"If we are to address the pressing environmental, economic and social imperatives we face today, in an expeditious manner, it will take the entire Indiana University community's creative collaboration. The spontaneous emergence of green teams in units all over campus is an inspiring example of that kind of action that is already making a big difference on the Bloomington campus."

- Bill Brown, IU Director of Sustainability

**Introduction**

Green Teams are emerging throughout campus departments at Indiana University, focused on wide-ranging issues of campus sustainability. The goal of the green team program is to create a network of communication and collaboration between units across campus, building a combined grassroots effort toward a sustainable future for IUB. The green team Coordinator internship position was established by the IU Office of Sustainability (IUOS) to serve as a liaison between IUOS and Green Teams and to provide resources to assist units in forming their teams. This report will outline the goals and major objectives of the green team coordinator over the academic year 2009-2010, identifying successes, barriers, and future recommendations.

**Green Team Green Bag Lunch Series**

Initiated in October 2009, the Green Team Green Bag Lunch Series provides a platform for discussion and interaction between green teams and members of the campus community. The meetings are typically scheduled for the first Thursday of each month, from 12noon to 1:30pm, voluntarily hosted by green teams at their facilities. The process for the meetings has evolved to include the development of focus topics for each meeting, identified by the green teams and IUOS. Campus experts on the focus topics are invited to attend to provide direct feedback and support to questions by green team members. If these guests are not available, the green team coordinator directs questions addressed in the meeting to the appropriate individuals on campus and provides follow up support to the green teams via meeting notes and email communication. A record of meeting attendance shows that, for the seven meetings this year, average attendance per meeting was 20 people, with the most at 32 and the fewest at 15, varying monthly.

At the start of each meeting, the hosting green team is encouraged to share information regarding their existing green initiatives, promoting successful activities and identifying barriers to success. This fosters an awareness of activities across campus and allows green teams to build off each other’s successes while addressing common barriers. For green teams who wish to host a Green Bag lunch meeting, the green team coordinator has created an outline to assist in the procedure, as follows:
Process for Green Team Coordinator Intern

1. Outline Academic Year Calendar Dates (Typically 1st Thursdays, 12-1:30pm)
   - Post Green Bag dates to IUOS/IU Events Calendars and send via Outlook
2. Contact/secure potential Green Team hosts
   - Send Standard Procedure template to GT hosts (see below)
3. Work with Green Teams to develop meeting topics
4. For each Green Bag meeting:
   - With Green Team host, develop content for agenda
   - Recruit campus “experts” to attend meeting if applicable
   - Send out agenda via Oncourse early in the week of the meeting
   - General announcement via Sustainability listserv
5. At each Green Bag:
   - Facilitate conversation
   - Meeting notes
   - Circulate attendance sheet
6. After each Green Bag:
   - Follow up questions
   - Post meeting notes
   - Track attendance in spreadsheet
   - Add new users to Oncourse and Sustainability listserv as requested

Process for Green Bag hosts:

1. Contact the Green Team Coordinator to schedule by calendar month. Let us know if your team has a specific topic of interest!
2. Reserve a space for approximately 50 people, preferably with conference or round-table seating, if possible.
3. Work with the Green Team Coordinator to develop a meeting agenda and/or identify guest experts to attend.
4. Host the Green Bag and share your team’s sustainable initiatives with other campus Green Teams!
5. Provide feedback to the Green Team Coordinator to be incorporated into a Green Team Spotlight section for the IUOS newsletter!

In terms of success, the Green Bag meetings served as a catalyst for information and resource sharing between the Green Teams. Below is a summary of green initiatives by this year’s Green Bag hosts that have potential for adoption by other green teams or incorporation into a campus wide sustainability action:

Workshop in Political Theory & Analysis
Located in four older buildings, the Workshop has been assessing existing infrastructure to become more efficient. The Workshop has performed an informal energy audit, gathering data on electrical and gas usage. Because departments are not currently billed for energy use, the analysis provided an eye-opening estimate of utility costs. The Workshop followed up by finding low or no cost solutions to reduce energy consumption, such as turning down the water heater, turning off air conditioning units at night or setting them on a timer, and installing occupancy sensors in some rooms. Units across campus will vary in respect to energy use and potential reduction methods, but can implement change depending on resources and needs.
Registrar
Over the last few years, the Office of the Registrar has assessed its operations and identified areas to promote more sustainable practices. This analysis led to targeting areas for paper reduction, identifying areas to utilize electronic documentation instead of printing, with an estimated savings of 675,000 pages annually. Future plans for summer 2010 include the elimination of printed versions of Student Academic Information and the Enrollment Bulletin, which would conserve 9 million pages per year.

Wells Library
Vaughn Nuest of the Wells green team is in the process of developing an energy database used to track energy usage of electronic equipment in the library offices. Using simple measuring tools such as the Kill-a-Watt, which measures electronic usage by kilowatt-hour, Vaughn hopes to extrapolate the data to estimate annual consumption and compute annual energy costs and associated byproducts (such as amount of coal and carbon emissions associated with the amount of electricity used), in order to influence policies on how the equipment is used, such as an operational unit-based policy to turn off computer monitors for evenings and weekends.

The Wells green team has also developed a series of fun informational short videos regarding sustainability in every-day actions to post on their website, engaging their team members and providing outreach to the campus community.

Kinsey Institute
The Kinsey Institute developed and distributed a survey to track sustainability efforts within their department, and obtained great feedback from the 67% of members surveyed that responded. The information gathered allowed them to identify what current green efforts were successful and next steps toward areas of improvement. A modified version of this survey has been developed and will be made available to the Green Teams on Survey Monkey, targeted as an action item for certification.

Indiana Memorial Union (IMU)
With the successful Greening of the IMU Charette that took place in the fall, the IMU is moving toward becoming certified as a LEED Existing Building. In terms of food sustainability, the IMU is currently composting pre-consumer food waste, donating excess food to community food banks, and consolidating catering food production to reduce waste. The IMU is also working to establish partnerships with local food suppliers where feasible.

Geological Survey
The Geological Survey green team has implemented several green initiatives within their department, including desk-side recycling bins in every office, reducing the amount of trash produced, and have strategically removed unneeded lighting ballasts to reduce wasted electricity to excessive lighting. They have also created and distributed a “sustainability pledge” encouraging faculty and staff to make a pledge toward green efforts such as turning off computer monitors and lights when not in use. A modified version of this document has been created for future adoption as a campus-wide sustainability pledge opportunity!
Common Barriers

One of the major objectives of the green team program is to identify common barriers faced by green teams, in order to brainstorm solutions and identify strategies and support for removing obstacles. Some of the major identified barriers are outlined below:

1. **Energy Audits** – Energy audits are a useful tool to provide a baseline for energy usage and to monitor changes in consumption. However, not all facilities are individually metered, making it difficult to measure energy use by individual units. The Utilities Information Group is working toward installing a more complete metering system on campus. Future goals include real-time digital metering that can provide “phantom” billing for departments to demonstrate individual consumption estimates. A challenge with this process is that some buildings include several departmental units, and a number of departments are housed in several facilities across campus, making collaboration building by building essential.

2. **Sustainable Computing** – Members of green teams have voiced concerns regarding shutting off computers overnight or installing the energy-saving Go Green Gadget, developed by the IU Department of Education. Barriers include issues with updates and patch feeds that are installed outside of office hours. Several green teams have been working with their information technology (IT) managers to resolve these issues based on department needs.

3. **Recycling** – One of the common myths across campus is that recyclables collected are not actually recycled, which is not the case. An identified recycling barrier is that bins across campus are not uniform in style or labeling, contributing to occurrences of waste in recycling bins or recyclable materials ending up in the trash. Also, Campus Division confirmed that its crew spends 7500 man-hours annually picking up litter, much of which is recyclable that ends up in the waste stream. IUOS recycling intern Brendon Baatz is currently working towards solutions to these problems, as well as an IU Recycling website that provides outreach and education on recycling issues at IUB. Campus is also in the process of studying the implementation of outdoor recycling and trash facilities to reduce litter, which could be paired with a “no-litter” or “keep campus beautiful” campaign.

4. **Purchasing** – One challenge addressed by the green teams is difficulty in locating green products and vendors through EPIC, the University’s online purchasing system. This creates an opportunity for the green teams to work together with the Office of Procurement in developing a list of identified green vendors for improved accessibility to these resources.

5. **Composting** – Currently, the IMU is composting pre-consumer campus food waste, but there is no campus-wide process for handling and composting post-consumer food waste. As the university continues to explore options for campus composting facilities, interim solutions for composting have been discussed with the green teams. The Sustainable Development Association (SDA), a SPEA student group, currently provides composting at events through a partnership with the City of Bloomington where students transport the compostable material to community garden locations and also learn about the composting process. A general composting guide has been developed
outlining this interim procedure until composting facilities are made available on campus. IUOS can provide assistance and contact information for interested green teams that wish to facilitate composting at events.

**Green Office Certification Program**

A major goal for the Green Team Coordinator throughout the academic year 2009-2010 was the development of a Green Office Certification Program to recognize the efforts of members of the campus community who are striving to promote sustainable actions within their daily lives. The certification program has been modeled from existing green team programs at other institutions such as Harvard and Michigan State University.

**Certification Overview**

From “seed to tree”, the certification offers four achievement levels to foster a progression of green activities in offices across campus. An online form will be made available for green teams to apply for each level of certification. Once the online certification forms are developed, a trial version will be made available to Green Teams to provide assessment of the usability and clarity of the program. Green team feedback will be incorporated into the final certification format.
**Certification Process**

The process for building the Green Office Program (see process diagram below) included the development of checklists of sustainable actions for each level and by category with associated tips in order to provide a resource guide for green team activities. For each action item to be considered successful, the green team shall achieve the action at least 75% of the time. Each application also requires verification by unit members in order to provide accountability and affirm active participation in green team initiatives.

The Office of Sustainability will review the form data entered for each green team and award certification upon completion. Green teams are encouraged to reapply for certification if the level of green efforts changes. The Office of Sustainability will not perform a formal audit, but may periodically request documentation for some actions. The data generated from the online certification forms will be available to IUOS for measuring progress and statistics for green team efforts across campus.
**Certification Checklists**

The following checklists have been developed for each level and by category to provide a guide for the green teams, including target actions and associated tips or links to more information. The categories are outlined based on the Sustainability Working Groups.

**Checklists by Level: From Seed to Tree!**
- Level 1: Seed
- Level 2: Sprout
- Level 3: Sapling
- Level 4: Tree

**Checklists by Category**
- Education & Outreach
  - Resource Use
    - Paper Use
    - Purchasing
    - Water conservation
  - Recycling
  - Sustainable Computing
- Energy & Built Environment
  - Environmental Quality
  - Transportation
  - Food
    - Kitchens & Break Rooms
    - Events

**Recruitment and Future Recommendations**

Throughout the academic year 2009-2010, the number of green teams on campus has more than doubled, from nine to twenty. The green team coordinator has served to encourage the development of new green teams through outreach to the campus community. Facilitation of the green bag lunch series, individual communication with prospective green teams, and successful information sharing by IUOS has led to the formation of new green teams. A new green team guide and marketing materials have been developed as a resource to those who wish to start a green team in their units, including five first steps, frequently asked questions, and resources to further information regarding sustainability.

The hope for the green team program is that, as green teams continue to form and evolve, higher awareness of green activities on campus will build, leading to more green teams! Future efforts to encourage green team success include the following:

1. **Recruitment** - Continued green team recruitment and outreach to nearly 200 potential new green team units on campus should include the development of target contact lists. The goal is more green teams!

2. **Green Team Successes** – Frequent update of website materials shall include green team successes and resources. This can be accomplished via the Green Team Spotlight, featuring actions and methods employed by green teams to be incorporated into the IUOS newsletter and the Green Team website.

3. **The Green Certification Program** – a major goal for the certification program is to include components for Green Labs and Kitchens/Dining Services. This would provide a more direct focus for green actions in diverse units across campus and help to identify
strategies specific to individual unit needs. Updates should be made to the Office Certification program as needed based on new information or green team feedback.

4. **Metrics** – A database will need to be developed, tracked and monitored to provide feedback from the certification program. This data could be incorporated into campus wide monitoring of sustainability initiatives and possibly certain AASHE stars criteria.

5. **Energy monitoring** – Campus wide phantom billing would encourage reduced consumption and possibly facilitate rewards program and/or grant funding for energy savings. In the interim, simple office metering devices can be purchased and made available to the green teams to track office energy usage to increase awareness of consumption. A funding opportunity summary has been submitted to the IUOS fund development intern in order to provide a basis for applying for grants to obtain these devices.

6. **Rewards** – Other funding strategies should be researched and explored for potential rewards opportunities for green team successes:
   a. Future options for Revolving Loan Fund
   b. Giveaways/Grant opportunities
      - Prompt Stickers
      - Plug in timers for devices
      - Informal Audit Tools (Kill-a-Watt, Light Meter, Digital thermometer)
      - Green marketing materials with logos
      - Re-useable bags, lunch caddies, water bottles
      - Compost facilities
      - Recycling bins in collaboration with campus wide recycling strategy (different types: paper, plastics, cardboard, glass, batteries, CFLs, desk-side)
      - Light fixtures (motion sensors, etc.)
      - Energy/waste audits
      - Utility monitoring/new building meters
      - Covered bike facilities
      - Plant a tree
      - Monetary rewards for green project funds

**Acknowledgments**
As the Green Team Coordinator for the academic year 2009-2010, I want to give a special thanks to the Green Teams, the Office of Sustainability, fellow IUOS interns, and everyone working toward a greener IUB! Green Teams play a pivotal role in sustainability education and outreach, providing a network for information sharing across campus. All the little things that you do every day add up to make a big difference in making our campus an environment in which to live, work, and learn green!