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1. Introduction

These guidelines define the Bren School’s expectations for student Group Projects and include explanations of the Group Project process, timeline, and required deliverables.

Group Projects are a unique and important component of the Bren School’s approach to environmental science and management. The School developed the Group Project process in direct response to prospective employer requests that Bren graduates possess “real world” skills. These skills include excellent academic training, but also the ability to successfully work and communicate as a member of a team and manage a professional project. The Group Project provides students an opportunity to work together to design, propose, conduct, and present professional interdisciplinary environmental research. Without exception, all students pursuing the Master’s of Environmental Science and Management (MESM) degree must successfully complete a Group Project.

Students are expected to collaborate with outside entities (industry, government, NGO’s) that have a problem that can be successfully addressed and solved by the group project.

All groups are encouraged, but not required, to present their Group Project findings in formal conferences outside the University. Participation in such conferences gives students valuable experience and increases the visibility of the Bren School and its students.

2. General Information

The number of Group Projects depends on the number of students in each incoming class. Generally there are 10 to 12 groups per class. The product of each group and how well it serves the environmental problem at hand is should be the focus—not competition among groups.

A. Group Project Timeline

Students begin their Group Project in the spring quarter of their first year of study and complete their project near the beginning of spring quarter of their second year of study. A detailed timetable is provided in Appendix I. Working with their advisors, groups define their own deadlines for intermediate products.

B. Academic Units and Grading

Students must register for ESM 401A, B, C & D to obtain the necessary 12 units. Grading is on an “in progress” basis, i.e., the grade given in the final quarter automatically applies to all previous quarters. (In the interim, an “IP” –In Progress-grade appears on the transcript.) It is not required that all students in a project receive the same grade, although advisors may choose to do so.

At the end of spring and fall quarters, the faculty advisors will prepare written evaluations on the performance of the students on the group project. At the discretion of the advisors, this can be one report for the group as a whole or reports on individual group members. These are unofficial evaluations, and they do not appear on the UCSB transcript; however, they provide valuable feedback on student performance. Furthermore, they reflect advisors’ assessment of performance and thus may be reflected in the grade ultimately given at the end of the project.
Students must achieve a grade of B or better on their group project. The group project requirement for the MESM degree also requires faculty advisor signatures on the cover page of the report. Even if passing grades are assigned, advisors may withhold their signatures until the group project is fully completed to the satisfaction of the faculty advisors.

C. Student Time Commitment
Students should expect to devote on average 12 hours a week to their Group Project. Progress on Group Projects should be evenly allocated over the four quarters to avoid excess workload during winter and spring quarters.

D. Summer Group Project Work
Students are encouraged, but not required, to continue some level of work on their Group Projects during the summer. Groups should consult with their faculty advisors during spring quarter to develop a summer work plan. In addition, some Group Projects have summer internships associated with them.

E. Deliverables
The major deliverables for the group project are
- a proposal
- a final report
- a 4-page summary of the project
- a poster and oral presentation.

3. COMPOSITION OF THE GROUP PROJECTS

A. Group Members
Each group is composed of 4 to 6 students with complementary interests, skills, and backgrounds.

B. Faculty Advisors
Each Group Project is assigned 1-2 faculty advisors who monitor progress and provide technical assistance, expertise, and project evaluations. The faculty advisor(s) assign interim and final project grades. However, project leadership and management and the quality of the final product are strictly the students’ responsibility.

The group project faculty advisors play a role somewhat different than in other educational settings. Faculty advisors do not serve as project managers; their role is more similar to that of a consultant. The advisors attend the regular weekly meetings of the group and are responsible for grading. The advisors may offer reactive advice, reacting to activities in the group and giving advice when asked. The advisors may also give proactive advice regarding gross deficiencies and deadline problems. It is important that students understand the role of the advisors and the limited, though important, role they play in directing the project.

Each faculty advisor has his/her own unique approach. Students should expect variability in engagement, expectations, and feedback from one advisor to the next. Each group should work with their advisors during the first quarter to clarify how their advisors will interact with them and include this information in the management plan.

C. MESM Committee
The Group Project process is overseen by the MESM Committee. Any questions or concerns regarding your group should be presented to the Group Project Coordinator.
(see below), who will forward the information on to the MESM Committee for discussion.

D. Group Project Coordinator
The Group Project Coordinator is a staff member who serves as a liaison between the students, faculty advisors, and the MESM Committee to assist all parties in facilitating the Group Project process. The group Project Coordinator for the Class of 2005 is Jill Richardson – jrichardson@bren.ucsb.edu.

E. Outside Advisor
Interacting and networking with the professional community is a critical component of the Group Project process. Groups are expected to obtain the counsel of outside advisors—individuals from government agencies, industry, non-profits, and private citizens—who may be interested in the projects, data, or deliverables. Each group will be responsible for identifying outside advisors and maintaining professional contact with them for the duration of the project.

F. Stakeholders
Some projects will involve stakeholders (government agencies, industry, non-profits, and private citizens) who have a considerable interest in the project and/or the resulting data. There may be confidentiality, proprietary data, legal, intellectual property, and/or political issues that will need to be carefully addressed by the groups. Students must respect the privacy of these stakeholders in a professional manner.

4. PROJECT MANAGEMENT

A. Group Meetings
Groups are encouraged to meet as often as necessary, but all groups must meet at least once a week at a designated place and time. The faculty advisor(s) are expected to participate in the weekly meeting. However, it is the responsibility of the students, not the advisors, to schedule the meetings and make necessary arrangements. Advance notification of absences to the group is expected as a matter of courtesy. Participation in the group meetings is a portion of each student’s grade; missed meetings may negatively affect the overall grade. Contact the staff Course Support Assistant (connie@bren.ucsb.edu) to schedule a meeting room.

B. Conflict Resolution
The primary responsibility for conflict resolution lies with the group members. The faculty advisors should help resolve any issues that cannot be adequately addressed by the group members. If, after faculty arbitration a group is still unable to resolve a conflict, they may seek assistance from the Group Project Coordinator, who will consult with the MESM Committee. Students may also wish to contact the UCSB Mediation Program at 893-8571 for assistance. Trained mediators are available at no cost throughout the year. Their mediation techniques are informal, confidential, and impartial.

If students are having trouble with a member of their group, it is critical that they maintain written documentation of the problem. For example, if one member of a group is a “slacker” (not doing their share of work or not providing timely products or products of adequate quality), the other group members must document dates of specific incidences, what efforts were made to address the problem, and examples that support the allegation of slacker. Only under these circumstances will it be possible for Group Project administrative personnel to intervene and assist in crafting a solution or dispense a penalty. However, administrative involvement is generally
limited and occurs only when there are serious issues that remain unresolved after considerable effort by the students and advisors.

5. **PROJECT DELIVERABLES**

Refer to Appendix I for a summary of the deadlines and deliverables

**ESM 401A (Spring Quarter)**

Students begin their Group Projects in spring quarter of their first year of study when they are required to register for ESM 401A (Group Project in Environmental Science and Management). Students earn 3 academic units upon the successful completion of the course. The School expects students to be actively involved with their group throughout the duration of the yearlong project.

A. **Project Proposal**

During ESM 401A, each group prepares a written project proposal that contains the following:

- Title Page
- Abstract (not to exceed 200 words)
- Executive summary (not to exceed two pages)
- Clearly stated objectives. Be concise regarding the specific objectives.
- Significance of project. Why does anyone care?
- Background Information
- Approach. This section lays out the specific technical approach you will take to the problem. Include specific tasks and subtasks necessary to accomplish your objectives.
- Management Plan (see Section 5B below)
- Deliverables. Be specific on the nature of what you will produce.
- Milestones. Include dates when you initiate and complete tasks and subtasks
- Opportunities for links with outside advisors and professional environmental community
- Budget (see Section 7 and example in Appendix VI)
- Budget justification
- References cited

The project proposal is limited to 15 single-spaced pages. This limit does not include the title page, abstract, executive summary, references cited and the budget.

A draft of the project proposal is submitted to each group’s faculty advisors by mid-May. The group’s faculty advisors review the plan within 10 calendar days and return it with their comments to the group within 10 days. The final project proposal is due to the faculty advisors and external reviewers before the external review.

B. **Management Plan**

The Management Plan outlines a group’s management structure and general plan for the form and function of their group. Ideally, the management plan will be completed within the first two weeks of the quarter. It should specifically include:

- Group structure and management. Includes a definition of the various "jobs" necessary to execute the project (e.g., publications manager, data/computing
manager, financial manager, project director, etc.). An organization chart is useful.

- **Meeting structure.** How will meetings be run? Who calls meetings? Will some meetings include advisors and others not? Will minutes be taken and, if so, by whom?
- **Responsibilities of group members.** Includes duration of positions in the case of rotating roles.
- **Systems to ensure deadlines are met.**
- **Conflict resolution process.** To deal with conflict within the group. A common problem in groups is the problem of the "slacker" -- someone who does not carry his or her share of the workload. It is better to decide on ways to deal with a slacker before anyone becomes a slacker. The starting point for dealing with a slacker is for the group to assume all or some of the responsibility for the problem. If there is a slacker, it is likely that the group is failing in some way to motivate that individual. The group’s plan should first focus on motivating the individual. Methods for dealing with this problem include peer review, division of responsibilities, documentation of slacking behavior, and even the "firing" of a person from the group (though this action would need to be taken in concert with the Bren School administration).
- **Procedures for documenting, cataloging, and archiving information.** Documents, contact information, messages, calendar, website, budget projections, and expenditures. This is an important task. If there are delays or failures, the entire project can be adversely affected.
- **Guidelines for interacting with faculty advisors, external advisors, clients, customers, or consultants.** What role will the advisors play? Do they want written progress reports? Do they want drafts of sections of the report? How much time do they require for document review? How frequently will you meet with your client? How will you keep your client informed of your progress? How will you deliver your product to advisors and clients—electronically or in hardcopy?
- **Overall expectations of group members and faculty advisors.** It is strongly recommended that you discuss with your faculty advisors your and their expectations. It will be useful to include in the management plan the expectations of faculty, the expectations of students with regard to faculty involvement, and the grading criteria.

**C. External Review**

By early June (refer to Appendix I), groups are required to schedule, organize, conduct and document an external review of their project. The purpose of the external review is for the groups to gain critical feedback regarding their project scope, the importance of the project, their proposed plan of work, and the potential implementation implications of their results. We expect that this review process will improve the real-world nature of the problems and solutions group projects pursue.

The attendees at the external review must include all group project participants, the assigned faculty advisors, two other Bren School faculty, and at least two project stakeholders. It is important that reviewers are lined up well in advance (at least 2 weeks) since participants are likely to have very full schedules. The group is required to work with the faculty advisors in planning the external review; however, the group will conduct the meeting with the advisors as participants and will have primary responsibility for making necessary arrangements. Issues that must be fully addressed and agreed upon by the group and advisors include: attendees, agenda, and schedule.
The spring quarter performance evaluation will be based in part on how well the students plan, conduct, and document this meeting. Bren School administrative staff will assist in scheduling a meeting room on campus for the review session (see Section 3E). Feedback must be accurately documented so it can be incorporated in the updated proposal fall quarter. Groups should be sure to send a written thank you to all their external reviewers.

D. Website
By the end of spring quarter, each group is required to create and maintain a public website through the Bren School. At a minimum, the following is required to be accessible through this site:

- Names and email addresses for all group members
- Faculty Advisors names
- Project title and abstract
- The final project proposal document, as accepted by the Group Project Selection Committee

ESM 401B (Fall Quarter)
Students must enroll in ESM 401B (Group Project in Environmental Science and Management) for 4 units, and generate the following products within the published deadlines.

A. Fall Presentations
In the middle of fall quarter, each group presents its project to faculty, staff, and students of the Bren School. Each group’s oral presentation should be 15 minutes long, followed by 5-7 minutes of discussion. The Bren School administrative staff will make all arrangements for the fall presentation event, including setting the presentation schedule.

The oral presentation should be a condensed version of the full project proposal and should contain the following information:

- Clearly stated project objectives
- Importance of research
- Plan for executing research
- Expected results
- Progress so far

The purpose of the oral presentation is to provide the group with an opportunity to obtain feedback intended to strengthen their research agenda.

B. External Review
By the last week of the quarter, groups should arrange an external review of their draft Progress Report (see below). The purpose of this external review is, again, to gain critical feedback on the group’s progress to that point. Feedback obtained from the review should be incorporated into the final Written Progress Report.

C. Written Progress Report
At the end of fall quarter, each group submits a written progress report to its faculty advisors. This is not just a revised version of the proposal submitted in spring quarter for ESM 401A. It focuses instead on progress and changes since the end of spring quarter and includes a plan for the final quarter.
ESM 401C (Winter Quarter)

During winter quarter of their second year of study, students must enroll in ESM 401C for 4 units. At the end of this quarter, each group must complete its project and all deliverables—with the exception of the final oral and poster presentation, which occur at the beginning of spring quarter. If the group has not completed a final report by the end of winter quarter that is satisfactory to the advisors, their grade will likely be compromised, and faculty will withhold signature until the report is acceptable.

Advisors have no deadline for approving final reports; the only criterion is whether the report is satisfactory to the advisors. Once approved, each group must provide one bound hard copy (spiral bound form is acceptable) and an electronic copy of the final report (in .pdf format) to the Group Project Coordinator.

A. Final Report

Drafts of the final report are due to advisors by the middle of February. If appropriate, a copy of the final draft should be shared with the client, and the final product should consider their feedback.

By the end of winter quarter, students must submit a final report of their group project. The deadline for the final report is firm, and there will be potentially serious consequences if a group fails to meet this deadline. The final report provides a complete discussion of the project’s goals, objectives, methodologies, and accomplishments, and must be approved by the group’s faculty advisors.

Students should bear in mind that it is doubtful that they will be able to complete their reports by the end of winter quarter if they do not present a high quality draft to the advisors by the middle of the quarter. Some advisors will expect drafts earlier and require longer periods for review and comment than others. In general, students should expect that their advisors will require at least one week, but as much as two weeks, to complete a review. It is likely that more than one iteration will be necessary before the advisors find the report to be acceptable. Thus, it is critical that students and advisors discuss and agree upon a realistic timeline and have consistent expectations in terms of turn-around time, etc.

The final report should not include information restated from the group’s Management Plan. The final report typically includes the following:

- Abstract (not to exceed 200 words)
- Executive summary (not to exceed 4 pages)
- Discussion of project objectives and their significance
- Background information, including references to similar projects or research
- Discussion of methods used
- Results
- Discussion of results
- Conclusions
- Recommendations for future research
- References

Final reports must not exceed 200 pages, and must be free of typographical, formatting, and other errors. Any deviations from the format guidelines must be approved by the faculty advisors prior to submission of the final report.

B. Quality Standards for Final Report

The final report should reflect that the group has 1) the ability to clearly articulate the problem orally and in writing; 2) the ability to clearly articulate the scope of the work; 3) the ability to clearly articulate how their work is related to larger related
issue(s); and 4) the creation of original interpretations of the work of others and/or the generation of original data that leads to original interpretations.

Conclusions and recommendations in the report are to be based only on 1) original interpretation and synthesis of the work of others; 2) original data and interpretations of that data; and/or 3) a combination of 1 and 2. The unsupported expression of opinion in the final report is not appropriate.

When monetary support has been provided, acknowledgement must be made to individuals and/or organizations for their support of the project. Individuals or organizations that have contributed non-monetary support in the form of time, information or useful advice, should also be acknowledged if the group project members and advisors agree it is warranted.

Individuals and organizations have the right to refuse being acknowledged. Prior to finalizing acknowledgements, the group must inform them of its intent to acknowledge them in the report.

**Adherence to accepted rules of citation is required. Only readily retrievable sources are acceptable.**

C. **File Final Report with the Bren School**
Once approved, each group must submit one bound copy of its final report and an electronic copy of the final report (in .pdf format) to the Group Project Coordinator. Bound copies can be made at any local copy shop, such as Kinko’s or The Pulse. All final reports must be formatted in compliance with “Bren School Filing Guidelines” (see Appendix III).

D. **Project Brief**
Each group must prepare a four-page brief summary of the project by the end of winter quarter. This summary is widely distributed, and for many it is the primary visible product of the project. Thus, care should be taken to be sure it is readable, attractive and complete. Pictures and diagrams are encouraged, as is the use of color. Summaries should adhere to content and formatting guidelines detailed in Appendix VII and be delivered electronically to the Group Project Coordinator. The deadline (end of winter quarter) for the project brief is firm, and there will be potentially serious consequences if a group fails to meet this deadline.

E. **Contact List**
Each group must email the Group Project Coordinator a list of stakeholder invitees for the final presentation by the beginning of March. This list should contain complete contact information, including job titles.

**ESM 401D (Spring Quarter)**

A. **Oral Presentation**
At the beginning of spring quarter of the last year of study, each group participates in a special Bren School event featuring formal public presentations of the Group Projects. Each group’s presentation is 25 minutes in total length, which includes at least 7 minutes for questions. All members of the group must be in attendance; one group member should be the presenter. **Members of the group are expected to dress professionally.**
In preparation for the presentation, a title and 200-word abstract must be delivered to the Group Project Coordinator by the beginning of March (see timeline for specific date).

The Bren School is akin to a professional society. Meetings of professional societies are conducted such that oral presentations are brief and made by one representative, no matter how large the project or the number of participants. Organizers of the society set the schedule and location of presentations, and presenters are expected to accept the schedule.

The School invites academics from other UCSB departments and other universities, environmental professionals, and the Bren Advisory Committee to the event. Students may invite personal guests if they wish. Since this is an excellent opportunity to get to know potential employers, students are strongly encouraged to provide the Group Project Coordinator with ideas for the guest list.

The importance of this event cannot be overstated. Presentations by Bren students have a huge impact on the reputation and prestige of the School and, hence, on the value of the students’ degrees.

Students are encouraged to present their work in other forums, especially at regional or nations meetings of societies.

**B. Project Poster**

Each group must prepare a professional poster that summarizes its project. The posters will be displayed at the public oral presentation in spring quarter. The School will keep the posters for future display in Bren Hall. The posters should be at least 4’x3’ but no larger than 4’x6’, including borders. It is expected that the poster will be completed by the beginning of spring quarter. See the Computing Section (9J) for more information on how to create and print the poster.

**6. PROJECT EVALUATION**

**A. Faculty Evaluation**

Students must take ESM 401A, B, C & D for a grade. You will receive an “IP” (In Progress) grade for 401A, B & C; a letter grade is assigned for 401D at the end of spring quarter*. That letter grade automatically applies to 401A, B & C. Each student in the group receives a separate grade. If a group performs well together, it is likely that all group members will receive the same grade, but this is not guaranteed.

*(Students who will graduate in winter instead of spring must obtain an approval code from Assistant Dean Laura Haston to enroll in ESM 401D in winter. They will receive a grade of NG until the presentation is completed.)

Student performance in a Group Project is evaluated and graded based on demonstrated depth of understanding, critical thinking, interdisciplinary approach, originality, external development, resourcefulness, professionalism, and communication skills. Specific criteria that faculty advisors will use in assigning project grades include:

1. *A working understanding of the published literature and facts immediately relevant to the project.* A literature review should be at least 50% accomplished by the end of spring quarter of the first year and be essentially completed by the beginning of fall quarter of the second year.
2. **A critical perspective on the quality and shortcomings of prior work relevant to the project.** This should include an identification of attempts to answer similar questions in other contexts. This critical review should be at least 50% accomplished by the end of spring quarter of the first year and fully demonstrated by the beginning of winter quarter of the second year.

3. **A working understanding of the social and natural science dimensions of the issues and an aggressive plan for integration of these dual perspectives into the project.** This should be demonstrated at a level of 75% by the end of spring quarter of the first year and 100% by the beginning of winter quarter of the second year.

4. **Originality of analysis, problem formulation, and scope of work.** This should be demonstrated throughout the project.

5. **Formation of working relationships with environmental professionals outside of the Bren School.** In some cases, outside advisors will be identified when the group project is proposed. In other cases, the students will have to identify stakeholders, sources of information, outside consultants, and/or experts who can provide benefit to the group project. This should be demonstrated at a 50% level by the end of spring quarter of the first year and 100% by the end of fall quarter of the second year.

6. **Resourcefulness.** Throughout the project, students are expected to demonstrate initiative in finding information, identifying tools necessary to achieve their scope, seeking outside advisors, acquiring necessary funding, and establishing internships for themselves as appropriate.

7. **Punctuality.** Students are expected to deliver intermediate and final products on schedule.

8. **Communication skills.** Oral presentations and written reports are expected to be well organized, scholarly, and well communicated.

9. **Participation.** Students are expected to participate and actively contribute in meetings, training sessions, and events.

**B. Student Evaluation of Faculty Advisors**

At the end of each quarter, all Group Project members submit evaluations for each Faculty Advisor to the Group Project Coordinator (see Appendix II). Except for responses to the question, “Is there any feedback you would like shared with your advisor before the end of the project?”, the Coordinator summarizes the groups’ assessments and distributes anonymous comments to each Faculty Advisor at the end of the project, after all group project grades have been recorded.

**7. Creating a Project Budget**

Each Group Project is allotted $1,100 as a base budget, and up to $200 for printing. Students are strongly encouraged to seek extramural funding from other sources such as private, corporate, and campus agencies to augment the budget. At the beginning of spring quarter, the Bren School will assign a Cost Center, a copy code, and a phone authorization code to each group. In addition, each group will have the options of purchasing a library copy card and signing up for voicemail.
Each group must create a budget for its project, estimating expenses to the best of their ability given the following costs:

1. Phone calls: ($10 set-up; $1/month for 12 months, plus calls) $22 + toll calls (optional). The phone and voicemail are accessible through the phone in the Bren School Commons

2. Printing from the Computer Lab: Up to $200

3. Final poster printing (approximate): $150

*Please note that each group’s “real” working capital, after the above costs will be approximately $800.*

In addition to the above fixed costs, each group must consider appropriate additional expenses such as travel, software, laboratory fees, business cards, reference books, poster production, presentation materials, photocopying, and publication expenses when preparing the budget. Furthermore, the funds are for reasonable expenses related to your group project. **Group Project funds provided by the School CANNOT be used to pay for entertainment, food and beverages, gifts, awards, and donations. There are NO exceptions to this UC policy.**

For more information on procedures, please refer to:

**Bren School Purchasing Procedures**
www.bren.ucsb.edu/services/admin/purchasing_procedures.asp

**Travel Regulations and Procedures**
www.bren.ucsb.edu/services/admin/travel_regulations.asp

### 8. GROUP PROJECT BUDGETS

#### A. Bren School Financial Department
Alycia Lewis (alycia@bren.ucsb.edu) is the primary contact for budget matters related to Group Projects. Groups will need to contact her at the beginning of spring quarter to arrange cost centers as discussed below.

#### B. Cost Centers
Each Group Project is assigned a Cost Center. A Cost Center is an account number in the School’s internal accounting system designated to track expenses. Each Cost Center number looks something like ES600/7/MIS. Group members must use this Cost Center to identify charges (Purchase Orders [PO], faxes, phone calls, petty cash receipts, lab fees, etc.) for appropriate allocation and/or reimbursement.

#### C. Expense Reports
Each group should identify one member to receive the monthly expense report which indicates the budgetary activity within the group’s cost center. This member will be responsible for tracking, managing, communicating, and updating the group’s budget. If expenses (phone, copies, travel, etc.) are incurred exceeding the budgeted amount, the reimbursement requests will be returned, and the group will be responsible for funding the activity. After receiving the monthly expense report, the group should reevaluate the budget to ensure that the project can be successfully completed within the given budgetary constraints.
D. **Printing Fund Transfers**
Group printing funds can be transferred to the individual printing accounts of group project members. If you wish to transfer funds, contact Alycia alycia@bren.ucsb.edu.

E. **Copy Machine Code**
Each Group Project receives a 5-digit copy code for the copy machine in the Bren School Student Mail Room (Bren Hall, Rm. 2406). To make copies for research and/or group meetings, group members must enter the code into the copier. Copy expenses are automatically allocated to each group’s Cost Center.

F. **Optional Voicemail**
An optional voice mailbox for each group can be installed on the Bren Commons telephone. Students may access this voice mailbox from home. Groups may request voicemail through Alycia alycia@bren.ucsb.edu. A monthly fee is applied to the group’s account for the voicemail.

G. **Phone Authorization Code**
Each Group Project also receives a 5-digit phone authorization code, which allows members to make phone calls from the Bren School Commons. Again, all phone expenses are automatically allocated to each group’s Cost Center. All phone calls must be made from the Commons; the telephones in the administrative offices are not available for student use.

H. **Instructions for making Group Project Phone Calls**
(Please use the phone in the Bren School Commons).

1. Pick up the phone handset
2. Dial #55
3. Dial your 5 digit phone authorization code
4. Dial 9 (to get outside dial tone)
5. Dial the number you wish to call

I. **Conference Calls**
The Bren School has a special phone for conference calling. This phone, along with a specific meeting room that has as an outside phone line, can be scheduled by contacting the Course Support Assistant at connie@bren.ucsb.edu. When dialing the number, please use the phone call instructions above to ensure the calls you make on this phone will be charged to the appropriate group account.

J. **Library Copy Card**
Each Group Project can purchase a library copy card to use at the Davidson Library to facilitate the group’s research. The expense for this card is automatically charged to each group’s Cost Center. Library Copy Cards are charged to the appropriate cost center and can be requested through the Bren School’s Purchasing Assistant Julia at julia@bren.ucsb.edu or ext. 7979.

K. **Visitor Parking Permits**
Parking permits are available for your stakeholders, external reviewers, etc. for parking on the UCSB campus to attend Group Project meetings. To obtain a permit, contact the Senior Events Coordinator at bjdanetra@bren.ucsb.edu at least 72 hours before your visitor’s arrival, and give her the: 1) name of your Group Project; 2) Group Project budget number; 3) name of your visitor and his/her affiliation; 4) date and time of arrival; and 5) location of your meeting (building and room number). Each permit costs $7.00 and is charged to your Group Project budget. Reserved parking (where a parking spot is designated for the visitor near
Bren Hall) is more expensive and should only be used when the visitor is an extremely important individual with a time constraint. Your group budget will be charged $19.00 per space per day for reserved parking.

L. Purchase Orders
Groups are encouraged to use a Purchase Order (PO) for purchasing group project supplies and services, as opposed to paying out-of-pocket and being reimbursed (see below). If a group needs to purchase supplies or services (i.e. laboratory fees, poster, etc.), PO's may be obtained from the Purchasing Assistant (x7979 or Julia@bren.ucsb.edu) in Bren Hall Rm. 2512.

M. Reimbursement
If a vendor does not accept a purchase order, group members may use personal funds and then submit a receipt to the Purchasing Office (room 2512) to be reimbursed. (Purchases with a PO are encouraged over reimbursement.) When submitting receipts for reimbursement, please include the following information:

1) Original receipt with name of vendor, date, and description of what was purchased
2) Cost Center
3) Name of person to be reimbursed
4) Original Signature

The use of personal funds is not recommended or encouraged.

N. Cost of Copying the Final Report
Personal copies of Group Project final reports are made at the students’ expense. If outside advisors request a copy or copies of the final report and the group cannot cover the cost with in its budget, the group may submit a request to the Group Project Coordinator. If approved, the Bren School will cover copying expenses.

O. Outside Funding
Groups are encouraged to seek outside funding for their projects. Outside funds received through grants/contracts are run through UCSB’s Office of Research. UCSB’s overhead rate charged on all extramural funds is 47% (7/1/04). Please communicate with Alycia Lewis (alycia@bren.ucsb.edu) before you accept any extramural funding.

In order to receive an award, a group must first submit a proposal to a prospective agency. Once a group decides to submit a proposal, its members should contact Alycia - ext 5981) so that she can guide them through the process. Typically, the Bren School can process a proposal within five days. The final processing by the Office of Research requires an additional 5 working days to complete. The Office of Research must process all proposals before they can be considered for funding. The Proposal Coordinator’s role in this process is to ensure that a group’s documents are properly prepared to meet the guidelines of both the agency and the University.

9. Computer Resources

The following describes computer resources available to each Group Project and recommended information management practices for Bren School group projects. Most of these suggestions do not require any special privileges; those that require the intervention of the Bren School Compute Team are clearly noted.
A. Data Manager
Each group should designate a Data Manager who will have primary responsibility for maintaining the group’s shared online information. The reason for designating a single manager is to ensure that a group’s information is consistent by allowing only the manager to modify it (except as specifically described below). The Data Manager should also be responsible for briefing group members on the use of directory and file permissions and managing information within the group’s information architecture. The Data Manager will also be able to install software on the group’s computer.

B. Project Nickname
Each group should select a short nickname (approximately 8 alphanumeric characters; no spaces or other special characters; dashes and underlines are o.k.). The nickname is used to identify the project’s online artifacts (directories, mailing lists, etc.) The term nickname, wherever it appears in the remainder of this document, refers to this project nickname.

C. Group Email Alias
The Bren School Compute Team will create an email alias, named nickname@bren.ucsb.edu, for each group. The recipients of each alias will be the group’s student members and faculty advisors. Each group’s email traffic will be post-processed (e.g., by “mailman”) into threaded HTML files. Group members may access the threaded mailing list log by following the Nickname Archives’ link from http://www.list.bren.ucsb.edu/mailman/listinfo/nickname.

D. Shared Directory
The Bren School Compute Team will create a “shared directory” for each Group Project. The shared directory will be named nickname, and will be housed on a Bren School Windows server, probably Babylon. This shared directory will be accessible from all Windows systems in the ESM domain via \babylon\GroupProjects2005\nickname. For group project members, this will be mapped to G:\nickname. The pathname \nickname\ in the remainder of this document refers to this shared directory.

E. Group Access Permissions
The Bren School Compute Team will create a Windows group for each Group Project, named nickname. The members of these Windows groups will be the student members of each group and their faculty advisors. Unless otherwise specified, all files and directories discussed in these Guidelines will be owned by the group’s Data Manager. The Data Manager should assign read and execute permissions to the members of the group. The Data Manager and all group members are responsible for insuring that the Windows group “ESM – System Admins” have “full control” permissions on all directories within the Group Project’s directory structure that the group wishes to be backed up. Without appropriate permission, regular backups of a group’s electronic files will not occur, and files may be lost. You can access the permissions for a folder or files by right-clicking on it -> Properties -> Security.

F. Working Documents (Recommended)
Each group’s Data Manager may create a group-writeable directory G:\nickname\workdocs, under which each project member may create their own subdirectory G:\nickname\workdocs\member. These subdirectories should be readable by a group’s Windows group, but writeable only by the owner and the Data Manager. The protocol for collaborating on a document should be as follows: Each collaboratively authored document should be assigned a lead author who is responsible for maintaining the master copy. Each collaborator should be free to place components or edited versions in their own
\nickname\workdocs\member\document subdirectory, where document is a unique name for the document, assigned by the document's lead author. It should be the lead author's responsibility to synthesize the final version of the document for submission to the Data Manager to post for the group members to read.

G. Library (Recommended)
Each group's Data Manager may create a group-writeable directory \nickname\library, in which group members can place static (i.e. read-only) documents for the project to share. Group members should give the Data Manager their files that they would like to house in the Library. This directory should be "read only" for all group members with the exception of the Data Manager.

H. Calendar (Optional)
Each group's Data Manager, and/or other specified group members, may maintain a project calendar for project events and deadlines using Microsoft Project. Each student has an individual Corporate Time account which can be used to propose group project meetings, etc. Please remember that when using individual accounts, only the person proposing a meeting and inviting others to it, may make changes to the meeting. Therefore it may be useful to make one person in charge of scheduling meetings. Corporate Time can be used to easily create a group by going to Tools -> Manage Groups.

I. References (Optional)
Each group's Data Manager may maintain a shared file of bibliographic references that will be incorporated into project reports, papers, etc. The Bren School currently supports EndNote bibliographic software via the Windows 2000 Terminal Server. Information and training on this product will be provided during spring quarter.

If you are a first-time user, you can access EndNote by going to http://snoop.bren.ucsb.edu. Set up your Internet Explorer browser according to the directions on the left-hand side of the page. In the middle of the page where it says "Application," choose "Full Desktop," and log in.

Double-click on the EndNote icon to open it. (It may take longer to open than usual.) Create a new reference library by going to File: New. A reference library dialogue box will open. Enter the name of the new library and browse to the Group Project shared network folder where it will be stored. If you would like to post references on the web page, it is recommended that the formatted bibliography created in Word be converted to .pdf format and then saved to the web; this preserves formatting.

J. Project Poster
Each group will create a Poster Presentation of their project. Current information is available on the web at

www.bren.ucsb.edu/services/computing/applications/group_project_info.html - POSTER

Please CHECK THE VENDOR'S INFORMATION about acceptable software, formats, and file types BEFORE beginning the poster. Resolution should be from 100-300 dpi, minimum of 4 feet x 3 feet but no larger than 4 feet x 6 feet (including borders).

K. Oral Presentation
The multi-media format for the oral presentation recommended and supported by Bren Computing is Microsoft PowerPoint. The group must submit a final copy of this presentation on a CD-R, which the group provides.
L. Public Web Site
Each group will be able to create a public web site. The Bren Compute Team supports Microsoft FrontPage, though you may create the site using another web design application if you prefer. However, it is critical that you edit it only with the same program used to create it. If you create a web page with FrontPage, and open it with FrontPage Express elsewhere, it will almost certainly be altered. Any modifications to a web page created in unsupported software should be edited with that same software, then copied again into your web directory. The Bren Compute Team will place a template home page for each Group Project in the Data Manager’s Unix directory at

U:\nickname.html

The index or home page must be named default.htm and will display at http://www.bren.ucsb.edu/~nickname. The group’s Data Manager is free to modify this page and additional content, subject to any formal Bren School policies regulating Bren School public web formats and content.

The web content will be publicly viewable at

http://www2.bren.ucsb.edu/~nickname

You can also advertise your group project site as www instead of www2

http://www.bren.ucsb.edu/~nickname

The www location will be redirected to www2.

The School requests that only one or two group members be responsible for maintaining the Group Project web site to eliminate confusion, ensure timely posting of information, and facilitate training efforts. Be sure to verify all links on your web pages when editing or adding information to them.
APPENDICES
APPENDIX I
TIMETABLE 2004-2005

Spring Quarter 2004

Wed. May 12  Draft of Project Proposal due to Faculty Advisors
Fri. May 21  Review of Project Proposal completed by Faculty Advisors
Before External Review  Final Project Proposal must be completed before holding the External Review (distribute to participants in advance)
Fri. June 4  External Reviews must be completed
Fri. June 4  Website created and up-to-date
Mon. June 8  Report on external review due to advisors
Wed. June 10  Faculty Advisors & Peer Evaluations due to Group Project Coordinator

Fall Quarter 2004

Fri. October 29 (tentative)  Fall Presentations - Session I
Fri. November 5 (tentative)  Fall Presentations - Session II
Wed. December 1  Draft report due (project progress through fall)
Wed. December 1  Faculty Advisors & Peer Evaluations due to Group Project Coordinator

Winter Quarter 2005

No later than...
Wed. February 16  Draft of final report due to Faculty Advisor(s)
...But earlier if advised  This should be a high-quality document, presumably preceded by earlier drafts, that only requires minor editing
Fri. Mar 4  Submit information for group project presentation program: project title, 200 word abstract, and names of individuals to be acknowledged
Fri. Mar 4  Submit invitation list to Group Project Coordinator
Fri. March 11  Final Report due to Faculty Advisors
***This is a FIRM deadline***

Fri. March 11  Project Brief due to Faculty Advisors AND Group Project Coordinator
***This is a FIRM deadline***

**Spring Quarter 2005**

One week before presentations  It is recommended that the poster be completed and a draft Power Point Presentation be submitted to the Faculty Advisors by this date (some advisors may require this).

TBA  Project final oral presentation and poster display.

One week after presentations  Final reports must be archived in the Bren School office. Submit final copy in .pdf format via email and one bound hard copy to the Group Project Coordinator.

One week after presentations  Faculty Advisor & Peer Evaluations due to Group Project Coordinator.
APPENDIX II
QUARTERLY FACULTY ADVISOR EVALUATION

http://www.bren.ucsb.edu/services/student/GP/fac_evaluation_qtr.doc
APPENDIX III

FORMATTING & FILING REQUIREMENTS FOR MESM GROUP PROJECTS

Responsibility for the Content of the Manuscript
The group members and faculty advisors are responsible for everything contained in
the manuscript; the faculty advisors must review the entire manuscript before giving
final approval. This review includes
• all preliminary pages or front matter (e.g., the preface, dedication,
  acknowledgements, etc.)
• the main body of text (including charts or other inserted matter)
• the back matter (e.g., the notes and bibliography, appendices, etc.)

Nothing can be added to the manuscript once the faculty advisors have signed the
approval page.

The organization, presentation, and documentation of each Group Pproject must
meet the standards set by the faculty advisors and the Bren School. For general
information, students may consult a standard style guide; The University of Chicago
Manual of Style is recommended as an authoritative source. Students who have
discipline-specific questions should consult their faculty advisors.

Group Project title and signature page requirements

Title page requirements: Each group project report must include a title page with
an alphabetical listing of the group participants and faculty advisor. In addition, the
title page must have the following:

(1) title of the group project
(2) names of group participants and faculty advisors
(3) Master of Environmental Science and Management as the students’ degree
   objective
(4) Donald Bren School of Environmental Science & Management
(5) University of California Santa Barbara

The Bren School will link each group research project on the Bren School web site
by graduating year, with the authors of each project listed alphabetically. See
Appendix IV.

Approval (signature) page requirements: Group Project faculty advisors and
project members must sign the signature page. The signature page includes a
separate set of lines for the signatures of the students and a set of lines for the
signatures of the faculty advisors listed alphabetically. In all cases, the name of the
person signing must appear in printed form immediately to the right of or below the
signature.

“The group project is approved by:” must appear immediately above the faculty
supervisors’ signature lines.

All signatures must be in black or blue ink; no other color ink is acceptable. See
Appendix V.

Standards for group project titles
The group project title should use specific, unambiguous descriptive words that will
ensure electronic retrieval. Do not use formulae, symbols, superscripts, Greek
letters, or other non-alphabetical symbols in the title. Group project titles should
represent a summary of the research and not be lengthy. Titles that contain more than 50 words are considered wordy. Subtitles should be used only when necessary.

**Dates on title and signature pages**
The approval/signature page and the title page must have the month and year the project is signed by the faculty advisors.

**Abstract required; preliminary page requirements**
An abstract is required. It should provide a brief synopsis of the research and be succinct—(200 words).

Other preliminary pages such as those for acknowledgements, a table of contents, or list of figures and charts are optional.

The abstract and preliminary pages must meet all formatting requirements delineated below. All preliminary pages, with the exception of the title page and approval (signature) pages, must be numbered with lower case Roman numerals beginning with Roman numeral iii for the abstract; see below for additional information on pagination and placement of page numbers.

The abstract should be placed following any optional preliminary pages (i.e., acknowledgements or a table of contents). See samples of preliminary pages at the end of this document.

**Executive Summary**
The executive summary has more detail than the abstract and should be no longer than 4 pages. Since most people will read the summary rather than the entire report, it should include, at a minimum, background information and recommendations. The executive summary should be text only—do not include graphs or photos.

**Legibility and appearance**
The original manuscript must be produced using a font that is highly legible and dark enough to reproduce clearly. The document must be free of streaks, smudges, or any extraneous marks. Whiteout and correction tape are not allowed, and interlineations and hand corrections are not acceptable.

**Paper**
Group members must produce one copy of the manuscript, including the title page, approval (signature) page, and abstract, on white, letter-size paper (8 1/2 x 11 inches). Photocopies are acceptable if they do not have copier or printer streaks. For information on handling oversize materials such as maps, please consult the Group Project Coordinator.

**Margins**
NOTE: Copy machines may shift text on a page. Therefore, the following are *minimum* margins. The group may set larger margins but must be sure that the final text lies well within these guidelines.

LEFT = 1.5” (this margin is wide for binding requirements)
TOP LINE OF TYPE = 1.25” from top of paper
RIGHT = 1.25”
BOTTOM LINE OF TYPE = 1.25” from bottom of paper
Aside from page numbers, nothing must intrude into the margins. These minimum specifications also apply to all figures, charts, graphs, illustrations and appendices. When oversize pages are used, the same margin measurements must be maintained.

**Page Numbers**

Page numbers should be centered on the page .75 inches from the bottom of the edge of the page. Placement of page numbers must be consistent throughout the manuscript. Be careful to provide space between the text and the page numbers.

**Pagination**

Every page must be numbered consecutively. Except where noted below, each page of the entire manuscript must be numbered in accord with the following standards:

- Neither the title page nor the approval (signature) page is to be numbered; the two pages are counted when numbering the following preliminary pages even though they are not numbered.

- The preliminary pages following the title and approval pages must be numbered sequentially beginning with lower case Roman numeral “iii.” All preliminary pages are to be numbered using lower case Roman numerals (iii, iv, v, vi, etc.). This includes the abstract, dedications, tables of contents, lists of figures, tables, symbols, illustrations, photographs, prefaces, introductions, acknowledgments, and vitae (required for dissertations).

- The main body of the text and any back matter must be consecutively numbered with Arabic numerals (1, 2, 3, etc), including text, illustrative materials, bibliography, notes, and appendices.

Correct pagination—no missing pages, blank pages, or duplicate numbers or pages—is required for the manuscript to be acceptable.

**One-sided Printing Optional**

We encourage groups to double-side the final reports; however the manuscript may be printed one sided if your group prefers.

**Line Spacing**

The manuscript may be single or double-spaced depending on group preference.

Single spacing should be used in those places where conventional usage calls for it, i.e., the title page; figure, table, and photo captions; footnotes; indented quotations; and the bibliography. When individual footnote or bibliographic entries are single-spaced, there must be double spacing between entries.

**Fonts and Font Sizes for the Text and Notes**

A font size of at least 12 must be used for the basic manuscript text. Standard fonts such as Arial, Century Gothic, Helvetica, Verdana, Tahoma, or Times are recommended.

A font size of at least 10 must be used for footnotes and captions. Script, calligraphy, italics, and specialized art fonts are not acceptable for the main body of the text.

Italics may be used for quotations, headings, labels, book titles, foreign words, or occasional emphasis. Fonts used for appendices, charts, drawings, graphs, and tables may differ from that used for the text. The print should be letter quality with dark black characters that are consistently clear and dense.
Please note: Any deviations from the above guidelines must be approved by your faculty advisor in advance.

Filing the Group Project

Once the faculty advisors sign off on a group’s project, no changes can be made to the final report. The final report, including the original signature page, must be submitted to the Group Project Coordinator (GPC) by the end of the first week of spring quarter (or when the faculty advisors approve the final paper, but no later than the last day of the spring quarter). An electronic pdf version of the report must also be sent to the GPC at projects@bren.ucsb.edu. This is the version that will be linked on the Bren School web site.

The GPC will review each final report to verify that it meets the filing standards and will notify each group if it is acceptable or not.

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<tr>
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<td>Dates Used On Approval and Title Pages</td>
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<tr>
<td>Executive Summary</td>
<td>No more than 4 pages. More detailed than the abstract.</td>
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APPENDIX IV
SAMPLE FINAL REPORT TITLE PAGE

UNIVERSITY OF CALIFORNIA
Santa Barbara

PROJECT TITLE

A Group Project submitted in partial satisfaction of the requirements for the degree of
Master’s in Environmental Science and Management
for the
Donald Bren School of Environmental Science & Management

by

MEMBER NAME
MEMBER NAME
MEMBER NAME
MEMBER NAME
MEMBER NAME
MEMBER NAME

Committee in charge:
ADVISOR NAME
ADVISOR NAME

DATE
APPENDIX V
SAMPLE FINAL REPORT SIGNATURE PAGE

PROJECT TITLE

As authors of this Group Project report, we are proud to archive it on the Bren School’s web site such that the results of our research are available for all to read. Our signatures on the document signify our joint responsibility to fulfill the archiving standards set by the Donald Bren School of Environmental Science & Management.

____________________________
MEMBER NAME

____________________________
MEMBER NAME

____________________________
MEMBER NAME

____________________________
MEMBER NAME

(The faculty advisor may change this statement prior to submitting this report).

The mission of the Donald Bren School of Environmental Science & Management is to produce professionals with unrivaled training in environmental science and management who will devote their unique skills to the diagnosis, assessment, mitigation, prevention, and remedy of the environmental problems of today and the future. A guiding principal of the School is that the analysis of environmental problems requires quantitative training in more than one discipline and an awareness of the physical, biological, social, political, and economic consequences that arise from scientific or technological decisions.

The Group Project is required of all students in the Master’s of Environmental Science and Management (MESM) Program. It is a four-quarter activity in which small groups of students conduct focused, interdisciplinary research on the scientific, management, and policy dimensions of a specific environmental issue. This Final Group Project Report is authored by MESM students and has been reviewed and approved by:

____________________________
ADVISOR

____________________________
ADVISOR

____________________________
DEAN

DATE
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* Indicates fixed costs.
APPENDIX VII

GROUP PROJECT BRIEF GUIDELINES

The importance of communicating the results of work is difficult to overstate. After a full year of work on your group project, you are understandably exhausted and perhaps tired of the effort. But one of the most important phases occurs at the end: preparing your report, oral presentation, poster and brief. The brief, a short synopsis of your work, is particularly important since it is likely to be the one product of your work that is widely read and accessible.

CONTENT OF THE BRIEF

The brief is intended to be a concise summary of your project, accessible to an intelligent general audience. It is important that the brief be polished, eye-catching, self-supporting (not requiring the full report), substantive, technically impressive, easy to read at multiple levels (a skim, a casual read, a careful read).

Use graphics, tables, summary boxes, headings and whatever works to convey the sense of the importance of your group project, the problem you tackled, and the solutions you are recommending. Color is appropriate, although keep in mind that some people may print the brief in black and white; color must be readable and intelligible when rendered in black and white.

A successful brief is one where some readers are tempted to read the full report and most come away impressed with the effort and with a better understanding of the problem and its solution. Keep in mind that it is important to not only convey a sense of what your group project entailed but also to impress the reader with the importance, significance and accomplishment of your group activities. This is not a book report. Although it is short, it should not be superficial.

In composing a brief, be cognizant of conveying the main points of your group project:

- Problem statement and goals
- Significance
- Background information
- Approach to your analysis
- Results and discussion of results
- Conclusions and findings

It is also advisable to “wrap” your brief with an introduction that conveys the sense of the problem, its importance, and your results. The conclusion repeats much of this information.

Keep in mind that some people first skim the brief very quickly. Catchy figures or boxes that quickly summarize main points help lure the reader into carefully reading the entire brief. Think of yourself as having about 10 seconds to sell a potential reader on your project—10 seconds in which your goal is to get the person to spend five minutes reading and digesting the entire brief.

Carefully edit every sentence and paragraph of your brief. Ask of each sentence, “What does this add to my brief?” and “Can it be written more concisely?” Ask of the layout and flow of your brief, “Is this the easiest and most logical way to take the reader through our project?”
TECHNICAL GUIDELINES

Briefs should be prepared in Word, using the template on the web at http://www.bren.ucsb.edu/services/student/index.asp. The template basically contains Bren banner material on the first page and provides a consistent look to all of the briefs.

For the body of the text, single space, using 11 point Garamond type, double columns, 0.75” margins, flush left and right, and 0.5” between columns. Section headings may be in larger type. References and footnotes are 8-point type and occur at the end of the brief. For references and footnotes, use the style found in Science Magazine. On the title page, identify the student authors; in a footnote, indicate the faculty advisors.¹ The length is four pages, 8.5” x 11”.

EXAMPLES

It can be very instructive to examine how others have constructed briefs on a variety of topics. Please review briefs from past group projects on the web. There are a zillion other briefs on the web, some of which links are below. These are simply examples, not necessarily good ones.

http://www.brook.edu/comm/policybriefs/archive.htm
http://www.fpif.org/briefs/index.html
http://www.rand.org/labor/popmatters/
http://www.sardc.net/IMERCSA/NETCAB/soebrief/soebrief3.pdf
http://danr.ucop.edu/calag/ND00/pdfs/eucalpts.pdf
http://webnet1.oecd.org/pdf/M00025000/M00025149.pdf
http://www.sardc.net/IMERCSA/NETCAB/soebrief/
http://www.forumsinstitute.org/pubs/
http://www.ciaonet.org/pbei.html

¹ Try not to use too many footnotes.