



January 19, 2012

Office of the President
MSU Budget Council
211 Montana Hall
Bozeman, MT 59717

Dear President Cruzado and Members of the Budget Council,

Please see, attached, an Investment Proposal to establish an MSU Office of Sustainability in collaboration with the Associated Students of MSU.

The proposal was prepared by the ASMSU Sustainability Center, with the support and advice of the Campus Sustainability Advisory Council.

In addition to the Investment Proposal form, I have enclosed letters of support from CSAC, the Network of Environmentally Conscious Organizations (NECO), the Montana Institute on Ecosystems, the City of Bozeman, and Yellowstone Business Partnership. The ASMSU Senate is expected to pass a resolution in support of this proposal at their meeting this evening, which will be forwarded to you promptly.

Thank you for your consideration. I look forward to hearing your thoughts.

Sincerely,

A handwritten signature in blue ink, appearing to read "g hooker".

Gretchen Hooker
Director, ASMSU Sustainability Center

**Associated Students of MSU
Sustainability Center**

Montana State University
Strand Union Bldg Room 175

Mail to:
SUB 221 / PO Box 174200
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MSU INVESTMENT PROPOSAL FOR INSTITUTIONAL PRIORITIES

PROPOSAL OVERVIEW

Title	MSU Office of Sustainability	Request Date	19 January 2012
Department	ASMSU Sustainability Center	Email	greenasmsu@montana.edu
Requestor	Gretchen Hooker	Phone	994-6873

STRATEGIC ALIGNMENT

Core Themes and Objectives (check all that apply)

Educate Students

- Our graduates will have achieved mastery in their major disciplines
- Our graduates will become active citizens and leaders
- Our graduates will have a multicultural and global perspective
- Our graduates will understand the ways that knowledge & art are created and applied in a variety of disciplines
- Our graduates are prepared for careers in their field
- We will provide increased access to our educational programs
- Communities and external stake holders benefit from broadly defined education partnerships with MSU

Create Knowledge and Art

- Students, faculty, and staff will create knowledge and art that is communicated widely

Serve Communities

- We help meet a fundamental need of the citizens of Montana by providing degree programs for our students
- We help meet the educational needs of the citizens of Montana by providing a wide range of educational opportunities to a variety of students
- Our students, faculty, staff, and administrators reach out to engage and serve communities
- Our students, faculty, staff, and administrator reach in to build the university community

Integrate Learning, Discovery, and Engagement

- Each graduate will have had experiences that integrate learning, discovery and engagement
- Outreach activities will educate students and address the needs of the communities we serve
- Students, faculty, and staff will create knowledge and art that addresses societal needs
- MSU is a community that will be characterized by synergy within and across disciplines, roles and functions.

Stewardship

- The public trusts the institution to operate openly and use resources wisely
- The faculty and staff are well-qualified and supported
- MSU will support Native American students, programs, and communities
- MSU will be an inclusive community, supporting and encouraging diversity
- Our publicly provided resources are used efficiently and effectively
- Natural resources are used efficiently and sustainably
- MSU nurtures a culture of resource conservation and ecological literacy among students, faculty and staff
- Our physical infrastructure (e.g., building, equipment, open spaces) will be well-maintained and useful

INSITUTIONAL BENEFIT						
Campuses	<input checked="" type="checkbox"/> Bozeman <input checked="" type="checkbox"/> Billings <input checked="" type="checkbox"/> Havre <input checked="" type="checkbox"/> Great Falls <input type="checkbox"/> FSTS <input checked="" type="checkbox"/> Extension <input type="checkbox"/> MAES					
Cross Depts	Please List: Interdisciplinary program integrating Academics, Operations, Student Affairs					
TIMEFRAME						
Proposed Dates	Start: May 2012			End:		
COST AND REQUIREMENTS						
Funding Type	One-Time (\$)	Multi-Year (\$)			Base (\$)	FTE
		Year 1	Year 2	Year 3		
Personnel (w/benefits)					80,000	2.0
Materials & Supplies	5,000					
Travel						
Contracted Services						
Capital						
Other Operations						
TOTAL	5,000				80,000	2.0
Please comment, if necessary, regarding cost and requirements.	<p>ASMSU raises approximately \$85,000 annually (forecast FY13-FY15) from the Student Sustainability Fee to support campus recycling and other student-led initiatives. These programs are administered by the ASMSU Sustainability Center. This request is for a matching annual allocation of MSU funds to be combined with the Sustainability Fee to expand the Center into a university-level MSU Office of Sustainability that combines student and administration efforts and engages with faculty, staff and community. This Office will provide critical leadership and an organizational framework that will enable the university to meet its goals as set forth in the new Mission and Core Themes, as well as its obligations per the American College and University Presidents' Climate Commitment (ACUPCC).</p> <p>Sustainability benefits the whole institution – it is not purely a student, academic, or operational concern. Therefore it is important that the Office is housed at an upper administrative level that will facilitate collaboration between diverse campus entities and ensure the greatest returns on investment. There are several models for how this work is being successfully accomplished at our peer institutions, including a report to the President, or to one or multiple vice presidents. A joint or collaborative reporting model should be considered to fit the unique needs of MSU. ASMSU and CSAC are willing to discuss and recommend an appropriate solution, should this proposal be funded.</p> <p>The Office will require a director and staff (min total 2.0 FTE) to administer new and existing programs. ASMSU already funds a 1.0 FTE (Classified; Program Coord. II) so this \$80,000 funding request will allow for the addition of a 1.0 FTE professional appointment and expansion of the existing classified position into an appropriate professional role:</p> <ul style="list-style-type: none"> • Director of Sustainability (or Sustainability Coordinator): <i>Coordinate all sustainability planning, monitoring, and reporting in concert with campus operational departments and stakeholders; develop strategic initiatives with campus and community stakeholders; serve as MSU's sustainability spokesperson/liason to internal/external audiences; provide support and outreach to other MSU campuses.</i> • Recycling & Student Engagement Coordinator: <i>Administer all aspects of recycling program. Focus on student engagement and campus culture aspects of sustainability; collaborate with and advise student groups, supervise student employees, develop marketing and outreach material for campus sustainability.</i> <p>The One-Time request of \$5000 will cover expenses associated with setting up an office and workspace for the new employee. Sustainability Fee revenues will continue to cover recycling expenses, student employment, various office costs, and a portion of salary and benefits for the existing 1.0 FTE. The Office also will pursue grants for specific projects and initiatives.</p>					

PROPOSAL SCOPE

Describe the Proposal

The Associated Students of MSU with the support of the Campus Sustainability Advisory Council **propose expanding the existing student-funded ASMSU Sustainability Center with the addition of university matching funds to form a university-level MSU Office of Sustainability** representing and serving stakeholders campus-wide. This Office will provide critical leadership and an organizational framework that will enable the university to meet its goals as set forth in the new Mission and Core Themes, as well as our obligations per the American College and University Presidents' Climate Commitment (ACUPCC).

The Office of Sustainability fosters the stewardship of social, economic, and natural resources and nurtures a culture of resource conservation and ecological literacy at MSU by strategically integrating learning, discovery, and engagement with campus operations.

At its simplest, sustainability is the practice of stewarding resources (human, economic, and natural) to endure over time, so that we may meet the needs of the present without compromising the ability of future generations to meet their own needs. Across the nation and around the globe, institutions of higher education have recognized the importance of sustainability and are leading the charge with prudent and pragmatic action. At the same time increasing numbers of students are valuing and selecting universities and programs of study based on their sustainability commitments. (*A Princeton Review 2010 survey reported that 23% of college bound students/parents said that a school's commitment to the environment would impact their decision "very much."*)

To date, the university's sustainability efforts have been led primarily by the Campus Sustainability Advisory Council (CSAC), established in conjunction with former President Gamble signing the ACUPCC in 2008. This advisory body is charged with guiding the university in meeting and exceeding the requirements of the ACUPCC while positioning MSU as a true leader in energy and resource management, research, education, and outreach. CSAC has established a critical foundation but, as an ad-hoc group of volunteers meeting once a month, there is a limit to what can be accomplished over and above the members' regular duties. **The council has frequently noted the need for dedicated staff that can focus on program development and implementation on a daily basis**, allowing the Council to serve a truly advisory role, as do other university councils.

Student leadership has also been a vital force for sustainability on the MSU campus. For many years student clubs and organizations have worked diligently to promote conservation and sustainability. These efforts came to a head in the fall of 2008 when students voted to levy upon themselves a new Sustainability Fee. The fee is used to support the ASMSU Sustainability Center, which focuses primarily on operating the campus recycling program and developing other student-led events and strategic initiatives. The Center employs several students and the University's only full-time staff member focusing exclusively on sustainability programs. **The Sustainability Center has been highly effective however, as a student government organization without the weight of an explicit administration endorsement, the Center is limited in its ability to influence substantial change.**

As Montana's land-grant university, MSU has established itself as a leader in research and education on land resources, ecosystem studies, and the natural sciences. MSU is also nationally recognized for its commitment to volunteer service and the spread of knowledge that benefits the public. **With this reputation and these commitments, MSU has an exceptional capacity to demonstrate leadership in university and community sustainability. The time has come to combine student and administration efforts into one office with a leader and staff that can address sustainability and stewardship on a holistic level**—integrating student engagement and academics, university operations/infrastructure, and campus life.

Sustainability is not a new idea, nor is it new at MSU. As a public institution funded with taxpayer dollars, MSU has always taken seriously its responsibility to use resources wisely and serve its community. The MSU Mission & Core Themes document (2011) states:

“Our vision for Montana State University is to build an educational institution as remarkable as our location. The beauty of our mountain home is a constant reminder that we are to be stewards of this place, and the people entrusted to our care.”

To build an “institution as remarkable as our location” and meet the goals set forth in the Core Themes and the requirements of the ACUPCC, MSU needs an Office that can work with and integrate the diverse stakeholders on our campus and address sustainability and stewardship with a university-wide view.

The MSU Office of Sustainability would serve 3 key functions that cannot be adequately addressed with current resources:

- (1) Support and collaborate with stakeholders campus-wide to develop and implement sustainability programs, policies, and guidelines that meet MSU’s institutional values and Climate Action Plan (CAP) goals.** Many campus departments are working on sustainability issues in isolation from one another. The Office will provide a framework to coordinate, share resources, and collaborate on sustainability efforts, initiatives, and goals from a university-wide perspective.
- (2) Monitor, document, and communicate progress toward sustainability goals.** This includes working with technical experts in Facilities to conduct regular greenhouse gas inventory and Climate Action Plan renewals (both in fulfillment of ACUPCC requirements), as well as other qualitative and quantitative measurement. With a university-wide view, the Office will also perform an important communications function. The Office will build the visibility of MSU sustainability efforts and research activities and serve as a liaison to communicate MSU’s sustainability commitment and mission to both internal and external audiences.
- (3) Support and advocate for the development of multidisciplinary sustainability-focused academic programs, courses, certificates, research, and service-learning opportunities.** This may include creating research and service-learning opportunities to engage students in hands-on projects through the Office and its partners, assisting with the development of faculty trainings to integrate sustainability into existing curricula, and providing administrative support for a proposed Sustainability Certificate that CSAC is working on.

Structure and Partnerships

The proposed MSU Office of Sustainability will absorb and expand upon the existing ASMSU Sustainability Center with a net increase of 1.0 FTE. Because sustainability requires a pan-organizational view and the proper mix of grassroots and administration support, **it is important that the Office is housed at an upper administrative level**, which will strengthen stakeholder and partnership opportunities; help avoid confusion and conflict over resource allocation; and ensure greatest returns on investment. There are several models for how this has been accomplished at our peer institutions, including a report to the President, or to one or multiple VP’s. A joint or collaborative reporting model should be considered to fit the unique needs of MSU and the cross-departmental nature of sustainability. ASMSU and CSAC are willing to discuss and recommend an appropriate solution, should this proposal be funded.

The Campus Sustainability Advisory Council (CSAC) will remain intact and serve as a true advisory board by guiding the Office of Sustainability, ensuring accountability, and providing topical working groups with diverse constituents.

Programs currently existing under the ASMSU Sustainability Center will be continued and expanded, such as: recycling, student employment, and campus engagement.

The Office of Sustainability will grow partnerships already developed by CSAC and ASMSU and will also establish new relationships that offer additional opportunities. For example:

Student Government:

Continue close relationship with ASMSU Senate and Executives to ensure accountability to students who fund a significant portion of the budget; include student Senate liaisons on CSAC working groups.

Academic programs:

Collaborate with colleges and academic programs to enhance students’ exposure to sustainability concepts, real-world examples, and hands-on experiences. Existing relationships include: Sustainable Food and Bioenergy Systems degree program, University Studies First Year Seminar, Leadership Fellows, College of Arts & Architecture, College of

Agriculture, College of Engineering, and College of Business. Work with CSAC Curriculum Working Group to develop a proposed Sustainability Certificate based on existing MSU courses.

Research:

Build relationships and information networks to connect students with ongoing projects in MSU's sustainability-related research centers and laboratories, including (but not limited to) the Western Transportation Institute, Energy Research Institute, Big Sky Carbon Sequestration Partnership, and Montana Institute on Ecosystems (IoE). Work with the Undergraduate Scholars Program and IoE to create research opportunities for students to work on sustainability projects both on and off campus. Communicate to internal and external audiences how MSU faculty and students are expanding knowledge critical to the development of sustainable solutions.

Facilities Services:

Continue CSAC relationship with administrators and technical experts and establish working relationship with new Facilities Resource Conservation Specialist; collaborate to execute green house gas inventories and to set and meet Climate Action Plan (CAP) goals; Continue existing ASMSU collaboration with waste managers to reduce landfill and increase recycling; Communicate strategies and accomplishments to the public.

Facilities Planning, Design, & Construction:

Enhance relationship begun through CSAC; Collaborate to integrate CAP and sustainability goals into campus plans and building performance requirements; Communicate strategies and accomplishments to the public.

Auxiliary Services:

Continue ASMSU'S work with Sports Facilities, Residence Life, and Food Service to implement and improve recycling services. Enhance relationship begun with Residence Life representatives working on sustainability and student engagement in the residence halls; Work with Food Service to enrich existing sustainability programs and services; Communicate strategies and accomplishments to the public.

External Relations:

Enrich relationship with University Communications to build awareness and visibility for MSU's sustainability initiatives and integrate MSU's sustainability commitments into university recruitment and identity products. Continue and deepen relationships with community partners such as the City of Bozeman and the Yellowstone Business Partnership to support community sustainability. Develop collaborations with other MUS institutions, tribal colleges, state and federal agencies, nongovernmental organizations, MSU Extension, communities, small businesses, corporations, and foundations.

PROPOSAL SCOPE

Describe the broader impacts and benefits of this proposal

The Office of Sustainability will meet all of the Core Themes and deliver several other institutional benefits as follows:

Educate Students

Sustainability is a defining challenge of our time. The Office of Sustainability will play an important role providing opportunities for students to become active citizens and leaders and readying them for exciting careers in the emerging “green” economy. The Office will provide internship, service learning, and employment opportunities that enrich students’ education and build students’ real-world skills. It will also support the development of rich educational opportunities, including a proposed Sustainability Certificate and other programs described in the narrative above.

Create Knowledge & Art

The Office of Sustainability will function as a unique platform for discovery and application of new ideas and strategies in a real-world context. Utilizing the campus as a living laboratory, the Office will be able to develop and facilitate projects that bridge operations, research, and academics and provide students with hands-on opportunities to make a difference on their campus. As an example, there is potential for a state-of-the-art project in which MSU students, staff, and faculty collaborate to develop, test, and implement a microbial composting process for MSU Food Service in concert with state guidelines. The Sustainable Food and Bioenergy Systems activity is another example of a rapidly expanding program that can be built upon to further invest students in serving the community.

Serve Communities

The Office of Sustainability will help MSU lead in developing, implementing, and demonstrating strategies for sustainable living and business operations in our region. MSU will align its efforts synergistically with ongoing community (City of Bozeman) sustainability efforts and goals, and will collaborate with community businesses and organizations through the Yellowstone Business Partnership’s Uncommon Sense program and others. Students and faculty will be involved extensively in these activities, providing excellent opportunities for service and learning.

Integrate Learning, Discovery, & Engagement

The very nature of the sustainability challenge requires an interdisciplinary approach, innovative thinking, and collaboration by individuals and communities. As described in the sections above, there are myriad opportunities for the integration of learning, discovery, and engagement via the topic of sustainability.

Stewardship

The mission of the Office of Sustainability will directly address MSU’s Core Theme of Stewardship and help our university stay true to our “Mountains and Minds” motto by caring for this extraordinary place we call home, as well as for those with whom we share it.

Additional Institutional Benefits

Surveys indicate that students take sustainability into account when choosing an academic institution, and universities are now frequently ranked according to sustainability achievements. The Office will support student recruitment by keeping MSU competitive with peer schools as sustainability plays a larger and larger role in higher education. By providing meaningful opportunities for students to engage campus sustainability through employment, academic, and extracurricular activities MSU will also build and retain students and cultivate motivated student leaders.

The Office will play an important role in bridging between operational and academic sectors of campus and enhancing interdepartmental collaborations. In the spirit of the “OneMSU” vision, the Office will be able to reach out to other MSU campuses to collaborate and support their sustainability goals in alignment with the flagship campus.

By creating an Office of Sustainability, MSU will send our peers and community partners a clear and important message: *MSU is committed not only to excellence in environmental sciences, but also to implementing that knowledge and those principles in its own operations.* The Office of Sustainability will also establish a clear and visible point of contact for community members and city officials who have ideas, services, or concerns to share regarding how the university addresses sustainability.

ADDITIONAL INFORMATION

Implementation Plan *(Please describe with timelines)*

If funding is secured by May 2012, MSU could open the Office of Sustainability effective fall semester 2012. A search would be conducted during the 2012 summer to fill the two professional appointments described in this proposal.

The ASMSU Sustainability Center currently occupies an office in SUB 175; however, this 260 square foot space would be strained to accommodate an expanded program. A fully-fledged Office of Sustainability will require enough physical space to house the Director and initial staff of one (proposed total 2.0FTE, though the program may grow with the addition of grant-supported staff), plus student employees and interns, as well as meeting space to facilitate collaboration. The Office will also need to house the recycling operations until such time that these responsibilities can be transitioned to an appropriate waste management department. The space in the SUB could be used on an interim basis, however student workspace would shrink and limit the effectiveness of the Office in general.

Adjacent to the Montana Institute on Ecosystems (IoE), AJM Johnson Hall room 128/128A is currently vacant and would be an ideal location for the Office of Sustainability. We are currently pursuing permission to use this space from the Dean of Liberal Arts and the Space Management Committee. If we were successful, ASMSU would hope to retain the current office space in the SUB, which is an ideal location in which to house student employees running student-led engagement and outreach programming for sustainability.

Assessment Plan *(Please describe with indicators)*

The Office of Sustainability is expected to increase the success and visibility of campus sustainability initiatives and support progress toward MSU's Climate Action Plan (CAP) and Stewardship goals. Indicators for evaluation of the program may include:

- Degree of progress toward published CAP goals.
- Contribution to objectives contained within the MSU Core Themes.
- Number and success of active or completed sustainability projects/programs.
- Number of news features (internal & external) featuring sustainability projects/programs/research at MSU.
- Number of students/faculty/staff participating in or familiar with campus sustainability initiatives.
- Number of students engaged with sustainability efforts through class projects, internships, research, and employment.

The Campus Sustainability Advisory Council, as an advisory body with diverse campus representation, will regularly review and evaluate the activities of the Office of Sustainability. The Office will submit an annual report to both CSAC and the Office of the President.

If assessed objectives are not met in the timeframe outlined, what is the plan to sunset this proposal?

If the Office fails to meet its objectives and the university decides to withdraw its funds, the student Sustainability Fee revenues would revert to ASMSU and the student government would determine which programs to continue.

SIGNATURES					
Department Head (please print)	Signature (required)			Date	
Dept Head Priority (please circle one):	Very High	High	Medium	Low	Very Low
Dean/Director (please print)	Signature (required)			Date	
Gretchen Hooker	Gretchen Hooker			1/19/12	
Dean/Director Priority (please circle one):	Very High	High	Medium	Low	Very Low
Executive/VP (please print)	Signatures (required)			Date	
Blake Bjornson	B. Bjornson			1/19/12	
Executive/VP Priority (please circle one):	Very High	High	Medium	Low	Very Low



Campus Sustainability Advisory Council

January 16, 2012

Office of the President
Montana State University
PO Box 172420
Bozeman, MT 59715

RE: Investment Proposal for an MSU Office of Sustainability

Dear President Cruzado and Members of the Budget Council:

The Campus Sustainability Advisory Council (CSAC) has worked diligently since its creation in 2008 to coordinate and advise sustainability efforts on a campus-wide basis and to encourage a progressive stance for MSU and our stakeholders and community members. We have worked closely with students from ASMSU and other organizations, who have played key roles in these efforts. The ASMSU Sustainability Center and its staff are responsible for many important advances in the awareness and practice of sustainability for MSU. Although CSAC members, with ASMSU and others have accomplished many parts of the sustainability agenda, gaps remain.

Establishing an MSU Office of Sustainability representing the combined commitment and support of our students and our administration is the next critical step in expanding our capabilities. This office will provide the coordination, leverage, and follow-through necessary to ensure the success of the many diverse efforts currently underway.

MSU can be a leader in creating and practicing the culture of sustainability. As our reputation and capabilities grow, we will be more effective in student recruitment and graduation, and grant procurement. Implementation of sustainable practices will not only benefit the university, but also provide vast opportunities for service and community building across Montana and our region.

Please accept the strongest endorsement of support from CSAC for the establishment and funding for an MSU Office of Sustainability. There is clear need for an Office of Sustainability that will provide an implementation arm for CSAC to accomplish the many goals that we have identified. The Advisory Council cannot possibly accomplish these goals or the goals of ACUPCC as a purely voluntary committee. We need this staffed office. We also need a point of contact for the wide range of sustainability activities that span the campus. The Office of Sustainability is an excellent idea and I hope that you support its creation.

Sincerely,

Cliff Montagne
CSAC Chair, 2008-2011



January 18, 2011

President Waded Cruzado and Members of the Budget Council;

It is with great honor and excitement that I write in support of the creation of an MSU Office of Sustainability.

Time and time again the students of Montana State University have shown their overwhelming support for a more sustainable MSU. Educational programs with a sustainability focus such as the Sustainable Foods and Bioenergy Systems program and Leading Sustainably in the Leadership Foundations are widely supported and have high enrollment. NECO, the primary environmental group at MSU, has an active and large member base that continues to grow.

Most exemplary of student support is the Sustainability Fee. Passed during an economic recession, the students showed up in record numbers to support and levy against themselves a fee to pay for recycling on our campus. With the Sustainability Fee also came the creation of ASMSU Sustainability Center.

The ASMSU Sustainability Center has been an incredible asset to not only NECO but the entire student body at MSU. Gretchen Hooker, Director of the Sustainability Center, has worked tirelessly to support student and CSAC initiatives alike. These range from collaborative research projects and internships to recycling campaigns and film screenings. The office has created numerous opportunities for student employment and volunteerism. In the four years that it has been in existence, the ASMSU Sustainability Center has served as an invaluable hub of monetary and moral support.

However with growing interest and support around sustainable stewardship of resources, the resources of the ASMSU Sustainability Center are quickly being exhausted. To ensure quality in creating a more sustainable MSU more support must be given from other facets of campus.

Support for sustainability on our campus has been demonstrated by students, but the time has come for tangible support from administration and faculty. Sustainability is a collaborative effort and energy, time, and resources must be dedicated from all stakeholders in a community for any sustainable initiatives to be successful. As your constituents we ask that you endorse this expansion by allocating time, energy, and resources for the Office of Sustainability.

We want our alma mater to continue to attract the region's best and brightest. We want our alma mater to continue to be one of the leading and cutting edge research institutions in the nation. We want our alma mater to preserve and protect the pristine environment for generations of bobcats to come. We want our alma mater to keep their promise to the ACUPCC, to support our institutional values, and to move forward with our thoughtful Climate Action Plan. To ensure each of these it is imperative that the ASMSU Sustainability Center is expanded to be the MSU Office of Sustainability.

Thank you for your time and consideration of this important addition to our campus and community.

Best,

Kiah Abbey
President, Network of Environmentally Conscious Organizations



18 January 2012

President Waded Cruzado
MSU Budget Council
211 Montana Hall

Dear President Cruzado and Budget Council members,

The Montana Institute on Ecosystems (IoE), a Board of Regents-approved statewide institute, is devoted to enhancing environmental and ecosystem science research, education, and engagement across Montana. As the MSU director of this statewide institute, I feel that it is vital for us to collaborate with a broad and diverse set of stakeholders and partners as we work to better understand and live within the extraordinary landscapes of Montana and beyond. The proposed Office of Sustainability would be a welcome partner.

On a philosophical level, I believe that Montana State University will realize significant benefits from a greater focus on sustainability across all spectrums. From a programmatic level, we are interested in exploring how our work might intersect, particularly in the area of undergraduate education. Specifically, we are interested in assisting the office to build relationships and information networks that can connect students with ongoing projects in MSU's sustainability-related research centers and laboratories.

Sustainability is a topic of keen interest to students and faculty across campus. The IoE is ready to join this effort to coordinate sustainability activities and achieve the greatest benefit for our students.

Sincerely,

A handwritten signature in black ink, appearing to read 'Cathy Whitlock'.

Professor Cathy Whitlock
MSU Director, Montana Institute on Ecosystems

**Montana Institute
on Ecosystems**

106 AJM Johnson Hall
P.O. Box 173490
Bozeman, MT 59717-3490
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Fax 406-994-5122



CITY OF BOZEMAN
Bozeman, Montana

January 17, 2012

President Cruzado
Office of the President
Montana State University
P.O. Box 172420
Bozeman, MT 59717-2420

RE: MSU Office of Sustainability

Dear President Cruzado & Members of the Budget Council:

I would like to express my support for the proposed MSU Office of Sustainability. Montana State University has made considerable progress in the area of sustainability through the Campus Sustainability Council (CSAC) and the ASMSU Sustainability Center. The faculty, staff, and students involved with these programs are dedicated to building a campus community that recognizes the relationship between resource consciousness, social stability, and economic vitality, but there is a limit to what these bodies can accomplish without additional staff support.

By voting to levy a new Sustainability Fee in 2008, the students of MSU demonstrated that sustainability is part of their value system and they believe the university should take a lead on the issue. Creating the MSU Office of Sustainability will help MSU conserve natural resources, save money, and open up opportunities for students by enhancing degree and research opportunities focused on sustainability, as well as better connecting students to the "classroom" of university operations and resource management.

Thank you for giving serious consideration to the proposed MSU Office of Sustainability. On behalf of the Bozeman City Commission, I hope for continued focus and collaboration between the City and MSU on this important issue.

Sincerely,



Mayor Sean Becker



YELLOWSTONE BUSINESS PARTNERSHIP
PO BOX 7337 - BOZEMAN, MT 59771
(P) 406.522.7809
(T) 888.583.8283
(F) 406.522.9155

January 18, 2012

Gretchen Hooker, Director
ASMSU Sustainability Center
Montana State University

Dear Gretchen:

Thank you for contacting the Yellowstone Business Partnership about your proposal for the creation of an Office of Sustainability within Montana State University.

YBP strongly supports expanding the ASMSU Sustainability Center to an Office of Sustainability. The higher education setting is a critical place to implement sustainable operations and strategies. The Campus Sustainability Advisory Committee has been instrumental in moving MSU forward with regard to sustainability, along with numerous student-led initiatives and groups (including a self-induced sustainability fee), but the capacity for support and success campus-wide is limited among these volunteer initiatives.

The Yellowstone Business Partnership has been working with MSU over the past two years on various issues and projects relating to sustainability. Through YBP's *UnCommon Sense* sustainability leadership program, MSU has been able to streamline the numerous and varied initiatives relating to sustainability that are happening throughout the college. Often one department isn't communicating with another department, and where collaboration and resource sharing could occur, efforts parallel in silos yet never connect.

Over the past year, MSU representatives for the *UnCommon Sense* program have been able to identify challenges and successes in MSU's programmatic purchasing policy, begin coordination with the proposed Institute for the Environment, develop criteria for sustainability curriculum, work toward inclusion of language related to sustainability efforts in the University's Mission and Vision statement, work with students to identify the true cost of recycling vs. land filling waste and composting opportunities, and partner with businesses in the Bozeman community and the Greater Yellowstone region. In addition, we have been working with students in the College of Business to offer real-world internship and mentor opportunities with local businesses.

The creation of an Office of Sustainability with full-time staff would enable MSU to systemically progress with sustainability initiatives across the board, from operations to administration to curriculum. We hope you will see the value in moving forward with this proposal, and offer our assistance as needed.

Sincerely,

A handwritten signature in black ink that reads "Janice M. Brown".

Janice M. Brown
Executive Director

A handwritten signature in black ink that reads "Heather Higinbotham".

Heather Higinbotham
Sustainability Programs Manager

YELLOWSTONEBUSINESS.ORG
INFO@YELLOWSTONEBUSINESS.ORG