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THE ASSOCIATED COLLEGES OF THE SOUTH

SUSTAINABLE CAMPUS DEVELOPMENT CLINIC II PROGRAM



NOVEMBER 10-12, 2000

EMORY CONFERENCE CENTER
EMORY UNIVERSITY
ATLANTA, GEORGIA

Department of Environmental Studies
Emory University
1715 N. Decatur Rd.
Atlanta, GA 30322

November 10, 2000

Dear Participant,

Colleges and universities represent an influential segment of the nation's population and economy. These institutions spend and invest billions of dollars annually, consume water, energy, and material goods, and generate significant amounts of solid, organic and toxic wastes. To address environmental concerns and to act in a more sustainable fashion, colleges and universities are not only modifying curricula and teaching activities, but are developing environmental initiatives that reduce the impacts of their actions on the environment. These emerging initiatives reflect institutional commitment to minimizing negative impacts on the environment, protecting and conserving natural systems, and developing a sense of community and shared environmental responsibility.

The Sustainable Campus Development Clinic II is designed to provide participants with practical information on developing and implementing on-campus environmental initiatives. Representatives from various colleges and universities will share their experiences in developing campus-wide environmental initiatives, such as energy efficiency and recycling programs. Participants will engage in team planning sessions to develop or expand their own campus environmental programs. The combination of keynote speakers, panel discussions, and team planning sessions will provide opportunities to learn about environmental initiatives at other schools, to share successes and challenges associated with launching new initiatives, and to collaborate with team members to develop campus environmental initiatives.

Sincerely,

John Wegner
Karen Mumford
Jacob S. Halcomb

SUSTAINABLE CAMPUS DEVELOPMENT CLINIC II

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Acknowledgements

We express our thanks to Robert Hascall and the Facilities Management Division (FMD) of Emory University for sponsoring the Friday evening reception and to the Rollins School of Public Health for the use of the Rita Ann Rollins Room. We also thank FMD for sponsoring the Emory University and Oxford College teams, for their logistical support, and for the use of vans. Thanks also to Emory volunteers: Chip Bullock, Al Herzog, Bill Chattfield, Tom Pruitt, and Lisa Healey for their help with the clinic. We also wish to thank Robert S. Whyte, Roald Hazelhoff, Johnnie-Marie Whitfield, Chip Bullock, John Wegner, Liz Davey, Al Herzog, and Jacob S. Halcomb for serving on the SCDCII Steering Committee. SCDCII was made possible by funding from the V. Kann Rasmussen Foundation to the Associated Colleges of the South.

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PROGRAM AGENDA

Friday, November 10th

Time	Event	Location
12:00–8:00 PM	Clinic Registration	Emory Conference Center Hotel Lobby
2:00–5:00 PM	<p>Greening Campus Operations: Technical Session for Facilities Management Staff</p> <p>This session will investigate ways of constructing buildings and operating them in an environmentally friendly manner. This workshop will be facilitated by Southface Energy Institute and will be held at their facility in Atlanta. Topics to be addressed include: US Green Building Council's LEED rating system, Energy Star, Environmental Auditing, Life Cycle Cost Analysis, and Cost Savings: Restructuring building costs, operations costs, and maintenance costs.</p>	<p>Southface Energy Institute 241 Pine Street Atlanta, GA</p> <p>Participants should meet in the Emory Conference Center Lobby at 1:30 PM.</p>
8:00–10:00 PM	<p>Reception and Poster Session</p> <p>This is a catered event for all arriving guests. Check-in and come join us at the Rita Ann Rollins Room to learn about sustainability initiatives at other institutions. Meet at 7:45 PM in Conference Center Lobby to walk to reception. For Directions, speak with staff at the registration table.</p>	Rita Ann Rollins Room, 8th Floor, Rollins School of Public Health

Saturday, November 11th

Time	Event	Location
7:30–8:30 AM	Continental Breakfast	Oak Break Area
8:30–8:45 AM	<p>Welcome and Introductions</p> <p>Wayne Anderson, President, Associated Colleges of the South Chip Bullock, Director of Campus Planning, Facilities Management Division, Emory University</p>	Oak Amphitheatre
8:45–9:45 AM	<p>Keynote: “Building Design”</p> <p>Dennis Creech, Executive Director, Southface Energy Institute, Atlanta, GA</p>	Oak Amphitheatre
9:45–10:00 AM	Break	Oak Break Area
10:00–11:30 AM	<p>Panel: Cross Campus-Team Building</p> <p>Furman University, Rhodes College, and University of the South</p>	Oak Amphitheatre
11:30–12:00 PM	<p>Team Session: Team Building Activity</p> <p>Damon Waitt, Director of Environmental Programs, ACS</p>	Oak Amphitheatre

PROGRAM AGENDA

Saturday, November 11th continued

12:00–1:00 PM	Lunch Roundtable Discussions on Environmental Initiatives	Dining Room
1:00–2:00 PM	Panel: Developing Recycling/Waste Initiatives Furman University, Millsaps College, and Rhodes College	Oak Amphitheatre
2:00–2:15 PM	Break	Oak Break Area
2:15–4:00 PM	Team Session: Project Planning and Development Eric Weir, Consultant, ACS	Oak Amphitheatre, Basswood Room, and Azalea Room
4:15–5:30 PM	Practical Application Tours: Tour of Emory Recycling Facility, Conference Center Environmental Tour, and Environmental Evaluation of a Construction Site	See page 13 for descriptions and meeting locations
6:30–8:00 PM	Dinner and Keynote: “ <i>Sustainable Development: Implementation in Higher Education</i> ” George Bandy, Sustainable Programs Manager, Interface Research Corporation, Kennesaw, GA	Mountain Laurel Room

Sunday, November 12th

Time	Event	Location
7:30–8:30 AM	Continental Breakfast	Oak Break Area
9:00–10:00 AM	Keynote: “ <i>Designing Campus Landscapes for Sustainability and a Sense of Place</i> ” Darrel Morrison, Professor of Landscape Architecture, University of Georgia, Athens, GA	Oak Amphitheatre
10:00–11:00 AM	Team Session: Project Planning and Development Develop project strategies into presentations.	Oak Amphitheatre, Basswood Room, and Azalea Room
11:00–11:45 AM	Team Reports: Five minute presentations by each team.	Oak Amphitheatre, Basswood Room, and Azalea Room
11:45–12:00 PM	Closing Ceremony: John Wegner, Department of Environmental Studies, Emory University	Conference Center Patio
12:00 PM	Box Lunches: Depart for Airport	Conference Center Lobby

SPEAKER BIOGRAPHIES

George Bandy II – Sustainable Programs Manager, Interface Research Corp., Kennesaw, GA

George Bandy II is serving as the Sustainable Program Manager at Interface, Inc. In this capacity he works to continue to move Interface, Inc. along the path of sustainability. He is a member of a Strategic Team designed to develop, support and implement sustainable initiatives. He serves in many capacities to help Interface become the first sustainable company in the “new industrial revolution.” He is the former Sustainable Development Officer for the University of Texas- Houston, but he still serves as an extension of the position in principle as a consultant until the position is filled. His role is to provide, encourage and support the university in business practices that are healthy and demonstrate minimum negative repercussions on the environment in their use or application. These practices must also be efficient in their consumption of energy and natural resources. He continues to educate and consult customers, vendors, students, and the world in these same areas.

Dennis Creech – Executive Director, Southface Energy Institute, Atlanta, GA

Mr. Dennis Creech was a founder and serves as the Executive Director of the Southface Energy Institute, a private, nonprofit corporation conducting research and education in environmental and energy technologies. Under his leadership, Southface has become a respected resource to government, utilities, business, the media, and consumers. As Executive Director, Mr. Creech directs the overall activities of the corporation and participates in program development and management of educational, technical assistance and research projects on energy technologies and building science. He has conducted over 2,000 seminars and workshops on topics ranging from sustainable development to pressure diagnostics of houses. Mr. Creech writes extensively on energy and environmental topics and serves as editor of the Southface Journal of Energy and Building Science. He has spoken on energy and environmental topics on over 500 radio and television programs, and participated in conceptualizing and writing *Home Comfort*, an award winning energy series for Georgia Public Television. He has served on the Board of Directors of the Energy Efficient Building Association and is an Adjunct Professor in the Human and Natural Ecology Program at Emory University.

Darrel Morrison – Professor Landscape Architecture, University of Georgia, Athens, GA

Darrel Morrison has been a leading proponent of the use of native vegetation in ecologically sound landscape design for more than two decades. He is Professor of Landscape Architecture at the University of Georgia, and was Dean of the School of Environmental Design from 1983-1992. He previously taught at the University of Wisconsin-Madison (1968-1983), where he is currently involved in design of microhabitats at the school's arboretum. Other design work includes the Santa Barbara Botanic Garden, a master plan for the University of Alabama Arboretum in Tuscaloosa, and the National Wildflower Research Center in Austin, winner of the National ASLA landscape award in 1996. He is recipient of the council of Educators in Landscape Architecture "Outstanding Educator" Award of 1994 and was designated the 1996 Bracken Medal recipient by the Landscape Architecture Department at Pennsylvania State University for his contributions to the field. He is Fellow of the American Society of Landscape Architects. 1999 was the second summer that he taught at the Conway School of Landscape Design.

CROSS CAMPUS TEAM-BUILDING

Panel Description

Leadership is a crucial component of an effective sustainability program. The focus of this panel is on how to develop effective, institution-wide programs with staying power by building relationships among senior administrators, physical plant staff, faculty, and students. Below is a list of questions that panelists were asked to consider when preparing their presentations. We encourage you to begin thinking about these questions in preparation for the team-building activities that follow the panel discussion.

1. What is the composition of your team?
2. What events led to the development of your team?
3. What sustainability issues have you focused on?
4. What have you learned about working together as a team?
5. What have you learned about working with other stakeholders?
6. What obstacles have you encountered? How have you responded to them?
7. What have been the major accomplishments with respect to sustainability?
8. How has the institution responded?
9. What have different stakeholders contributed?
10. Why are teams important?
11. What lessons have you learned overall?

Panel Participants

Furman University	Mary Pat Crozier, Capital Construction Projects Manager Doug Lange, Director of Facilities Services Frank Powell, Professor of Health & Exercise Science (Moderator)
Rhodes College	Midu Bagrodia, Senior Chemistry Major Brian Foshee, Director of Physical Plant Peter Eckstrom, Associate Professor of Anthropology
University of the South	Robin Gottfried, Professor of Economics Marvin Pate, Director of Physical Plant Michelle Thompson, Director of Resident Life

TEAM-BUILDING ACTIVITY

The purpose of this activity is to guide you in your efforts to establish a working relationship among the different constituencies on your campus and to begin thinking about specific sustainability initiatives. We recommend you use the Rating Campus Sustainability matrix that follows as a tool to help you think about the unique contributions different team members can make to your environmental efforts. Keep in mind that different team members may also face unique constraints depending on their institutional role.

Activity Guidelines:

1. On the page that follows, indicate your institutional role (e.g. finance officer, physical plant staff, faculty, or student).
2. Without comparing notes beforehand, and for each of the sustainability initiatives listed, rate your institution by placing an “x” in the box that you think best reflects your institution's current commitment to sustainability.
3. Now compare your assessment with members of your team. Are there any discrepancies? If so, are they related to the unique contributions/constraints of the different institutional roles? Try to get a sense of the reasons for the discrepancies.
4. As a team, try to reach consensus on your institution's overall investment in sustainability with respect to each initiative. In what areas has your campus been the most/least successful?
5. Thinking about the assessment categories as a continuum from simple awareness (Institutional Wariness) of environmental issues to complete institutional transformation (Institutional Change), where do you see your campus five years from now?
6. Given the results of this activity, what are the possible priorities for your work on sustainability over the coming year?

RATING CAMPUS SUSTAINABILITY

Institutional Role: _____

Sustainability Initiatives	Institutional Commitment				
	Institutional Wariness	Institutional Receptivity	Effective Teamwork	Initiatives Impactful	Institutional Change
Recycling and Waste Reduction					
Food and Dining Services					
Composting					
Campus Environmental Assessment					
Green Purchasing					
Energy Efficiency and Conservation					
Water Efficiency and Conservation					
Sustainable Transportation					
Environmental Management Systems					
Ecological Building Design					
Landscape Design and Management					
Hazardous Waste Minimization					
Environmental Justice					
Ecologically Responsible Investing					

THE CAMPUS ENVIRONMENTAL MANAGEMENT SYSTEM IN 12 STEPS

Contributed by Julian Keniry
(National Wildlife Federation, 8925 Leesburg Pike, Vienna, VA 22184)
<http://www.nwf.org/nwf/campus/index.html>

1. **Provide and Cultivate Leadership:** Leadership from senior administrators, faculty, and from students is a crucial component of an effective environmental management system.
2. **Design Guiding Principles:** As students, faculty, and staff determine how they wish to modify the curriculum, operations, research and other aspects of the campus to foster environmental sustainability, it may be helpful to have a series of principles to forge a common understanding of sustainability. These guiding principles can also channel activities in more sustainable directions, without necessarily spelling out the specifics.
3. **Determine Indicators:** Assessment, establishment of objectives and timetables, and other components of an EMS are predicated upon indicators. As stated in the introduction to Sustainable Seattle's 1995 report, Indicators of Sustainability, "indicators are bits of information that highlight what is happening in the large system. They are small windows that provide a glimpse of the 'big picture.'" Some of the most exciting work on indicators has been done at the community level. The University Leaders for a Sustainable Future (ULSF) is working with leaders all across the country to craft sustainability indicators for campuses.
4. **Assess Performance:** Environmental assessments are important components of an EMS for several reasons. They provide a baseline against which performance (both academic and business) may be measured over time; identify priorities for environmental improvement; pinpoint opportunities to reduce costs; give practitioners an opportunity to offer suggestions; and help identify best practices that can be shared with other departments and campuses.
5. **Establish Goals and Policies:** Goals and policies translate principles into plans and indicators into action. The experience at the University of Colorado suggests that goal-setting is probably a better process for cultivating campus-wide investment than policy development, but policies are sometimes required when a strict campus-wide standard (such as complying with fire codes, compliance with regulations, etc.) makes everyone's participation imperative.
6. **Meet and Exceed Regulatory Compliance:** Compliance with national and other applicable environmental regulations is a minimum standard for campus environmental performance. Applicable federal regulations may include the: Clean Air Act, Clean Water Act, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), and Toxic Substances Control Act (TSCA).
7. **Provide Resources for Coordination:** There is a limit to how long and how effectively staff and students can coordinate communications, volunteers, and all of the other facets of an EMS without official sanction and compensation. The administrative responsibilities involved in organizing meetings, maintaining records, organizing volunteers, fundraising, coordinating follow-up, and documenting results are significant. An effective Environmental Management System requires sustained communications over decades, and this is hard to maintain with a volunteer-based approach. A paid administrative coordinator is a crucial and worthwhile investment.
8. **Establish Communications:** Communications are key to improving environmental performance and, thus, vital to having an effective campus environmental management system. The secret to successful communication is to develop a system that offers a variety of ways to get involved. This can take shape as an environmental task force or a network of building conservation coordinators. Also, develop a newsletter and use existing communication vehicles (e.g., the campus paper, alumni magazine, and web page).
9. **Integrate Into Existing Management Systems:** Effective Environmental Management Systems are best when integrated into existing management systems on campuses, including strategic and master plans,

budget planning, personnel management, and communications. Integrating environmental management into general management is a three-step process involving assessing current management systems, using this information to design an Environmental Management System that maximizes existing processes and resources, and then developing and implementing a strategy to integrate the EMS into existing processes.

10. **Develop Accountability Mechanisms:** Once measurable objectives have been established, mechanisms need to be put in place to hold the campus community, departments, and individuals accountable for achieving the environmental goals they establish. The University of Colorado's Environmental Center holds an annual forum, called the Earth Summit, to which the campus and surrounding community are invited. Staff, student and faculty participants report on progress towards objectives established for their departments, groups or residences in the previous year, and relay new objectives for the following year. The Earth Summit commences with an awards program and culminates in an annual environmental progress report distributed to the campus community and beyond.
11. **Document and Publicize Success:** Documentation is an important component of a successful campus environmental management system. It creates "institutional memory," helping new students and staff learn from and build upon past accomplishment. Documentation, especially when it focuses on environmental and financial achievement, can help provide the campus community with the sense that individual and departmental contributions make a difference. By publicizing accomplishments and the benefits of conservation programs, documentation can also set a positive example for other campuses, schools, and local businesses.
12. **Continue to Learn and Refine the EMS:** Achieving environmental sustainability is a journey, not an endpoint. Environmental learning can be fostered on campuses through an EMS that institutionalizes regular review and refinement of sustainability goals in light of new information and understanding. Over time, understanding will improve about how to foster and measure environmental literacy, how to reduce the campus' ecological footprint, and ultimately, how to foster sustainability within and beyond the borders of the campus. A well-constructed EMS can help ensure that this learning and correction of course take place.

DEVELOPING RECYCLING/WASTE INITIATIVES

Panel Description

When academic institutions begin to think about how they can minimize their impact on the environment, how they can become more sustainable, recycling is one of the first things considered. Often, the initiative is taken by students, and often that's where it remains. Often, it is difficult to keep the momentum going, to secure broad participation in the effort, to move beyond paper and aluminum cans to other recyclables or waste reduction, to secure meaningful institutional commitment. This panel will address such questions as:

1. How do you engage all stakeholder groups in developing a recycling program?
2. How do you sustain momentum over time?
3. How do you secure broad participation in the program?
4. How do you expand the effort beyond paper and aluminum cans?
5. How do you secure institutional commitment -- leadership and resources -- to the effort?
6. How do you move beyond recycling to waste reduction?

Panel Participants

Furman University	Doug Lange, Director of Facilities Services Phil Lewis, Custodial Supervisor and Recycling Coordinator Frank Powell, Professor of Health and Exercise Science
Millsaps College	Johnnie-Marie Whitfield, Assistant Professor Chemistry (Facilitator) Stan Galicki, Instructor of Geology Jeannie Bryson, Sophomore Geology and Political Science Major Robert Caskey, Sophomore Biology Major
Rhodes College	J.Peter Ekstrom, Associate Professor of Anthropology Shawna Miller, Senior Biology Major Midu Bagrodia, Senior Chemistry Major

PROJECT PLANNING & DEVELOPMENT

The purpose of this breakout session is to build on the team exercise you completed previously and engage you in developing a specific project that will impact the long-term basic goal of sustainability in campus operations. Specifically, we would like you to take this opportunity to identify an environmental initiative, set a realistic and achievable goal, and develop a plan of action to implement the initiative. We recommend you use the Strategy Chart that follows as a tool to help you think about these issues as you begin to formulate the steps necessary to implement your specific environmental initiative.

Activity Guidelines:

1. To assist teams in making effective use of planning time during the clinic, we recommend you use the Strategy Chart on the next page as a template to guide you in your deliberations and in organizing your team report. If the categories or structure of the template are not applicable to your institution, feel free to adapt it, e.g., to ignore categories, describe them differently, add others, or rearrange them.
2. One way to think of the chart is as three distinct charts that can be applied iteratively, in relation to long-term, intermediate, and short-term goals. It is also important to think of the process being suggested as cyclical, as both bottom-up and top-down, not linear and top-down. Decisions and plans related to intermediate and short-term goals, for example, can lead to rethinking of long-range goals and plans.
3. To help you use the chart, we have developed a set of questions to accompany it. The numbered sets of questions correspond roughly to the four columns of the Strategy Chart. As you work your way through them, you might record your decisions on the chart, or use the chart as a guide in recording your decision on flip charts.
4. Again, you should feel free to ignore supplement, reorder, or otherwise modify the categories of the chart to make it more useful to you.
5. We have also included some questions you might want to be thinking about that are not addressed on the chart, at least, not explicitly.

STRATEGY CHART

Project Goals (1)	Organizational Srructure (2)	Allies and Not-Yet-Allies (3)	Steps to Take (4)
Long Term (next 5-10 years)	Budget	Who will assist with any phase of this project?	
	Staffing	Who will benefit from project?	
Intermdiate Term (next 2-5 years)	Time	Who has the power to make this project happen?"	
	Facilities	What/who are your obstacles?	
Short Term (next year)	Leadership	How can you overcome your obstacles?	
	Commitment level		

QUESTIONS TO CONSIDER

1. Keeping in mind the basic goal and the major areas of work, what special opportunities are there on your campus for achieving sustainability over the long-haul? Given these opportunities, what do you see as the priorities for work over the next two to three years? How will achieving them contribute to the overall goal of sustainability across the campus?
2. Given these intermediate priorities, what should be the priorities for the coming year? How will work related to them contribute to achieving the intermediate priorities? What resources – leadership, expertise, moral support, material resources, money, time, etc. – are available that could help realize these more immediate priorities?
3. Who will you ask to assist you? Who might provide critical support? What obstacles might interfere with your work in the coming year? How will you overcome them?
4. What actions will you take to achieve your priorities for the year? Which actions have the highest priority? Why? How will they support the steps that follow? Taken together, how will they help you realize your priorities for the year?

Other Questions To Be Thinking About:

5. How will you coordinate the activities and work of the various players in your sustainability efforts over the year?
6. What will you do to monitor and document your activities and accomplishments? How will what you do contribute to the continuing development of your work?

PRACTICAL APPLICATION TOURS

Emory Recycles Tour

(Participants meet in conference center hotel lobby for van ride to Emory Recycles)

Join Lisa Healey (Emory student) and Tom Pruitt (Emory Facilities Management) on a tour of Emory's recycling facility and learn about Emory Recycles. The Recycling Center is an integral part of the continued expansion of Emory Recycles. All commodities collected throughout campus are stored and processed at this facility. Large segregated chutes provide storage for recycled materials. Once enough material is collected, commodities are then sorted for contaminants and processed through a baler. This machine converts loose recyclables such as aluminum cans, cardboard, plastic, and white paper into compact bales. This not only allows for convenient storage and efficient shipping, but enables Emory Recycles to command a top dollar value for commodities sold.

Tour of an On-Campus Construction Site

(Meet outside Oak Amphitheater and walk 2-3 blocks to the construction site)

Bill Chattfield, Project Manager for the Whitehead Research Center (WRC) and Chip Bullock from Campus Planning will lead a tour of the Whitehead construction site at Emory University. The WRC is a 325,000 square foot medical research facility and is the first Emory University project to be registered with the U.S. Green Building Council's LEED program. Topics to be covered in the tour include: implementation of LEED for a building project, stormwater retention and irrigation, heat recover wheels, recycling construction wastes, and site management.

Emory Conference Center Tour

(Meet on patio behind Conference Center, Walking Tour)

The Emory Conference Center is an excellent example of a project designed with nature. John Wegner, Dept. of Environmental Studies at Emory University will explore the siting of the facility on the property (how forest cover was maintained during the construction process), implementation of non-traditional methods of stormwater management, and protection of Wesley Woods - a gem of north Georgia forest.

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NOTES

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SCDCII SCHEDULE AT A GLANCE

Friday November 10th		
Time	Activity	Location
12:00-8:00 pm	Clinic Registration	Hotel Lobby
2:00-5:00 pm	Technical Session: Greening Campus Operations	Southface Energy Institute
8:00-10:00 pm	Reception and Poster Session	Rollins Center

Saturday November 11th		
Time	Activity	Location
7:30-8:30 am	Breakfast	Oak Break Area (Hallway)
8:30-8:45 am	Introductions	Oak Amphitheatre
8:45-9:45 am	Keynote Speaker: Dennis Creech	Oak Amphitheatre
9:45-10:00 am	Break	Oak Break Area (Hallway)
10:00-11:30 am	Cross Campus-Team Building (Panel)	Oak Amphitheatre
11:30-12:00 pm	Team Session	Oak, Basswood, & Azalea
12:00-1:00 pm	Lunch	Dining Room
1:00-2:00 pm	Developing Recycling/Waste Initiatives (Panel)	Oak Amphitheatre
2:00-2:15 pm	Break	Oak Break Area
2:15-4:00 pm	Project Planning and Development	Oak, Basswood, & Azalea
4:15-5:30 pm	Practical Application Tours	Off Site
6:30-8:00 pm	Dinner/Speaker: George Bandy	Mountain Laurel Room

Sunday November 12th		
Time	Activity	Location
7:30-8:30am	Breakfast	Oak Break Area (Hallway)
9:00-10:00am	Keynote Speaker: Darrel Morrision	Oak Amphitheatre
10:00-11:00 am	Project Planning and Development	Oak, Basswood, & Azalea
11:00-11:45 am	Team Reports	Oak, Basswood, & Azalea
11:45-12:00 pm	Closing Ceremony	Patio
12:00 pm	Box lunches/Airport	Hotel Lobby



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