour/index.html?appid=57195dda5ea34603a370eae5e438347b](https://ucrgis.maps.arcgis.com/apps/MapTour/index.html?appid=57195dda5ea34603a370eae5e438347b)). Launched on Earth Day 2016, the story map documents 75 achievements of UCR’s Office of Sustainability over a five-year period. The collaboration also yielded two Sustainability Tours for the GCLC to highlight UCR’s efforts toward meeting the UC Carbon Neutrality Goal (see Section 2.2. below).

Given UCR's obligation as a land grant college and public institution, it is notable that Cook played an active part as our Chief Sustainability Officer in the Mayor's Sustainability Coalition. That Cook managed this level of community engagement, in addition to fulfilling his responsibilities on campus, is remarkable in light of the reduction of both funding for the Office of Sustainability and staff support during his tenure.

2.2. UC-wide Carbon Neutrality Initiative and the Global Climate Leadership Council¹

In November 2013, UC President Janet Napolitano announced the Carbon Neutrality Initiative, committing UC to emitting net zero greenhouse gases from its buildings and vehicle fleet by 2025, something no other major university system has done. This initiative builds on UC's pioneering work on climate research and furthers its leadership on sustainable business practices. UC is improving its energy efficiency, developing new sources of renewable energy and enacting a range of related strategies to cut carbon emissions.

The CNI capitalizes on UC's historic standing as a sustainability leader. In 2004, UC enacted a system-wide Sustainable Practices Policy (see <http://ucop.edu/sustainability/>), which positioned the university as a leader in environmentally sound operations. Further, in 2007, all 10 UC chancellors signed the American College and Universities Presidents' Climate Commitment. To achieve carbon neutrality by 2025, UC is taking bold steps to expand its energy efficiency efforts and dramatically increase its use of energy from renewable sources. UC is moving forward on several different fronts.

President Napolitano formed a Global Climate Leadership Council (GCLC, see <http://www.universityofcalifornia.edu/press-room/napolitano-focuses-sustainability-forms-global-climate-council/>) to advise UC on achieving the ambitious goal of achieving carbon neutrality by 2025 while also providing guidance for furthering its other longstanding sustainability goals. The GCLC also provides guidance on integrating the carbon neutrality initiative and other sustainability goals into UC's teaching, research and public service mission.

The GCLC is comprised of scientists, administrators, students and experts from inside and outside UC and is engaging the entire university community in its effort to seek out the best practices, policies and technology to achieve carbon neutrality and to advance teaching and research in climate change and sustainability.

Lastly, the UC President's CNI Student Fellowship Program (see <http://ucop.edu/carbon-neutrality-initiative/cni-fellows/index.html>) funds student-generated projects that support the UC system's goal to produce zero-net greenhouse gas emissions by 2025. All 10 UC campuses plus the UC Office of the President, UC Agriculture and Natural Resources and Lawrence Berkeley National Laboratory are participating in this program.

2.3. December 2016 Re-Organization of the Office Sustainability

In December 2016, UCR's Office of Sustainability was re-organized. The ad-hoc sustainability committee's investigation of this abrupt re-organization raised a number of concerns in the context of UCR's stated commitment to sustainability, recent faculty dissatisfaction with administration, and

¹ Material in this section has mostly been captured from the UC CNI website, see: <http://ucop.edu/carbon-neutrality-initiative/>

culture of self-governance. First, the process lacked transparency. Second, the restructuring was carried out without any faculty consultation. Third, the restructuring involved the dismissal of a highly dedicated and effective employee: John Cook). Fourth, the restructuring transferred authority and leadership regarding matters pertaining to sustainability away from a person with demonstrated expertise and experience in sustainability to administrators and staff members who lacked such expertise. The following narrative details this re-organization.

On December 15, 2016, as faculty members were leaving for the winter holidays, a message was sent on behalf of Vice Chancellor Maria Anguiano. The message began by stating that, “UC Riverside recently moved to strengthen our dedication to sustainability and I would like to share an update with you on our new funding investments and organizational changes.” The message then went on to outline plans for establishing a task force aimed at engaging students and faculty in sustainability work, as well as plans for new investments, including a new solar panel farm, conversion of underutilized campus turf into drought tolerant native plantings, new hires—including an Energy Manager on campus. Neither the context of this message, nor its upbeat tone, gave any indication that John Cook, the effective Director of the Office of Sustainability, had just been laid off. Matters pertaining to sustainability, would no longer be handled by Cook, but transferred to Associate Vice Chancellor for Capital Assets, Jeff Kaplan.

Faculty members and students across all colleges who had been working closely with Director of the Office of Sustainability were shocked by this news. As those concerned with sustainability issues on campus began to gather to discuss the message, it became evident that none of the faculty members engaged in sustainability work on campus had been consulted regarding this decision and none of them had the slightest understanding as to why John Cook would have been removed from his position without notice or justification. Those who had been working with Cook were unanimous in affirming that they had been tremendously impressed with his work, his dedication, and his effectiveness in the position. When contacted about what had transpired, the chair of the academic senate, Dylan Rodriguez, confirmed that he had not been consulted, nor had any of the senate committee chairs.

Immediately after the announcement was made, Professor Marguerite Waller contacted former Vice Chancellor Anguiano requesting a public accounting of what had transpired as well as a suspension of the proposal to reorganize the Office of Sustainability. Professor Waller observed that many faculty members, students, and staff already working on sustainability issues were united in their concern regarding the dismissal of Cook, given his longstanding leadership role and expertise, and united in rejecting the proposed plan. “To shutter an office and to fire an individual so central to so many instructional projects, violates both the spirit and the letter of faculty governance,” wrote Waller in her communication to VC Anguiano (see Appendix A). In a response dated December 16, 2016, VC Anguiano directed Professor Waller to read the message that she had issued the previous day, adding only that her intention was to augment, rather than to cut the budget for sustainability on campus. Anguiano declined our request for a meeting and this is our only record of any kind of response from her regarding these matters.

In early January, 2017, several UCR alumni wrote an open letter addressed to several campus administrators to raise grave concerns about the restructuring and request that John Cook be rehired (see Appendix B). “We strongly disagree with the current administration’s decision to lay off the director and staff members from the Office of Sustainability,” wrote the signatories. The letter observed that the Office of Sustainability had been “supportive of many impactful projects that we,

as UCR alumni, took part in creating during our years at UCR.” The alumni letter condemned the lack of transparency and consultation in the decision-making process and elaborated on the instrumental role that Cook had played in the creation of the Undergraduate Research in the Community program, which led to the creation of the R’Garden and the development of R’courses. “Letting go of staff persons and offices that are doing effective work on research and social issues...has negative impacts for many,” stated the alumni signatories, adding. “Community is not cut and pieced together through new hires,” they added, “but through the prolonged involvement of individuals for a shared vision.”

The Committee met with AVC Jeff Kaplan, on March 29, 2017. When asked about the lack of transparency and consultation, Kaplan said simply, “that is a Maria question” (referring to former VC Maria Anguiano). He offered no evidence to counter our conclusion that not a single faculty member had been consulted prior to the decision to reorganize the office. When asked to explain the logic behind the restructuring and the decision to dismiss Cook, Kaplan insisted that this decision had “nothing to do with Cook.” Yet Kaplan opined that under Cook’s direction, the Office of Sustainability had been only a “partial success.” When asked to explain what he meant by this, Kaplan noted that the green labs program had been too small, affecting only 28 labs on campus when the goal should be to expand to 400 labs. Kaplan also stated that Cook had failed to establish “meaningful partnerships” with those responsible for waste management on campus, but did not elaborate on the specifics of what he meant by “meaningful partnerships” in this context.

The Committee finds that Cook had developed “an excellent working relationship” with Dining, UCR Extension, faculty, students (ASUCR, GCAP, GSA), Agricultural Operations, UCR Natural Reserves and various the Research Centers (especially CE-CERT and the Center for Sustainable Suburban Development). The Committee notes that the UCR Green Labs program established under Cook’s direction has been recognized as one of the best in the country. The Committee also discovered that when the Director of Sustainability was established under Chancellor Timothy White, it was clearly stated that the administration was specifically looking for someone who had *strong academic credentials and experience in order to build ties with faculty members* (see Appendix C). Yet when the Director position was relocated to the Office of Capital Assets, the Director was advised to refrain from working closely with faculty members.

Several members of the faculty network on sustainability confirmed the importance and effectiveness of UCR Green Labs program, as well as the partnerships that Cook had established across campus. A number of faculty members noted that faculty ties are critical to the expansion of the Green Labs programs, as well as other mission critical functions of the Office of Sustainability. As noted elsewhere in the report, Cook occupied a leadership role in UC system-wide sustainability efforts, including the UC Carbon Neutrality Initiative. Faculty members tasked with implementing various facets of that initiative confirmed that his support had been critical to their ability to carry out assigned tasks and that his loss had been deeply felt, disrupting their work and making it impossible, in some cases for critical campus-wide and university-wide policies to be carried out in a timely or effective manner.

The committee also requested information from AVC Kaplan regarding his own expertise on sustainability. He replied that although sustainability was part of his “portfolio,” he lacked formal training in any specific arena of sustainability aside from knowledge regarding the general operation of systems acquired as part of his political science education. Kaplan noted that Susan Marshburn, Executive Director of Facilities Services, would play an instrumental role in sustainability planning

on campus going forward. More specifically, Kaplan advised that while he would be tasked with the strategic dimension of planning, Marshburn would handle the operations side, implementing strategies and consulting with him regarding realistic implementation. Marshburn noted in her meeting with the Committee that she had requested an Energy Management Director to help oversee such matters.

Regarding the *process* by which the restructuring of the Office of Sustainability was implemented, this Committee finds the following:

- 1) **The process was entirely lacking in transparency.** This lack of transparency was experienced as a profound betrayal by those who had worked closely with Cook at every level and at every college. For others, it contributed to a general atmosphere of mistrust. It communicated the message that the administration can dispose of any employee, no matter how dedicated and accomplished, without offering any explanation whatsoever. The lack of transparency in this case is of the kind that can have a uniquely devastating impact on campus morale.
- 2) **The restructuring was carried out without any faculty consultation.** The lack of faculty consultation in this case exacerbated the sense of betrayal noted above. This is particularly notable given that the restructuring occurred at a time when the administration had acknowledged that its failure to consult faculty had led to destructive outcomes and loss of trust in connection with other major policies, most notably the cluster hires, and had pledged to be more responsive to faculty concerns going forward. The message from VC Anguiano was issued only days after Chancellor Wilcox assured a reporter from the Los Angeles Times of his commitment to a more consultative process going forward. The failure to consult with faculty in this case is directly related to the disruption of critical work in a range of sustainability related areas, including sustainability reporting and sustainability literacy workshops. For all of these reasons, the lack of transparency in this case should be of grave concern to members of the Academic Senate.
- 3) **The restructuring involved the abrupt and unjustified dismissal of a highly dedicated and effective employee.** Though the VC and AVC stated that this set of events had nothing to do with Cook, all available evidence strongly suggests that the restructuring may have been designed in order to remove Cook from his position. Given overwhelming evidence that Cook had been effective, successful, widely regarded as an important leader at the university, the decision to remove him from his position appears unfair and unjust. The timing of the decision and the manner in which it was carried out, regardless of the reasons, was unnecessarily harsh. It is also worth noting that this decision took place not long after faculty raised concerns about the cruel, destructive, and profoundly disrespectful treatment of the treasured senior caregivers at the Child Development Center. These decisions communicate to members of our campus community that they are disposable and have a profoundly negative impact on the morale of staff, as well as faculty members who depend on staff for the success of our basic day-to-day work.
- 4) **The restructuring transferred authority and leadership regarding matters pertaining to sustainability away from a person with demonstrated expertise and experience in sustainability to administrators and staff members who lacked expertise in**

sustainability. The decision to remove Cook, a leader with wide ranging training and long years of experience in sustainability scholarship, economics, and policy, without consulting any faculty members with sustainability expertise, also placed matters pertaining to sustainability under the authority of administrators who lacked any expertise on sustainability. The process by which the restructuring was carried out, thus communicated a fundamental betrayal of the commitment to support sustainability efforts on campus, rather than support for such efforts.

3. DEFINING SUSTAINABILITY FOR UC RIVERSIDE

3.1 Definition of Sustainability

In 2013, UCR's Office of Sustainability along with the Chancellor's Committee on Sustainability adopted a straightforward definition of sustainability:

Sustainability addresses three key tenets: 1) living within limits imposed by available resources and without compromising the ability of future generations to meet their own needs 2) examining the interconnections among the economy, social well-being, and the environment; and 3) equitably distributing resources and opportunities for advancement across places and among generations.

This definition has been in use now for nearly five years to help determine what faculty research projects have elements of sustainability; the definition has also been used for helping describe sustainability in our current and future curriculum. The Committee finds that this definition of sustainability is not being applied consistently on campus. As with any mature university, there are several organization components that all need to address sustainability in their operations.

The committee also finds that our campus definition of sustainability should be updated if it is to be consistent with current formulations of sustainability that have been adopted campus-wide and formulations currently used to evaluate and rank institutions of higher education. Most contemporary approaches to conceptualizing sustainability now include reference to the importance of social justice and participatory decision-making among stakeholders, as an important dimension of sustainability. UCOP's current website outlining campus-wide "sustainable practices" cites the report of the Brundtland Commission in its own definition of sustainability. The Brundtland Commission Report defined "sustainable development" with reference to the importance of seeing that "those who are poor get their fair share of resources," and observed that "effective citizen participation in decision-making" is critical to sustainable development.² The Association for the Advancement of Sustainability in Higher Education (AASHE), which oversees the STARS rating system, also refers to the Brundtland Commission in outlining its formulation of sustainability as encompassing, "**human and ecological health, social justice, secure livelihoods, and a better world for all generations.**"³ The AASHE system also underscores the critical influence, in contemporary formulations of sustainability, of the 17 sustainable goals that were outlined by the

² United Nations World Commission on Environment and Development (The Brundtland Commission), *Our Common Future* (1987).

³ AASHE, *Understanding Sustainability*. Available: <https://stars.aashe.org/pages/about/understanding-sustainability.html>. Accessed 10/16/17.

UN Working Group on Sustainable Development Goals on July 19, 2014. Among these 17 goals are not only commitments to climate action, responsible production and consumption, and sustainable infrastructure, but also commitments to social justice, quality education, gender equity, health and well being. Environmental justice, now widely recognized by international institutions, as well as the EPA, as a critical component of sustainability, is generally understood to require not only equity, but also redress as a response to the environmental racism and unjust burdens of environmental harm, as well as inclusion in democratic decision-making processes concerning decision-making regarding sustainability and environmental burdens.⁴

In their January 27, 2017 letter regarding the dismantling of UCR's Office of Sustainability, a group of alumni who had embarked on careers in sustainability defined the concept of sustainability as encompassing, "Affordable air, water, food, housing, transportation, education, and health for all; The possibility of other forms of living...Resisting ways of life that capitalize on others' suffering and poverty; living without fear of community policing, militarization, and gentrification; Relearning and practicing ancestral ways of living; Knowing our history and the history of the people whose lands we are on; Redirecting public funds into culturally-relevant education, mental health, transformative justice, renewable energy, safe bikeways, green spaces, local farms and gardens, and the arts," and "Protecting and designing livelihoods with the earth's ecosystem services in mind - through holistic, anti-colonial, and intersectional relations with each action," among other core principles and commitments.⁵

In light of concerns regarding the lack of transparency in decision-making and social justice outlined above, the committee recommends an amended formulation that would move the campus definition closer to the way that sustainability has been conceptualized by the United Nations, AASHE, UCOP, and our own alumni:

Sustainability addresses three key tenets: 1) economic decisions aimed at secure livelihoods, social justice, and a better world for all generations 2) academic and policy investments that support ecological health and investigate interconnections among the economy, social well-being, and the environment, with attention to legacies of the past, constraints of the present, and well-being of the future; and 3) environmental justice, encompassing a commitment to confront environmental racism, promote equity and advance transparency and democratic inclusion in institutions tasked with allocating costs and benefits of decisions associated with the environment.

3.2 - Sustainability and UCR 2020 – Path to Preeminence

The 2020 Strategic Action Plan recognizes the importance of sustainability at UCR and its role in establishing a pathway to prominence. While sustainability is not directly mentioned in the UCR 2020 Plan, it may be understood as an underlying principle of the UCR Mission Statement, which includes the goals of "enriching the state's economic, social, cultural, and environmental future". The 2020 Plan repeatedly incorporates sustainability as a core component of a wide range of activities—including waste reduction and resource use as well as engagement with potential donors—that should increase campus sustainability. The role of sustainable facilities was noted as

⁴ National People of Color Environmental Leadership Summit, *17 Principles of Environmental Justice* (Washington DC, 1991). Available: <http://lvejo.org/wp-content/uploads/2015/04/ej-jemez-principles.pdf>. Accessed 10/16/17.

⁵ Please see Appendix B for the full letter.

“foundation, both literally and symbolically, for campus climate”. Further, the goal of all capital projects was emphatically stated to have “an unwavering focus on green facilities and sustainable practices.” Going forward, sustainability is also effectively a target area of UCR strength: “Renewable Nature: Environment, Energy, and Sustainable Development.”

4. PROPOSED STRUCTURE FOR SUSTAINABILITY AT UC RIVERSIDE

At UCR, there are primarily three key organizational “pillars” that need to deal with sustainability daily:

Academic Programs: Students and faculty are at the heart of the university, dealing with curriculum, research, and numerous other outreach, community and professional activities. The faculty are part of an organized academic senate and the students have various organizations including the Associated Students of UCR and the Graduate Student Council.

UCR’s Facilities Services, including Architects and Engineers: This campus organization is responsible for all facilities on campus, maintaining an environment that is conducive to teaching, learning, living, working and research for the entire campus community. Some of the key resources that this group is responsible for include energy management, water management, and waste management.

Office of Planning and Budget: The office of Planning and Budget oversees campus-wide strategic planning, financial planning and analysis, institutional research and capital asset strategies. In terms of capital asset strategies, the main focus is on capital improvements, physical planning for the campus, and campus-wide space management and inventory.

With the recent re-organization of the Office of Sustainability, the Committee finds that much of UCR’s sustainability efforts are centered nearly exclusively within the Office of Planning and Budget. Even some of the more academic and facilities-related sustainability programs are being lead from this office. ***A key conclusion of the Committee is that most sustainability effort on campus cannot primarily lie within any one of these key organizational pillars.*** It does not make sense to have the campus asset strategies group operate the various academic sustainability programs. Nor does it make sense to have them be responsible for the day-to-day operations and their associated elements of sustainability.

The Committee proposes a new “three-pillar” structure for UCR’s sustainability, as shown in Figure 1. In this structure, sustainability activities are re-distributed among: “Academics”, “Facilities” and “Planning and Budget” as described in the previous section. In each column of this figure, please note that the precise mission of each pillar is yet to be defined. The mission and scope should be defined by the leaders of these pillars. In this figure, we simply list some of the example activities that would take place in each pillar. It is also important to note that there will be several crosscutting areas of activity. For example, UCR’s Sustainability website should be co-managed by leaders of all three pillars.

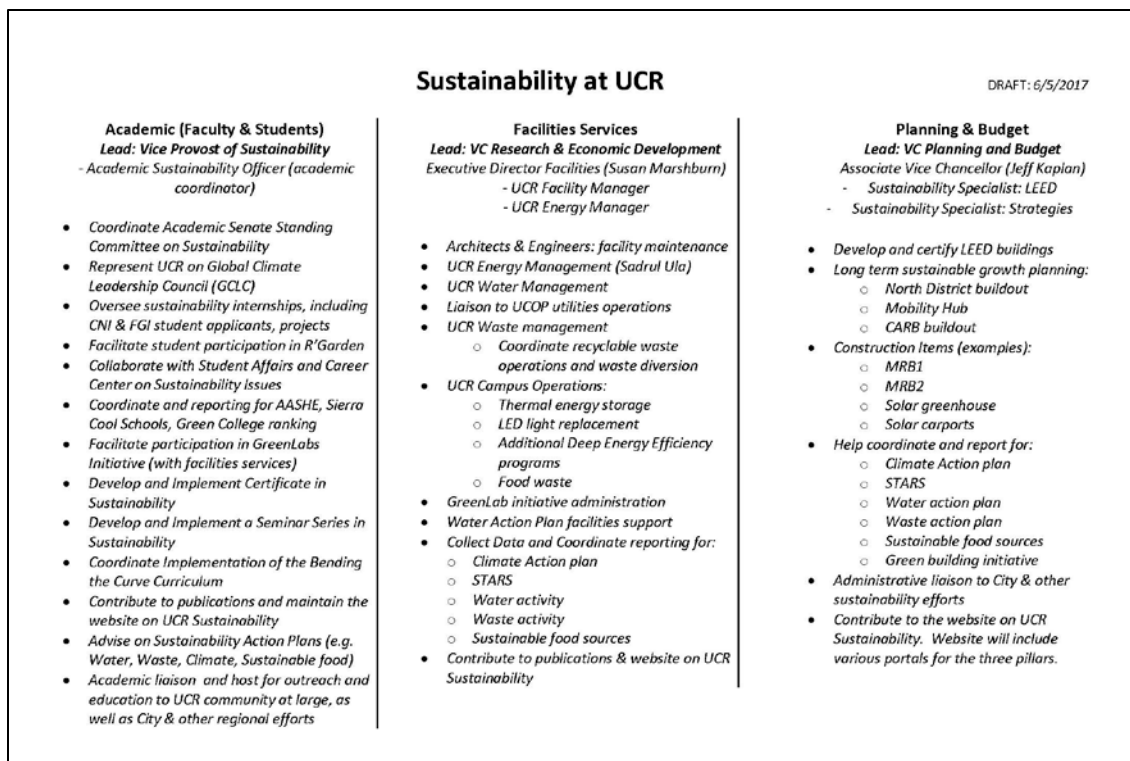


Figure 1. Proposed Sustainability Structure for UC Riverside

4.1. Role of Academics

What is largely missing from the current implementation of sustainability at UCR is an “academic” pillar that oversees sustainability matters associated with faculty and students. The Committee proposes creating this sustainability academic pillar (as shown on the left side of Figure 1), which would be led by a newly appointed *Vice Provost for Sustainability*. This vice provost position would be filled by an existing faculty on campus, not a new hire. The VP-Sustainability would coordinate a new standing academic senate committee on sustainability, and would also represent UC Riverside on the UC-wide Global Climate Leadership Council.

The VP-Sustainability would then be assisted by an Academic Sustainability Officer for the campus. This officer would help coordinate a variety of student and faculty sustainability programs. These programs include sustainability-related internships (e.g., CNI & FGI student fellows), student participation in the R'Garden, activities within the GreenLabs Initiative, and sustainability-related outreach events within the campus and surrounding community. In addition, the sustainability officer would maintain UCR Sustainability website, incorporating the latest student and faculty material on sustainability topics.

Other key initiatives within the academic pillar would be developing and implementing a Certificate of Sustainability for our undergraduates and graduate students; coordinating the implementation of the “Bending the Curve” sustainability curriculum (see <http://uc-carbonneutralitysummit2015.ucsd.edu/files/Bending-the-Curve.pdf>); and collaborate with student affairs and the Career Center on sustainability issues. Another important element is to launch a

Seminar Series on Sustainability at UCR to help educate everyone about all the different activities (see Appendix D).

4.2. Role of Facilities Services

Facilities Services on campus, including Architects and Engineers, is a large group that maintains our infrastructure and manages the day-to-day operations including energy, water, and waste. As part of their efforts in sustainability, they should establish and implement program goals and education campaigns for staff, faculty, and student programs related to energy, waste, water conservation, and carbon neutrality. In addition, Facilities Services should develop metrics, data and reports on the progress for measuring effectiveness and compliance of various sustainability efforts. This includes energy use, water use, and waste management. Facilities Services should also provide documentation for LEED buildings to aid in maintaining certification on a quarterly basis.

4.3. Role of Planning and Budget

UC Riverside remains in a steady growth mode, expanding its student body, faculty, and capital assets. It is crucial to incorporate sustainability in these expansion efforts. There are several new major efforts that currently being planned, including the North District buildout, UCR's Mobility Hub, and the new associated facilities of the California Air Resources Board. These efforts require long-term sustainable growth plans and they should adhere to the UC-wide Carbon Neutrality Initiative of becoming carbon neutral by 2025. It is also important to note that all new buildings on campus must be built to LEED platinum standards.

In addition, the office of planning and budget should serve as the administrative liaison to the city and other larger sustainability efforts across the region. This pillar will also help contribute to various reporting requirements, such as the campus' climate action plan, STARS reporting, and green-building initiatives. The pillar will also contribute to the overall UCR Sustainability webpage.

4.4. Coordination

It is crucial that the three pillars depicted in Figure 1 have a high degree of coordination. The Committee advises that the three key leads of each pillar have a monthly meeting to coordinate overall sustainability activities. There will be several initiatives that cross the boundaries of the three pillars, such as the R'Garden operations, the GreenLabs Initiative, UCR's Sustainability website, and data collection and reporting. Of particular significance, UCR's "Green fund" would be managed jointly between the leads of all three pillars.

**APPENDIX A: COMMUNICATIONS REGARDING AND IN RESPONSE TO VC ANGUIANO'S
DECEMBER 2016 ACTIONS**

The original mass email sent to faculty members regarding the reorganization of the Office of Sustainability:

December 15, 2016

Dear Campus Community:

UC Riverside recently moved to strengthen our dedication to sustainability and I would like to share an update with you on new funding investments and organizational changes to support our mission. The campus is enhancing sustainability by investing directly into the people and programs which make sustainability successful while integrating it more closely into the campus fabric. It's also important to know that the Office of Sustainability is not going away: it will be reinforced with new staff hires and an increased budget. In the new year we hope to engage with all interested faculty and students in order to help further shape the future of the office and UCR's sustainability infrastructure.

There are some actions our campus is moving on immediately:

- Creating a campus-wide taskforce of faculty, students, and administration to lead UCR to carbon neutrality by 2025;
- Assigning permanent funds to the R'Garden for continued staffing and operations to increase sustainable food production, research, and education;
- Integrating the Office of Sustainability's undergraduate education components into the Office of Undergraduate Education. Undergraduate Education has collaborated with the R'Garden on student-led R Courses as well as internships with the Office of Sustainability. Moving forward, Undergraduate Education will support academic internships and experimental learning opportunities

focused on sustainability, as part of their portfolio of high impact educational programs that include undergraduate research, service-learning, and faculty-led summer programs.

- Installing a new Solar Panel Farm to produce renewable clean energy;
- Converting underused campus turf into drought-tolerant native plantings to reduce water consumption;
- Hiring a new Energy Manager to operate UCR's energy systems at peak performance for the reduction and eventual elimination of carbon gasses and to replace energy-intensive lighting systems and building controls with less consumptive LED lighting and modern smart-building controls;

The most important next step in the new year is to create a sustainability taskforce in order to engage with faculty and students on what resources and administrative infrastructure UCR needs to meet its sustainability goals.

There are many other important programs across the entire spectrum of sustainability topics that we hope to engage interested faculty and students before making further investments.

Please contact Jeff Kaplan (Associate Vice Chancellor for Capital Asset Strategies) at Jeff.Kaplan@ucr.edu for more information about sustainability.

With Regards,

Maria Anguiano
Vice Chancellor of Planning & Budget

Responses from Waller, Anguiano, UCR Alumni, and the Gender and Sexuality Studies Department:

From: Marguerite Waller <mwaller@ucr.edu>
Subject: Re: Sustainability
Date: December 18, 2016 at 9:58:49 AM EST

To: Maria R Anguiano <maria.anguiano@ucr.edu>, Jeff Kaplan <jeff.kaplan@ucr.edu>
Cc: Dylan Rodriguez <dylan.rodriguez@ucr.edu>, Michael Pazzani <michael.pazzani@ucr.edu>, Juliann E Allison <juliann.allison@ucr.edu>, "jade.sasser@ucr.edu" <jade.sasser@ucr.edu>, Chikako Takeshita <chikako.takeshita@ucr.edu>, Jeff sacks <jeff.sacks.ca@gmail.com>, sherine hafez <sherine.hafez@ucr.edu>, Jane Ward <jane.ward@ucr.edu>, "setsu.shigematsu@gmail.com" <setsu.shigematsu@gmail.com>, Sang-Hee Lee <sang-hee.lee@ucr.edu>, Sharon Walker <swalker@engr.ucr.edu>, Mary L Droser <mary.droser@ucr.edu>, Matthew Barth <barth@ece.ucr.edu>, Ruhi Khan <ruhi.khan@ucr.edu>, "farah.godrej@ucr.edu" <farah.godrej@ucr.edu>, bronwyn Jenkins-Deas <bjenkins@ucx.ucr.edu>, "freya.schiwy@ucr.edu" <freya.schiwy@ucr.edu>, cioffi@ucr.edu, benjamin Sommerkorn <bsomm001@ucr.edu>, DStory@engr.ucr.edu, Patricia Morton <patricia.morton@ucr.edu>, judithr@ucr.edu, amalia Cabezas <amalia.cabezas@ucr.edu>, "fred (Frederick Moten)" <frederick.moten@ucr.edu>, eric Stanley <eric.stanley@ucr.edu>

Dear Vice Chancellor Anguiano and Associate Vice Chancellor Kaplan,

Thank you for engaging in this dialogue. If it is to remain a dialogue, however, it will be important that you not assume that you or your office should be the ones "putting together a task force." There are many faculty, students, and staff already working together on sustainability who do not accept your proposal. They have not been consulted and feel that the proposal should be suspended.

What needs to happen is an open and inclusive discussion of the priorities, agendas, and means of decision making for sustainability on campus

In order to move forward, there also needs to be a public accounting of what happened last week. Who was fired, how, why, with what consultation? To shutter an office and to fire an individual, both so central to so many instructional projects, violates both the spirit and the letter of faculty governance.

A report on this past week's actions should be produced quickly and disseminated to faculty.

In response to your proposal below, "Integrating the Office of Sustainability's undergraduate education components into the Office of Undergraduate Education," please be apprised that it is up to academic departments to conceptualize and decide how to administer their undergraduate internships and service learning components.

I am not available for a discussion, as I mentioned in my previous email. I am on sabbatical until Spring Quarter; academic sabbaticals are to be used for conducting research.

But many, many other members of the campus community are available for discussions about how sustainability can be both studied and implemented on our campus, as long as these discussions are open, collaborative, and well-informed.

I urge you to suspend your proposal and to engage with the diverse groups across the campus and the UC system, including the Academic Senate, the Riverside Faculty Association, the UC Sustainability Steering Committee, the Green Labs group, the Global Food initiative, the committee working on the Sustainability Certificate, the interns and grantees associated with the R Garden and the Sustainability Office, and the many other constituents of the sustainability network already in place on campus, whose hard work over many years is severely set back, and in some cases completely disrupted-- by these sudden changes.

At the same time, I trust you will follow through on your promises of increased financial support for the R

Garden and of the extensive work on lighting, water conservation, and solar power generation you propose below, although solar panel farms are not necessarily a good idea ecologically (See Prof. Mike Allen's work on this issue.) Solar carports and rooftops would likely be preferable. I also trust that UCR will consult with other universities across the country who have already successfully implemented similar measures.

McGill University in Montreal also has a monthly "Sustainability Friday" gathering on the last Friday of every month, when everyone interested in sustainability from throughout the campus and the city, is invited to come to the Faculty Club for drinks and talk. This has proved much more productive of ideas and energy than time-consuming committee meetings. Undergraduates, graduate students, staff members, a broad range of faculty, professional people working in business, various consultants, the campus Sustainability Officer, and the Sustainable buildings officer get to know one another, greatly facilitating communication. Perhaps you and Mr. Kaplan could fund such (inexpensive) gatherings at UCR.

Sincerely,

Marguerite Waller
Professor of Comparative Literature and Foreign
Languages and Gender and Sexuality Studies.

On Dec 16, 2016, at 11:34 AM, Maria R
Anguiano <maria.anguiano@ucr.edu> wrote:

Prof. Waller –

Below is a note I sent to the campus community yesterday. I agree that collaboration is key and we will be putting together a faculty, student, staff taskforce starting in the new year to discuss the future of sustainability at UCR. I did want to clarify that the

10/15/2017

budget for sustainability is not being reduced, but augmented and the office itself has also not been eliminated. I also learned yesterday that many of you may have gotten a note saying the Green Labs program was ceasing, which is also inaccurate. I truly look forward to discussing with yourself and everyone on campus interested in sustainability on how we can best work together.

Best,
Maria

December 16, 2016

Dear President Napolitano,

We applaud your commitment to sustainability within the University of California, including your timely and forward-thinking pledge to take the UC carbon neutral by 2025. The Carbon Neutrality Initiative, UC Sustainable Practices Policy, Global Food Initiative, and other initiatives led by your office position UC as a national leader in developing some of the most innovative and comprehensive institutional commitments to sustainability of any university in the nation.

This is why we are shocked and disheartened by the recent changes that have been announced at our home campus, UC Riverside. We recently received news of the “reorganization” of our campus Office of Sustainability to integrate its responsibilities and duties into the Associate Vice Chancellor for Capital Asset Strategies. This has translated into the elimination of the Office’s Director, Dr. John Cook, and its Sustainability Officer, Delphine Faugeroux, positions.

The Office of Sustainability at UCR is a model among its peers throughout the UC system. It has engaged the life of the UCR community in vibrant and productive ways, hosting a suite of student interns; facilitating the R’Garden; collaborating with faculty to create a Major in CHASS in Sustainability Studies; ensuring UCR’s compliance with numerous sustainability initiatives and regulations; and advancing the cause of sustainability on campus more broadly, among numerous other activities. **In addition, the success of the Office of Sustainability was recently recognized in its placement in the Sierra Cool Schools ranking, 27th out of 201, ahead of UC Berkeley, UCLA, UC Santa Barbara, and others.** (<https://ucrtoday.ucr.edu/39699>).

Moreover, over the past 6 years, faculty and students have worked closely with the Sustainability Office and been both inspired and educated by John Cook and Fortino Morales. We as faculty have placed many students as interns in the Sustainability Office and the R'Garden. John and Fortino have spoken in our classes, overseen student research projects, and collaborated with faculty, staff, and community members on education, advocacy, and service projects. Student- led courses have been based on the R'Garden, it sells produce to the dining facilities, it participates in food security and food justice programs on campus and in the surrounding Riverside community, and it greatly fosters diversity (not only biological, but also social).

We ask you to consider the following points:

1. Up until now UCR has been a leader in sustainability initiatives, both in terms of its physical plant (due to the Office of Sustainability, led by John Cook's efforts) and in its innovative Bachelor's of Science based in Gender & Sexuality Studies, which is highly interdisciplinary.
2. What has distinguished our Office of Sustainability is its integration of faculty, administration, and staff and communication with external stakeholders. According to experts in the field, this is crucial to any meaningful, on the ground, practice of sustainability. A key challenge is coordinating activities among faculty, staff, and administrators who have not engaged each other before in joint decision making. Without the Office of Sustainability, these integrated efforts will not move forward at UCR.
3. The Sustainability Office needs time and support to do much more to make UCR carbon neutral by 2025 per your office's Carbon Neutrality directive, not least in determining how to integrate campus research and curriculum into the CNI. Much more could be done using a system thinking approach for furthering energy efficiency, renewable energy and behavioral change which was initiated with our previous Sustainability team under the direction of Dr. Cook. Uses of solar power and heating, composting, water conservation and other strategies also need to be shared with surrounding low income communities- an approach that Sustainability, the R'Garden have been pioneering with our faculty and students.
4. Closing the Office of Sustainability and dissolving the collaborative team that helped develop the R'Garden as a Living Laboratory at UCR are regressive measures that are out of step with the direction taken by other universities within the UC system and across the nation. All ten campuses within the UC have robust sustainability

programs that integrate leadership and innovation into their approaches to teaching, research, campus building, and community engagement. UC Riverside has been a leader in this endeavor, however **eliminating our current sustainability programs sends a message to our diverse student body and to the Riverside community that the University of California places a relatively nominal value on health and sustainability programs for students of color and first generation students.**

5. Universities nationwide are increasingly creating standalone Sustainability Offices as well as interdisciplinary academic programs in Sustainability Studies. The pedagogy of sustainability demonstrates that sustainability cannot be siloed; it must be woven throughout curricular, research, policy, community, and other institutional efforts. Universities should be sustainability incubators that transform students into sustainability change agents and universities into exemplars of sustainability innovations.

We cannot imagine a worse time, in the country's, the world's, or UCR's history, to dismantle an extremely successful program and office. Considering how intricately both the Office of Sustainability and the R'Garden are braided into the curriculum at UCR, we believe that faculty should have input in any decisions made about them. Considering the precarious point the world is in ecologically, we believe that now is the time to support the work of the Office of Sustainability and the R'Garden as they continue to puzzle out UCR's path to zero emissions, reducing pollution, and creating healthful living conditions for all.

UCR's commitment to sustainability and being carbon neutral by 2025 are in question based on the lack of previous support of a very successful program and the fact that the proposed actions stated in a campus letter from VC Anguiano are items that Dr. Cook has either put into place or has been trying to implement. We urge strongly that there be further, more inclusive discussion of the future of these and other kinds of sustainability activities on campus, which, if anything, should be greatly expanded at this moment in the world's, and UCR's, history.

Signed,

APPENDIX B: ALUMNI LETTER TO CAMPUS ADMINISTRATORS

UCR Alumni Letter of Support for the Office of Sustainability

GINA GONZALEZ·WEDNESDAY, 25 JANUARY 2017

This is a statement by alumni of the University of California, Riverside and community members in support of the Office of Sustainability and its staff members.

We strongly disagree with the current administration's decision to lay off the director and staff members from the Office of Sustainability.

We disagree both with the action and the way this action was made without proper consultation of all parties working closely with the Office of Sustainability. We recognize that this negatively impacts many, including those who have graduated and worked closely with this office.

Through this lay-off and the statement made by the Vice Chancellor Maria Anguiano on December 15, 2016, UC Riverside Administration:

- Has successfully dismantled the very office that has been supportive to many impactful projects that we, as UCR Alumni, took part in creating during our years at UCR.
- Has shown a lack of transparency by not making decisions with students, faculty, and staff working closely with the Office of Sustainability. This top-down decision making approach benefits a few while negatively impacting many.
- Has not given credit to the labor of the Office of Sustainability staff and the many students, alumni, faculty, staff and community members who made the successes mentioned in the December 15, 2016 letter possible.
- By laying claim to the accomplishments of a collective effort, which again has often gone unsupported by most UCR admin, Maria's response to our concerns is an appropriation and exploitation of our physical and emotional labor. And is in no way adequate in addressing the unjust loss of an integral person within this work.

We want a UCR where administration makes decisions with students, faculty, staff and community members.

We want a UCR that supports and funds projects centered on racial, gender, migrant, health, food, environmental, and economic justice on campus and in the surrounding communities.

We want a UCR that puts students at the forefront before profits.

We want a UCR that supports environmental justice through local food and community garden programs, zero waste programs, renewable energy initiatives, and improved air and soil quality.

We want a UCR that provides permanent funding to R'Garden as one avenue to increase community-based research, participatory education, healthy food access, and social change with members of the university and residents of the Riverside community.

We want a UCR that provides permanent funding to the Office of Sustainability to further advance the programs and interdisciplinary collaborations that its Director John Cook initiated with students, faculty, and supportive staff.

We are deeply disappointed by the letter sent out by Vice Chancellor Maria Anguiano on December 15, 2016 sharing the news about changes to the Office of Sustainability.

In Response to the Letter by the Vice Chancellor Maria Anguiano on December 15, 2016:

There was a list of achievements mentioned without proper recognition of the Office of Sustainability's role in making these projects possible. We want to provide a partial history that we know of and give proper recognition to the Office of Sustainability, its director Dr. John Cook, and the many students, alumni, staff, faculty, and community members who made these achievements possible.

In the letter on 12/15/2016:

"Undergraduate Education has collaborated with the R'Garden on student-led R Courses as well as internships with the Office of Sustainability. Moving forward, Undergraduate Education will support academic internships and experiential learning opportunities focused on sustainability, as part of their portfolio of high impact educational programs that include undergraduate research, service-learning, and faculty-led summer programs."

Our response:

In 2013, Undergraduate Research in the Community (UGRC) program staff member and students submitted a proposal to initiate R'Courses. UGRC was initiated by a UCR alumni and funded within Undergraduate Education department. This program ignited successful student-led participatory action research (PAR) focused on popular education methods, community arts, gender justice, migrant rights, food security, and more. It was with support of this program, the Office of Sustainability, and larger community, that led to the development of the R'Garden at its current location. It was also through this program and the work by staff and students that R'Courses exist now. Even with these successes and a glowing SWOT analysis conducted with participating

students, faculty, and community organizations, Undergraduate Education decided not to renew the contract of the only staff member of UGRC in 2013, ending the program indefinitely.

The Office of Sustainability has continued to support student research even after Undergraduate Education ended the successful UGRC program. The Office of Sustainability and Dr. John Cook have been supportive advocates for student research projects like the bicycle composting and “power rangers” student-led research projects while also developing and supporting sustainability-based curriculum for the university community. Office of Sustainability Director, Dr. John Cook, developed sustainability curriculum within UCR’s Public Policy Department and supported the Gender Studies’ Sustainability major. Letting go of staff persons and offices that are doing effective and collaborative work like this has negative impacts for many. The decision to, again, let go of an integral staff member reduces the number opportunities that students have to work on and research social issues they are passionate about while centralizing power to the UE office that took away these opportunities for students, faculty mentors, and community partners in the past.

In the letter on 12/15/2016:

“Assigning permanent funds to the R’Garden for continued staffing and operations to increase sustainable food production, research, and education.”

Our response:

R’Garden was demanded after students got word that the previous garden site was no longer available. Undergraduate students (from UGRC) organized an action called “Where’s R’Garden?” where UCR administration was invited into a meeting to discuss the matter. The Office of Sustainability director was instrumental in organizing this meeting with the previous UCR Chancellor, Timothy White.

Dr. Cook was also instrumental in finding available land for the garden, hiring a UCR alumni (and student organizer) as the Garden Coordinator, supporting the GCAP initiative at UCR, and mentoring student organizations like Sustainable UCR. Dr. John Cook has been one of the most vocal UCR members to advocate for R’Garden, so to be let go and state that this decision is with intention to continue supporting R’Garden is contradictory in itself.

By laying off one job position to support other job positions when they are all needed at this moment in time is irresponsible. The demographics of people with food insecurity in the UC and UCR in general, are alarming. Climate change and its consequences are even more alarming as they will create positive feedbacks to increase such issues. And as a leading research institution there is a responsibility to increase local, regional, and global health for all, and because of that it should support all work that’s effectively doing that. This decision is irresponsible, dangerous, and ineffective. UCR must think of system solutions and support all university programs that are working on implementing solutions to the many problems our neighborhoods face - the Office of Sustainability and R’Garden are crucial pillars in implementing those solutions.

We define sustainability as...

Clean and affordable air, water, food, housing, transportation, education, and health for all

The possibility of other forms of living

Liberating from all forms of oppression that impact us and our planet

Resisting ways of life that capitalize on others' suffering and poverty

Living without fear of community policing, militarization, and gentrification

Relearning and practicing ancestral ways of living

Knowing our history and the history of the people whose lands we are on

Redirecting public funds into culturally-relevant education, mental health, transformative justice, renewable energy, safe bikeways, green spaces, local farms and gardens, and the arts

Protecting and designing livelihoods with the earth's ecosystem services in mind - through holistic, anti-colonial, and intersectional relations with each action

Understanding people's histories and our interconnection as human beings across borders

Understanding that the capitalist, sexist, and white-supremacist system we currently have suppresses and impacts all of us

Sustainability means de-colonizing our minds and working towards system changes that benefit all people and living beings on this planet.

This work by nature is not possible without a community effort nor without an intersectional approach, as illustrated above. Community is not cut and pieced together through "new hires" but through the prolonged involvement of individuals for a shared vision. The cyclical nature of student involvement in the university reinforces the need for stable staff figures who continue to carry-on and help build on the visions of those who have been involved. As well as helping to shape the student's framework as they carry out future projects.

We want the University of California, Riverside to:

- Rehire the director Dr. John Cook of the Office of Sustainability along with supportive staff and provide adequate support they need to be successful
- Involve key faculty, students, staff and community representatives working directly with the Office of Sustainability and future processes that impact this office
- Provide permanent adequate funding for the Office of Sustainability
- Provide permanent adequate funding to R'Garden (as committed in the Vice Chancellor's letter on 12/15/2016)

We call for the administration of the University of California - Riverside to rescind its decision to let go of the Office of Sustainability Director without proper consultation of those who work with this office. We also call on this administration to keep their word in providing permanent funding for R'Garden. Our experience as students was positively influenced through our relationship with the Office of Sustainability and our work in making these projects possible. We hope UC Riverside administration will make the right choice to bring back an office that has positively influenced many while strengthening a culture of interdisciplinary thinking, research, and change.

By:

Gina Gonzalez, R'Garden Co-Founder, UCR Alumni

Eli Tizcareño, R'Garden Co-Founder, UCR Alumni

Pavan Rami, R'Garden Co-Founder, UCR Alumni

Yassamin Kavezade, Sustainable UCR, UCR Alumni

Yesenia Gurrola, R'Garden Co-Founder, UCR Alumni

APPENDIX C: 2013 UCR DIRECTOR OF SUSTAINABILITY JOB DESCRIPTION

Serve as leader and director of UC Riverside's sustainability efforts to foster a culture of sustainability among students, faculty and staff, identifying and prioritizing areas for institutional sustainability efforts; planning and development of short and long range plans and engaging other campus leaders to foster sustainability broadly across campus units. Incumbent will work to establish UC Riverside as a leader in the field of Sustainability at the state, regional, national and international level by promoting broader awareness of UC Riverside's environmental, social and financial sustainability successes and accomplishments.

Effectively work with all elements of the campus to communicate and further the goals and initiatives of the campus sustainability program, foster partnerships between academics, research and operational departments to further campus sustainability goals. The position will establish and maintain an effective communication strategy, developing and coordinating education and outreach programs in support of UC Riverside's sustainability, energy management, and resource conservation programs.

The Director will liaison with Deans, faculty and researchers to develop, enhance and track sustainability focused and related curriculum and research. This position will work closely with project managers, building committees and design teams to ensure that U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) guidelines are met in all new campus construction projects. Provide expertise and advice in the reduction of UCR's resources and consumption; develop, implement and evaluate comprehensive sustainability programs and supervise pilot projects to expand sustainability on campus. The Director of Sustainability will monitor compliance with all UC Sustainable Practice Policies, as well as serve as liaison to UC Office of the President to ensure campus compliance with annual reporting and other sustainability policies; attend and support UCR's representative to the UC Sustainability Steering Committee and represent UC Riverside's sustainability programs to the public by attending professional meetings and interfacing with external organizations. The incumbent will promote UC Riverside's sustainability program by utilizing campus expertise, peer institution best practices, substantiality literature and conferences. The Director will evaluate all University purchasing practices and encourage the purchase of sustainable products and services throughout the campus, The Director will lead the efforts in the completion and subsequent updates of UCR's Climate Action, Clean Energy, Integrated Waste Diversion, Water Action and Sustainability Action Plans.

ESSENTIAL JOB FUNCTIONS

SUSTAINABILITY MANAGEMENT AND DIRECTION 50%

Serve as leader and director of UC Riverside's sustainability efforts to foster a culture of sustainability among faculty, staff and students; identifying and prioritizing areas for institutional sustainability efforts, planning and development of short and long range plans and engaging other campus leaders to foster sustainability broadly across campus units.

Support appropriate campus departments with information and facilitation related to green building design, LEED EBOM commissioning and certification, and operations reinforcing best practices related to sustainability and lowering UCR's carbon footprint; ensure sustainable goals are met on UCR capital projects.

Establish UC Riverside as a leader in the field of sustainability at the state, regional, national and international level. Promote broader awareness of UC Riverside's environmental successes and accomplishments.

Coordinate UC Riverside's implementation of UCOP sustainability policies. Monitor, track and apply for applicable grants, corporate collaborations and external funding opportunities. Supervise assigned staff, interns and volunteers as part of the operations of the Office of Sustainability.

Assist in coordinating and implementing campus-wide waste reduction, energy, sustainable transportation, greenhouse gas emission and water conservation programs to reduce the University's natural resource consumption and overall environmental footprint. Establish goals and metrics for measuring UC Riverside's sustainability performance. Monitor and evaluate program effectiveness, document performance trends, and recommend and implement modifications to improve program effectiveness. Manage preparation of UC Riverside's periodic Sustainability Assessment, including reporting to Princeton Green Colleges, Sierra Cool Schools and AASHE's STARS. Support appropriate campus departments with green building design, building commissioning and LEED project certification. Monitor and evaluate design, construction, and operations for sustainable design practices; ensure sustainable design implementation on major construction projects.

Represent UC Riverside's sustainability programs to the public; attend professional meetings as appropriate; interface with external organizations to ensure cooperative efforts are enhanced and available resources are utilized. These requirements necessitate the ability to travel and meet regularly outside of business hours.

Direct and staff regular meetings of the Chancellor's Committee on Sustainability (CCS) and working groups. Prepare and disseminate Committee meeting agendas and minutes. Ensure all issues are tracked and completed. In concert with the University's Purchasing department, evaluate University purchasing practices and encourage the purchase of sustainable products and services.

Develop and update UC Riverside's Climate Action, Clean Energy, Waste Diversion, Water Action and Sustainability Action Plans. Work closely with staff in Facilities, Architect & Engineers, Utilities, Transportation, Campus Planning, Housing and Dining Services, Sports Facilities, the Chancellor's Committee on Sustainability and other campus departments I groups to draft policies and procedures for implementing sustainability practices for the campus.

Research "best practices" at other institutions and make recommendations for implementation. Develop and implement a strategy to integrate sustainability principles into the operational and educational functions of the University. Assist Colleges, Schools, Academic Departments and Centers in developing and promoting coursework, research, certification and degree programs in Sustainability.

SUSTAINABILITY PROGRAM PLANNING & COORDINATION 30%

Develop ideas and projects to promote UC Riverside's sustainability program by utilizing campus expertise, peer institution best practices, substantiality literature and conferences. Identify potential sustainability initiatives and assess their cost effectiveness, technical feasibility and acceptance by the campus community.

Develop, plan, coordinate and implement activities including, but not limited to, seminars, conferences, workshops, clubs, shows, campus events such as Earth Week and other programs related to sustainability at UC Riverside. Encourage and facilitate sustainability programs initiated by students, faculty, staff, departments and committees. Foster and coordinate new ideas and concepts for sustainability projects and identify materials and resources needed to implement projects. Direct pilot projects and campus implementation of sustainability programs. Coordinate with all elements of the campus community to ensure proper implementation and training in sustainability program elements.

Create and maintain green material database for the campus. Research new materials to determine feasibility and applicability for campus use and/or ability to meet LEED requirements. Develop and maintain a clearing house of best practice case studies, guidelines, financial incentives, project support services and other resources to support campus sustainability projects and initiatives.

COMMUNICATION & OUTREACH 20%

Serve as liaison to UC Office of the President to ensure campus compliance with annual reporting and other sustainability policies.

In collaboration with University administration, shape and deliver various campus messages to internal and external constituencies about sustainability and serve as campus spokesperson on sustainability issues as necessary.

Establish and maintain an effective communication strategy. Develop and coordinate education and outreach programs in support of UC Riverside's sustainability, energy management, and resource conservation programs.

Coordinate and/or participate in public relations activities to include preparing brochures, newsletters, press releases, ads and promotional materials/publications; develop plans and schedules for release of publicity materials.

Manage content, design and maintenance of campus sustainability website. Assist in resolving questions regarding sustainability issues. Provide alternatives or refer inquiries or concerns timely and tactfully to appropriate campus departmental representatives.

Effectively work with all elements of the campus community (faculty, staff and students) to communicate and further the goals and initiatives of the campus sustainability program. Foster partnerships with academic deans and directors across campus departments.

APPENDIX D: PROPOSED SEMINAR SERIES IN SUSTAINABILITY

It is proposed to launch a UCR Sustainability seminar series, to begin in Fall 2017. The objective of this forum is to coordinate and educate faculty, staff, and students about the sustainability activities that are happening on campus, and to gather input to help guide our sustainability goals, education, research and programs at UCR. There will be one seminar held each month, each featuring a project or initiative at our campus. Each seminar will have a brief update on sustainability activities that are trending, followed by a 30-minute keynote, and 30 minutes for comments, general discussion and answer from the audience about UCR and sustainability. Each seminar will be available by a webinar as well and posted on the sustainability website.

The proposed schedule for the first six months is as follows (subject to change)

- Introduction to Sustainability at UCR
- Food Security and the R'Garden
- Carbon Neutrality 2025 and the Global Climate Leadership Council
- Zero Waste and Water Reduction
- Green Waste and Food Waste to Energy and Fuels – new technologies at work
- Greening the UCR Facilities, with our students and researchers – progress in 2017

Future series may include discussions and presentations around the innovation district, green fund, North District plan out, Bending the Curve curriculum, EDGE, genomics to harvest, BREATHE initiative, logistics growth in the Inland Southern California, just as examples.