# Green Fee Strategy for the University of Michigan

Environment 391
Project Sponsor: Student Sustainability Initiative

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# Executive Summary

The purpose of this report is to present research on the best practices of university green fee initiatives, explore the possibilities of a green fee at the University of Michigan, and design a campaign and implementation plan based on these findings. A green fee is a student fee collected annually, biannually, or per credit hour, that goes into a fund typically administered by students and faculty to be used toward environmental sustainability projects on campus. This report was developed as a guide for the Student Sustainability Initiative (SSI), a group that works with the Graham Environmental Sustainability Institute, the Office of Campus Sustainability, and other student environmental groups to promote sustainability on campus.

In order to create recommendations for UM, we first researched case studies of green fee initiatives across North America to develop a general model of success. We then used our assessment of other campuses and field-tested them at UM by conducting 57 student interviews. We were able to gather detailed UM reactions to a possible green fee and gauge preferences of fee characteristics. As student environmental leaders have been key players in the establishment of green fees at other universities, we also presented our research at an SSI roundtable discussion to obtain feedback on the viability of a green fee at UM. Finally, we analyzed and compiled our research results into a comprehensive strategy for implementation of a specific green fee at the University of Michigan.

We developed the campaign strategy by considering different stakeholder perspectives and interests. For students, a green fee would make engagement with campus sustainability more accessible by supplying the funding to allow student ideas become tangible results. Moreover, a green fee would give students a more powerful and active voice in deciding campus priorities. For the President, the Board of Regents, and the rest of the administration, the adoption of a green fee would concretely contribute to larger university sustainability goals, enhance the progressive reputation of the university, and allow the university to stay competitive with peer institutions. Finally, a green fee would provide these administrators the opportunity to work more closely with students.

Our recommendations for a green fee at UM were informed by our research and interview responses, and include:
• a new student fee at UM of $10 per student per semester, to be placed in a fund for campus sustainability projects
• a committee to administer the fund and approve projects, composed of student voting members and faculty advisors
• project funding provided through two options: grants or loans, with preference given to loans
• a requirement that projects must fall under four categories: Energy Efficiency, Food, Education, and Other
• a requirement that 75 percent of projects must have high student involvement
• a requirement that project updates and results must be published periodically on a university website for students to follow the impact of their money on campus sustainability

A green fee has the potential to make a tremendous impact on the UM campus. Based on the most common response to the interview question that asked how much students would be willing to pay toward a green fund per semester, which was $10, over $800,000 could be directed every year toward campus sustainability initiatives like a student farm, energy efficiency

retrofits, a campus-wide composting program, student internships, renewable energy, and more sustainability research. Not only would a green fee provide the funding necessary to create a more sustainable campus and community, a green fee would encourage the perpetuation of our legacy as "the leaders and the best."

**Background and Opportunity**

In 2009, six years after her inauguration where she said "The University of Michigan has emerged as a leader in no small part by its public character," President Mary Sue Coleman launched an initiative to advance the university's commitment to sustainability ("Inauguration"). The initiative included an entirely fresh leadership framework for sustainability: the Sustainability Executive Council, overseen by the president and composed of major university players, to assure sustainability as a university priority; the Office of Campus Sustainability, headed by a campus sustainability director, to promote sustainable campus operations and make recommendations on sustainability standards; and the Special Counsel to the President for Sustainability, to serve as a sustainability advisor to the president and liaison between to the administration and the student body on sustainability activities (2009 Annual). The very medium through which the new initiative was announced, the 2009 Annual Environmental Report, gives testament to the continual sustainability endeavors at the university, since the first Annual Environmental Report was issued just two years earlier in 2007, following a prototype created by graduate students in the School of Natural Resources and Environment (2009 Annual). The university is also very proud of Planet Blue, the university's environment and energy savings initiative, which executed a six percent average reduction in energy consumption during its pilot year through building assessments (2009 Annual).

While these efforts demonstrate considerable strides in advancing sustainability at the University of Michigan, we are still lagging behind our peer institutions in several key areas. For example, while some of our top competitors have set formal goals for greenhouse gas emissions reductions, including the University of California at Berkeley, Pennsylvania State University, Columbia University, and the University of California at Los Angeles, UM has not (Energy Team, IA 16). In addition, President Mary Sue Coleman decided to abstain from signing the American College and University Presidents' Climate Commitment, signed by almost 300 other presidents in 2007, which would have been a public agreement to complete an emissions inventory, set a target date and milestones for becoming carbon neutral, and integrate sustainability into the curriculum. Though numerous other schools have not signed the Climate Commitment, many have adopted independent goals that are more achievable for their individual schools. UM, however, has not done this either. And while UM's vision statement mentions leading the global quest for a sustainable future, the mission statement does not incorporate the word sustainability once ("Mission Statement"). With the new leadership framework for sustainability, UM has the opportunity to truly create a customized approach to sustainability, one that is neither restrained by conformity to other university's practices nor completely without direction. The capitalization of the opportunity here is critical for maintaining the university's reputation as "the leaders and the best."

One of the ways that the University of Michigan's peer institutions are innovating in terms of campus sustainability is through the establishment of green fees. Green fees are student fees, collected each semester, year, or per credit hour, used exclusively to fund campus sustainability projects and initiatives. Undertakings funded by green fees include direct investment in campus infrastructure, research projects, and educational campaigns (Bintliff 13).

Since students typically administer and regulate the resultant funds, green fees present unique opportunities for student involvement in campus sustainability. As of May 2009, 66 colleges and universities in the United States and Canada had either implemented or voted to implement a green fee program, while many more programs are currently in the establishment process (Bintliff 5). Green fees are becoming increasingly popular ways to advance campus sustainability, and can be found in geographically and culturally diverse regions all over North America.

## Value of a Green Fee

Universities possess the unique responsibility of educating the next generation of leaders, a responsibility that few others beyond those in the higher education sector can boast. They have the ability to propagate major issues to thousands of young minds, and to people across the entire world, who turn to universities as sources of research, ideas, and innovation. One of the things that universities are responsible for educating students on is current issues. With complications related to climate change and environmental degradation only intensifying with time, universities must equip students with basic environmental literacy throughout their four years on campus, while teaching them how to be environmentally friendly inhabitants of the world. Fulfilling this role means offering "project-based learning" which allows students to facilitate sustainable transformation and is fundamental to environmental education (Corcoran and Wals 200). Entrusted with the challenge of improving campus sustainability, students can truly learn about cultivating environmental change and can be empowered by observing the change they prompt.

Supplying students with environmental literacy requires its integration into campus culture. Grants from a sustainability fund attract visibility to environmental issues through concrete campus projects and involve large numbers of students, as well as the entire community. Furthermore, by fostering excitement about burgeoning sustainability projects and the new paths for student engagement they afford, green fees embed environmental awareness into campus. Perpetuating a culture of environmental stewardship on campus solidifies the expectation that the earth be regarded in all situations, on campus and later in life (Creighton 272). Therefore, physical campus differences and visible opportunities for environmental action aid in assimilating sustainability into student lives.

Among the strengths of universities are the enthusiasm of students, the ability to engage in discussions on social issues, the talent for inspiring young decision-makers, and the capacity to innovate (Rappaport 15). Resultant funds from green fees give universities the opportunity to capitalize on these strengths and at the same time foster awareness of campus sustainability issues throughout the campus, the community, and alumni who value their alma mater. A green fee is truly a great way to teach sustainability: a green fee gives students an outlet for creativity and also a hands-on, practical experience suggestive of the "real world."

If successfully established, a green fee is a viable and progressive answer for colleges and universities seeking to transcend marginal adjustments that reduce environmental impact, like the installation of fluorescent light bulbs or the purchasing of carbon offsets, instead creating customized visions for sustainability (Rappaport 8). Projects funded by green fees could focus on energy efficiency, research, or any other environmental concern; the beauty of a green fee is the

ability of the grant committee to survey campus sustainability, observe what is lacking, and subsequently fund projects to fulfill those needs.

The fee also holds immense financial value. A green fee would provide thousands of dollars that would be otherwise unavailable. If $10 was collected from undergraduate and graduate students both semesters, which our interviews indicated the largest portion of students supported, the fee would collect approximately $800,000 for sustainability projects. Large grants for student-initiated sustainability projects are sparse at UM, but a green fee could remedy this scarcity. While the Student Sustainability Initiative provides small grants less than $1000, there is a lack of larger grants available for innovative, large-scale student projects on campus ("Student Sustainability Initiative"). The strength of a green fee is not solely in its supply of funds, but in its potential to engage students in the formulation, contribution, collection, distribution, and regulation of the funds. Green fees provide the opportunity for all students to subscribe to a shared commitment to sustainability, for even the student with the lowest level of involvement can learn from an atmosphere of sustainability on campus.

## Examples of a Green Fee

The first university to adopt a green fee was the University of Kansas at Lawrence in 1997, whose students voted to add a $1.00 fee per student per semester to fund campus recycling operations (Bintliff). As of May 2009, 49 universities and colleges have implemented green fee programs (Bintliff). These schools have tailored their fees to meet the needs and requests of their students and administrators. According to a survey of campuses with green fees throughout North America, conducted in 2009, the most popular green fee rate was $6 - $10 per year (Figure 1). The second most popular amount was even higher, at $11 - $20 per year (Figure 1).
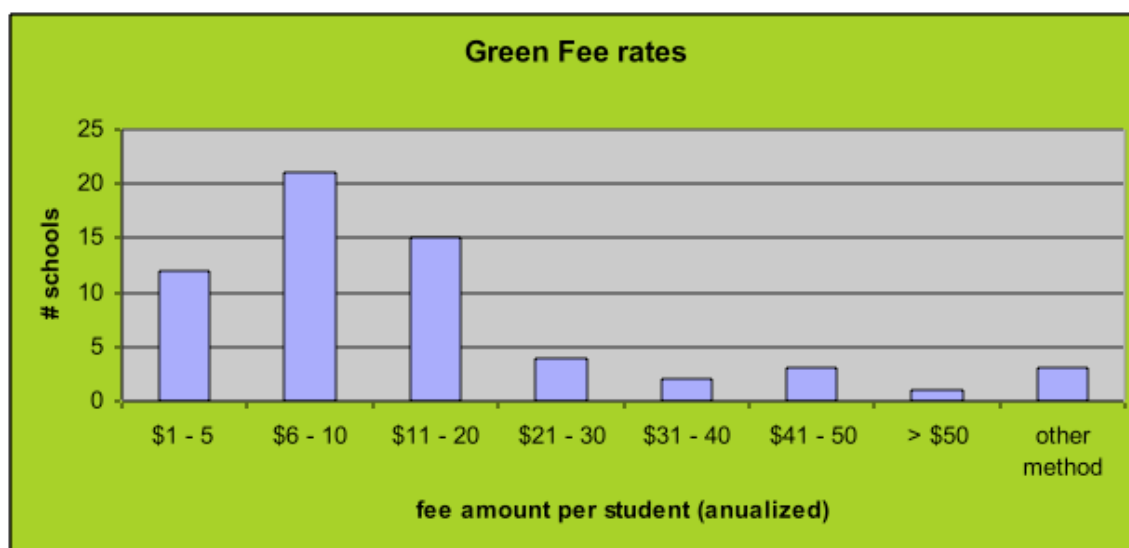


*Figure 1: Green fee rates (Bintliff).*

The green fee rates contained in the aforementioned survey have the potential to raise anywhere from $10,000 to $200,000 annually to be used for sustainability projects on campus, which demonstrate that green fees provide tremendous financial opportunities (Bintliff). The types of projects funded by these green fees also vary considerably. The most popular project was campus infrastructure or equipment purchases, and the second most popular project was on-campus educational/awareness campaigns (Figure 2).
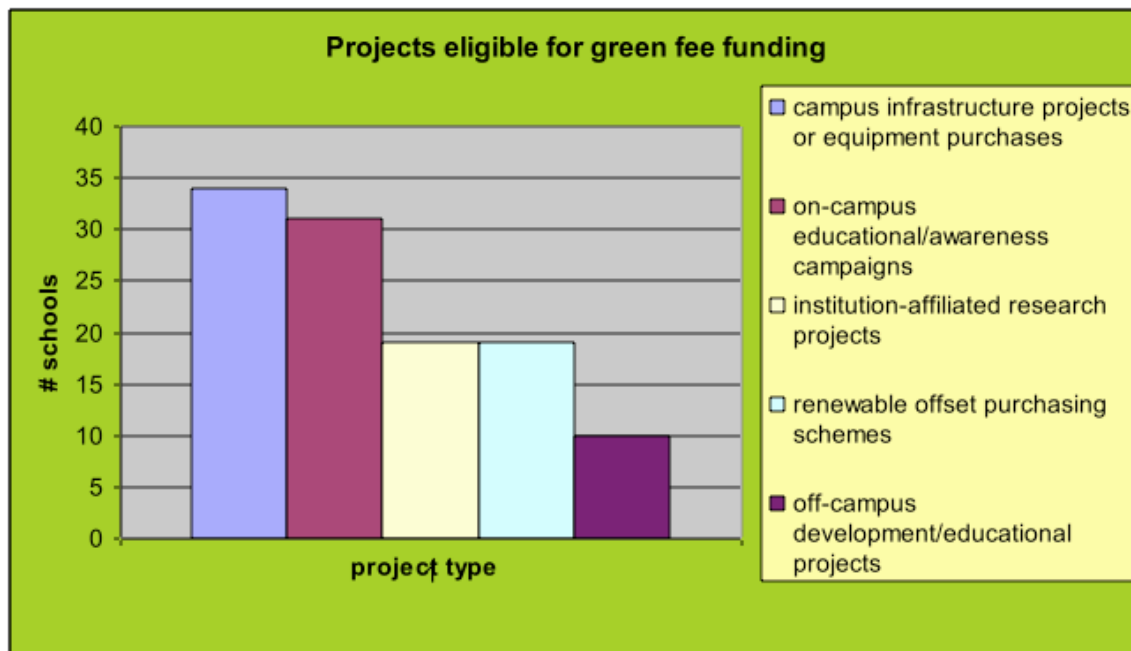


*Figure 2: Projects eligible for green fee funding (Bintfliff).*

## Purpose

The purpose of this report is to present research on the best practices of university green fee initiatives, explore the possibilities of a green fee at the University of Michigan, and design a campaign and implementation plan based on these findings.

## Strategy: the stakeholder perspective

The adoption of a green fee is a significant opportunity for the University of Michigan to establish themselves as the "leaders and best" in terms of campus sustainability. For students, a green fee would make engagement with campus sustainability more accessible by supplying the funding to allow student ideas become tangible results. Moreover, a green fee would give students a more powerful and active voice in creating campus priorities, which are now mostly

established by faculty and the administration. For the President, the Board of Regents, and the rest of the administration, the adoption of a green fee would concretely contribute to larger university sustainability goals, enhance the progressive reputation of the university, and allow the university to stay competitive with peer institutions. A green fee would also provide the se administrator's the opportunity to work more closely with students. Finally, a green fee would enrich the administration's legacy, as a green fee would provide the funding for campus projects that will continue to make a difference on campus for an extended period of time.

The green fee campaign at the University of Michigan should be approached as a grassroots campaign. Furthermore, the establishment of a green fee should be completed within two years, to ensure that the university does not lag too far behind those institutions who have already adopted green fees, but also to allow ample time to address campaign barriers.


## Discussion of Key Considerations

### Fee Structure at UM

The University of Michigan receives its funding from four sources: the General Fund, Auxiliary Activities Funds, Expendable and Restricted Funds, and Designated Funds ("U-M Budget"). A student green fee could be added either as a new Auxiliary Activities fee or as a student fee in the General Fund (Harris). Auxiliary Activities fees are self-supporting units that pay their own way and receive no taxpayer or tuition support, like parking, hospitals, and residence halls ("A Snapshot" 2). The appeal of a new Auxiliary Activities Fund is that money is handled independently from other university funds. The General Fund, on the other hand, is one pooled fund that pays for a wider variety of things, like teaching, research, library services, student scholarships, fellowships, and maintenance and operation of physical properties ("U-M Budget"). Green fees that have been successful at other schools have typically taken the form of small increases in required student fees, which would fall into the General Fund at UM. The success of traditional green fees has informed our recommendation that a green fee at UM should assume the form of an additional student fee.

Student fees at the University of Michigan are collected per semester, and include Registration, Michigan Student Assembly, Student Legal Services, and School and College Government ("Tuition & Fees"). See Figure 1 for a list of student fees and their current amounts. Right now, there are several categories to which General Fund revenue is applied, namely Schools and Colleges, Student Support Services, Business Operations, and General Administrative Support, Libraries and Museums, and Other. Figure 2 demonstrates this break-up of General Fund. If a green fee were attached as an additional student fee, it would probably have to be packaged and marketed as a Student Support Service. The challenge would be to thoroughly define the resultant fund from the green fee and sell it as a service that would benefit all students to the satisfaction of the Provost and Committee on Budget Administration ("Tuition & Fees").

| Student Fee | Amount |
|---|---|
| Registration | $80.00 |
| Michigan Student Assembly | $7.19 |
| Student Legal Services | $6.00 |
| School and College Government | $1.50 |

*Figure 1: Current student fees at the University of Michigan ("Full Term Tuition and Fees").*
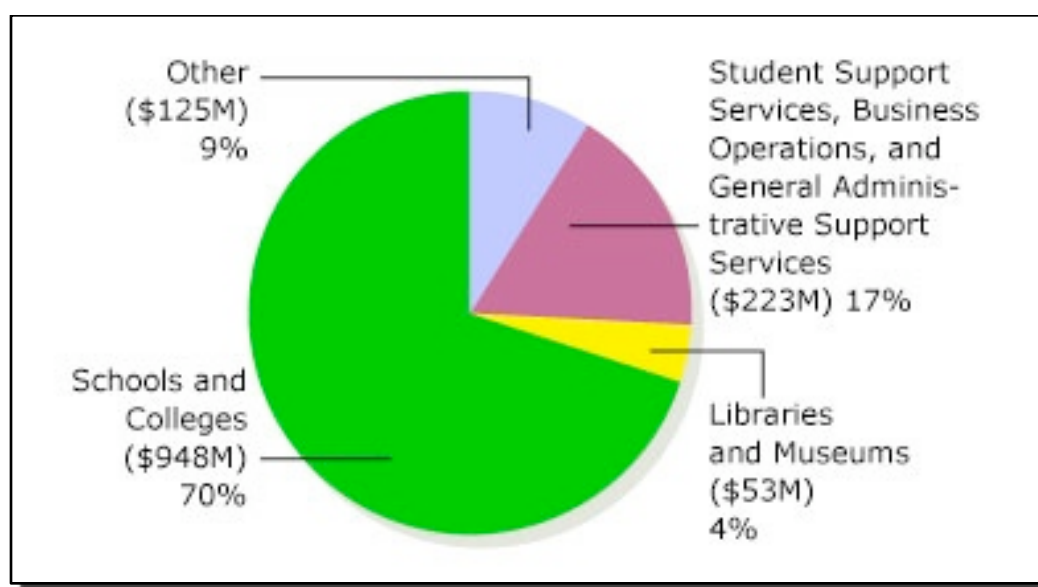


*Figure 2: Uses of General Fund Revenue— Ann Arbor, Fiscal Year 2007-08 ("U-M Budget").*

One issue to anticipate with adding a green fee to the list of existing student fees is that it would show up statewide and nationally as an increase in total cost to attend the university, and would therefore affect state appropriations. In other words, any increase in university fees would mean less state dollars in the General Fund. Considering that the portion of the General Fund that student fees make up directly benefits students, and that a new student fee would mean less state appropriated money in the remaining portions of the General Fund for the administration to use toward their own priorities, (which may not include sustainability projects), a power struggle might arise. Moreover, since President Mary Sue Coleman recently announced a $120 million budget cut for over the next seven years, an increase in any type of fee would directly counter a conservative fiscal policy, upon which she is held accountable for by voters (Harris).

Allocation and Distribution

*Committee Structure*

Throughout research, certain considerations have arisen as important, specifically issues such as grant committee formation. We examined more than twenty schools in total, focusing on the allocation process at the University of California, Berkeley, Concordia University, the University of Illinois, and the University of Utah. After evaluating the green fee programs at many universities, the allocation processes at these schools seemed the most distinctive, and we felt important best practices for allocation could be outlined from examining the green fees at these universities.

We examined the specifics of these school's grant committees in order to make recommendations for a UM grant committee. The grant committee will assume the role of fund allocation, thoroughly reviewing grant proposals and later dispensing the funds. UC Berkeley's grant committee is comprised of four students, two administrators, and one faculty member, all selected from different disciplines within the university. Their committee finds a nice balance between student and faculty involvement, though it may be too small for Michigan. Though Michigan hosts only a small amount more students than UC Berkeley, the extreme decentralization at UM may mean a larger committee will be able to better grasp the many facets of sustainability on campus ("Bylaws of the Green"). Concordia University's committee is somewhat larger than UC Berkeley's, with a committee of seven voting students ("Sustainability Action Fund"). Though fairly larger, a committee of seven may still be too small for Michigan, and we feel significant faculty involvement is extremely important. The University of Illinois has a large twenty person Student Sustainability Committee consisting of ten voting students and ten faculty advisors ("Help Your Campus"). While the faculty advises students and attends most of the Student Sustainability Committee's meetings, they do not vote on funds. In communicating with Student Sustainability Committee board member Amy Yanow, she stated that the large size allows the committee to get input from a variety of people from different backgrounds and to best promote sustainability on campus. She noted that though large, the committee runs exceptionally well, and with their additional seventeen interns, it is the largest it has ever been ("Student Sustainability Committee").

As far as a UM grant committee, we considered the advantages and disadvantages of all of these committee formations. Ultimately, we decided to recommend that the grant committee include nine student voting members with five faculty or staff advisors, a committee size somewhere between Concordia and the University of Illinois. This green fee is funded by students, and the grant committee should reflect that. Therefore, having students as the sole voters for project funding, with much guidance from faculty and staff, makes sense. As previously stated, both Illinois and Concordia have committees which allot all voting power to students. Faculty and staff advisors should include an Office of Campus Sustainability representative, Planet Blue representative, and a Graham Environmental Sustainability Institute representative. This integration of sustainability administrative groups on the committee came from the University of Illinois grant committee, which has an Office of Sustainability representative that sits on their committee ("Help Your Campus"). Including other campus sustainability groups allows for better communication between all parties about the campus'

sustainability priorities, and it assists the committee in making informed decisions about what projects would provide the most positive impact on campus.

In consideration of committee size, we wanted a committee with an odd number of students to eliminate the possibility of a tie vote. In addition, as an extremely decentralized university, it is important to have a large student group sit on the committee, along with a group of faculty, in order to grasp UM's full range of issues relating to sustainability. Furthermore, we wanted a substantial number of student committee members in order to provide more opportunities for active student learning not merely through funded projects, but also through the committee work. As another Big Ten school, the University of Illinois is comparable to UM in the most ways, and their larger committee of twenty seemed more fitting for the University of Michigan than the others. That said, we were wary of recommending too large a committee, which makes scheduling, decisions, and communication more of a challenge. Fourteen people is a reasonable size for a committee and the optimal size for Michigan, at least in the beginning, as it seems a more reasonable amount of people with which to learn to work and communicate initially. As immersion in the implementation process begins, the importance of certain faculty or student representation may arise. Starting with a smaller committee leaves room for growth, change, and adaptation. In addition, the empowerment and engagement of students is our strategy for passing the green fee; that strategy must be maintained in all aspects of the fee, including the grant committee structure. With a student majority on the committee and a diverse group of students as members, the grant committee is small enough for all members to actively participate and engage, but large enough to handle the decentralized nature of the university. Finally, we recommend that the grant committee hold a public meeting for campus residents to voice their opinions about possible funded projects. In this way, the grant committee can maintain transparency in their proceedings and receive input from campus before choosing projects.

Potential student grant committee members should apply for the position, either directly to the SSI or the Graham Environmental Sustainability Institute. SSI board members could sit on the committee in addition to the selected members, or simply sit on the committee without a vote. Ultimately, this is up to SSI to decide. Beyond the OCS, Planet Blue, and Graham representatives, other faculty and staff positions could be granted to SNRE faculty or others. They could either apply or be appointed to the position. However, in general, the students, faculty, and staff that comprise the grant committee should represent a diverse sample of the campus population in hopes that the committee will have a holistic understanding of the UM campus and its sustainability needs.

*Allocation Stipulations*

Other important considerations for a green fee include setting aside a certain amount of funds for student-led initiatives. At the UC Berkeley, they insist that 20% of funds involve students, be that through internships, projects proposed by students, or research ("Bylaws of the Green"). At Michigan, we recommend that 75% of funds be directed towards projects with strong student involvement, giving preference to students to ensure that they are actively participating and learning through green fee initiatives. Student involvement could mean funding

of a student internship or student research, or it could simply mean having one student involved in leading or partaking in a funded project in some capacity. However, it is important to funnel the remaining 25% to projects without student participation. Significant research or extremely innovative projects might emerge that could truly influence sustainability at Michigan; though it would be ideal to have a student eventually involved in such a thrilling project, the possibility for such projects must be left open. Although the strength in a green fee is the engagement of students, but the ultimate goal of moving UM towards a more sustainable future should remain in mind as well. Innovation on all fronts should be accepted and encouraged.

In distributing funds, we originally considered returning a certain amount of funds to financial aid. UC Berkeley includes this in their fund, allocating 1/3 of funds collected to aid ("Bylaws of the Green"). Some public institutions like the University of Texas at Austin must provide a proportional amount of financial aid when tuition increases, if the rise is substantial (Bintliff 22, 23). This policy exists at UM as well, and therefore the total increase in cost of attendance at UM could yield a possible financial barrier to fee establishment. Initially we believed financial aid allocation to be an effective way to overcome this barrier, but after communicating with Dr. Martha Pollack, Vice Provost for Academic and Budgetary Affairs, we learned this was not an option at UM. She confirmed that UM must provide additional financial aid when cost of attendance rises, but stated that "Unfortunately, there is not a good way to require that a portion of a fees be distributed back to financial aid; the administrative burden associated with that is simply too cumbersome" ("Financial Aid and a Green Fee"). In order to alleviate the "administrative burden," we further inquired as to if it was possible to simply allocate a certain amount of funds without ascertaining the exact amount necessary to cover all green fee aid. She stated, "If a fee is for a particular purpose, the fee has to be directed to that purpose. There really isn't a good way to specify that a portion of the fee go to a second purpose: we'd then have to acknowledge it as a 'sustainability and financial aid fee' and that just isn't feasible" ("Financial Aid and a Green Fee"). While allocating funds to aid would alleviate financial burden associated with a green fee, at this point it simply does not seem possible.

In addition, the committee should only give consideration to projects more than $1,000. Multiple schools we examined included this policy in their bylaws, such as UC Berkeley and Utah, as it guarantees that projects will leave more of an impact and that the grant committee will not be inundated with many small-scale projects ("Bylaws of the Green," "Sustainable Campus Fund"). The Student Sustainability Initiative offers approximately $10,000 in grants for projects that require less than $1000 ("Student Sustainability Initiative"). Because funding needed for campus projects that necessitate less than $1000 is available, the green fee should fund larger projects.

Further, the green fee program should incorporate grant and loan options, a structure that many universities with green fees have adopted. A percentage of the funds generated by the fee should be allocated to a revolving loan fund, which has many benefits. Firstly, a revolving loan fund allows students and faculty to easily engage in sustainability themed projects that have a quick payback. Additionally, a revolving loan fund allows projects that would otherwise involve a lengthy approval process to be instituted much more quickly. Perhaps the most significant benefit of a revolving loan fund is the simple fact that money is paid back. Therefore, the pool of money for sustainability is increasing as time goes on. The amount of funded green fee projects

can get larger each year as more money becomes available through the revolving loan fund. Moreover, energy efficiency projects do not have isolated success, but instead will go on to finance another innovative projects (Tufts University).

We recommend the revolving loan fund model at Michigan resemble those of institutions such as Tufts University (Tufts University). Tufts University has implemented a revolving loan fund specifically to pay for small initiatives that deal with energy upgrades. Energy upgrades with a payback of 5 years or better are funded, and the energy savings are fed back into the fund. Projects include lighting upgrades (motions sensors and efficient lighting), steam traps, boiler replacements and HVAC upgrades. Tufts does not specify a financial project limit; at UM, rather than a project limit, a percentage of the green fund should go towards a revolving loan fund, and the projects can be assessed on a case by case basis.

Tufts has successfully invested hundreds of thousands of dollars over the past five years since the fund's inception. Tufts is one example of a revolving loan fund, though other revolving loan structural options may emerge for UM in the future. However, what is clear is the benefit of a revolving loan fund and its resounding success at other institutions. For this reason we recommend the Revolving Loan Fund be considered as part of the Green Fee at UM. Projects that can repay their loan, opposed to a grant, should be given some preference when allocating funds. In terms of who can apply for these loans and grants, obviously students can apply and should be given some preference.

The opportunity to open up eligibility to the community of Ann Arbor, in tandem with an applicant who is a campus member, is an interesting way in which to involve the community. Concordia University in Montreal has done this, allowing the larger community to get involved in their sustainability efforts. An example of community involvement is their partnership with a local bar that used many plastic cups. Concordia's Sustainability Action Fund grant allowed them to forgo the plastic cups and invest in glasses, averting large quantities of plastic cups from heading to the landfill ("Sustainability Action Fund"). With Ann Arbor's already strong focus on sustainability, allowing the community to be involved in UM's green fee could be an effective way to further integrate the city and university, while furthering the projection of sustainable practices on the general Ann Arbor population. This may be a subject of controversy, given the fact that students are financing the green fund. We do not recommend incorporating this when first instituting a green fee, but it may be something to consider later down the line. Perhaps if the green fund begins to take donations from alumni or the community as a separate grant sector, or a significant need arises in the community, this stipulation could be added.

Because we were not able to make personal contact with all these groups, we can only utilize the expertise we have gained throughout this process in stating that a committee of such a size and fashion is best for UM. We believe that with too large a committee, communication would be very tough, and without enough faculty members, valuable wisdom that could enhance decisions will be lost.

Reassessment is an important aspect of a green fee. While some schools evaluate frequently, others reassess the fee less often. University of California, Berkeley reassesses their fee every ten years ("Green Initiative Fund"). UM's fee should be assessed within the first year of establishment to get out any kinks in the system, in case any are found, but after that we recommend a longer period of reassessment time, so as to allow the grant committee to focus on

initiatives rather than reviewing bylaws, contemplating changes, and rallying support for those changes. Heightening the fee every few years can be done through bylaws without reassessment. Schools like the University of California, Berkeley increase fifty cents every three years to account for rising energy prices and inflation ("Green Initiative Fund"). Michigan should consider implementing this gradual raise, as instituting this policy delays reassessment and aids in averting funding issues with inflation.

Lastly, we recommend that if green funds are not fully exhausted by the end of the year, they "roll-over" to the next year (Bintliff 23). This could be because not enough proposals are submitted, or if a project does not end up using all of its allocated funds. Either way, we recommend the funds "roll-over," but this should be disclosed to the public, since in the interviews, students said they wanted a fully transparent process for fee allocation. In Jacob Bintliff's survey of schools with green fees, he found that 80% of the thirty-four respondents said that unallocated fees "roll-over" to the next year (Bintliff 23). We recommend the University of Michigan do the same but this must be disclosed to the public, since in the survey students indicated that they wanted a fully transparent process for fee allocation.

## UM Decision Makers

The Board of Regents ultimately decides on the final budget for each academic year at their June meeting. Prior to this meeting, the Provost deliberates the budget request with his budget team and then brings it to the board ; deliberations within the budget team occur during the Winter Term (February – April) and throughout May. As it stands, the Committee on Budget Administration has decided not to expand the number of existing fees, so introducing new fees will likely be very difficult (Schweitzer, Email). Students seeking to implement a new fee must first have it supported by administrators and later by the Board of Regents (Schweitzer, Email). The Committee on Budget Administration weighs the importance of new fees with respect to keeping attendance affordable for students; this means it is critical for students to demonstrate their desire for a green fee to highlight its necessity. Therefore, three entities have key roles in initiating a mandatory student green fee: the student body, which must demonstrate its support to the Provost, the Office of Provost, which would consider both the fee and the amount of support for the fee, and the Board of Regents, who would either pass or reject the fee in a final decision.

The first step in passing a fee is to gain student body support. At institutions like the University of Kansas and the University of Colorado at Boulder, the impact of student support can be clearly seen. In 1997, a student green fee of $1.00 was established to fund new recycling programs at the University of Kansas. By 2007, the fee had grown to $2.00 per person, but also included another $1.25 for renewable energy purchasing (University of Kansas). At the University of Colorado, students voted for renewable energy funding at a cost of $1.00 per semester per student. By 2005, the fee had increased to $2.80 (Bintliff 6). In both instances, students initiated and passed the fees. At these universities, gaining student support was the most difficult step in soliciting votes for proposals, since students were directly voting on the proposals. Student support is not enough to enact a fee at UM, since students alone cannot pass a proposal. The administrators and the Board of Regents also need to be brought on board.

Student support can sway the opinion of the Provost's office, as all new initiatives are seriously considered (Schweitzer, Email). To garner the support of the Provost's office, students need to demonstrate their desire for green fee legislation; a petition is likely the best way to show support. This petition can be created at https://www.msa.umich.edu/upetition/ (Summers, Email). If students can successfully demonstrate their willingness to pay a green fee, then the administration will likely be receptive to the idea as well. However, based on case studies from other universities, convincing the governing board to side with a fee is the most challenging task.

As evident by cases from Cornell University and the University of Virginia, the unwillingness of administrators' to support a proposal can result in failure. At Cornell University, administrators initially supported a green fee after a proposal had received a 90% vote from the participating student body. However, after parents responded negatively, the Office Student Affairs pulled its support (Bintliff 28-29). As a result, the administration voiced its disapproval of the vote, and the governing board voted down the proposal. The same scenario occurred at the University of Virginia; the student body demonstrated overwhelming support of a green fee, but the administration disapproved and the proposal was looked over (Bintliff 29).

Based on the evidence from Cornell University and the University of Virginia, it is clear that administrative support is critical to having successful voting. If UM students can get the attention and support of the Provost via petition, then implementing a green fee at UM will be far more feasible. A probable timeline for having a fee proposed should be as follows:

- **September – January:** Garner support, have a petition signed and ready to be shown to the Office of the Provost. This way, activists can gather as much support for the fee as possible before the budget committee begins its deliberations on fees for the following academic year.

- **February – April:** Office of the Provost deliberates on whether the fee makes sense for the university. Other considerations that budget committee might make are the hire more staff in lieu of adopting a fee. Thus, in order to get the highest probability of getting a fee approved by the administration, enough support from students has to be generated between September and January. However, it should be argued by activists that because fees are in the general fund, this does not directly relate to the hiring of staff or other priorities that might tie up the fee in a bureaucratic loop that could cause it to receive less attention than it deserves.

- **June:** Provost approaches Board of Regents and presents the proposal to the governing board. If approved, the green fee becomes a mandatory fee for all UM students.

Now is the time for green activists to make a push for a sustainability fee. Because the University of Michigan has just begun its major push for campus greening, key players might be more inclined to adopt new green policies to demonstrate commitment to sustainability.

## UM Research Results

<u>Methodology</u>

To begin our project, we initially researched over 20 North American colleges and universities that have implemented or attempted to implement a green fee on their campuses. The majority of the colleges and universities that we looked at had successfully established a fee, but multiple schools' attempts at led to failure. The specific topics researched were:

1. Green fees that failed at the student level
2. How fees were passed at the administrative level
3. Student and parent willingness to pay
4. Allocation processes
5. Usage of the fund

After the research of other universities, we began to research the University of Michigan specifically to explore how fees are passed by the administration and what a UM green fee might look like. Our objective was to incorporate knowledge from other schools' successes and mistakes and incorporate them into specific recommendations for UM based on our knowledge of the workings of the UM.

Following initial research of UM, our next step was to interview 57 UM students at the Michigan Union, Michigan League, Pierpont Commons, and North Campus Diag (to see the complete interview questions and responses see Appendix II and III). We completed the interviews between the hours of 12:00-6:00 pm and were able to incentivize them with $5 gift cards to Starbucks Coffee Company through funding from the SSI. The interviews were one way to gauge student preferences and interest related to a possible green fee. Key areas of focus included:

1. Environmental awareness
2. Initital impressions to a green fee
3. Support for a fee
4. Concerns related to a fee
5. Willingness to pay
6. Desired projects

As opposed to gathering quantitative information, we wanted to know what sort of fee would have the most student support and what would make students oppose a fee. The interviews were also a way to discover what projects students would like to see on campus with the green fee funds, so as to create a green fee that would garner the most student support.

Finally, we presented our initial suggestions for a green fee at UM at an SSI roundtable. We had ten minutes to speak to the group and receive feedback on our recommendations at that point. Their reactions gave us a sense of concerns that environmentally conscious students on campus might have for a green fee at UM.

## Analysis of Interview Responses

Our analysis of interview responses suggests multiple results that are important for our recommendations, including support for a green fee on campus, varying attitudes about the environment on campus and students' desires for the nature of the fee itself

The significance of the data from our interviews is analyzed below. Interview questions can be found in Appendix II, and interview responses can be found in Appendix III.

*Figure 1: Students interviewed, broken down by grade*

**Breakdown by Grade**
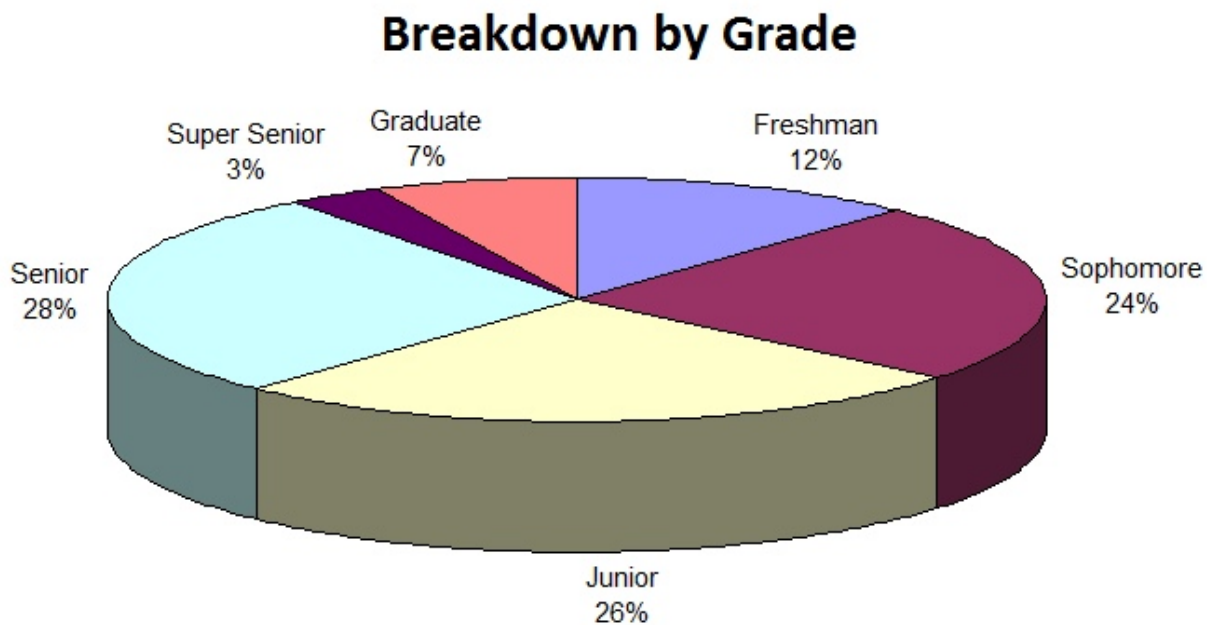


Figure 1 Analysis:
This graph shows a similar number of seniors, juniors and sophomores were surveyed. However, there is a lesser amount of freshman and graduate students. Inconsistency in students from each year in school could skew results.

*Figure 2: Students interviewed, broken down by school*
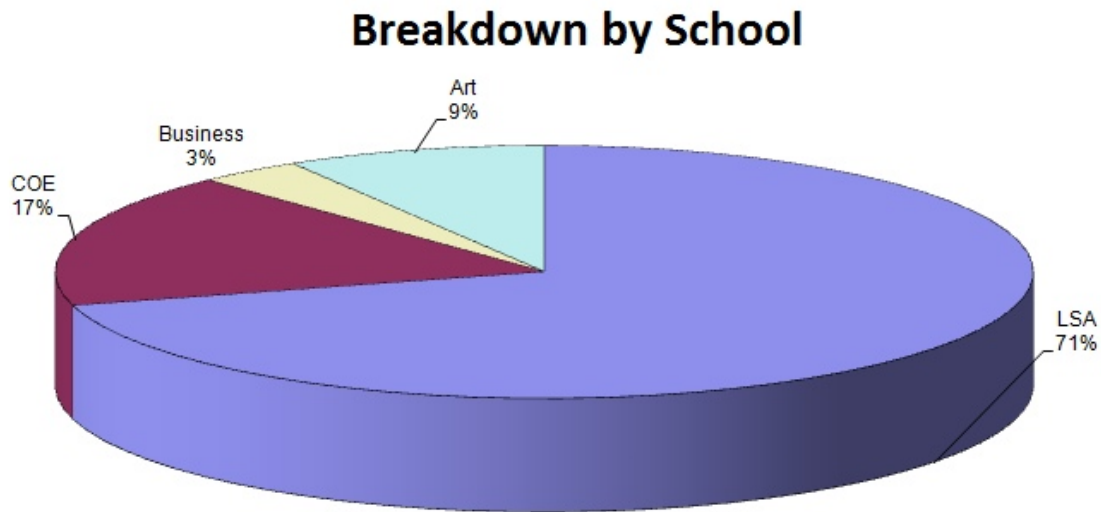
## Breakdown by School



Figure 2 Analysis:

This graph explains the various majors of our survey respondents. This graph, like UM in general, shows the majority of respondents being LSA students.

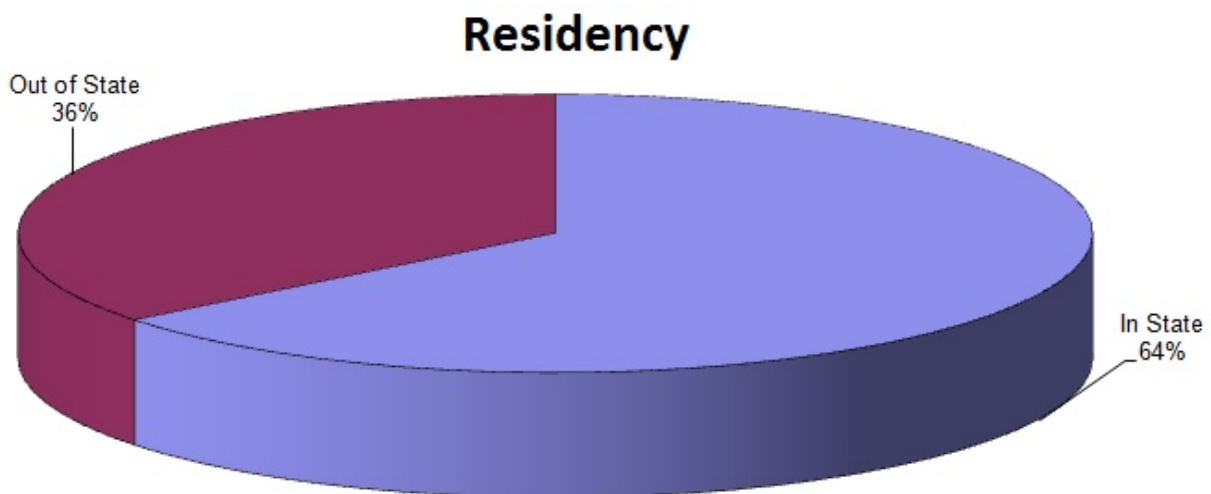*Figure 3: Students interviewed, broken down by residency*

## Residency



Figure 3 Analysis:

This shows the differing residency of our respondents. With almost two thirds being in state, these results almost resemble the actual UM rate of 68% in-state students versus 32% out of state (College Board).

*Figure 4: Student responses to the question, "Rate your environmental awareness."*
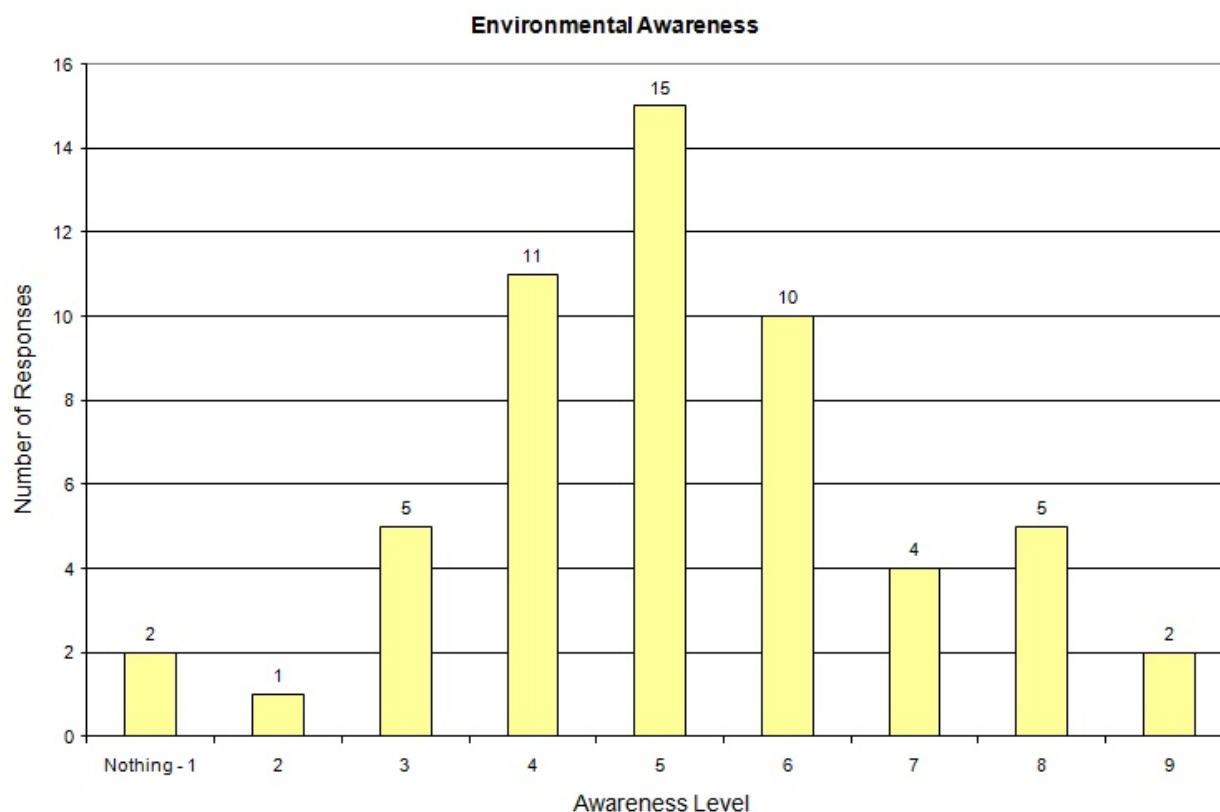


Figure 4 Analysis:

In the interview, we had respondents rate their environmental awareness from 1 to 10, 10 being the highest level of awareness. As indicated by this bar graph, the respondent's awareness produced a bell curve, with the majority of respondents rating themselves between a 4 and 6 (35/57 respondents). This shows a middle ground environmental awareness for UM students.

*Figure 5: Student responses to the question, "How is UM doing in terms of sustainability?"*
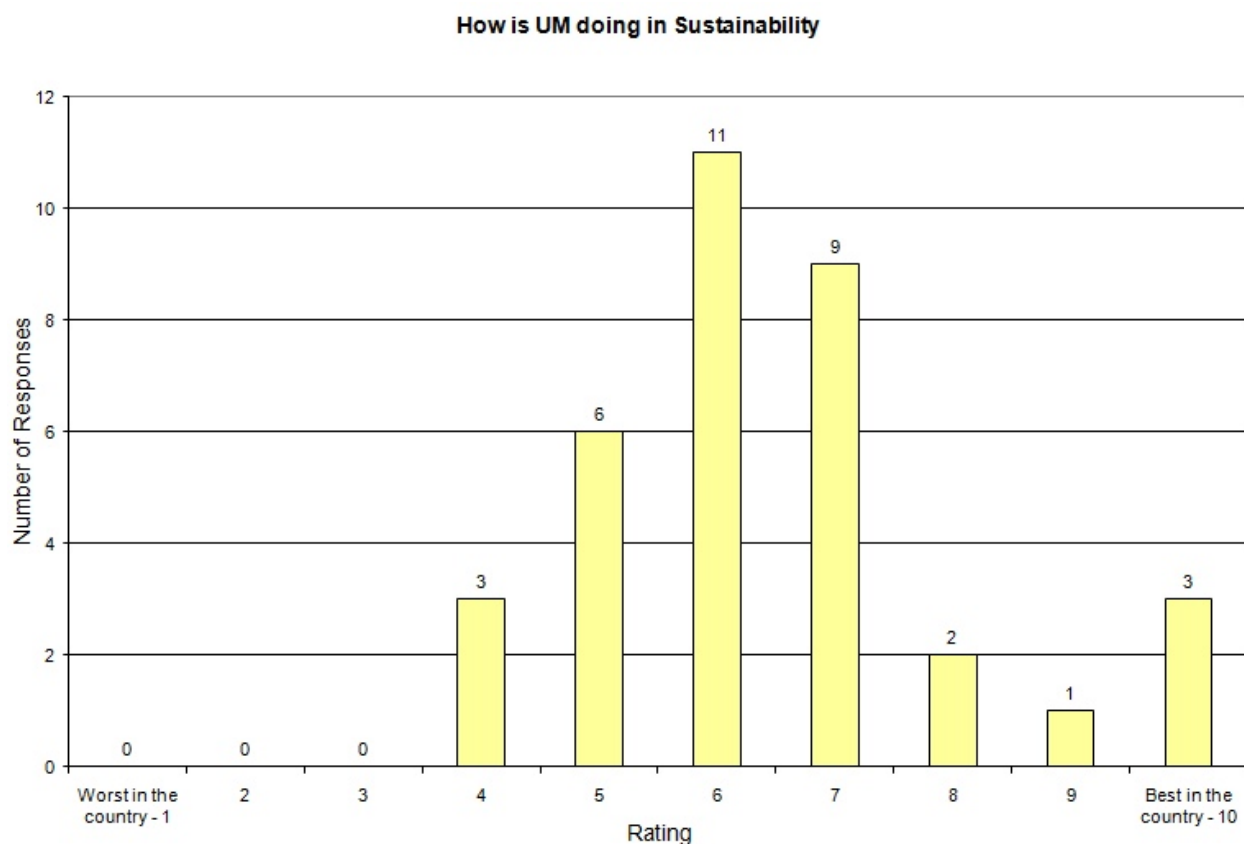
**How is UM doing in Sustainability**



Figure 5 Analysis:
We also asked our respondents to rate how they thought UM was doing in terms of sustainability on a scale of 1 to 10, 1 being the worst in the country and 10 being the best. The majority of respondents indicated a rating between 5 and 7. This shows that students believe UM is doing relatively well in terms of sustainability, which may suggest very good marketing on UM's behalf or limited knowledge on students' behalf .


NOTE:
When asked to go into more detail about their knowledge, most students cited knowledge of recycling on campus, energy efficiency in buildings, but did not have the knowledge of major university efforts, like those of Planet Blue or the Integrated Assessments.

*Figure 6: Student responses to the question, "Would you support a green fee at UM?"*
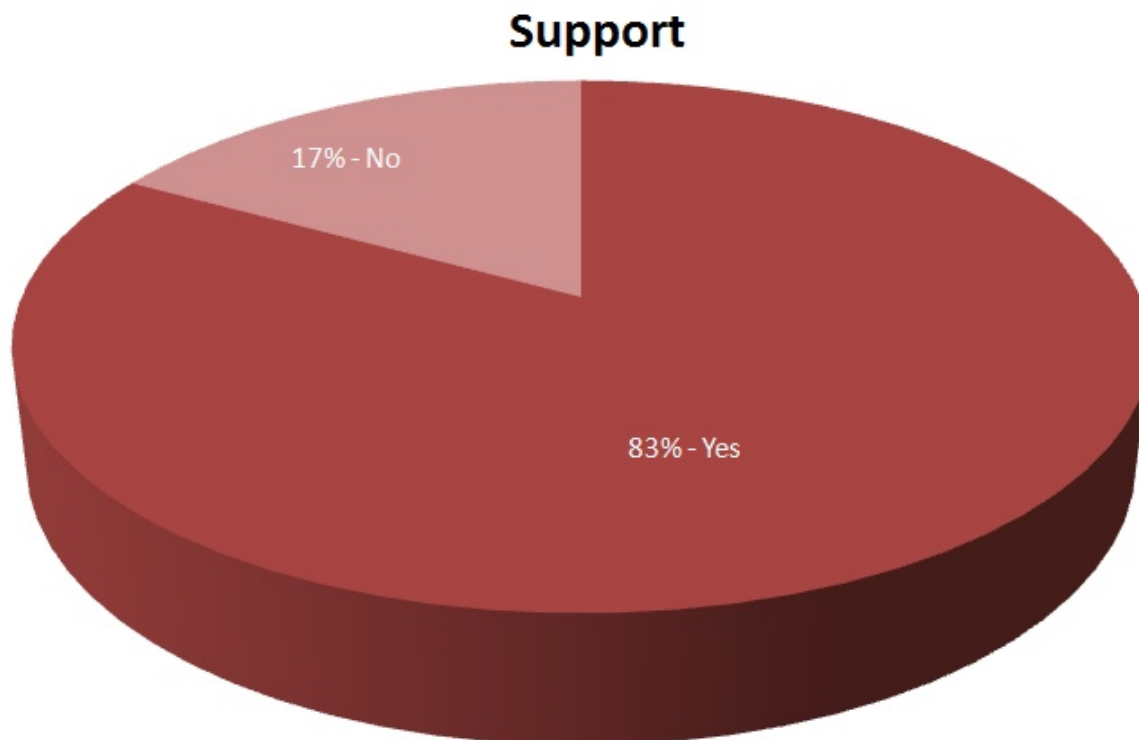


**Support**

17% - No

83% - Yes

Figure 6 Analysis:
Eighty three percent of students answering "yes" demonstrates overwhelming support for a green fee at UM. Moreover, the 17% that did not support the fee often-expressed interest in supporting the fee provided they knew more about where the money was going, and about how fees would be distributed. Therefore, support may be even stronger than 83%, as the survey indicates.

NOTE:
This graph brings up an important result that we found for people saying "no" to a green fee. Many students said "no" if they were unsure the fee would be handled in a sound way. Students expressed an overwhelming desire for transparency of the green fee. The more transparent the process is, the more student support the fee would likely receive.

*Figure 7: The number of students interviewed willing to pay different amounts of money*
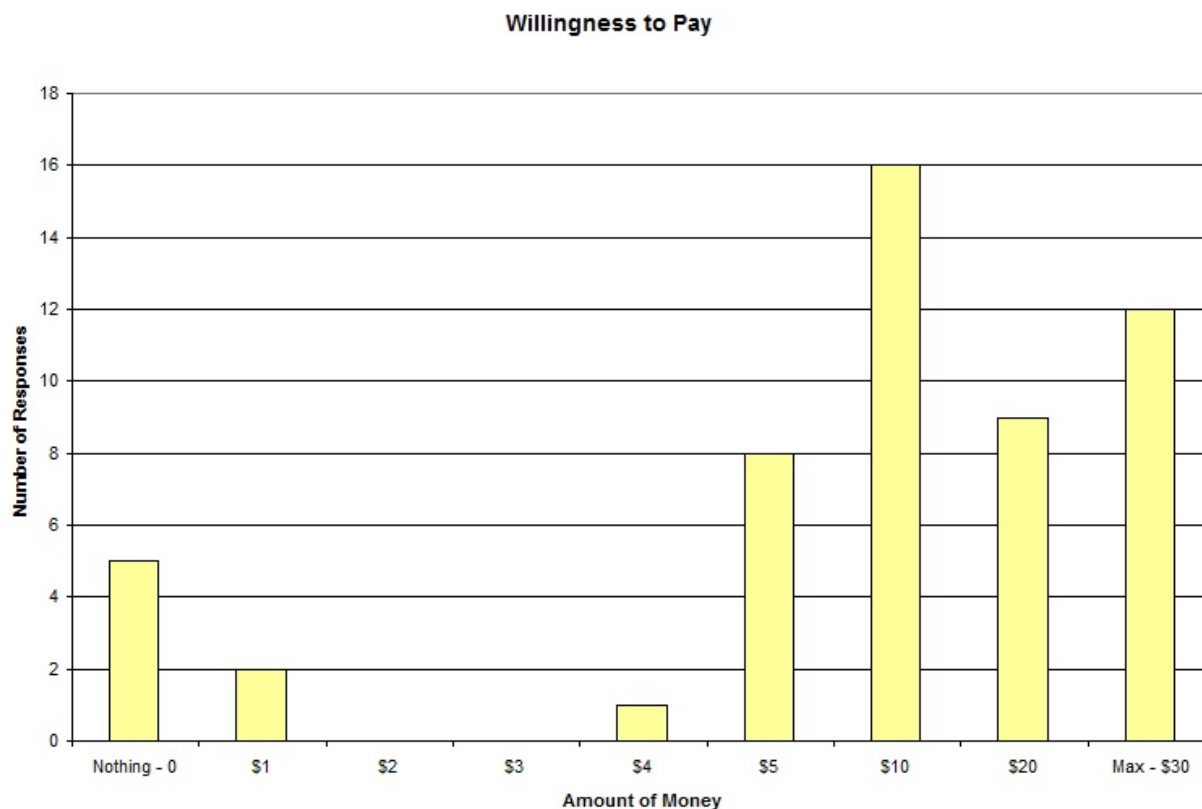
**Willingness to Pay**



Figure 7 Analysis:

This figure explains our respondents' attitudes towards willingness to pay. The significance of this graph shows that the most students (16) surveyed would prefer to pay $10 per semester for a green fee more than any of the other prices. This is significant because the average green fee across the country is between $6 and $10 per year, and the second most popular green fee is $11 - $20 per year (Bintliff, 11). The preference at UM holds true to this national standard. Additionally, this $10 per student would yield approximately $400,000 per semester for the fund, if undergraduate and graduate students both paid, which would allow significant initiatives to be enacted on campus.

NOTE:

Some of these results also show how students think relate to total cost of attendance at UM. The second highest fee preference was $30, and a few students even thought that a green fee would

require hundreds of dollars more per student, suggesting a disconnect between students and money. Many explained that their parents pay their tuition so therefore a raise would be inconsequential, while others indicated that a few dollars was worth it.

*Figure 8: Projects that students interviewed would like to see funded through a green fee*
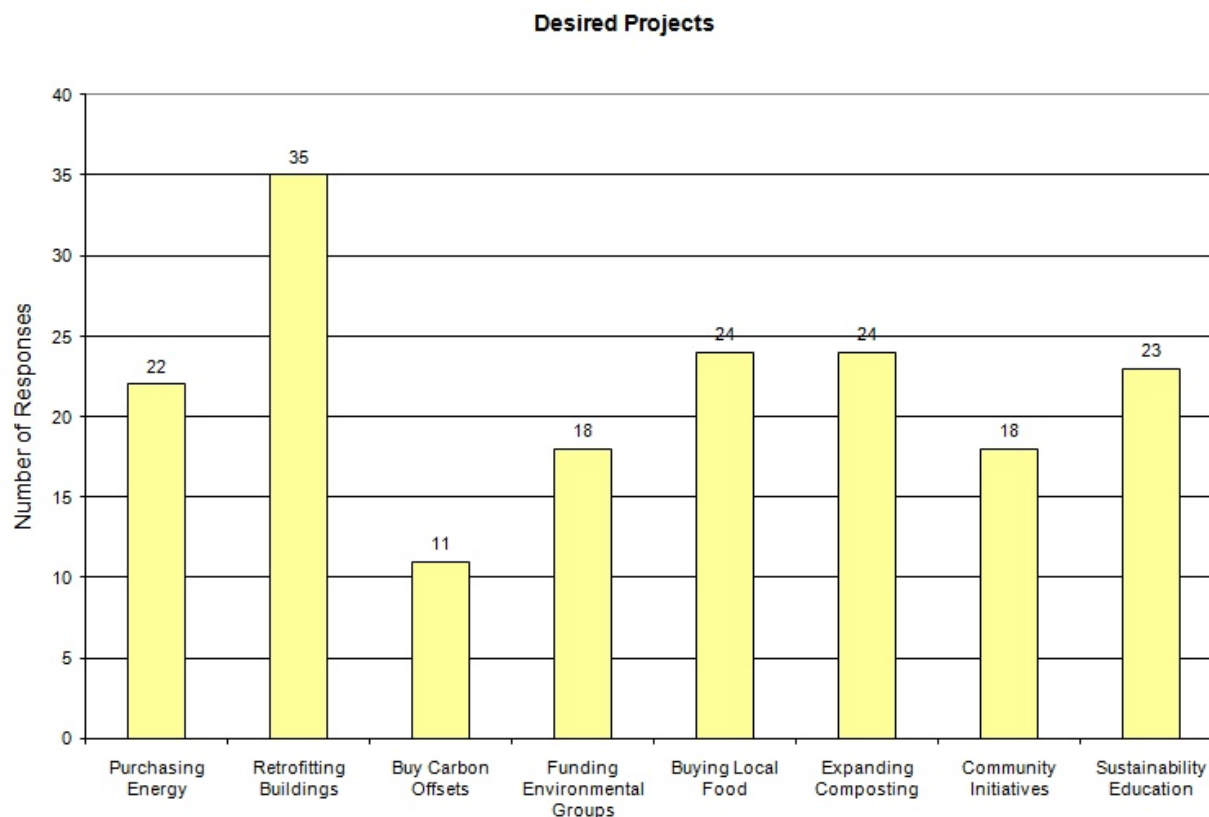
**Desired Projects**



Figure 8 Analysis:
This response shows the preferences for how green funds should be spent. The most preferred sector for spending was on retrofitting buildings, followed by several others including purchasing energy, buying local food, expanding composting and sustainability education.

## SSI Roundtable Notes and Analysis

<u>Roundtable Notes taken by Sam Schiebold:</u>

*Presenters:*

The purpose of the green fee is to empower students; there is a lack between student ideas and how they can enact change at the university.

Two Year Plan

Defined green fee. Tack it onto General Fund.

*SSI:*

Do you think adding onto tuition is better than re-managing tuition? This is just one way. It will have to be passed by the Board of Regents. A matter of realism: how much are they willing to sacrifice from other areas that want funding to support this?

Re-managing: too much hassle and too many loops to jump through.

Suggesting that fee will go into a fund and there will be an allocation committee. More about trying to get students involved.

Institutional barriers will obviously be a big deal. Have we looked into other things like fundraising?

More information about projects: this will be a driving point. We must have *good* projects in mind to get support. People want to see energy efficient buildings, too.

<u>Analysis:</u>

      The SSI Roundtable discussion was a great opportunity for the assessment team to get feedback from students highly involved in environmental sustainability across campus. The presenters began with defining a green fee, what money would go to funding, and how interviews were conducted. People responded by suggesting different approaches for locating funding for new projects, as that is the ultimate goal of a sustainability fee. One student suggested that the re-managing of funds be used to direct more money into sustainable efforts. However, a discussion of the hassles and loops that would have to be jumped through to pass such a fee arose, and the general sense was that a green fee would be a more direct approach and would require less bureaucracy.

      The student questioned why funding to football could not be redirected to a fee because it serves a greater purpose. However, it was also noted that funding for football comes from an Auxiliary Activities Fees fund, not the General Fund, which would house a student green fee. Taking a more direct approach would also entail engaging more directly with students on

campus, which is crucial for having a fee passed. By engaging and empowering students, they will be more likely to respond positively to a new green fee.

Another suggestion was for fundraisers to be done in place of a sustainability fee, but the problem with that is only a small portion of the student body would be targeted, and an even smaller portion would likely end up contributing. With the sustainability fee, a mandatory fee would target all students and yield better results. The final minutes were directed to discussion about various projects to fund. One student suggested a light-rail system in place of the busses that transport students between north and central campus. It is important to note that the roundtable was in favor of retrofitting buildings to be more energy efficient, which reinforced the responses taken from the interviews, which showed polled students also wanted more energy efficient buildings.

## Recommendations for UM

### UM Fee Characteristics

The following recommendations are informed by background research of other universities with green fees, the interview responses, and SSI roundtable feedback.

**THE FEE**
- A new $10 fee per semester per student, applied to undergraduate and graduate students, to be placed in a fund for campus sustainability projects.
  - The green fee should be a student fee, which is designated into the General Fund.

**THE GRANT COMMITTEE**
- A grant committee should be formed to administer the fund and approve projects, composed of 9 student voting members and 5 faculty advisors, with at least one representative from the Graham Environmental Sustainability Institute, Planet Blue, and the Office of Campus Sustainability.
  - Initially, grant committee members should apply through SSI or the Graham Environmental Sustainability Institute. After the first year, students and faculty should apply directly through the current committee.
  - In addition to approving projects and overseeing their progress, the grant committee should publish project updates and results periodically on a university website for students to follow the impact of their money on campus sustainability.

**PROJECT ELIGIBILITY**
- Eligibility to apply for project funding should be opened up to students, student groups, faculty, departments, and administrators.
  - A minimum of 75 percent of funds should be reserved for projects with at least one student highly involved in leading the project.

**THE FUND and PROJECT STIPULATIONS**
- Funding options include grants and loans. Projects that repay their loan through the revolving loan fund should be given some preference.
- All projects should fall into 4 categories, according to student preferences from the interviews (see Appendix III):
    Energy efficiency
    Food (buying more locally and composting)
    Sustainability Education
    Other
- The committee should only give consideration to projects greater than $1,000.
- If fees are not fully exhausted by the end of the academic year, funds roll over into the next academic year.

• Reassessment is critical to the success of a green fee. Initially, the green fee and fund should be assessed after one year. After that, the green fee and fund should be reassessed periodically, every 5-10 years.

## Campaign Tactics

The campaign for passing a fee is a two year plan. It cannot be a one year process because the actual process of passing the fee through the administration and Board of Regents takes half a year, which means only half a year would be allotted towards marketing and gathering support. With two years, an entire year can be devoted towards campaigning and encouraging students to support the fee. In the following year, the first half of the academic year, from September to January, the marketing campaign should continue. The second half of the year will consist of the actual process of having the fee passed through the various administrative and governing bodies. Thus:

**Year One (Fall 2012 – Winter 2013)**
·   **September – May:** Campaigning for student support. Getting the word out. Letting students know that they can take a leading role in controlling their fee payments and engage with sustainable education and projects.

**Year Two (Fall 2013 – Winter 2014)**
·   **September – January:** Continue campaign strategy: Prepare to present information to the Office of the Provost
·   **February – May:** Budget committee, run through the Office of the Provost, deliberates over the fee and decides to implement it
·   **June:** Provost takes the fee to Board of Regents and offers support for the fee

**1. Create a student steering committee through SSI (September 2011)**

In order to begin the process of rallying support for a green fee it is important to have a base of individuals committed to seeing through the passing of this fee. As other students and organizations join the cause, the responsibilities of the committee can be increasingly divided among those involved. However, a strong committee of students is necessary to:

·   Begin the process of green fee establishment
·   Oversee all activities related to the green fee
·   Communicate to environmentally engaged students (i.e. Program in the Environment students, students in environmental organizations, etc.) the many opportunities a green fee provides, as well as their potential role in the establishment process

- Maintain communication with sustainability administrative entities like the Office of Campus Sustainability, the Graham Environmental Sustainability Institute, and Planet Blue
- Apply for funding and grants from a variety of sources to fund campaign materials
- Further exposure of the green fee

In order to attract dedicated committee members impassioned for this cause, SSI should emphasize key parts of the campaign strategy. This should include the capability of a green fee to empower students to cultivate their own projects, while mending a significant gap in student participation in campus sustainability by offering funding for innovative projects of student instigation. Highlighting the many opportunities the fee affords to students will stress the true impact this fee can have, hopefully drawing truly devoted committee members. Five to ten reliable students dedicated to this cause, either self-selected or selected by the SSI Board, should serve on the committee and lead this campaign alongside the SSI Board. Providing members of the committee with the core strategy, tactics, and research on the subject should be the first step in inaugurating these students into the campaign. After they have a more thorough understanding of the campaign strategy, tactics for establishment, and details about the fee structure, the rally for support can commence.

## 2. Build a coalition of environmentally engaged students (September 2011 – August 2011)

Taking advantage of the many environmentally engaged students on campus will be an important step in gathering support for a green fee. Students participating in environmental programs of study and the members of environmental student groups on campus form a large pool of people who would most likely support this fee and work for its implementation. This strong base of student support can maximize exposure on campus, especially in the beginning of the process. The Steering Committee must begin this process by contacting student organizations and environmental programs of study, explaining fully through a visit or e-mail the details of a green fee and the need for one at UM. A strong focus should be placed on gaining the support of larger groups like Green Greeks and the Intercooperative Council (ICC), which are channels to large quantities of people who might either be interested in getting involved or simply passively support the fee. A list of environmental organizations and programs of study to involve in the campaign can be found in Appendix I ("Student Life," "Undergraduate Programs," "Graduate Programs").

In pitching involvement to environmental groups and programs of study, SSI and the steering committee should emphasize:
- If implemented, environmental groups/students get something back – potential funding for projects they see as vital and thus placement of group or personal priorities on the university agenda
- Student capacity to truly move campus towards a sustainable future with green fee projects

- The space a green fee provides in which to share student visions for sustainability and contemplate the feasibility of change
- The valuable experience of evaluating, planning, and seeing through a project to completion, in terms of experience for internships and jobs

## 3. Obtain financial resources for the campaign (September 2011– August 2011)

An important aspect of getting the campaigning process for a green fee underway is to obtain financial resources from various institutions and organizations across campus. Money is required to print posters, provide incentives for research and surveys, and perform other tasks essential to spreading awareness and garnering support for the green fee. Fortunately, several institutions at the University of Michigan have mechanisms for providing funding to student organizations that qualify for grants.

The first institution is the Ginsberg Center, whose mission is to engage students, faculty, and staff in community service and academic learning. To obtain financial resources from this institution, one simply must fill out and application at: http://ginsberg.umich.edu/ downloads/Funding-Request.doc. Another group that offers funding for student groups is the Michigan Student Assembly. To request funding from MSA's pool of money, a student organization must follow the instructions at: https://www.msa.umich.edu/sites/default/files/ msa_funding_app_1.pdf. Finally, the most likely group to provide resources for a green fee initiative organization will likely be the Graham Institute. The Graham Institute provides student groups or projects up to $1,000, which can be applied for at: http://www.umich.edu/~umssi/ funding.html. Because the Graham Institute is devoted to spreading and practicing environmental sustainability, it will likely be the driving force behind a green fee and offer the most financial support.

## 4. Determine green fee parameters and create a campaign name, slogan, logo, and website (September 2011– November 2011)

First, the Steering Committee will hold a collaborative meeting to discuss the parameters of the green fee. They will invite various people from the Office of Campus Sustainability, the Graham Environmental Sustainability Institute, and SSI in order to address practical concerns before moving forward. The goal of the meeting will be to decide the precise framework for the green fee which will serve as a focal point for moving forward with the campaign. The next step will be to have the student steering committee develop the campaign name which should be simple and memorable. A little bit of green for a lot greener campus. They will then set out a call for submissions to Art and Design students for a slogan and logo competition. When a winner is selected, the student steering committee will seek the help of a few students with website experience to create the campaign website. When completed, the campaign website will be the main campaign resource for information and suggestions, and will include a discussion board and a list for future university endorsements.

**5. Build a coalition of general student groups (September 2011 – November 2011)**

Another important step that the Steering Committee will take is to introduce the issue of a green fee to student groups. Informing students about this initiative through student groups will be the main impetus for gaining student support, and will be more effective at increasing the coalition base than attempting to access students one by individually.  The focus in presenting the green fee to student groups will be to highlight the green fee strategy by saying that this is a way to become extremely involved in sustainability on campus and truly be the movers of the UM campus towards to a more sustainable future.

The committee then will request that each student group communicate about the green fee initiative to the rest of their group members. They will also ask for each group's support of the green fee through a signed letter of endorsement. This endorsement will document student support needed to bring the green fee to the administration. Because there are thousands of student groups on campus, the focus should be on large student groups that have sufficient reach within the campus community. The categorical groups to target are as follows with several examples for each (these examples are not a comprehensive list and may be used with discretion):

Political Groups
*ie. College Democrats and College Republicans*

Large Student non-profits
*ie. Detroit Partnership, Dance Marathon*

Ethnic/Cultural Student Organizations
*ie. IASA, American Movement for Israel (Hillel)*

Pre Professional Organizations
*Michigan Advertising and Marketing, Real Estate Club, Pre Law Society*

Student Greek Life/Fraternities and Sororities
*ie.  Alpha Epsilon Phi, Chi Omega*

Athletic Organizations
*ie. Intramural sports, club sports*

Housing Organizations
*RA Organizations, Forums*

Honorary Organizations
*ie National Honor Societies*

Art/ Visual Peformance Groups
*Theater groups, MEDMA*

## 6. Rally environmental administrative support (September 2011 – November 2011)

In this step, the Steering Committee will rally administrative entities that support sustainability initiatives throughout University of Michigan.  The committee will target both administrations for the entire university and for individual schools within UM.    These administrations were selected because of their obvious and advertised devotion to sustainability on the UM campus.  The goal of this step is to win the favor of these administrations and have them then foster excitement and encourage support of the fee within their students clientele.

The Steering Committee will go about contacting these administrations by phone and/or email.  In their communications, the committee will include ideas from the strategy as a way to convince these administrators that a fee would be a useful addition to UM.  Because these are the environmentally focused administrations, they would be likely to be swayed by a presentation of the information that a green fee is a way to allow them to engage with students through sustainability projects.  Also, prompting them with the idea that a fee is a way for them to see their sustainability goals happen on campus, as well as to a way to contribute to larger university sustainability goals may persuade them to support the fee.  Final benefits to talk with them about are staying competitive with peer institutions and enhancing the university's reputation as "leaders and best."

If and when an administrator does not give support for the fee, there will be methods taken to apply public pressure. One method of pressure is to involve the media. The media strategy team will  continue to write op-eds and articles in newspapers specifically showing the lack of administrative support and highlighting the amount of student support. Another tactic may be to rally certain sustainability administrative entities to put pressure on those that do not support the fee. These tactics can be taken at last measure, to ensure the administration acknowledges the student support of a green fee.

 If and when an administration gives its support of the green fee, the Steering Committee will offer a set of steps to take to engage students.  These will include informing students of the possibility of a green fee and its benefits, the administration's support of the fee, and the fact that students have the voting power to demonstrate their support.  The committee will suggest that the administration's support be sent out to students in emails as well as added to the green fee website and the administration's website.

The administrative entities that encompass the whole student body are listed below:

1.  Office of Campus Sustainability- (734) 615-7025 / ocs_contact@umich.edu.
2.  Graham Environmental Sustainability Institute- (734) 615-8230 / graham-institute@umich.edu
3.  Planet Blue- planetblue@umich.edu
4.  Environmental Sustainability Executive Counsel- Terry Alexander, Executive Director, Office of Campus Sustainability, (734) 647-1143 / tgalex@umich.edu

The administration entities for individual programs are listed below:

1. Program in the Environment- (734)763-5065 / environment.program@umich.edu
2. School of Natural Resources and the Environment- (734) 647-4342 / snre.consultants@umich.edu
3. Energy Systems Engineering-
     1. energysystemsinfo@umich.edu
     2. Suljo Linic, Director, Energy Systems Engineering Program. (734) 647-7984 / linic@umich.edu
4. Gerald R. Ford School of Public Policy- Marcella Brighton, Chief Administrative Officer, (734) 764-3491 / brighton@umich.edu
5. Stephen M. Ross School of Business- (734) 764-1363
6. School of Art & Design- Patricia Hodges, Executive Assistant to the Dean, (734) 763-4093 / phodges@umich.edu
7. Fredrick A. and Barbara M. Erb Institute- (734) 647-9799 / erbinstitute@umich.edu

## 7. Create a media strategy team (September 2011 – November 2011)

One of the most important steps in any campaign is communication with the public. The student steering committee will request volunteers from the newly formed student coalition to join the media team, who will oversee campaign exposure. The media strategy will include, (but is not limited to), the following:

- Speak with the editor of the Michigan Daily about publishing a neutral article about the campaign that would highlight what a green fee is, the potential impact of a green fee, how it would work at UM, a campaign overview, and how to get involved with the campaign.
- Frequently submit Op-eds in the Daily with a different focus. For example, one Op-ed might describe innovative projects that green fees have funded on other campuses and highlight the sustainability opportunities specific to UM. Another Op-ed might focus on the opportunity to build a stronger relationship between students and the administration as far as university priorities. Another Op-ed might respond to another Op-ed submitted by a student who opposes the green fee.
- Speak with the head producer of WOLV-TV about making a commercial to be aired frequently throughout the campaign. Viewership of WOLV-TV was recently expanded beyond the dormitories on campus to the entire local community of Ann Arbor.
- Set aside one day a week for face-to-face communication in the Diag. The team will hand out small fliers with FAQs, with the website listed for more information. The team will also have an email list sign-up sheet for those interested in updates or campaign volunteering opportunities. The media team will be in charge of sending out period emails to those on the email list.
- Hang small fliers with the banner design in the bathrooms of various campus buildings and on campus buses, advertising the website and information sessions.

• Chalk the Diag with the campaign name, website, and information session dates.
• Hold regular information sessions, which would be treated as an inter-group dialogue.

## 8. Harness public support

### a. Get 1,000 signatures on a petition (December 2011 – January 2013)

The petition can be a powerful tool for garnering support from students about various issues that will affect them. For the purposes of this paper, the topic at hand will refer to the establishment of a green fee. A petition can be found at https://www.msa.umich.edu/upetition/ (Summers, E-mail). This website will allow any student organization to create an easy to access petition that can be sent electronically to students across campus. This petition would be set up by the steering committee managing the green fee, which would construct the petition so that it clearly states that the goal of the green fee is to engage both students and administrators in the environmental awareness process. The writers of the petition will set it up by establishing their purpose, position, and any additional information they feel is relevant to conveying the idea that the green fee is a way for students to take a leading role in shaping a greener campus. Students who sign the petition can rest assure that the petition will reflect what they intended to sign, as the petition cannot be altered after it goes live (Summer, E-mail). The Michigan Student Assembly (MSA) uses petitions to allow student groups to request MSA adopt student government policies, and these petitions require a minimum of 1,000 signatures (MSA Constitution, art. VII, sec. I). However, because the establishment of a green fee is outside the realm of power that MSA has, there is no minimum of maximum requirement of signatures. Therefore, the activist group managing the petition should try to have as many students sign the petition as possible in order to strengthen their position to propose the plan to the Office of the Provost, which manages the budget committee. This petition is another way of allowing students to voice their opinions and have a direct role in the process of passing a fee. It also allows administrators to see how willing and engaged students want to be with the establishment of a fee.

### b. Introduce issue to all student governments through a resolution (December 2011 – May 2012)

The importance of gaining student government support cannot be overstated because student governments are the key link between the students and the administration. The student government strategy is twofold:

The Steering Committee will first present the interview responses and recommendations on the nature of the green fee contained in this report for feedback. This will be similar to the tactic to introduce the fee to student groups, as the fee will be introduced to various student governments as a method of empowering students to be involved in campus sustainability. Student governments are representative bodies for their constituents, so if they can get reactions and advice from student government groups, they will better able to recommend a green fee that represents a greater proportion of student views on this campus as a whole.

Secondly, the Steering Committee will draft a student government resolution in support of the green fee. The resolution will be based on the research and findings for a green fee at UM. Each student government will subsequently be asked to pass this resolution in support of the fee. This will help the campaign demonstrate and gain student support. Additionally, a resolution will help foster a campus discussion around the student green fee, which will also be a key marketing tool for the eventual passage of the fee as well.

There are numerous student government groups throughout campus and the goal will be to meet and present before all of them. This will allow the campaign to reach a more diverse number of students. The Steering Committee will start with Michigan Student Assembly (MSA) as they are the central government on campus. The Steering Committee will then target other student governments for large and small colleges at UM. While there are a large number of student governments on campus, the governments that should be first targeted are as follows:

College of Engineering Council
LSA Student Government
Rackham Student Government
Public Policy Student Government
Athletic student government

The Steering Committee will also go to resident hall governmental structures that will enable them to reach a large number of students as well. This comprehensive approach will provide the support needed to eventually take the green fee proposal to the administration.

## 9. Continuation of education and exposure (December 2011 – January 2013)

As in any political campaign, it is necessary to continually seek positive publicity and support and respond to criticisms that arise. In an article titled "Managing sustainability communication on campus: experiences from Lüneburg," Franz-Balsen et al. postulate that good communication is key: "without listening and responding to those around you, it is difficult to provide useful educational services or encourage different behavior" (432). Therefore, the media team will continue to educate the public and foster discussion around the campaign.

## 10. Harness larger university administrative support (September 2012 – January 2013)

In this step, the Steering Committee will contact larger administrative entities to solicit their support. These entities will include the Office of Student Affairs, General Counsel, Office of Academic Affairs, Office of the Provost, and President of the university. The Steering Committee will contact these administrators by phone and/or email for initial contact, and then set up a time to discuss the green fee in depth. Public support by the university's administration of the green fee will look favorable in the eyes of the ultimate decision makers, the Board of Regents, and the Committee on Budget Administration.

In order to persuade these administrators to support the fee, the Steering Committee will

bring up the point that a green fee is a way to stay competitive with peer institutions, as more than 60 other universities and colleges already have a green fee and many of those universities are competitive with UM.  These administrations are likely to be swayed by the idea that a green fee can enhance the university's reputation as "leaders and best" and that it will contribute to UM's sustainability goals and promises.

If the administrative support is not received, there will be public pressure applied to the larger administration. This will be in two forms. The first form of pressure will be through media and the media strategy team. The media strategy team will write op-eds and articles in various publications voicing the lack of administrative support. The second form will be in coalition building. This tactic will involve rallying administration that supports the fee to help convince those that do not. These methods can be taken with precaution, but will ultimately help ensure the larger administration is supportive of the fee going forward.

Upon receiving support, the Steering Committee will ask these administrations for permission to add their names to the green fee website on the list of supporters as a way to publicize their support. Both the Steering Committee and the administration will have to anticipate reaction and criticism from parents and alumni who will likely contact the administration with their opinion.

The administrative entities listed below are listed in order of importance to contact (that is number 1 should be contacted first because she is most influential).  As an important figure head of the university, the President has the ability to advertise widely and to sway the opinions of many people, thus she is listed first.  It is the Provost's job to bring suggested budgetary changes to the Board of Regents, for this reason he is a very important person to attain support from and is second.  Both the Office of Student Affairs and the General Counsel have access to the pool of all students on campus, so with their support a great amount of students could be contacted. Academic Affairs is listed last only because each dean would need to be contacted making this suggestion much more labor intensive and harder to achieve.  But the benefit of enlisting the support of each college is that it is more personal for students if they see that the dean of their *own* college supported the fee, rather than if they see a name that they don't know from a higher administration listed on the green fee website.

Contact information for the administrative entities is listed below:

- · President of the University- (734) 764-6270 / presoff@umich.edu
  - · Go to a fireside chat
  - · Sally J. Churchill, J.D., VP and Secretary, sjc@umich.edu
  - · Nancy Asin, Vice President Staff, (734) 763-5553 / nasin@umich.edu
- · Office of the Provost- provost@umich.edu
  - · Email him, don't call him.  His email goes through his secretary who then sends them on to him.  If the Provost thinks your request is worth his time he will set up an appointment with you through his assistant.
- · Office of Student Affairs- linlajoi@umich.edu
  - · For more information about this contact Student Activities and Leadership (734) 763-5900 salead@umich.edu

- General Counsel- Danika Varner, Attorney for Student Affairs, (734) 764-0304
  - ovpgc@umich.edu
- Academic Affairs- contact the Deans of the following schools, colleges, and departments:
  - Architecture & Urban Planning
  - Education
  - Engineering
  - Rackham School of Graduate Studies
  - Law
  - LSA
  - Medicine
  - Music, Theatre, & Dance
  - School of Information
  - Social Work

## 11. Pass the green fee (February 2013 – June 2013)

The final step in passing a green fee is to ultimately have it presented to the Board of Regents. In June, the Board of Regents meets to determine legislative changes for the upcoming academic year. At this meeting, the governing board re-approves existing fees and also has the authority to vote on new fee proposals. The Office of the Provost handles the budget committee, and the Provost takes the new budget plan to the Board for approval. Thus, assuming that the budget committee approves of the idea of a green fee, then the Provost himself would request it passed by the Board of Regents. This would also entail presenting all the support of students and the desire for students to be active in the legislative decision making process at the university. The approval of a fee by the Board of Regents would highlight the student body's commitment to taking a hands-on position in managing their contributions to the university. This also empowers the administration for taking a stance to support cooperation between students and staff. And, if the governing board approves the fee, it will have taken a great step in bringing UM towards a greener future and left a lasting legacy.

# Opposition: Q & A

**Q: Since students alone are paying for the green fee, why is eligibility for project funding opened up to faculty, administration, and departments as well? Why don't all projects have to be student projects?**

A: The nature of sustainability is inclusion. Therefore, sustainability projects and initiatives aim to benefit everyone. For example, a grant used to pay for a staff member to work a few days a week in the Office Supply Reuse program, a program that needs bolstering which collects unwanted but reusable office supplies and makes them available for redistribution to university faculty, would essentially help reduce the university's total waste, which benefits everyone. The same reasoning might be applied to solar panels on the Fleming Administration Building, for which an administrator might apply. Another example is university research. There are numerous and significant research opportunities that the university does not have the time or resources to pursue. As most administrators, heads of departments, and professors have extremely busy schedules, any one of these people with an interest in pursuing a sustainability project will likely need student aid to see through their completion. Therefore, extended project eligibility does not limit student involvement, but extends the possibility of impact throughout campus.

**Q: A student green fee seems like a way for the administration to evade taking responsibility for campus sustainability. Why should the students have to pick up the slack?**

A: While the university has the responsibility to educate students about sustainability and to reduce its environmental impact in general, a green fee does more than provide the funding for current gaps in sustainability on campus. Most importantly, a green fee engages students and encourages forward, active, and innovative thinking around sustainability. For those students who wish to work on a project, a green fee gives them a creative outlet to apply sustainability and a hands-on experience in the application of those projects. For those students not active in the project process, a green fee exposes them and the rest of the campus to the possibilities of sustainability and fosters conversation about the role of sustainability in a large institution such as the university.

**Q: Why can't a fund toward sustainability on campus be paid for another way?**

A: In four instances to date, schools have increased funding for sustainability initiatives without adding a specific green fee by either earmarking existing student fee revenue toward sustainability projects or demanding the administration increase sustainability funding, but these instances are rare (Bintliff 10). Though no increase in fees at UM is ideal, the process of passing through the loopholes of the university's bureaucracy to have funding restructured is difficult. A green fee is a more direct way to obtain funding for sustainability projects, with the added

benefit of student engagement. Moreover, green fees are typically negligible compared to the total cost of attendance.

**Q: Why are you proposing an additional student fee right now, considering the dismal economic climate, especially in the state of Michigan?**

A: The economic climate is Michigan is not optimal to add another student fee. However, the funds from the green fee will go a long way. Grants are exceptionally important to really further sustainability from all fronts at UM. Moreover, the loan option for the green fee contains considerable economic value. The use of a revolving loan fund will optimize funding collected from a green fee because the loan will be available to sponsor another project when reimbursed. Further, although the state of Michigan is currently in terrible economic condition, establishment of a green fee is an investment in the future. Problems associated with climate change and environmental degradation have already begun to arise and are only worsening. The future will bring more natural disasters, less oil availability, nature resource scarcity, and many more public health risks. UM exists to generate leaders than can attempt to solve such imminent problems. The University of Michigan Mission Statement declares that UM strives to serve Michigan and the world "In developing leaders and citizens who will challenge the present and enrich the future" ("University of Michigan Office of the President"). A green fee can cultivate campus leaders that are interested in solving environmental problems using sustainable methods and can improve the earth's currently bleak and unsustainable future.

**Q: How can you ensure that the money raised from the green fee will really make an impact on campus?**

A: The hope is that a strong, diverse group of students and faculty will sit on the grant committee, ensuring that funds collected have maximum impact. Grant committee members will ideally have a comprehensive understanding of the sustainability gaps on campus and their level of importance, so that funds will be distributed accordingly. Faculty members, though without voting power, will be consistently present to offer advice and opinions to student members on how funding should be allocated. In addition, the Steering Committee and SSI will attempt to maintain transparency and internet communication throughout the allocation process to express to students the possible funded projects and their impact. Lastly, the grant committee will hold a public meeting for campus residents to voice their opinions about possible funded projects. If people harbor any worries about the allocation of funds, they can voice their opinions at the meeting.

**Q: Does a green fee really have the same value as other student fees, like student legal services and health services?**

A: Student fees, such as legal and health services, are services accessible to all students when needed. Their presence benefits everyone because they fund important services and in the case that a need arises for such a service, they are available. However, such services are not

consistently used by all students. Likewise, a green fee will not be consistently used by all students, but will be available when students wish to apply for project funding. Moreover, just as healthcare and legal protection is necessary for all people, protection of the health of the planet is extremely important. To protect ecosystem services and resources, and the livability of the planet for future generations, environmental literacy must be provided to all students; a green fee is a viable way to accomplish this. Like legal and health services, the effects of projects will be felt throughout campus, but not all students will directly participate in the green fee projects. But whether a student participates or not, the need for more student opportunities in sustainability at UM will be addressed, and the opportunity for involvement will be open to students who wish to engage.

## Conclusion

Sustainability continues to grow in popularity and importance as people realize the value of passing on a livable planet onto future generations. Colleges nationwide are establishing sustainability institutes, offering many new sustainable courses, and inspiring student involvement along the way. However, the University of Michigan, which prides itself on being the "Leader and Best," went from a B+ to B this year on the Green Report Card, suggesting that UM has much work to do in terms of sustainability ("College Sustainability Report Card"). A green fee holds the key to truly strengthening sustainability at the University of Michigan. The entire campus can be engaged in some capacity, by either working on a project or observing as projects develops on campus. All sectors of sustainability can be focused on through variability of projects funded through a green fee. Essentially, the many gaps in sustainability that exist at UM can begin to be addressed through a green fee as it opens the doors for increased funding for all campus members with interest in starting a project related to any category of sustainability. Most importantly, a green fee is a unique opportunity because it engages students and encourages forward, active, and innovative thinking about sustainability.

The idea of engaging students is the crux of what the green fee at Michigan is about. Our research shows that there is indeed a niche to be filled at UM, and that is student engagement and involvement in sustainability. Whether students actively partake in green fee projects or are further exposed to sustainability through the presence of projects around campus, a green fee provides tremendous student advantages. This student involvement will not only lead to more sustainable ingenuity, but also provides the necessary student enthusiasm to create a more prominent culture of sustainability on campus. Such a culture can be the means to propel UM towards the sustainable future it must move towards.

Michigan must continue to distinguish itself from its peer institutions; it is an extremely innovative and forward-thinking university, but this must is displayed by adopting progressive policies such as the green fee. Academic institutions around the nation continue to implement green fees, and UM should certainly be among them. In order to embody the traditional "Leaders and Best" saying in terms of sustainability, the University of Michigan must adopt a green fee.

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**Appendix I: List of environmental organizations and programs of study**

**Undergraduate**
Engineering:
Civil and Environmental Engineering
Climate Science
Earth Systems Science and Engineering

Graham Environmental Sustainability Institute:
Geological sciences (Earth system science, environmental geosciences, earth sciences, oceanography)
Graham Institute Sustainability Scholars Program

LSA:
Program in the Environment
Biology (plant biology, ecology, evolutionary biology)
Chemistry
Ecology and Evolutionary Biology

**Graduate:**
Engineering:
Energy Systems Engineering
Engineering Sustainable Systems Dual Degree
Environmental and Water Resources Engineering
Erb Institute for Global Sustainable Enterprise

Graham Institute:
Graham Doctoral Fellowship Program

Law School:
Environmental Law

LSA:
Biosphere Atmosphere Research and Training

Public Health:
Environmental Health Sciences

Environmental Quality and Health

Public Policy:
Natural Resources and Environment Public Policy

School of Natural Resources and the Environment

Taubman College of Architecture and Urban Planning:
Regional and Urban Planning

**Student groups:**
Bass Fishing Team
BLUElab
Challenge X Hybrid Vehicle Team (CX)
College Democrats Environmental Committee
Cultivating Community
The Detroit Partnership
Earth Week (Informational e-mail address)
Ecology Center Students in Action (informational e-mail address)
Environmental Action (EnAct)
Environmental Enthusiasts (informational e-mail address)
Environmental Health Student Association (EHSA)
Environmental Policy Organization
Environmental Issues Commission (EIC)
Environmental Law Society
Erb Institute Student Advisory Board
Focus the Nation

| | |
|---|---|
| Freedom from Hunger | School of Natural Resources and Environmental Student Government |
| GlobeMed | SEEDS (Strategies for Ecology Education, Development, and Sustainability) |
| Go Blue Discover Green | Solar Car Team |
| Green Greeks | Student Animal Legal Defense Fund |
| GrEENPEAS | Student Environmental Action Coalition |
| Hayerukim | Students for PIRGIM (Public Interest Research Group in Michigan) |
| Industrial Hygiene Students Association | Sustainable Agriculture Work Group (SAGI) |
| Intercooperative Council (ICC) | Sustainable Alternative Energy Student Council (SAESC) |
| International Law Society | Student Sustainability Initiative |
| Michigan Animal Rights Society | Society of Les Voyageurs |
| MSTAR (Michigan STudents Advocating Recycling) | Squirrel Club |
| Michigan Student Sustainability Coalition | Undergraduate Political Science Association |
| Michigan Sustainable Foods Initiative | |
| Net Impact Undergrad | |
| New World Agricultural and Ecology Group | |
| Nourish International | |
| Planners Network | |
| RecycleManiacs | |
| Roosevelt Institute: Policy Center for the Environment | |
| Ross Energy Club | |
| Ross Net Impact | |

## Appendix II: The Interview Questions (not yet referenced in paper)

**Background information:**
We are students in an environmental course on campus and are completing a research project that requires student input. Can we offer you a $5 gift certificate to help us out?

**Demographic information:**
1. What is your year in school?

2. What is your major?

3. Are in you in-state or out-of-state?

**Environmental awareness:**

4. Rate your awareness of environmental issues on a scale of 1 to 10. 1 is unaware, 10 is very aware.

5. Do you know anything about UM's environmental sustainability efforts? Yes or no.

      a. If yes, how do you think UM is doing in terms of environmental sustainability efforts on a scale of 1 to 10? (1 is terrible, worst of all campuses; 10 is top school in the country).

      b. Why?

**Background information:**
For our project we are researching the feasibility of green fee, which is a student fee collected annually or biannually. The fees typically go into a fund that is administered by students to be used towards environmental sustainability projects on campus like renewable energy, sustainability education, or other initiatives. When we refer to sustainability, we mean using resources in such a way that does not compromise future generations.

**Initial impression:**

6. Does this seem like something Michigan should have? Yes or no. Why or why not?

7. What concerns would you have adding a fee for student-initiated environmental projects?

8. What would you be willing to pay per semester? (When they stop, let them know how much money it would generate if JUST undergraduates were polled).
      a. $0..........$0

b. $1..........$26,208
c. $2..........$52,416
d. $3..........$78,624
e. $4..........$104,832
f. $5..........$131,040
g. $10..........$262,080
h. $20..........$524,160
i. $30..........$786,240

Why did you stop there?

9. What would make you support a fee? What would make you oppose it?

10. Are there any specific initiatives you would like the fund to go towards

Then how about....?

a. Purchasing renewable energy
b. Retrofitting buildings to be more energy efficient
c. Buying carbon offsets
d. Funding environmentally-related student groups
e. Buying more local food
f. Expanding our composting program
g. Community initiatives
h. Sustainability education

## Appendix III: Interview Responses

Demographic information:

**Year in School:**
Freshman: 7

Sophomore: 14

Junior: 15

Senior: 16

5th years senior: 2

Graduate: 4

**Major:**
Double major civil engineer & LSA Natural Resources 1
Electrical engineering 1
Civil engineering 3
Biomedical engineering 2
Computer engineering 1
Chemical Engineering 1
Civil and Environmental engineer 1
Theatre 1
School of Information (grad) 1
Informatics (grad) 1
Violin performance (grad) 1
Historical musicology (grad) 1
Architecture 1
General Studies 1
English 3, 1
Mechanical Engineering 2
Pite and Japanese 1
Public policy 2
Sociology/Communications 1
Undecided 5
Pite 4
Economics 1
School of Education 1
Sociology, Psychology double major 1

Spanish 1
Psychology 2
Biology 1
Chemistry 1
Business 2
Neuroscience 1, 2
Sociology 1
Nursing 1
Political Science 1
Kinesiology 1
Double Major Economics, Math 1
Undecided 1
Double Major Economics, Communications 1
Communications 1


**In-state:** 36


**Out-of-state:** 20

**Environmental awareness on a scale of 1-10**
**1-**1
**2-**2
**3-** 1
**4-**5
**5-** 11
**6-** 15
**7-** 10
**8-** 4
**9-** 5
**10-**2

**Do you know anything about UM's sustainability efforts?**
**yes-** 32
**no-** 22
**kind of/a little-** 3

**If yes, how is UM doing in terms of sustainability?**
**1-**
**2-**
**3-**
**4-**3

**5-**6
**6-** 11
**7-** 9
**8-**2
**9-**1
**10-**3

**Why?**
Lots of focus on LEED buildings

Planet Blue is big
Water filling stations
SNRE is becoming a popular school
Environmental science majors are everywhere (increasing interest in sustainability)

Environmental sustainability is overblown. This would be pushing up tuition for a political cause that is dumbfounded.

A lot of things they do are smaller things with a lot of PR, but other schools do bigger infrastructure things.

People are aware of stuff that they are trying to do, but not sure how they could make students more aware of how to be environmentally conscious.

Dining halls trayless, buy local, trash cans separating recyclables

B+ sustainability report card

transportation biodeisel, pite, sust education

planet blue, energy savings around campus, shut lights off stickers, etc.

dana building, classes in sustainability

water fountains, for water bottles

number of LEED buildings

dissappointed with how slow things move with sustainability. think we are falling behind other campuses.

They have changed recycling in dorms. the dana building- its very environmentally friendly in there.

We do have some emphasis, but there are a lot of things we could do to make it better.

In the past couple of years, there has been a push for it. Concept of what we want to get done, different meetings, but more we could be doing, especially in housing.

There is a green roof I think for the biology building, recycling bins, fans for air conditioning are strictly regulated, not sure how that compares to others.

SSI
Water bottle filing stations
they are doing a lot but I don't know it all

Seen some green things (meaning trees and grass)

The school is trying but not doing great

There was a seminar and research in the Drama Center

UM is more interested in announcing that they are sustainable, not necessarily than doing anything

Don't know much, but it doesn't seem like much

Doesn't seem like much

I don't know much

NO

no

Sees recycling things, non-smoking buildings. Knows there is more that can be done

A lot of student organizations putting in efforts, also sees toilets, fountains- little things on a day-to-day basis.

A concerted effort to recycle, emails to inform about sustainability efforts to students, so assumes it is making a difference

Only see what is in public places like in the bathrooms and recycling.

Knows about environmental programs, which are doing well, like in the law school and SNRE. The rest of the school is not doing a very good job

dining hall, trayless, local food

trash cans in big house

east quad

trayless

recycling

not use trays

trayless

trash cans separate

B+ report card

transportation, biodiesel

trash cans

food in east quad

reduce paper

planet blue

advertising for recycling in dorms

**don't know about other campuses

dissatisfied with how things are moving. much to slow

recycling bins in dorms

energy saving lights

cafeterias using a lot of trays

water reduction in toilets

water bottle fountains

dana building

signs for lights off

recycling

see a lot of projects for recycling, energy effieciency

everything is slow, ssi, leed buildings

**Initial Impression**
**Does this seem like something UM Should have?**
**Yes-**36
**No-**6
**Maybe-**4

**Why?**

Sure, don't really care. Sounds good over all

In theory, yes.  I'd want to know details, breakdown, specifics, where it's going

If we can be charged a student activities fee, we can be charged this too

Yes, I support it.  Think it' probably not feasible

yeah, think so

It seems like a good idea, like the environment is a really big issue lately.

This seems like something the University would have.

Money helps in situations like this

Want to see us get better

if its minimal, yes

reduce global warming

that way some sort of money will be sure to go towards this cause

investing in money now will save money later

big college, big environ impact

its attractive to students when they hear about U-M's environmental efforts

keep up w competitors

leading research institution, should take lead int his effort

Michigan is educating the leaders of tomorrow and for the world to be around tomorrow, we need to teach them how to take care of it.

Sounds like a good idea, but I feel like people would be opposed to paying more.

We all should take a little bit and make an effort, especially because Michigan and ann arbor are so green.

Doesn't compromise anything in the future. There is no harm to trying it.

Jump start a lot of projects that need to happen, but there is not the funding for it.

We already have a fee on other things. I would make it a standard to put funds toward sustainable efforts.

UM already has lots of fees without student choices.

Unless forced to do it, people won't realize it is too late. We need to nudge people.

As long as small and manageable, I would support it.

As long as the specifics are included. Doesn't want to pay too much more, though.

If a reasonable amount.

Depends on how much, if reasonable, then yes.

Assuming it is not too big. There are so many students, it seems like the fund shouldn't require too much per student to go a long way.

A good idea.

If the amount is appropriate, it is good for the Earth.

It helps foster awareness of the environmental program. At the same time, forcing a fee might not be a great idea. We would have to find a compromise.

If it benefits the school and students, it sounds like a good idea.

Makes sense in the long run to pay a little money now to save money and help the environment in the future.

if its minimal yes

want to see us do better

money helps

reduce global warming and energy issues

that way some money will definitely go towards sustainability

investing money now will save money later

better for environment in general

large group of people, large amount of resources

good to be sustainable, keep up with competitors

similar to lab fees, student fees, etc not a big deal

helping environment is important

leading research institution, needs to take lead in large environmental matter

**No-**

**Why not?**

No oversight over who manages it (students or administrators?)

Students should not be forced to pay more fees when money is already tight

Don't want to pay for something that is risky

Don't want to pay for something I don't care about

Environmental sustainability is overblown. You should not force people to support sustainability. You are forcing people towards a political cause. It pushes costs up, which are already exorbitantly high.

Don't know if it should be STUDENT money paying for the fund.  Should come out of the university's pocket based on how much they are getting from endowment and spending on new buildings.  BUT Um should take the money it's spending on new stuff and put it toward retrofitting old stuff and making old buildings more sustainable, should focus on energy consumption specifically.

UM probably has enough money already to do that.  They could come up with a fee for anything if they pass this one.  I don't want to be asked to support something I don't know specifics for or why I'm paying.  Lack of money isn't the problem necessarily, could do that with the money they already have.  It's rude to ask for more when tuition is already so high.  UM is spending frivolously (ex: new CC little bus stop shelters) but not wisely.  Won't spend this fee wisely either.

It should be optional, not forced. The university would be overstepping their boundaries, we are here to get an education.

**Maybe-**

Depends on specifics, objectives, programs, and the amount.  I think it's a pretty good idea, people would be willing to do it.  But I need more details to say yes.  Could it be an optional fee?

IF it were successful then definitely.  It should be tested out to see if it works.  Give it a few years and review it.  Ask has it worked? before giving it permanent status.


**What concerns would you have about adding a fee?**

That you would be spending money and not making an impact. There is nothing proven that will make or break the environment. It could not make a big impact because frankly I don't think there is a big issue.

I wouldn't really have a lot of concerns. It is pretty necessary. We pay a lot, what is a little more?

How much? Is it something I am not going to notice on top of my forty grand?

"I would really like to see where the money is going to," like sending out emails so its not just another fee. And pooling money to get bigger things.

Not everyone would buy into it.

Students on campus that don't have a lot of money to give…So adding another fee might be a lot to pay for.

Extra costs, but there are already extra costs. But it is another fee students have to pay for.

Some students would probably complain about paying it, but I would have any complaints.

Not really any, depends on the size of the fee.

UM already has lots of fees without student choices.

If It wouldn't be spent properly, how, where it is being spent.

Rising tuition costs, lack of state funding.

In addition to tuition

Want to see results

Biggest concern is if it is not used properly to yield proper results.

opposition to this fee by other students

worry money wont go to the right places

None- doesn't pay his own fees.

Not sure.

There are a lot of kids on financial aid.

Concerned with how efficiently the money would be used. Also, the amount. Thinks that required fees are better than optional fees, though.

Personally, would pay the extra money, but other people might not want to, and doesn't believe they should have to if they don't support it.

People might not want to pay the fee if they didn't have too especially because they might not see the immediate impact.

Concerned with whether or not the money would help the students and the students could see what it goes towards/progress of the projects.

Thinks that the rest of the campus, herself included, would be concerned about the amount.

To be an out-of-state student is very expensive, there are a lot of things that tuition covers that we don't use at all. Wouldn't want another expense like that.

Having to pay too much more money, and knowing what they are actually doing with the money.

Tuition going up, perception from students that UM has a lot of money already. When the university does good THEY are the ones getting savings and reputation, so why should students be paying.

other than it doesn't work, no

people would need more details to say yes

the money wouldn't be used productively

public at large isn't willing to spend money on environmental issues over other more pressing ones

Think the fee might not work

Is it actually green, or is it just making people feel better?

Practicality of the fee. ex: printers taken away to reduce paper usage, but now there aren't enough printers. Bus trips reduced, but now we have to wait longer for the bus.

only price

pretty hard to get it to happen because it's not the admin pushing it, its and outside group
on campus awareness events may be better than integrating it into tuition. Environmental ed on the diag for example and ask for donations there

too much money

tuition really high

tuition is already high

tuition is high

student complaints

student complaints

people dont understand environment so wouldnt support it

complaints

high tuition

money

needs to be well advertised

amount of money

results

results

worry money wont go to the right places

**What would you be willing to pay per semester?**
**$0-**5

**$1-**2

**$2-**

**$3-**

**$4-**1

**$5-** 8

**$10-** 16

**$20-** 9

**$30-** 12

**Other:**
**$15-** 1

**$35-** 1

**$75-100-** 2

**Why did you stop there?**
Because this is not a big issue. It is taking money from people unjustifiably. People should be able to choose which causes they support and don't support.

Thirty dollars seems like a lot more than twenty. I have to eat.

Twenty dollars is like groceries for two weeks.

Fifteen is still small enough that I would be willing to pay, and it would really add up.

I don't know.

I like five, it's a nice number.

No more that I could pay. I am already paying $25,000 a year.

Not that outrageous compared to tuition and other things.

When I was in RHA, I cant remember what the student fee was. It was $10 or $15.

$5 just seems like a low number.

Compared per semester to MSA/ student government fee. MSA is not as important as the environment. Ten dollars is affordable in the scheme of things.

$7- That is arbitrary, but that is the student government fee. It shouldn't be more than that.

Not a big deal, eat out less, overall costs 2 cents a day

tuition is already high

50 dollar theft fee, already high fees

cut down on sandwiches will pay for the fee

need to know what it is going to, for what before they would pay more

its for the environment!

not a lot considering other fees

parents money

this will make me feel good, whats thirty dollars for the environment if its done well

thought 20 dollars is fair between high tuition and caring for the environment

Thinks they are all low, environment is important

(Person chose 30) - I can afford it, so why not?

5 feels like an arbitrarily good place to stop

$10 is not too much and it will be enough to raise a lot of money.

Something smaller like $5 would be better, pays for school on his own, doesn't live on campus.

Up to $20 is reasonable, especially considering the amount of students at UM.

Nothing more than $20 because for students money is tight. It would seem like a lot if students didn't feel the impact first hand.

Anything over $20 would be too much.

Thought it was going to be a lot more, in the thousands. $30 would be fine.

First said $50, then changed mind to $20 because it just seems reasonable. Doesn't know relatively how much it would mean to her.

Was thinking a lot more at first, so $30 seems fine.

No more than $20.

my expectations were 400-500.

I'm poor, don't want to pay 20 or 30

my price depends on the specifics, what it will be used for

Could be more if it was hidden in fees (meaning doesn't say on our bill)
Less than 10 because more would be taking away from money for food

20 among everyone adds up to a lot

means eating out a bit less

tuition is pretty high

already high fees such as 50 dollar theft fee

cut down on sandwiches

Parents money

need to know more before i can support more of it

not high considering all other fees

for the environment

parents money

whats another 30 dollars with existing high fees

wiling to give money towards the environment, not too much, 20 dollars seems fair

that's a lot of money yielded for a fair cause

they are all low

**What would make you support a fee?**

If it was somehow channeled back to students

if students could request money, if it could be used by students on off campus projects

whatever is ok

if it was connected to research programs, support experimental initiatives

nothing really would make a big difference

I wouldn't support it. There would be a minority that would be hurt, cant protect that minority. I am protecting that minority.

It would be cool to see the money I pay directly affect…See improvements being made with the money I pay.

If I knew what it was going for, like what specific projects the money is spent on.

If there is a clear plan  about what it is used for.

If the effects would be visible. I just watched an *Inconvenient Truth*. It is such a problem.

My year because as you go up in the years here you gave more to pay. It is a good cause and I think if it is promoted right people would catch on. Students come from communities with recycling.

It is cheap to help.

I would support it if I knew exactly where money was going.

If it is going towards renewable alternative energy, housing or off campus.

I would support it if I knew what was being done with the money.

If I knew there would be solid evidence, evidence that something has improved.

If I could see data and an impact, or if it raises the stature of the university, if cost-benefit ratio was high.

going towards the environment

if more people supported it

as long as i can see results

Knowing what they are doing, how it will affect us, with updates on what's happening.

When people first start talking about things, students care and then tend to forget. So updates on what the money is going towards would be appropriate.

If it was something that impacts students. Seeing progress made is important.

Depends on the amount of information the organization gives and what they do, seeing the effects.

Would support the fee only if it was optional. Does not want to force people to pay for something that she believes in personally.

Students would need to be made fully aware. Updates with what the money is going towards that were detailed and well-written would make it okay.

If whoever runs it gave a good idea of what the money is going to be used for, and the effects. This is very important.

A reasonable amount.

If they were to show where the money is going and why its effective.

results

results

results

getting more people other than PitE students

more people interested

beneficial

what they will do with it

**What would make you oppose it?**

if it was mandatory i would support it, it should be a choice

if it was used for ridiculous things, going to waste.

having it go toward something i don't like

Nothing I could really think of.

I would oppose it if nothing got done.

We already pay a lot to go here.

I wouldn't oppose it.

I would oppose it vague and it didn't seem like something that would actually happen.

Not really sure.

If I didn't know what was being done with the money.

If there wasn't proper oversight of spending.

If I thought it was inefficient, cost was high.

have some faculty support, not just administered by students

poorly handled

too much bureaucracy

Nothing would make them oppose it unless it was *really* big.

Along with the fee, give a list of things that UM could do with the fee.

amount of money

faculty advisors with students, not just students

poorly handled

money

money--too much


**Are there specific initiatives the fund should go towards?**

No.

No.

Not really.

Pursuing larger scale things, a monorail

No.

No.

No.

Sustainable food, local foods, housing, energy consumption

More sustainable dining efforts in dining halls.

No.

Simple recycling programs, like there are no recycle trash cans on the diag.

Not sure.

Sustainability education

retrofitting buildings to be more energy efficient is most important

dual button flushing toilets

waterless urinals

investing in increasing technology for environmental benefit

if utility benefit was passed on to students in some cost savings way

More local foods in public places like Ugo, etc., more water fountains to fill up reusable water bottles, things to make it easier to be environmentally conscious, small things as opposed to restructuring buildings.

Renewable energy, seminars.

Retrofitting, because it seems like we waste a lot of energy because of the age of the buildings. Also, education.

First change campus infrastructure, then use money toward student organizations.

Community initiatives. People seems to use a lot of water bottles. Little things are easier for people. For example, students don't control the amount of heat in the dorms. She doesn't drive, so can't cut back on that but would still like to make a difference. Students need to feel like they are making a difference.

New light bulbs for dorms. Make the dorms more energy efficient, there are so many people who live there. Classrooms also.

Special request , that if student orgs are doing projects abroad/not directly on campus they are still learning to be more sustainable and money should go to them.
Money to student research and ideas.  email engineering, they will want to be involved

paying money to get a cup at cafes (rather than getting money off for bringing your own)

lowering energy consumption, lighting, windows, temperature, better way to do heating and cooling, lower energy use in buildings.

I'm not familiar with the field.

general improvement

reduced emissions, encourage less driving around campus, update the buses

buses/hybrid transport
better regulation of paper products.  move more toward paperless

double sided printing should count as only 1 page (counts as 2 now) as incentive for students to do it.  the example (that we gave) don't effect me on a day-to-day basis, but all sound good

composting off campus too (for students with houses/apts)

retrofitting buildings, local foods (helps the environment and economy), sust education

energy efficiency, transportation system should increase the amount of bio-diesel

education

education

retrofitting buildings

flushing toilets to save water

energy efficiency

energy efficiency

education

if utility savings would directly come off tuition costs i would support energy efficiency

**Then, how about…?**
a)   **Purchasing renewable energy-** 22
b)   **retrofitting buildings to be more energy efficiency-** 35
c)   **Buying carbon offsets-** 11
d)   **Funding environmentally-related student groups-** 18

**e)**     **Buying more local food-** 24
**f)**      **Expanding our composting program-** 24
**g)**     **Community initiatives-** 18
**h)**      **Sustainability education-** 23