



A Practical Guide to Hiring a Sustainability Professional for Universities and Colleges

***Based on a Guide developed in the United Kingdom by the
Environmental Association for Universities and Colleges
(EAUC) and adapted by the Campus Consortium for
Environmental Excellence (C2E2)***

White Paper

January 26, 2006

Foreword

Increasingly, colleges and universities are expected to take a more proactive approach to managing their environmental impacts across a range of disciplines, such as energy and waste management, transportation, and procurement. In lieu of the traditional model -- delegation of specific duties to existing members of staff -- institutions of higher education are hiring individuals with broad knowledge and expertise in environmental sustainability (often called “greening”) issues. For this reason, the number of sustainability professionals in the higher education sector has steadily risen over the past few years. The Campus Consortium for Environmental Excellence (C2E2) has recently formed a Sustainability Work Group and is working to support these new professionals by providing guidance and peer networks.

To advance these efforts, we are proud to offer this practical guide for the benefit of colleges and universities yet to appoint a sustainability professional. Directors of Environmental, Health and Safety, as well as other universities and colleges administrators have approached my colleagues and me many times in the past two or three years for details about *how*, *who* and *what* they should do to appoint a sustainability professional. In fact, we are asking similar questions right now at my institution, Boston University. It’s encouraging to note that the question of “*why*” is no longer being asked. Many administrations are now recognizing the need, but are uncertain of how to proceed.

This guide is designed to help you hire a sustainability professional or, for those smaller institutions without the resources to hire a full-time dedicated professional, identify candidates within your institution that can embrace the roles and responsibilities of a sustainability professional.

The guide has been developed by the Sustainability Workgroup of the C2E2 in partnership with the Environmental Association for Universities and Colleges (EAUC) of the United Kingdom, who are the original authors of this guide. As time goes by we intend to review and update this guide to ensure current best practice continues to be documented.

I am delighted that our strategic partnership with the EAUC and greening / sustainability associations in the U.S. is able to provide support and guidance for those of you working in this sector now and in the future.



Signature

Peter Schneider,
President, Campus Consortium for Environmental Excellence

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The Campus Consortium for Environmental Excellence (C2E2)

The Campus Consortium for Environmental Excellence (C2E2) is a national, nonprofit, organization comprised of colleges and universities dedicated to improving their environmental performance on campus. The C2E2 was founded in 1997 to represent certain colleges and universities in successfully negotiating a pilot project with the U.S. Environmental Protection Agency to spur regulatory activity on an alternative regulatory model for managing hazardous wastes in academic laboratories. Since the time of this pilot project, the focus of the organization has broadened from laboratory issues to environmental topics that affect the larger campus, and membership in the C2E2 has expanded.

The mission of the C2E2 is to support the continued improvement of environmental performance in higher education through environmental professional networking, information exchange, the development of resources and tools, and the advancement of innovative regulatory models. Environmental performance is defined to include campus regulatory compliance, environmental management and sustainability initiatives.

C2E2's mission is carried out through bi-monthly meetings, active workgroups and projects identified by the Consortium's membership. More information on the organization, its activities and members can be found at www.c2e2.org or by contacting either Tom Balf at tbalf@c2e2.org or Peter Schneider at schneider@bu.edu.

This document has been produced by C2E2, under the direction of its members, for the benefit of all colleges and universities. Our current membership is listed below.

C2E2 Member Institutions – January 2006

Boston College	Boston University
Brown University	Columbia University
Cornell University	Georgetown University
Harvard University	Howard University
Michigan State University	Massachusetts Institute of Technology
Northeastern University	Olin College of Engineering
Princeton University	Rhode Island School of Design
Rutgers University	Trinity College
Tufts University	University of Alaska
University of Connecticut	University of Massachusetts Boston
University of Massachusetts Dartmouth	University of North Carolina
University of Pennsylvania	University of Vermont
Vanderbilt University	Wellesley College
Williams College	Worcester Polytechnic Institute
Yale University	

Introduction and Acknowledgments

Purpose of the Guide

The main purpose of this document is to help guide those colleges and universities (C/Us) that do not have a sustainability professional at present and are planning to hire one.

It draws upon the experience of sustainability professionals at C2E2 institutions, as well as the experience of our colleagues in the United Kingdom. It is written as a practical approach of how to best recruit for this position.

How to use the guidance document

Although this guide covers some of the main drivers and reasons for recruiting a sustainability professional, it is assumed that the reader has already gained senior management approval for such an appointment or, by studying this guide, will be able to strengthen their case for this hire.

This position's duties are often broader than just 'managing the environment', and may include areas of responsibility such as social and community issues, procurement, curriculum greening, or transportation issues. However, for simplicity, the term sustainability professional is used throughout, although the title at your institution is likely to differ from that term.

Target audience

It is intended that this guide will be of value and relevance to a number of higher education disciplines including human resources, facilities management, environmental, health and safety (EH&S), finance and purchasing office and academia, who all have a role to play in a successful appointment.

Terminology / Abbreviations

The following terms may be used and abbreviated throughout the document.

- C2E2 – Campus Consortium for Environmental Excellence
- C/U – Colleges and Universities
- EAUC – Environmental Association for Universities and Colleges
- EHS – Environmental, Health and Safety
- EMS – Environmental Management System
- HE – Higher Education
- SD – Sustainable Development

Thanks

We would like to thank all contributors, including the EAUC and, in particular, the following C2E2 members for their contributions to this document:

Tom Balf, C2E2

Peter Schneider, Boston University

Kurt Teichert, Brown University

Bill Brewer, Duke University

Steven Lanou, Massachusetts Institute of Technology

Robin Izzo, Princeton University

Richard Miller, University of Connecticut

Gioia Thompson, University of Vermont

Ralph Stuart, University of Vermont

Julie Newman, Yale University

Why Sustainability?

“Sustainability” is an increasingly critical issue for Higher Education (HE). According to the Association of Higher Education Facilities Officers (APPA), this “sector” of more than 4,100 colleges and universities in the United States:

- Generates \$300 Billion in Revenues
- Employs more than 3 million employees (2% of U.S. workforce)
- Enrolls 15 million students
- Represents 3% of the U.S. Gross Domestic Product (GDP)
- Spends \$20 billion annually on operations
- Spends \$14 billion annually in construction

Furthermore, institutions are beginning to find themselves under pressure to manage the environment and the impacts of the above activities due to:

- Increasing scrutiny by regulators of environmental compliance activities at college campuses
- Challenges of growth and aspirations for more sustainable development through green building, low impact design, and natural resource protection and restoration
- Emerging expectations among students, faculty, community, regulators and alumni that universities serve as institutional models for environmental excellence and sustainability, as taught in the classroom
- Need to reduce or contain rising costs for utilities and waste disposal
- Value of a reputation for environmental stewardship in attracting and retaining talented and engaged faculty and students

What does “sustainability” mean on campus?

Historically, actions on campus to promote sustainability have largely centered on environmental efforts to green the campus. Increasingly, campuses are beginning to expand the definition to include economic, environmental, and social dimensions of their activities and operations.

Responding to these pressures effectively requires a proactive and consistent approach over time. However, it is often difficult to assign responsibility in a multi-faceted organization with a high turnover of both staff and students.

One means of ensuring that goals are achieved is to appoint an individual who is responsible for coordinating sustainability efforts with the goal of improving the environmental performance of the institution. This sustainability professional may be referred to as a sustainability coordinator, but may include other titles such as environmental coordinator, energy manager, etc.

The level of responsibility and influence varies from school to school, and is also dependent on whether an institution has a separate energy manager, transport

coordinator etc. Current C2E2 members with a designated sustainability professional include:

Brown University	Cornell University
Duke University	Harvard University
Tufts University	University of Connecticut
University of North Carolina	University of Vermont
Yale University	

Drivers for recruitment

Drivers for recruitment vary considerably from institution to institution. One strong driver is the potential cost savings that can be achieved with better environmental management (usually in utility management). Other posts, especially in HE, evolve. At small or mid-sized institutions, sustainability is often part of an individual’s full time job, generally in teaching or facilities management. Many larger universities are recognizing the value of creating a full time position, which can serve as a link between academic and operations. The amount of time allocated to environmental and sustainability duties varies considerably due to organizational issues and available resources.

In a C2E2 survey of drivers for the appointment of a sustainability professional, the most likely reasons include:

- Reduce environmental related costs
- Serve as a change agent and drive environmental / sustainable initiatives
- Manage environmental and sustainability project
- Ensure accountability for environmental stewardship and sustainable development through green building and low impact design,
- Provide a greener public perception of the institution to its students, funding bodies, and stakeholders with the associated marketing advantages
- Coordinate and promote best practices

Preparing to Post a Job Description

The following actions should be taken in advance of recruitment and advertisement.

First, define the scope of the job.

Second, determine what issues this position will be concerned with before commencing recruitment. Some issues, such as energy conservation or solid waste management can have significant technical components, while other campus approaches to campus sustainability will require different training, skills and experiences.



Third, determine the reporting level and lines.

Fourth, consider carefully the connections between the sustainability program and existing responsibilities within the organization. Some campuses distinguish between “compliance” and “beyond compliance” issues in making these choices; others focus on specific stakeholders and their needs in establishing priorities. These connections are often defined by the individual(s) to whom the sustainability professional will report.

Finally, determine the budget and other resources necessary to be successful.

Sustainability Professional Specification

Roles and Responsibilities

The role or purpose of a sustainability professional on campus is wide and varied. Definitions of role and purpose include:

- Act as the catalyst for activity and commitment to sustainability
- Identify opportunities for continuous environmental improvement and implement programs to deliver these
- Promote and coordinate the integration of environmental and sustainability initiatives into policies, rules, products, services and operations
- Make the institution perform more efficiently and therefore more competitively, which in turn promotes environmental and social improvements.
- Connect with and support the academic mission by engaging students and faculty in the environmental and social performance of the institution, and by using the campus as a living laboratory.

Richard Miller, Director of Environmental Policy at the University of Connecticut believes the key role of the campus sustainability professional is to:

“...integrate the principles of sustainability into campus operations, planning, development and academic programs and, in many ways, bridge the gap between the idealism of students and faculty and the pragmatism of staff and administration.”

Duties of the Sustainability Professional

Sustainability professionals have an extremely varied workload. Traditionally areas for day-to-day management may include waste management and recycling, energy conservation and transportation. However, emerging external drivers and collegial sustainability appointments across the nation are beginning to change these areas to now include greenhouse gas emission inventory management, sustainable procurement, green building advocacy, and environmental measurement and reporting. Additionally, the duties of some sustainability professionals on campus may include community activities and social issues, so that the sustainability professional definition includes the triple bottom line issues – financial, environmental and social performance.

Appendix One details a comprehensive (but not exhaustive) list of responsibilities that a sustainability professional could be responsible for within a college or university.

The roles, responsibilities and duties will vary in large measure based on (1) the strategic priorities of the college or university; (2) the extent to which environmental compliance activities and sustainability programs are covered by existing administrative or academic departments; (3) the relative authority and location of the

sustainability professional within the organization, and (4) the skills of the sustainability professional. See the next section for guidance and insight regarding this very important issue.

Qualities of a Sustainability Professional

In order to recruit the ‘right’ individual for the position, it is essential to achieve a balance between ‘desirable’ and ‘actual’ qualities needed for the position. Your institution’s Human Resources (HR) departments will be able to offer guidance here. Attributes to the position can be broken down into differing sections, some of which are easier to judge than others. The interviewing experience of the panel and their relevant job-related experience are of paramount importance (more on this later). Sustainability professionals themselves feel that the following attributes are important:

Qualifications

It is not possible to provide definitive guidance on “qualifications” because sustainability professionals often have various skill sets, academic training and professional backgrounds. The technical degrees and experience are less important for most sustainability directors, unless the job includes environmental compliance responsibilities, and some of the best sustainability professionals have undergraduate and advanced degrees in seemingly unrelated fields. Finally, there is the issue of “fit” with the college or university’s culture and goals. For example, if the sustainability professional will focus on “social” issues, an environmental background might not be a prerequisite. That said, the following guidance offers some suggestion for thinking about attracting and hiring the right person.

A degree in a related environmental field is often seen as an important qualification, not only to provide a sound knowledge base of environmental matters, but also to gain respect in an academic culture. Environmental science, engineering or policy qualifications should not be overlooked. Management or leadership experience, particularly activities that demonstrate a personal and professional commitment to environmental or sustainability issues, will be essential for senior-level sustainability directors at larger institutions. Other qualities include:

- | | |
|--|-----------------------|
| • Environment-related undergraduate degree | Essential / Desirable |
| • Management/ leadership qualifications | Essential / Desirable |
| • Training Qualifications | Essential / Desirable |
| • Environmental related post grad degree | Desirable |
| • Membership in a professional body | Desirable |

Work related experience

Work related experience is of paramount importance. A successful sustainability professional needs to have experience in interacting with a broad range of people across an ever-increasing agenda. Relevant experience includes:

- 5-10 years for senior positions i.e. Directors Essential
- 3-5 year for junior positions i.e. Coordinator Essential
- Expert in at least one aspect area i.e. energy Essential
- ‘Business case’ development experience Essential
- Working with internal and external parties
i.e. students / regulators / management Essential
- Management of budgets Essential/Desirable
- Knowledge of Environmental Management Systems Desirable
- Experience of public sector / education Desirable

Skills and Knowledge

- Effective communication (oral / written) skills (“boiler room to board room”) Essential
- Team leader with ability to work independently Essential
- Analytical and research skills Essential
- Training, negotiating and motivation skills Essential
- Understanding of HE environmental impacts Essential / Desirable
- Effective project management Essential / Desirable
- Effective networker Desirable
- IT fluent Desirable

Personal Qualities

Just as important as the above categories, is the ability to be:

- Innovative / forward thinking Essential
- Outgoing / confident / enthusiastic Essential
- Patient / diplomatic Essential
- Approachable / personable Essential
- Personally interested in sustainability issues Essential
- Analytical Essential / Desirable

Overall, there are no right or wrong attributes. A mixture of the above categories should help define a ‘good’ sustainability professional. Perhaps the most important attributes to specify are:

Effective communication (oral / written) skills

A sustainability professional needs to be able to understand the problems / opportunities and be able to clearly communicate solutions to a broad stakeholder base. Being able to make the “business case” (e.g., financial arguments, alignment with organizational strategies) and deliver good presentations is often what decisions are based on, especially at the committee level.

Change management is an essential skill required for achieving environmental performance improvement – a good communicator will be able to convince people to change their methods and beliefs through educating them, and then be able to continue motivating individuals to continue their changed behavior.

Relevant environmental related qualifications

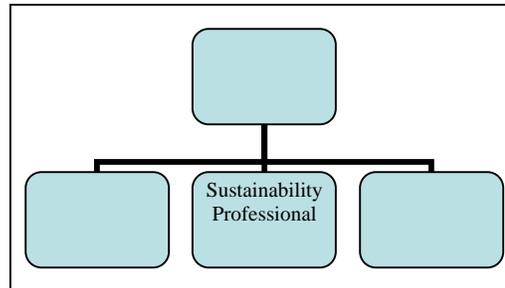
The C/U sector has numerous communities, but perhaps the largest is academia (faculty and students). Having a relevant degree or qualification not only provides a sound knowledge base, but can also help win the ‘hearts and minds’ and ‘knowledge related’ respect of this community.

Project / People management skills

Strong project skills ensure that multidisciplinary objectives and targets get achieved on time and on budget. A sustainability professional with good project skills can also delegate tasks effectively and collaborate with colleagues (outside of their line management or department) to reduce their workloads or avoid unnecessary pressure. These skills are essential for a sole-appointment or where an institution has a decentralized system for managing its environmental or sustainability responsibilities.

Organizational Models

The department within which the sustainability professional works can greatly affect his/her roles, responsibilities and influence. Careful consideration should be given about who will ‘line manage’ the individual. However, it should also be recognized that it is unlikely that a sustainability program will rely on the traditional department structure to create the changes envisioned by the sustainability movement. Champions of these changes -- outside the line management of the sustainability professional – should be clearly identified and their talents cultivated in order to support progress toward the institution’s sustainability goals. A carefully considered “stakeholder” analysis and organizational management plan should be developed.



For senior-level sustainability directors, reporting is often directly to a chancellor or similar operational officer. It is not unusual, however, to report to a Provost, Dean or academic department head. And occasionally, sustainability professionals report jointly to an academic and operational officer. A reporting authority to the academic side of the house may help empower the director as a key decision-maker, on par with other important administrative department heads, and demonstrates an institutional commitment to the “triple bottom line” of sustainability, rather than limit institutional commitment and vision to the more conventional economic bottom line of an operational department. Academic reporting responsibilities can also further highlight the sustainability professional’s role in engaging faculty and students and integrating academic and operational activities within the context of the university’s broader educational mission.

However, for many sustainability professionals, line management is provided by Facilities, Physical Plant or other campus operational departments. As institutional housekeepers and service providers – these departments are responsible for managing roughly 75% of campus operations including service contracts, buildings and utilities. In this case, the sustainability professional would more likely report to a Vice Chancellor, or operational Director, Assistant Vice-President (AVP) or Vice President (VP).

Although operations may be well-suited, there are other relevant areas to consider -- especially for institutions inclined to hire an environmental or sustainability coordinator with more specifically-defined duties and expectations. While not common, a sustainability professional may report to a manager or director in the Environmental, Health and Safety (EH&S), Waste Management/Recycling, Energy Management, Risk Management or Finance office.

A few examples from C2E2 members are identified on the next page.

Institution	Title	Reports Directly to...	Further explanation
Brown University	Resource Efficiency Manager	Associate Vice President of Facilities Management	Responsibilities include teaching (faculty appointment), and support of student initiatives
Cornell University	Sustainability Coordinator	Executive Vice President for Finance and Administration	Recently hired in 2005
Duke University	Sustainability Coordinator	Senior VP	
Harvard University	Director, Harvard Green Campus Initiative	Two co-chairs: One professor (School of Public Health) and senior Administration (Assoc VP)	Meets with co-chairs monthly for 1-2 hours to provide updates.
University of Connecticut	Director, Environmental Policy	Vice President/Chief Operating Officer	Responsibilities include sustainability and environmental compliance oversight; considered senior administrative staff rather than line management
University of North Carolina	Director, Sustainability Office	Director, Facilities Services	Mandate extends beyond Facilities
University of Vermont	Environmental Coordinator	Co-Chairs the Environmental Council for content	Budget reports to Associate VP for Facilities and Administrative Services; Office in Physical Plant
Yale University	Director, Office of Sustainability	Deputy Provost and Assoc. VP for Facilities Operations	

Remuneration

What salary range can be expected for a Sustainability Professional?

Setting the correct salary level not only helps strengthen the business case but it also helps attract the right individual with the necessary experience. Remuneration depends not only on the experience of the appointee, but also on the environmental/sustainable aspirations of the institution.

An August 2005 survey of campus sustainability professionals conducted by Education for Sustainability – Western Network revealed that the average salary for a sustainability professional on campus was \$51,500 for an individual with an advanced degree and 6-10 years of experience. Their results are found below:

Years of Experience	# Individuals	Average Salary	Standard Deviation
0-5	5	\$41,500	\$8,900
6-10	5	\$51,500	\$10,200
11-20	6	\$81,800	\$26,400
20+	4	\$52,000	\$13,400

Based on our qualitative judgment, these salaries are generally less than salaries for (a) the director or manager of EH&S or Facilities Departments; and (b) are significantly less than the salaries for sustainability professionals in corporate America (e.g., Fortune 500). Depending on the placement of this position within the institution, salary should be commensurate with similar reporting matrices.

It is possible to gauge an institution’s expectations and the caliber of the sustainability professional given the budget for the salaried position.

Appendix Two details examples of previous advertised appointments and/or job descriptions.

Business Case

Often the business case for appointment is centered on potential cost savings that can be made. These savings are usually from:

- Waste: through waste audits, recycling schemes and vendor contract evaluation
- Utilities: energy site audits, metering and monitoring
- Transport: through initiatives such as fuel economy standards, use of alternative fuels, increased parking charges, review of charging schemes, and promotion of car alternatives.
- Green Building Strategies: long-term savings from reduced maintenance or utility costs

- Natural resource protection: resulting in reduced liability for penalties or remediation costs
- Enhanced public affairs which may support local or state-wide efforts to access money, obtain permits, etc.
- Access to funding opportunities and increased support from alumni giving

The appointment of a sustainability professional may rely on a business case analysis. The Green Campus Initiative at Harvard University has developed a strong business case for supporting sustainability initiatives at Harvard. However, the business case and an expectation of a calculable return on investment may not be the only driver.

The Contrarian View?

Money – or at least Return on Investment (ROI) may not be everything. People speak about the financial savings associated with sustainable decisions, but some sustainability professionals believe that an approach that overpromotes ROI for sustainability initiatives on campus can be counter productive.

Gioia Thompson, Environmental Coordinator at the University of Vermont comments:

“Institutions don’t mow the grass, make it easier for handicapped people to get around, or pay attention to diversity to get savings. They do these things because they want to be high quality institutions based on values, which is what attracts students and research dollars. Does University of Colorado Boulder have a student-run environmental center purely to generate savings? Does Middlebury have a director of environmental affairs and a campus sustainability coordinator for the ROI? The short answer is no. While the long answer may involve enlightened self-interest, it’s clear that ROI may not drive – nor is the answer to – all decisions.”

Advertising for a Sustainability Professional

How and where to advertise

Having been able to successfully secure funding and write the job description, knowing how and where to place a job advertisement is critical to capturing the right applicants.

Consideration should be given to the type of individual you want to recruit. For example, a vacancy for a general multi-skilled sustainability coordinator might be advertised differently than a senior person with broad responsibility and accountability for greenhouse gas emissions and community relations.

Aside from advertising internally and in the local press, job advertisements should be posted in the following outlets:

AASHE (American Association of Sustainability in Higher Education)

www.aashe.org

Northeast Campus Sustainability Consortium

www.necsc.org

Chronicle of Higher Education

www.chronicle.com

Other sources for advertising include:

- GRNSCH-L listserv managed by Kurt Tiechert at Brown University
- C2E2 listserv (join C2E2 at www.c2e2.org)
- CSHEMA listserv (join CSHEMA at www.cshema.org)
- Clean Air Cool Planet (www.cleanair-coolplanet.org)
- University Leaders for a Sustainable Future (www.ulsf.org)
- Green jobs - The Environmental Manager (envmanager@aol.com)

Interviewing the candidates

The experience of the interview panel is important when interviewing potential candidates. Consideration should be given to include representatives from:

Personnel / Human Resources - To ensure that institutional HR guidelines are met when interviewing and recruiting.

Facilities – Either (a) the potential candidate is located in this department and will report to a senior member of the department or (b) the potential candidate will need

to work closely with this department since facilities is responsible for 75% of campus operations.

Environmental, Health and Safety – Familiar with environmental requirements, the potential candidate will work with staff from this department to achieve environmental goals.

Planning/Architect – If the sustainability professional will be actively involved in master planning or green building.

Senior Level Administration - To ensure and demonstrate senior support for environmental management.

Academic Community - This ensures linkages to the institution's core business – teaching and research – all of which can be affected by environmental management improvement. Ideally this would be an individual from academia that sits on an environmental or facilities committee.

Direct Report - If different than Facilities or EH&S Department, the individual directly responsible for line managing the sustainability professional (e.g., Risk Management, Vice Provost) should be represented on the panel.

Ideally one of the above representatives will have the relevant experience to be able to gauge a candidate's response to interview questions. If there are no in-house experts then it may be wise to invite an external interviewer on to the panel.

Other departmental representatives to consider include:

Student Union / Body – if responsibilities include the delivery of education for Sustainable Development, curriculum enrichment and student involvement (e.g., student environmental organization)

Purchasing – as purchasing decisions and supplier contracts contribute significantly to an institution's environmental impact

Finance – especially important if there is no specific budget for environmental improvements.

Environmental Committee – if the institution has a committee charged with policy-making or review of environmental and sustainability issues consider including a representative that is not already covered in the above-referenced areas.

Expanding Your Sustainability Team (not your interview team)

With the growing importance of the sustainability initiative - meeting future legislation, developing policies and strategies and meeting expectations of students, faculty, staff and administration - further recruitment may be necessary. Already some institutions have more than one member of staff in the sustainability office.

In almost all cases, the sustainability professional on campus relies on student interns – both graduate and undergraduate – to perform tasks, conduct research and make recommendations to a larger committee charged with implementing policies and allocating resources to achieve institutional sustainability goals.

Examples from C2E2 members are listed below:

Institution	Professional staff as FTE*	#Interns per year	Intern Hours/Year
Brown University	1.0 (however, a number of positions within Facilities and EH&S have responsibilities related to sustainability)	5-8	Approximately 3,000 hours
Cornell University	1.0 (however, a number of positions have responsibilities related to sustainability)		Numerous student intern projects on campus
Duke University	2 FTE	2 interns each semester and summer	~800 hours
Harvard University	15 FTEs in Harvard Green Campus Initiative (self-funded through savings generated)	2 interns 40 part-time students in the residential green living program	Interns ~ 400 hours Part-time residential students ~ 8,000 hours
University of Connecticut	1.5 (to be 2.5 by early next year)	4 to 8	1500 to 2000 hours/yr
University of North Carolina	3 FTE Many more indirectly	2 Also hire temporary workers	~100
University of Vermont	1.0	3-6 interns; supervision of 3-5 additional work study students; thesis/project advising for 1-4 students	~ 1000 hrs
Yale University	1 FTE	10 Research Assistants	~500 hrs

* Full time Equivalent, including sustainability professional

Lessons Learned and Further Sources

Based on the collective wisdom and/or experience of sustainability professionals at C2E2 member institutions, the following lessons learned are shared with our colleagues at other colleges and universities.

- The final outcome of the search and recruitment process will be a compromise between the aspirations of the institution and the abilities of the candidate pool. It is likely that the former will outstrip the latter.
- The sustainability professional will require ongoing support from and access to upper administration to be effective and successful. Their role should also be seen as a communication link rather than someone who creates specific administrative actions. These are usually better left to the traditional departments with duties in these areas.
- Consultants can serve useful roles on many specific questions, but the ongoing presence of a professional sustainability coordinator is necessary to establish and maintain program priorities.

Additional Sources of Information

It is important to recognize that many professional organizations of campus administrative officials and faculty have expressed ongoing interest in the issue of campus sustainability. Their insights are likely to be valuable for any campus sustainability program.

- American Association of Sustainability in Higher Education (AASHE) www.aashe.org
- Association of Higher Education Facilities Officers (APPA) www.appa.org
- Campus Consortium for Environmental Excellence (C2E2) www.c2e2.org
- Campus Ecology <http://www.nwf.org/campusecology/index.cfm>
- Clean Air Cool Planet www.cleanair-coolplanet.org
- Council of Environmental Deans and Directors www.cedd.org
- Environmental Association for Universities and Colleges www.eauc.org.uk
- EPA Higher Education Sector <http://www.epa.gov/sectors/colleges/index.html>
- NACUBO www.nacubo.org
- Northeast Campus Sustainability Consortium (NECSC)..... www.necsc.org
- Society for College and University Planners (SCUP) www.scup.org
- University Leaders for a Sustainable Future (ULSF) www.ulsf.org

Appendix One – Potential Roles and Responsibilities

Below is a list of duties and responsibilities that current sustainability professionals within the C2E2 membership are responsible for. It is worth noting that the degree of responsibility varies from advisory role to direct responsibility along with differing time allocations. These roles and responsibilities are arranged alphabetically, not by priority.

- Awareness raising
- Building design/ services
- Communications
- Corporate communications (related issues)
- Curriculum greening
- EMS/ ISO implementation
- Energy budget (invoicing)
- Energy management
- Environmental planning
- Environmental reporting
- Landscape management / Site biodiversity
- Local community liaison
- Noise management
- Policy development
- Procurement
- Project management
- Recycling
- Reporting to committees
- Staff / student retention
- Student recruitment
- Training
- Transport plans / parking
- Waste management (general / municipal)
- Waste management (hazardous)
- Waste minimization
- Water budget (invoicing)
- Water management

Appendix Two – Job Descriptions

Attached please find a number of job descriptions. We recommend the following web site to review these job descriptions as well as others

http://www.aashe.org/resources/sust_professionals.php

American University
Bowdoin College
Dartmouth
Duke University
Harvard University
Middlebury College
Portland State University
Princeton University
Rice University
Yale University

American University

POSITION DESCRIPTION

ENVIRONMENTAL COORDINATOR

A. General Information

Title: Environmental Coordinator

Department: Physical Plant Operations

B. Position Summary:

This position will provide the leadership, administrative support and coordination appropriate to develop, maintain and enhance environmental stewardship within the campus community and among its constituencies. This position requires advanced use of database, spreadsheet and presentation software and the facilitation of presentations.

C. Organizational Characteristics:

This position reports directly to the Director of Physical Plant Operations.

D. Principal Accountabilities:

1. (50% of Time) Leads and participates in a range of functions to include:
 - Administrative support for the university's Environmental Issues Committee
 - Assistance in public relations regarding AU's environmental initiatives
 - Performance of audits and inspections
 - Assistance in developing and maintaining contacts within the AU community for the purpose of exchanging information regarding environmental issues
 - Coordination of meeting dates, times, locations and minutes to discuss AU's environmental initiatives with faculty, staff, and students.
2. (30% of Time) Develops, coordinates, oversees and/or implements environmental initiatives and partnerships within the University community and as appropriate, with governmental and private entities, assists faculty and staff with research and the development of new initiatives and courses to deal with sustainability and environmental issues.
3. (20% of Time) Assist with data collection, filing, and general administrative work.

E. Dimensions:

This position may oversee work study/student workers but does not supervise or handle expenses or budget. There is research activity involved that will relate to campus greening, sustainable practices and other issues as they relate to the Environmental Issues Committee activity.

F. Minimum Qualifications:

Minimum Requirements:

Education and Experience

- Bachelors degree or significant progress towards as degree in this or a related area or significant related training and work experience
- Experience related to the practical application of policy, scientific and engineering practices and principles pertaining to environmental sustainability.

Special Skills and Abilities

- Leadership skills and the ability to encourage, facilitate and develop consensus among a diverse constituency
- Effective human relations and facilitation skills
- Effective oral and written communication skills
- The ability to effectively plan and coordinate multi-task requirements and meet self and imposed objectives and deadlines
- Ability to work effectively in a service oriented environment subject to changing priorities
- Proficient in the use of personal computers and in a Windows environment. Ability to learn and grasp new software applications as necessary to proficiently manage the area of responsibility
- Environmental background or interests

G. Additional Information About the Position:

This position will have to operate with minimal supervision on some assignments and specific direction on others

Bowdoin College

Job Description

JOB TITLE: Coordinator for a Sustainable Bowdoin

DEPARTMENT: Facilities Management

REPORTS TO: Director of Facilities Management

PURPOSE OF THE POSITION/JOB SUMMARY: To develop and maintain a program and implement initiatives toward reducing the impact that Bowdoin operations and practices have on the environment. The requirements of this position will require close coordination with many internal and external constituents, including work with the current Committee for a Sustainable Bowdoin, and a strong focus on the results of the Environmental Impact Audit conducted in the summer of 2000.

SHIFT HOURS (indicate overtime:) Predominantly first shift (8:30 a.m. – 5:00 p.m.) but may require coordination of work with other shifts; more likely second shift.

EDUCATION/SKILLS REQUIREMENTS:

College: B.S. Degree required in Environmental Science or related field

Other: Working knowledge of programs to reduce Bowdoin's impact on the environment, provide management of environmental systems and ISO 14000; good communication skills including technical writing; excellent organizational skills and the ability to manage multiple tasks and prioritize work; proficiency with word processing, spreadsheets, presentation skills, and database software; self directed with the ability to motivate others in various parts of the organization toward improving program performance; demonstrated strong leadership skills.

EXPERIENCE REQUIREMENTS and/or EQUIVALENTS:

At least 2 years' experience in the environmental field

Licenses or Certifications: Driver's License

CONTACTS: Work with all campus constituencies including faculty, staff, students, contractors and vendors. Coordinate efforts with the Committee for a Sustainable Bowdoin and monitor and participate in similar organizations at other institutions.

PHYSICAL and MENTAL JOB DEMANDS (as they pertain to the essential functions of this position):

ESSENTIAL MOTION

Indicate weight limit in lbs ()

N/A OCCASIONAL

1 - 33%

FREQUENT

34 - 66%

CONSTANT

67 - 100% Pushing (55 lbs), Pulling (40 lbs), Floor to knuckle lift (40 lbs), Knuckle to shoulder lift (30 lbs), Shoulder to overhead lift (30 lbs), Carrying (40 lbs), Sitting, Standing, Walking, Climbing stairs, Sustained bending, Overhead reaching, Crawling, Squatting (repeated), Kneeling, Stooping (repeated bending), Crouching, Climbing ladders, Balancing, Handling, Digital dexterity (e.g., using computer keyboard), Tasting/smelling, Peripheral vision, Depth perception, Use written (verbal visual) sources of information (e.g., read reports, procedural documentation, reference materials, etc.)

Use non-verbal visual sources of information
(e.g., reference graphs, tables, etc.)

Use oral communication to perform work (e.g.,
answer telephone, receive visitors, etc.)

Use non-verbal auditory sources of information
(e.g., ringing of telephone, alarms, beepers)

Perform detailed work requiring visual acuity x
Make minor decisions requiring limited judgment
(e.g., task sequencing, filing, sorting mail)

Make general decisions in the absence of
specific directions (e.g., prioritizing)

Perform activities requiring sustained
concentration (e.g., designing, planning, etc.)

OTHER PHYSICAL OR MENTAL REQUIREMENTS:

Good technical knowledge in the field.

Ability to work well with others/good customer
service skills.

Influencing and securing cooperation from
individuals in areas not under this position's
direct control.

ESSENTIAL FUNCTIONS:

1. Develop, implement, administer, document, and communicate comprehensive campus wide programs that promotes sustainability (i.e. resource conservation, recycling, and waste reduction)
2. Develop measurable data, monitor and report program performance to administration via written and/or verbal communication.
3. Work in conjunction with the Manager of Environmental Health and Safety to develop, implement, and manage a campus wide Environmental Management System (EMS).
4. Work with Facilities staff, students, and the Environmental Health & Safety Manager to develop programs to promote recycling and waste reduction on campus and to insure compliance with applicable regulations.
5. Administer sustainable Bowdoin budget.
6. Be a resource for students in matters of sustainability.
7. Keep the administration advised of changes in laws/regulations that may affect College policies, require the implementation of new policies, or affect operating budgets.
8. Act as spokesperson and set an example for sustainability on campus.
9. Comply with all college policies including regular attendance; if supervising outside contractors, temporary or other employees or students must enforce all applicable college and regulatory policies.
10. Perform other duties, as assigned.

WORKING CONDITIONS: (It is possible the Coordinator will be required to use or **ENVIRONMENTAL** encounter conditions recognized below:)

Inside 50% Outside 50%

Sudden temperature changes- yes

Extreme temperatures- yes (for limited periods)

Humidity/Wet- yes

Extreme noise- very limited, with hearing protection

Extreme vibration- no

Hazards -not expected; walking outdoors during winter months

Safety equipment- hardhat, safety glasses/goggles, hearing protection, gloves, safety shoes/boots, clothing as needed, any others as needed.

ATMOSPHERE

Fumes: within OSHA exposure limits

Mist: within OSHA exposure limits

Odors: within OSHA exposure limits

Gasses: within OSHA exposure limits

Dust: within OSHA exposure limits

Poor ventilation: not applicable (or if so, for very limited periods of time)

MACHINES, TOOLS, EQUIPMENT AND WORK AIDS USED:

Computer, printer, fax, photocopier, telephone, cell phone, radio, calculator, digital camera, and general office tools such as hole puncher, stapler, scissors, etc.

SUPERVISORY RESPONSIBILITY:

No supervision of other staff expected, but possible supervision of student employees or outside contractors, including enforcement of College policies for those employees.

JOB CLASSIFICATION: Light Work

SEDDENTARY - Exerting #10 of force occasionally and a negligible amount of force frequently. Involves sitting most of the time, but may involve walking or standing for brief periods of time.

LIGHT WORK - Exerting up to #20 of force occasionally and up to #10 of force frequently to move objects.

Physical demands are in excess of those required for a sedentary job. A rating of light work should be used if 1) the job requires walking or standing to a significant degree; or 2) when it requires sitting most of the time, but entails pushing and pulling of arm or leg controls or 3) when the job requires working at a production rate pace entailing constant pushing/pulling of materials even though the weight of those materials is negligible.

MEDIUM WORK - Exerting #20 - 50 of force occasionally, and/or #10 - 25 frequently, and/or up to #10 of force constantly to move objects. Physical demand requirements are in excess of those for Light Work.

HEAVY WORK - Exerting #50 - 100 of force occasionally and/or #25 - 50 of force frequently, and/or #10 - 20 of force constantly to move objects. Demand requirements are in excess of those for Medium Work.

VERY HEAVY WORK - exerting in excess of #100 of force occasionally and/or in excess of #50 of force frequently, and/or in excess of #20 of force constantly to move objects. Physical demand requirements are in excess of those for Heavy Work.

Dartmouth College

Title: Sustainability Coordinator **Position #:** 1000779

Department: Provost's Office **FLSA:** Exempt

Reports to: Executive Officer, Provost's Office **Level:** PDL A

Date: August 2004

To advance Dartmouth's efforts to become a sustainability leader in higher education by working with senior officers, other administrators, faculty, and students to provide the knowledge, skills, and motivation that will integrate sustainability values and practices into the College's strategic planning processes; the management of its resources and operations; facilities planning and design; its research activities; the curriculum; and the extra-curricular life of the College. The Director will develop a strategy to embed principles of sustainable prosperity in all of the College's roles—as a place of learning and research, a business enterprise, and a member of the local community.

Project Planning/Implementation

- Develops ideas to promote Dartmouth's sustainability efforts by utilizing the Resource Working Group (RWG), in-house expertise, peer institution practices, sustainability literature and conferences.
- Provides decision-makers with information about sustainability issues and initiatives that will promote sustainability at Dartmouth.
- Identifies desirable sustainability initiatives and assess their cost effectiveness, technical feasibility and acceptance by the Dartmouth community.
- Creates detailed implementation plans for sustainability initiatives to present to the College administration and works with departments to implement approved project plans.
- Works with appropriate departments, committees, and individuals to implement sustainability projects.
- Helps Dartmouth conduct its affairs as a responsible institutional citizen of the world by establishing its impact on the biosphere at a sustainable level.

Project Administration

- Helps create a sustainability agenda for Dartmouth and creating and maintaining a set of sustainability indicators for areas such as energy and materials usage, waste generation, etc. to document achievement of its agenda
- Reports annually to the President's Executive Committee on the state of sustainability at the College and on key initiatives that could advance sustainability.
- Helps students and other members of the community understand the issues regarding sustainability and to adopt behaviors that will promote a sustainable society.
- Interacts with departments with existing environmental initiatives to enhance those efforts and to share ideas regarding successful initiatives across campus.
- Participates in building involvement and support for sustainability projects among students, faculty and staff and works with the Outdoor Programs Office to coordinate student environmental groups.
- Helps Dartmouth provide sustainability leadership within the local community and in U.S. higher education.

- Working with the Public Affairs office, increases awareness of Dartmouth's sustainability initiatives through various media. Develops and maintains a Dartmouth sustainability web page.
- Analyzes and reports the effectiveness and results of sustainability projects.
- Identifies and pursues grant funding, rebate programs, or other savings programs.

Performs other duties as assigned.

Skills & Knowledge

- Knowledge of sustainability issues and best practices
- Commitment to institutional and societal sustainability
- Strong interpersonal, political, and communication skills
- Analytical and planning skills necessary; technical skills a plus
- Ability to work both as a team leader and member, and independently
- Knowledge of higher education administration and issues a plus
- Commitment to diversity; ability to work effectively with all constituencies in a diverse institution.

Experience

- Three years' experience with successful management of sustainability programs.
- Experience in strategic planning, project management, team management, partnership building, and idea marketing.
- Higher education experience preferred.

Education

- Bachelor's degree or the equivalent combination of education and experience.
- Master's degree preferred.

Version 9.23.04

Duke University

Job Description for Sustainability Coordinator

Title: Sustainability Coordinator

Department: Office of the Executive Vice President

Job Code: 2321

Level: 10

FLSA: Exempt

Occupational Summary:

The Sustainability Coordinator will develop, coordinate and administer programs and advise policies within the area of sustainability at Duke University.

Responsibilities:

- Develop, plan, coordinate and implement activities including, but not limited to, seminars, conferences, workshops, short courses, clubs, shows, public events and other programs related to sustainability at Duke. Both the manner in which these activities are organized and the nature of their content should be geared towards achieving buy-in and habit transformation from student, faculty and staff community members.
- Encourage and facilitate sustainability programs initiated by student, faculty and staff community members. Foster and coordinate new ideas and concepts for sustainability programming themes and identify materials and resources to supplement, expand or replace existing sustainability programming.
- Assist the Executive Vice President in defining goals, performance metrics and a long range plan for sustainability at Duke. Monitor and evaluate program effectiveness, document performance trends, and recommend and implement modifications to improve program effectiveness.
- Represent Duke's sustainability programs to the University; maintain liaison with groups, programs, offices and departments at Duke to achieve sustainability objectives; serve on various committees, such as the Environmental Management Advisory Committee (EMAC) and the Environmental Management System Committee.
- Represent Duke'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.
- Coordinate and/or participate in public relations activities to include preparing and supervising the production of a website, brochures, newsletters and other promotional materials and/or publications, preparing press releases, designing ads and fliers, and responding to inquiries; develop plans and schedules for release of publicity materials.
- Research and maintain working knowledge of best practices at peer institutions with regards to sustainability.
- Design and maintain a "clearinghouse" website for sustainability-related news at Duke.
- Assist in the preparation of budgets and grants; monitor, verify and reconcile expenditure of budgeted funds as appropriate.

- Recruit, interview, hire and manage student interns performing research or work on sustainability projects with well-defined deliverables.
- Advertise, solicit and screen applications for the Green Grant Fund. Oversee the execution of projects receiving grants. Publicize the results of granted projects.
- Perform other related duties incidental to the work described herein.

MINIMUM HIRING SPECIFICATIONS

SUSTAINABILITY COORDINATOR

Job Code 2321, Job Level 10, Job Family 28

EDUCATION & TRAINING

Work requires analytical, communications and organizational skills generally acquired through completion of a bachelor's degree program.

EXPERIENCE

Work requires experience in program administration and knowledge of the University community necessary to plan, coordinate and implement a variety of program activities and events across schools and departments. Work requires excellent analytical, communication and organization skills; an ability to self-motivate, multi task and to work in a fast-paced environment; to work under deadlines; and the ability to work closely with students, faculty and administrators from various schools and central administration.

Harvard University

POSITION DESCRIPTION

Title Director, Harvard Green Campus Initiative

Full or Part-Time Full Time

Duties and Responsibilities

Reports to the Co-Chairs of the Harvard Green Campus Initiative.

Tasks:

- ◆ Design, secure funding for and implement an interfaculty initiative, and an associated organizational structure, that will enable Harvard University to pursue campus environmental sustainability. This initiative must strive to build institutional learning capacities in support of continuous improvement in building design and operations, landscaping, procurement, behavior, energy and water conservation, clean power use etc
- ◆ Manage a wide range of efforts to assist in the implementation of Harvard's Campus Sustainability Principles. This work will involve the initiation and coordinator of research, communications and decision-making process across the University.
- ◆ Establish productive relationships and build wide-ranging participation across Harvard University, including academic staff, administration staff and students
- ◆ Establish and maintain an effective communication strategy, including a website, regular newsletter and a range of other vehicles, for promoting all campus sustainability efforts internally and externally to Harvard University.
- ◆ Design effective training and education approaches for a diversity of Harvard University constituents.
- ◆ Build a clearing-house of best practice case studies, guidelines, financial incentives, project support services and other resources to support the efforts of a variety of constituents across Harvard University.
- ◆ Provide ongoing financial reporting on costs and benefits of all programs, striving continuously to prove cost effectiveness of all efforts.
- ◆ Manage growth of emergent programs, train new staff and developing appropriate management and accountability structures for all program elements.
- ◆ Manage a team of over 10 staff employed to support all HGCI programs (e.g. Green Campus Loan Fund, Sustainable Buildings Program, Student Internship Program, behavioral change programs, website, etc).
- ◆ Respond to all emerging opportunities and demands associated with furthering the goals of campus environmental sustainability and human health.

Required Education, Experience and Qualities

- ◆ Related undergraduate and masters degree required;
- ◆ At least 10 years experience in organizational development, staff management, partnership building, fund raising and project management relevant to university campus environmental management;
- ◆ Proven understanding of environmental best practice in universities world wide;
- ◆ Strong skills in strategic planning, relationship building, communications, staff management, organizational building, team management, innovation, problem solving, marketing and fund raising;
- ◆ Ability to work with shifting priorities and schedules;
- ◆ Strong interpersonal skills necessary; ability to work as a team member and independently;
- ◆ Proficiency in MS word, Excel, Powerpoint, Photoshop and an ability to learn other software as needed.

Middlebury College

Position Description: Campus Sustainability Coordinator

Primary Purpose Middlebury College has made a strong commitment to and has been widely recognized for its campus sustainability initiatives. The College has made significant advances in this area and received numerous awards for its efforts. Middlebury College integrates green campus practices by transcending boundaries – not only in the academic, operations and administrative sectors – but in the community, state, region and amongst peer institutions by incorporating new ways of thinking, planning and acting. The position of Campus Sustainability Coordinator guides the College along this path of national leadership in campus sustainability and environmental education. Continues existing and develops new programs and innovations to promote sustainability through a systemic approach. Fosters a college-wide culture of environmental mindfulness. Assists the Director of Environmental Affairs in the development of the Environmental Peak of Excellence.

Responsibilities *Works in collaboration with faculty, staff, students, administrators and campus committees on existing and new programs to continue advancing Middlebury's national leadership in campus sustainability and environmental education. Creates collaborations between the academic and nonacademic sectors coordinating common goals and identifying opportunities between different offices and departments within the College community. Develops new proposals, plans executions, evaluates effectiveness of initiatives and disseminates results. Reports to and accepts direction from supervisor, and Director of Environmental Affairs.

Sustainable design, operations and management Serves as College's internal expert and consultant in areas related to sustainability. Advises the Environmental Council and other committees to increase awareness about acting in an environmentally responsible manner. Interacts directly with individuals and departments campus-wide to develop and implement activities in the management of the College. Assists by recommending and helping to implement new technologies and strategies into the environmental management of the College to minimize waste, increase energy efficiency, reduce carbon emissions, enhance sustainable design and construction, guide purchasing, etc. Develops a set of sustainable indicators for Middlebury College. Conducts a regular sustainable assessment, compiling data and preparing a report that celebrates achievements, targets weaknesses and identifies new areas of focus. Works with Facilities, architects, engineers and other college consultants during design and planning process and reviews plans to integrate green design principles and building practices into all new construction and renovations on campus. Revises the College's "Guiding Principles for Sustainable Design and Construction: A Framework for Implementation" documents on a regular basis. Consults with College's environmental health and safety coordinator to assure that the institution is in compliance with state and federal environmental regulations.

Campus Outreach and Education Serves as sustainability awareness educator of the College community. Educates all members of the College community about environmental responsibility and promotes sound campus stewardship and commitment to sustainable goals. Conducts environmental orientation sessions for all new students during their orientation in September and February, and for new faculty and for staff throughout the year in conjunction with Human Resources. Organizes and leads the training of Residential Life staff and works closely with the Commons in promoting awareness among the students. Continually promotes campus sustainability through various methods, including presentations and demonstrations, dining hall table tents, college radio station, The Campus newspaper, a regular column in staff/faculty MiddPoints newsletter, list serve, monthly electronic newsletter, topic related chat page, book discussion groups, updated web page and presence at College events in addition to other new, creative methods of communicating. Prepares an annual fact sheet regarding the sustainable campus and writes a year-end annual report.

Environmental Council and other committees Acts as ex-officio member, vice-chair of the Environmental Council, a College standing committee, consisting of faculty, staff and students, which reports directly to the President of the College on matters related to the sustainable campus. Serves as project administrator of campus environmental grants for the Environmental Council. Manages Environmental Council budget. Performs clerical duties related to the Environmental Council including recording and distributing meeting minutes. Participates in other College committees, for example the Carbon Reduction Initiative Working Group.

External Relations Role in National Leadership Represents and shares Middlebury College's sustainable campus efforts to larger society through presentations at conferences, by serving on local, statewide, regional or national committees, and by membership and participation in related networks beyond the College. Actively disseminates information about the College's advancements and activities by writing press releases and submitting articles for publications, sending updates to other institutions of higher education and to national organizations, by maintaining an information and updated web page, through internet listserves and by using other forms of communication for alumni, the greater surrounding region and the national/international community. Orchestrates conferences and workshops to educate the College and broader community. Provides information to and tours for others outside the College upon request. Establishes connections within the region

and recommends ways the College and the greater community's sustainable goals can be achieved through partnership and cooperation.

Contributes to Middlebury's role as a catalyst for change in Vermont through its sustainable practices and decisions.

Identifies potential funding sources, prepares grant proposals and assists with proposals for prospective donors.

Resources Service Provider

Tracks latest advancements in the field and new standards to share with the Middlebury community.

Remains current in the rapidly growing areas of sustainability through publications, memberships, electronic services, formal and informal networks and by attending workshops and conferences. Provides most up to date resource materials and information to faculty, staff and students on sustainable topics related to their work and interests and to consultants or others working with the College.

Advises projects and teaches a course Works with Environmental Studies Program faculty and students on campus ecology and sustainability research projects, for example in ES112, ES401, Winter term courses, independent ES500 projects, student theses and other courses. Advises and assists with other environmental projects initiated by students and staff. Offers a Winter Term or semester-long course on campus sustainability or related topic as time permits.

Supervises personnel Supervises student employees and environmental interns throughout the academic year and during the summer. Coordinates and oversees the work of professional consultants hired for special projects.

Environmental Center Serves on the program planning committee for the new Environmental Center in Hillcrest. Helps advise and coordinate faculty and student projects related to the Environmental Center. Prepares report and disseminates information on Environmental Center's technological innovations.

General

Performs other duties to assist Middlebury College in obtaining its sustainable campus goal and meeting its mission.

Education and Training

Appropriate educational background and master's degree in related field or commensurate work experience required.

Experience Five years of hands-on experience implementing environmental or sustainability programs. Demonstrated ability to propose, plan, administer and evaluate complex collaborative projects. Accomplished writing ability (sample required) and expert communication skills (oral, written and computer). Experience in academic setting valuable.

Knowledge Should possess knowledge of sustainability theories and local, national and global initiatives. Familiarity with individuals and networks related to this area.

Other

Requires strong communication and excellent interpersonal skills. A commitment to excellence. The ability to creatively overcome obstacles and address challenges. Can effectively prioritize and manage multiple projects. Responds quickly to unanticipated requests. Skilled in working with diverse community. Works independently, but also in collaboration a part of a team. Can balance personal agenda with the goals of the group and the good of the institution. Able to travel. Can attend evening or weekend meetings/events. Remains flexible and optimistic in an effort to create positive change.

*Denotes essential job functions.

Portland State University

Facilities and Planning

617 SW Montgomery
P.O. Box 751
Portland, Oregon 97207-0751
PHONE: 503-725-3738
FAX: 503-725-4329
WEB: www.fap.pdx.edu

Sustainability Coordinator Position Description and Announcement October 2004

The Sustainability Coordinator provides leadership for sustainable practice efforts on campus in conjunction with the Coordinator of Academic Sustainability Programs, faculty, staff and students. He/she focuses efforts on the goals and objectives of the campus sustainability initiative and promotes and coordinates the many sustainable practice activities ongoing and emerging on campus. Portland State University is an urban campus of over 24,000 students located in the heart of downtown Portland, Oregon.

The Sustainability Coordinator reports to the Associate Director of Facilities & Planning and works with all sectors of the University. He/she acts as a liaison to the Provost's office, the Vice Presidents' offices, faculty, staff, students and the Coordinator of Academic Sustainability Programs. The Sustainability Coordinator is the chief contact with the external community about issues and advances in sustainable practices at PSU, providing the connection between campus and regional efforts.

Responsibilities and job tasks include:

- Coordinate information sharing and research needs among campus departments and identify and help acquire financial incentives and tools for implementing projects.
- Provide training and guidance to the University community and serve as a central information source about campus sustainability issues.
- Establish a mechanism for tracking campus energy and water use, waste recycling, toxics and other metrics; reporting regularly to the administration, student government and the campus community.
- Assist departments with the development of sustainability plans and specific resource conservation strategies as appropriate.
- Evaluate purchasing practices of the University and encouraging the purchase of sustainable products and services.
- Continue to develop and encourage waste reduction and recycling programs on campus.
- Manage the "PSU Recycles!" campus recycling program, directly supervising classified staff and student employees.
- Manage and maximize PSU's innovative Resource Management contract for garbage and recycling hauling services.
- Oversee and develop programs to educate students, faculty and staff about sustainability efforts and the benefits of sustainable practices.
- Explore and help implement water and energy conservation programs to reduce the University's natural resource consumption.

- Promote renewable and distributed energy projects, such as photovoltaic and hydrogen fuel cells.
- Document and report on all related University efforts and plans for long term development.
- Develop public outreach campaign, give public tours and present at conferences.
- Provide oversight, direction and support for continued development of campus sustainability web site.
- Manage graduate students working in Facilities & Planning on sustainability related projects.
- Promote sustainable building practices in all areas of building design, construction and remodeling.

The position requires a bachelor's degree, although a master's degree in public administration, environmental science, or a related field is preferable. The applicant must possess strong communication and interpersonal skills and have prior experience in coordinating, organizing and implementing programs and events. Candidates must have training and/or experience in resource conservation and sustainability practices. Strong preference for applicants with experience in training, educational outreach, and organizational change. Preference is given to applicants with work experience managing personnel and environmental resources in a public or private setting. Familiarity with higher education organizational and operational structure a plus. Salary is competitive, with an excellent benefits package, including reduced college tuition at Oregon University Systems institutions for employee or dependent. Send 1) a letter of interest, 2) a resume with the names, addresses and phone numbers of three references that can speak to the candidate's ability to meet the requirements stated above, and 3) salary requirements to the email or address below. The letter, resume and references should be limited to no more than four pages.

Email (preferred): employment-fap@lists.pdx.edu

Mailing address: Chair, Sustainability Coordinator Search Committee
Portland State University, Facilities & Planning
PO Box 751-FAP
Portland, OR 97207-0751

Application review process will continue until finalists are identified. PSU is an AA/EO institution and, in keeping with the President's diversity initiative, welcomes applications from diverse candidates and candidates who support diversity.

Princeton University

Sustainability Manager

This full-time, 2-year term position will report directly to the Director of Engineering in the Facilities Department. Growth of the office will rely on the Sustainability Manager developing a fully-funded program.

The primary responsibilities of the Sustainability Manager include:

- Facilitate and support the Princeton Environmental Oversight Committee and associated working groups.
- Coordinate and enhance diffuse sustainability efforts of staff, faculty, and students.
- Publicize, promote, and communicate Princeton's sustainability efforts within and outside the campus community.
- Educate staff, faculty, and students on sustainability best practices, providing a central clearing-house of case studies, guidelines, and financial incentives.
- Educate non-campus professionals working on campus, as well as the broader society.
- Publish a campus sustainability indicators report, analyzing past successes, current efforts, and future focus areas for reducing environmental, social, and economic impacts.
- Identify and adapt sustainability best practices from other universities, corporations, and governments.
- Develop long and short-term strategic plans, recommending policy and organizational changes needed to advance sustainability initiatives.
- Provide ongoing financial reporting on costs and benefits of all programs.
- Manage the Eco-Rep Program.

Essential Qualifications

Requirements of this position include:

- Related undergraduate degree (masters degree preferred)
- Demonstrated experience and interest in sustainability and sustainability best practices in universities.
- Strong interpersonal and communication skills; ability to work on a team, build coalitions, and communicate effectively with a diverse student, faculty, and staff population. Good public speaking skills. Proven leadership skills
- Ability to analyze cost/benefit of future and current programs.
- Ability to understand and synthesize diverse research and outreach initiatives into a cogent whole.

Preferred Qualifications

- Related undergraduate degree (masters degree preferred)

The final candidate will be required to successfully pass a full background investigation.

Grade: ADM 060

Standard Hours: 36.25

Full-time

Benefits eligible

To apply, please visit <http://jobs.princeton.edu> and search for Requisition # 0500606. Princeton University is an Equal Opportunity Employer.



Rice University

05007 SUSTAINABILITY COORDINATOR / PROJECT MANAGEMENT AND PLANNING

Hiring Range: Salary commensurate with experience.

Security sensitive position as defined under the Texas Education Code, Section 51.215; the successful applicant will be required to undergo a background check.

The Sustainability Coordinator will interface with students, staff and faculty on a wide range of sustainable issues and coordinate sustainable discussions between constituents as necessary. The Coordinator will develop and annually revise sustainable definitions, goals and principles for use by the university in evaluating options for construction, operations and purchases. The Coordinator will work with the administration to identify appropriate measures to determine annual sustainable improvements by the university including but not limited to waste reduction, energy conservation, purchasing, hazardous material use and recycling. In addition, the Coordinator will identify and steward sustainable initiatives on behalf of the university and act as a resource for other university departments wishing to pursue sustainable initiatives that maximize the environmental and financial performance of the campus.

The Sustainability Coordinator will maintain a library of sustainability literature for the use of the university and shall research sustainability initiatives on other university campuses. In addition, the Coordinator will endeavor to identify the best resources for new sustainability information and ideas and will participate in sustainability conferences. The Coordinator will be involved in university construction projects to steward sustainability principles. The Coordinator will also review building standards and recommend changes to support sustainability goals. In addition, the Sustainability Coordinator will specifically assist the department of Project Management and Planning with the development of planning and project management tools for addressing sustainability within the context of the master plan and the design of projects.

The Sustainability Coordinator will develop training presentations for raising awareness and environmental literacy throughout the campus. Student programs will be developed by the Coordinator to educate students how lifestyle influences the environment. In addition, the Coordinator may act a resource for the development of Rice University curriculum regarding sustainability.

The Sustainability Coordinator will report to the Director of Project Management and Planning.

Requires: college degree in architecture, engineering, environmental engineering or a related field; and some experience in sustainability or environmental technology. Prefer: five years of experience in sustainability or environmental technology.

Yale University

Sustainability Director Job Description

Director, Office of Sustainability

Duration: Term – 36 months (12 month renewable)

Schedule: Full time. 40 hours per week. Weekdays M-F, 8:00 a.m.-5:00 p.m.

Salary Grade: 27

Essential Duties:

Reporting jointly to the Deputy Provost for Science and Technology and the Associate Vice President for Facilities, and with considerable latitude and independence of action, the Sustainability Director will:

1. Create a strategy to integrate sustainability principles into the operational functions of the university; utilize the University's Advisory Committee on Environmental Management (ACEM), in-house expertise, peer institution practices, literature and conferences to develop ideas to advance Yale's sustainability efforts; evaluate these opportunities for technical feasibility, cost effectiveness, and acceptability by the Yale community; create detailed implementation plans to recommend to University administration; work with units to implement approved project plans; analyze effectiveness and results of projects.
2. Develop and coordinate a process that leads to the creation of sustainability standards and policies that can be implemented at an institutional level. ie. Transportation, Waste Management.
3. Oversee the development and maintenance of multiple campus-wide sustainability committees.
4. Interact with units/departments that have existing sustainability initiatives, e.g., Office of Facilities, Office of Environmental Health and Safety, Procurement to enhance existing efforts by providing suggestions that lead to more sustainable operational systems, to coordinate efforts that exists across units/departments, and to share ideas regarding successful initiatives across units/departments.
5. Provide support to Office o Facilities for the development and implementation of energy and natural resource conservation projects, including energy conservation and green building design. Assist and participate in the selection, management, and review of sustainability analyses conducted by consultants, and including collection of documents and establishment of database of LEED points by category for all projects where sustainability analyses were completed. Monitor and evaluate design, construction, and operations for environmental design practices; facilitate sustainable design charrettes on major construction projects.
6. Establish Yale as a national and international leader in the field of sustainability and higher education at the state, regional, national and international level. Publicize, promote, and communicate Yale's sustainability efforts within and outside of the Yale community. Document progress towards sustainability and promote broader awareness of Yale's environmental efforts and accomplishments. Actively disseminate information on issues of sustainability, especially regarding the environmental impacts of Yale's activities, Yale's sustainability initiatives, and how individual members of the Yale community can make positive contributions. Develop a comprehensive web site for the sustainability initiative. Manage, create materials for, and update ACEM's website.
7. Serve an ex-officio member of ACEM and provide support for the committee's activities including coordinating the monitoring of Yale's sustainability performance (including areas such as energy, materials procurement, materials and water consumption, waste streams (solid, food, hazardous), recycling percentages, and emissions to land, water and air)); coordination of the Green Fund proposal process.
8. Build involvement and support for sustainability projects among faculty, staff, and students across the entire campus.
9. Identify opportunities for outside grant funding, rebate programs, or other savings programs.
10. Manage staff, student employees, graduate student research assistant and/or environmental interns.
11. Perform additional duties as required.
12. Speak at local, regional and international conferences.
13. Develop and teach a course on sustainability and higher education. Coordinate with Yale faculty to integrate sustainability initiatives into their curriculum.

14. Build bridges to academic deans and directors across campus departments.
15. Communicate the sustainability strategy to the President, Officer's and Corporation members.

Education and Experience:

1. Bachelor's degree in environmental studies or related degree in architecture, engineering, management or science, with an environmental focus. Preferred: Master's or other advanced degree. [Ph.D. in Natural Resources, Environmental Policy or related field].
2. Minimum of ten years experience implementing environmental or sustainability programs. Minimum of seven years experience in a related field.
Preferred: Experience in a university environment or for a non-profit.
3. Preferred: LEED (Leadership in Energy and Environmental Design) Accredited Professional.
4. Leadership experience in environmental initiatives, resource management, and teaching/presenting information.

Skills and Abilities:

1. Knowledge of environmental management policies, issues, and initiatives. Experience with energy, water and waste conservation, in buildings. Preferred: Understanding of environmental best practices in universities.
2. Strong interpersonal skills, working with diverse groups of individuals and building partnerships.
3. Strong communication skills including writing and public speaking. Demonstrated ability to communicate clearly.
4. Ability to work independently, to be a team leader and to work as a team member.
5. Demonstrated analytical, problem solving, organizational and management skills with attention to detail and accuracy.
6. Proficiency in MS Word, Excel, PowerPoint, and an ability to learn other software as needed.
Preferred: Website management skills.
7. Demonstrated ability to manage and prioritize multiple tasks, and to work with shifting priorities and schedules.

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