



Announcing an Opportunity for Your Campus to:

- Receive assistance with your climate action plan
- Generate climate solutions and innovative ideas with peer campuses, Rocky Mountain Institute (RMI), and the Association for Advancement of Sustainability in Higher Education (AASHE).
- Benefit from an RMI site visit to your campus
- Obtain seed funding for implementation of high-potential greenhouse-gas (GHG) emissions-reduction projects on your campus

Request for Proposals

A Project by Rocky Mountain Institute to Accelerate Campus Climate-Change Initiatives

Rocky Mountain Institute (RMI) is pleased to announce the solicitation of proposals to participate in a project that will accelerate campus climate-change initiatives. We are inviting colleges and universities to submit proposals for this two-part project. In the first part, ten selected institutions will each host two RMI researchers on their campus; in the second part, three people from each of the selected campuses will be invited and funded to participate in an RMI-led workshop.

This project aims to:

- Develop a published framework, with the assistance of AASHE, that any campus will be able to consult for guidance in the planning and implementation of a successful climate-change mitigation initiative targeted at campus operations,
- Assist participating campuses in creating plans for whole-system actions to reduce greenhouse-gas emissions from campus operations, and
- Connect participating campuses with potential funding partners and a network of like-minded peers.

Although this project will include success stories, it will dig much deeper. We want to fully understand obstacles and barriers to GHG emissions reduction efforts on campuses, and ways to overcome them. Therefore, successful proposals will most likely be those that offer the unvarnished truth. For example, we want to learn from

campuses where implementation of whole-system solutions has met with friction that delayed or blocked progress. Also, we are interested in learning about breakthrough solutions that may have begun to emerge in places where individual, piecemeal projects often dominate.

Phase 1: Campus Visits

With input from AASHE and RMI, ten campuses will be selected from those offering proposals and RMI will then schedule visits to each. These visits will allow us to more fully understand each campus experience, to offer campus officials informal feedback on their climate-change initiatives, and set the stage for the workshop. Prior to the workshop, we will develop a preliminary background report on campus climate-change initiatives.

Phase 2: Workshops

The workshop will include three participants from each of the selected campuses, to be identified by each institution with RMI input. Working for two days with RMI experts and an AASHE expert, participants will use whole-system integration to collaboratively develop solutions to their campus climate-change mitigation problems. The workshop will identify participants' key challenges, assess the needs of campus climate-change mitigation and related energy-efficiency programs, offer campus leaders informal feedback on their current climate-change work and suggest potential future opportunities, and inform funders who are developing grant programs. Participants will be reimbursed up to \$500 each for reasonable travel, lodging and dining expenses related to their workshop participation.

Based on these experiences, RMI will work with AASHE to develop a framework for accelerating climate-change initiatives in campus operations, and offer it as a web-based report. It will include factors that have characterized success, lessons learned from failures, barriers and challenges, and solutions or strategies to overcome them. Stories in this report will address a diverse range of factors and conditions—for example, coal dependence, degree of leadership commitment, campus growth, student interest, resource challenges, community involvement, outside financial support, and scale of clean energy and energy-efficiency projects. Sensitive material offered by campuses and included in the report will not be attributed to particular campuses.

Phase 3: Seed Money

After completion of the site visit and the workshop, each participating campus will be eligible for a seed grant in the range of \$25,000 to \$50,000 to begin implementation of a high-priority, potentially highly effective climate-change mitigation project on their campus.

We aim to make this project a fun and invigorating experience for participating campuses. The research is being carried out in the spirit of collaboration and “learning by doing.” We hope the framework that comes out of this process will

accelerate learning, discussion and navigation for climate action on campuses well beyond the ten selected for participation.

Proposals

Please complete the accompanying application form to address the requirements and factors listed below. **The deadline for submitting proposal-applications is September 3, 2008; Early submissions are greatly appreciated.**

Proposal Requirements:

- A. President must endorse campus participation in this RMI project.
- B. Campus must be located in the United States. (Due to the source of funding, only U.S. schools can participate in this project.)
- C. Campus climate-change initiative leaders must be willing to:
 - C.1. Fully and frankly tell the story of their climate-change initiatives and/or energy management efforts— including successes, solutions, challenges, and even failures. This will include communications in the forms of phone interviews, site visits, and a workshop. (*Note: You may require that any aspect of your story appear without attribution in the project report.*)
 - C.2. Host a two-day site visit by RMI in the Fall of 2008 for which the campus climate leaders arrange meetings with key informants and provide RMI with sustainability and energy policies and other cogent written materials ahead of time. These materials must include an overview of on-campus power sources and transportation modes;
 - C.3. Participate in the project workshop over two or three days in winter 2009 (probably February or March);

Proposal Factors:

Proposals will not compete in the conventional sense. That is, high achievers on the following factors will not necessarily be selected. Since the project seeks a diversity of campus stories, failures and less-than-stellar achievements will not reduce your chances of being selected.

- 1) Obstacles to your campus climate-change initiative that you or your colleagues have encountered and how you/they have responded. Major barriers as well as small ones may be included. Briefly describe each obstacle and what was done, or is being done, to overcome it. (*Note: Exploration of these barriers is a central element of RMI's research.*)

- 2) Proposed objectives for the RMI campus visit and collaborative workshop:
Summarize two or three issues, barriers, or objectives for shared learning that you would explore in an RMI research visit to your campus and potentially bring to the workshop.
- 3) Major motivations and goals for participation in this project—for example, issues, opportunities, ways to overcome obstacles, and projects that you would like to learn about through collaboration with other campuses.
- 4) Ways in which campus leaders have demonstrated their commitment—or lack thereof—to your climate initiative. “Campus leaders” here means the CFO, trustees, student leaders, key faculty, and especially the president or chancellor. *(Note: These commitments may include work by academic classes and/or extracurricular organizations; membership in AASHE; AASHE leadership award applications; application for state and federal awards; active participation in Focus the Nation, National Wildlife Federation’s Chill Out, and/or NWF’s Climate Champions Program; formal commitments such as the American College & University Presidents Climate Commitment; ambitious GHG reduction goals and deadlines; and other leadership undertakings that merit inclusion. Specific examples are helpful here.)*
- 5) Student involvement — or lack thereof — in discussions, planning and activities for climate-change mitigation and energy management on campus. *(Note: A student leader will be one of the three people from each campus attending the workshop.)*
- 6) Trustee or equivalent involvement—or lack thereof—in discussions and planning of climate-change mitigation and energy management on campus. *(Note: A trustee may be one of the three people from each campus attending the workshop.)*
- 7) Involvement—or lack thereof—by the surrounding community (businesses, civic organizations and/or local government) in the campus’s climate-change initiatives.
- 8) Extent to which the campus climate-change initiative has been resource challenged or resource rich over the past two or three years. If challenged, how campus leaders responded, including creative fundraising, innovative incentives to conserve energy, and other ideas to overcome the lack of financial resources. *(Note: You may have partially addressed this subject in your response to #1. If so, please use this space to give brief but specific details about resource challenges.)*
- 9) Extent to which the school’s electricity supplier is coal- or oil-dependent.

- 10) Extent to which the campus has physically expanded over the past two-to-five years including square footage and campus population, or plans to expand within the next five years.
- 11) Any outside financial support secured for the campus's climate-change initiative.
- 12) When and how GHG reduction efforts and energy-conservation efforts began on the campus. If energy-conservation efforts began before GHG-reduction efforts please specify and make appropriate distinctions between the two in your response.
- 13) Organizational structure for planning and internal communication about your campus climate-change initiative. A brief overview will suffice here, which can be supplemented with an organizational chart if you wish.
- 14) Specific programs, projects, and actions that constitute your campus climate-change initiative. Refer to the corresponding matrix in the application. In the boxes, write letter(s) indicating:
 - "C" for completed projects and fully operational programs. (Also indicate the relative scale of the project by adding an, "S" for small, "M" for medium, or "L" for large);
 - "I" for those being implemented now (also indicate the relative scale);
 - "B" for those stuck behind some barrier;
 - "P" for those being planned for implementation in the next five years;
 - "D" for those you have considered and dismissed, and/or have considered but not yet decided upon; and
 - "NA" for those that have not been considered or are not applicable.

Optional: In a separate appendix at the end of this application, you may further explain any of your designations in the boxes below and/or add some additional description. List the title of particular programs, projects, and actions, then describe or explain each in less than 250 words. These descriptions may include references to URLs, and indications of, for example, innovation or uniqueness.
(Note: We seek a mix of beginners and more advanced practitioners in these activities.)

Timeline and Benefits

The schedule of key dates for the campus partner selection process is as follows:

Issuance of RFP	August 5, 2008
Proposal due date <i>* Early submissions greatly appreciated</i>	September 3, 2008
Final decision on participant selection	September 12, 2008
Scheduling of RMI campus visits	September 15–24, 2008

Benefits and general dates for selected campus partners are as follows:

Phone interviews with RMI	September–January 2008
Two-day RMI campus visit	September–November 2008
RMI-facilitated workshop (with an AASHE content expert), with up to \$500 travel costs covered for each of three leaders from each campus	February or March 2009
Issuance of RFPs to campuses to apply for seed funding for high-potential, high-priority climate-change mitigation projects	Following the workshop
Further consulting with RMI as needed	To be determined by the ideas and proposals that come out of this research process
Publication of online joint RMI & AASHE report featuring general information and specific case studies of participants at their discretion and approval	Spring 2009

Proposal Submission Instructions

Deadline for Proposals: September 3, 2008

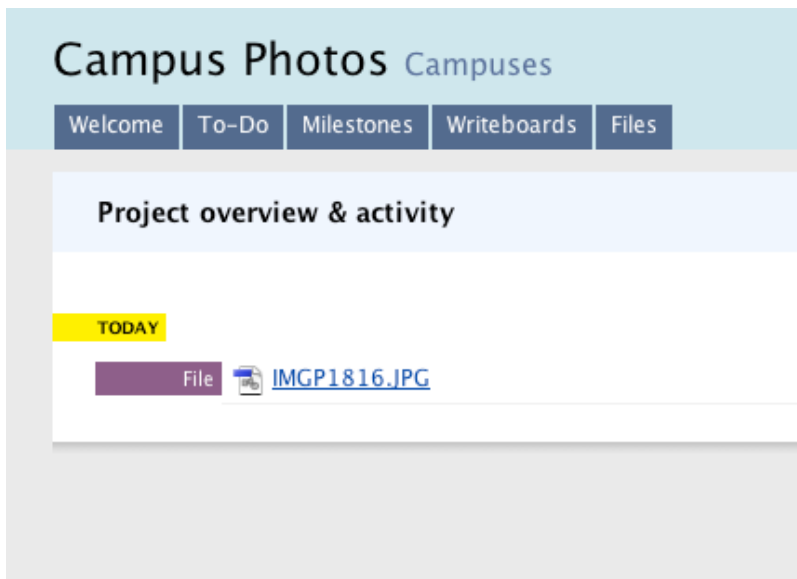
***Early submissions are greatly appreciated.**

Attach your completed application (in MS word format) to an email and send to campuses@rmi.org with "Campus Application" in the subject line. Please include your name and phone number in the email message.

Instructions for Uploading Campus Photos

Sharing campus photos with RMI is optional. We are requesting submission of photos now because we may include some images of selected campuses in the Fall 2008 edition of our new flagship *RMI Solutions Journal*. Having access to the photos earlier rather than later will help our communications team manage our publication deadlines more seamlessly. Photo submissions will not impact your chances of being selected. *(Note: Uploading photos over wireless internet connections may cause the process to time out. Contact us at campuses@rmi.org if you wish to check on whether or not a photo uploaded successfully.)*

- 1) Point your web browser to <https://RockyMountainInstitute.grouphub.com>
- 2) Enter the following username and password:
User name: campusphotos
Password: climatechange
- 3) On the first screen, click on the "Files" tab at the top as shown here:





- 4) On the next screen, click the “Upload a File” button on the right as shown here:

The screenshot shows the 'Campus Photos' interface. At the top, there are navigation tabs: 'Welcome', 'To-Do', 'Milestones', 'Writeboards', and 'Files'. Below this, the 'Files for this project' section is visible, showing a file named 'IMG1816.JPG' with the description 'maple leaves'. On the right side, there is a sidebar with a green '+ Upload a file' button, a 'Sort by' dropdown menu (set to 'Date and time'), and a 'Categories' section with an 'All files' button. A blue arrow points to the 'Upload a file' button.

- 5) Use the “Browse” button to open the photo you want to upload from your computer (step 1 as shown below); Type a description in the “Optional description” box (step 2 as shown below); Click the “Upload the file” button at the bottom of the screen (step 3 as shown below).

The screenshot shows the 'Upload a file' form. At the top, there are navigation tabs: 'Welcome', 'To-Do', 'Milestones', 'Writeboards', and 'Files'. The main heading is 'Upload a file'. Below this, there is a file input field containing 'IMG1958.JPG' and a 'Browse...' button. A blue arrow labeled 'step 1' points to the 'Browse...' button. To the right of the file input field is a 'Category:' dropdown menu set to 'No category'. Below that is an 'Optional description:' text box containing 'University of RMI - Wind Turbine'. A blue arrow labeled 'step 2' points to the 'Optional description' text box. Below the 'Optional description' text box is a section titled 'Notify people via email' with several checkboxes: 'Campuses: Campus Photos', 'All of Rocky Mountain Institute', 'Chris Berry', 'Sally Deleon', 'Stephanie Johns', and 'Latham Leonaitis'. At the bottom of the form, there is a dashed line and a button labeled 'Upload the file' or 'Cancel'. A blue arrow labeled 'step 3' points to the 'Upload the file' button.

- 6) Click “Logout” in the upper right-hand corner of the screen.