



The Association for the Advancement
of Sustainability in Higher Education



2016 ANNUAL REPORT

Table of Contents



Mission, Vision & Goals	3
Letter from the Executive Director	4
STARS	5
Education & Professional Development	6
2016 AASHE Conference & Expo	8
AASHE Sustainability Awards	11
Resources & Publications	13
Membership	14
Marketing & Outreach	15
Board, Staff and Leadership	18

Mission, Vision & Goals

MISSION To inspire and catalyze higher education to lead the global sustainability transformation.

VISION AASHE will lead higher education to be a foundation for a thriving, equitable and ecologically healthy world.

VALUES Transparency, Collaboration, Hope, Stewardship, Innovation, Courage, Accountability, Diversity.

STRATEGIC GOALS

Grow membership to include at least 1,200 actively engaged colleges and universities, NGOs, government partners and businesses

- Enhance member value proposition
- Enhance communications and outreach to members
- Help new members become a part of the AASHE community and get the most out of their membership
- Engage members meaningfully in decision-making and demonstrate responsiveness
- Provide excellent customer service
- Increase awareness and affinity for the AASHE brand

Empower members with indispensable resources to advance higher education sustainability

- Enable members to more easily access, interpret, and act on unique and valuable data
- Allow users to collaborate and share information through online tools
- Increase readership of the AASHE Bulletin
- Develop new, high-quality tools and publications

Catalyze sustainability leadership in higher education through increased visibility and recognition

- Enhance the ease and value of participating in STARS
- Raise the profile of AASHE's awards program
- Generate positive publicity for higher education sustainability
- Mobilize government support for higher education sustainability

Connect campus stakeholders with the training and professional development they need to be leaders for sustainability

- Increase participation in AASHE's annual conference
- Organize unique, high value professional development programs with a special focus on faculty development
- Increase member access to relevant training and professional development through partnerships with other educational providers

Strengthen AASHE's organizational capacity

- Support the growth and development of AASHE's personnel
- Leverage partnerships to expand AASHE's impact
- Upgrade AASHE's information technology infrastructure
- Optimize board governance
- Model sustainability across operations

AASHE defines sustainability in an inclusive way, encompassing human and ecological health, social justice, secure livelihoods and a better world for all generations.

Letter from the Executive Director

As I reflect on the past 12 months, I can't help but think about the great work our members accomplished throughout the year. Some notable accomplishments include: St. Olaf College will soon be [carbon neutral](#), Swarthmore College created a [carbon charge](#), and Indiana University–Purdue University Indianapolis (IUPUI) and Butler University won \$50,000 through the [Sustainable Campus Competition LIVE!](#) hosted by Kimberly-Clark Professional* at the 2016 AASHE Conference and Expo!

AASHE has been hard at work continuing to build member value. Highlights of our accomplishments in 2016 include the launch of the [Campus Sustainability Hub](#), with thousands of resources to help faculty, staff and students advance various sustainability initiatives on their campus; the release of the [2016 Sustainable Campus Index](#), featuring the significant achievements of STARS-rated campuses; and the announcement of 13 [Centers for Sustainability Across the Curriculum](#) designed to engage and train more faculty members.

In addition, AASHE has continued to grow and strengthen our partnerships. We continue to work with *Sierra* magazine and The Princeton Review to align their projects with STARS to reduce survey fatigue. AASHE, National Wildlife Federation, Second Nature and USGBC continue our collaboration to increase our collective impact. We also announced a partnership with the International Society of Sustainability Professionals (ISSP) that AASHE members are eligible to receive a [\\$100 discount on the ISSP Sustainability Associate](#) (ISSP-SA) credential exam that recognizes the knowledge, skills and abilities of those in the sustainability field.

As we continue our work toward advancing sustainability globally, I am confident that our passionate and strong community will continue, if not accelerate, our efforts toward a more sustainable future. As our 2017 AASHE Conference & Expo theme suggests, we are "*Stronger in Solidarity*." With that in mind, and because of all of your hard work and dedication, I have a lot of hope for the future.

Onward,



Meghan Fay Zahniser
Executive Director





STARS

The Sustainability Tracking, Assessment & Rating System ([STARS](#)) was introduced in 2009 as a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. STARS incentivizes institutions to boost future efforts and initiatives, as well as provide an open platform for information sharing.

STARS 2.1 was launched in May 2016 and features data auto-population to save participants time, exemplary practice options to recognize additional types of programs and initiatives, and a pre-publication review process to help ensure accuracy.

Ratings Earned in 2016:	106
Ratings Earned Since 2009:	659
Total Active Ratings (as of Dec. 31, 2016):	284
Subscriptions in 2016:	257
Participants:	797
US:	664
Canada:	64
International:	69

View the full list of [STARS Participants](#).

Education & Professional Development

AASHE's education and professional development efforts are designed to support sustainability advancements at institutions throughout the world. We aim to engage a diverse group of campus representatives—from faculty to sustainability officers, presidents to students—in dialogue and action to transform the sustainability movement.

Sustainability Across the Curriculum Workshop

Thirty-two participants gathered to learn about the philosophy of change in higher education developed through the Ponderosa Project at Northern Arizona University and adapted at Emory in the Piedmont Project through two days of presentations, exercises, discussions and reflection. Participants also experienced a range of workshop strategies, heard from local experts, enjoyed outdoor place-based activities and spoke with other faculty leaders about how to use this model at their campuses.



Sustainability Officers Retreat

AASHE and the University of British Columbia Okanagan Campus co-hosted a retreat where forty-seven participants explored common issues facing sustainability officers, learned about change management strategies and developed skills to be more effective sustainability leaders.

Green Power Boot Camps and Workshops

As part of our support of the Green Gigawatt Partnership, AASHE helped to organize three Green Power Boot Camps and supported workshops at the Smart & Sustainable Campuses Conference and AASHE 2016. These events focused on trying to demystify power purchase agreements (PPAs), a powerful mechanism for reducing GHG emissions while at the same time lowering costs, reducing price risk and providing research and educational opportunities.



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Education & Professional Development

continued

2016 Webinars

- [Award Winner Webinar: Sustainability, Food Systems and Entrepreneurship](#)
- [Award Winner Webinar: Student Leadership for Campus and Community Sustainability](#)
- [Award Winner Webinar: Biodiversity-friendly campuses](#)
- [Making the Most of AASHE's New Campus Sustainability Hub](#)
- [Getting Started with STARS 2.1](#)
- [University of Chicago New Construction Procurement Case Study: Securing Your Investment](#)
- [Preparing for Campus Sustainability Month 2016](#)
- [Implementing Sustainable Transportation on Campus](#)
- [Green Gigawatt Partnership: Tips and Tricks for On-Campus Solar](#)
- [Inspiration and Hope for Campus Sustainability Change Agents](#)

AASHE also participated in webinars in partnership with the [College and University Recycling Coalition](#), the [Sustainability Curriculum Consortium](#) and the [Higher Education Associations Sustainability Consortium \(HEASC\)](#).

Pilot Program for Centers for Sustainability Across the Curriculum

In 2016, AASHE selected 13 institutions to pilot a [Centers for Sustainability Across the Curriculum](#) program to accelerate the infusion of sustainability content into curriculum. The partner institutions will offer workshops and other professional development opportunities on sustainability in the curriculum in 2017.

AASHE Conference & Expo

The 2016 AASHE Conference & Expo was held Oct. 9-12 in Baltimore, Maryland. With a theme of “*Beyond the Campus*,” AASHE 2016 focused on the dissemination and implementation of sustainability solutions that higher education institutions have modeled for many years in surrounding communities and the world.

More than 2,000 attendees across 14 countries convened to celebrate, inspire and find new ways to expand the sustainability movement in more than 400 education and networking sessions. The conference also featured an expo hall with more than 80 exhibitors who shared innovative products and services to advance campus sustainability.



The conference kicked off with the annual Student Summit where several hundred students gathered to learn from Dominic Frongillo, American politics lecturer and urban sustainability consultant in Freiburg, Germany. Mr. Frongillo spoke about the impact millennials have on sustainability advancements while facing climate change.

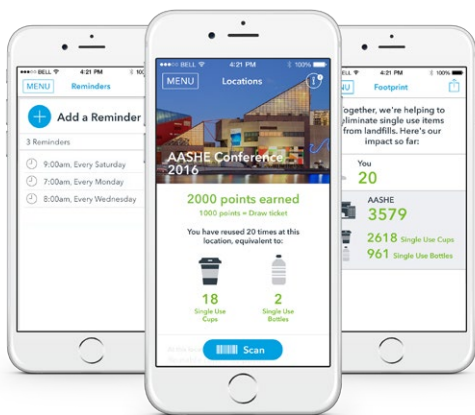
Attendees gathered to hear Flint, Michigan water advocate [Marc Edwards](#) speak on the importance of challenging the status quo to make lasting change with a strong impact. Also, during the opening address we celebrated [seven winners](#) of the AASHE Sustainability Awards where more than 70 campuses have been recognized since 2006.

The [Democracy Collaborative's Sarah McKinley](#) and [Johns Hopkins University's Affan Sheikh](#) spoke about expanding sustainability initiatives to surrounding communities and [#fergusonsyllabus](#) creator [Marcia Chatelain](#) addressed the importance of diversity and the challenges we are facing as a nation.

Finally, Butler University and IUPUI beat 225 colleges and universities to win the \$50,000 [Sustainable Campus Competition LIVE!](#) hosted by Kimberly Clark Professional. The winning entry included a proposal to expand food waste composting at both universities and the surrounding community.

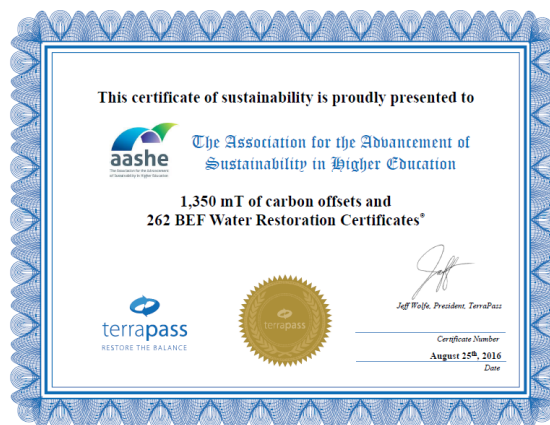
AASHE Conference & Expo continued

Conference Attendee Impact



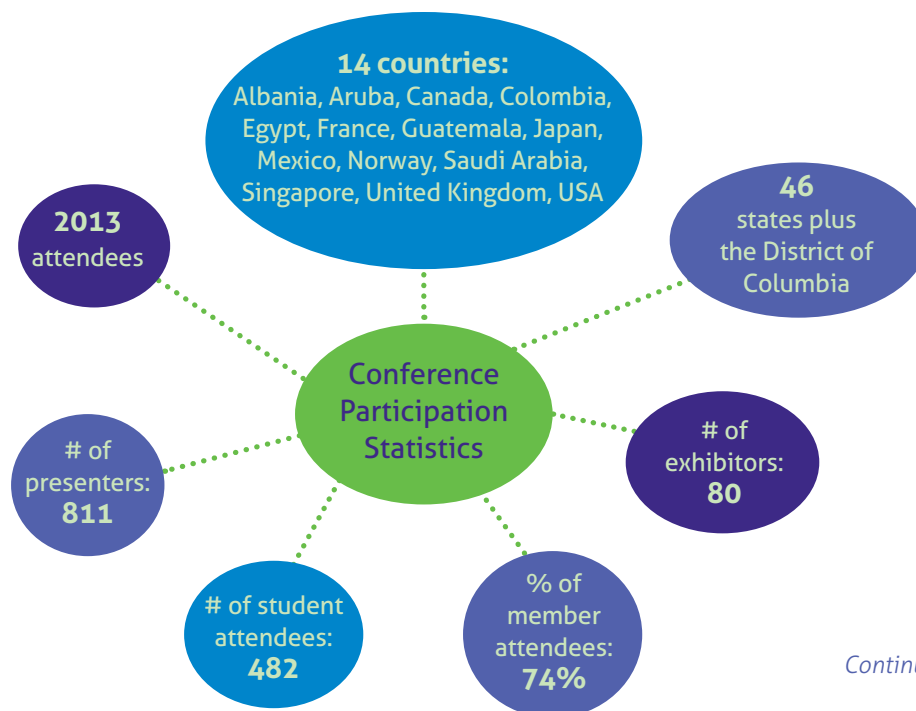
Diverted a total of 2,618 single use cups and 961 single use bottles from landfills thanks to Cupanion.

This effort equated to a total reduction of 3,578 single use items resulting in a 47.5% increase from the 2015 AASHE Conference & Expo.



Retired 1,350 metric tons of carbon dioxide to offset emissions associated with travel to and from the conference as well as on site energy use.

Retired 262 Water Restoration Certificates that is equivalent to the roughly 262,000 gallons of water thanks to TerraPass sponsorship.



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AASHE Conference & Expo continued

Special Thanks to AASHE 2016 Sponsors:



AASHE SUSTAINABILITY AWARDS

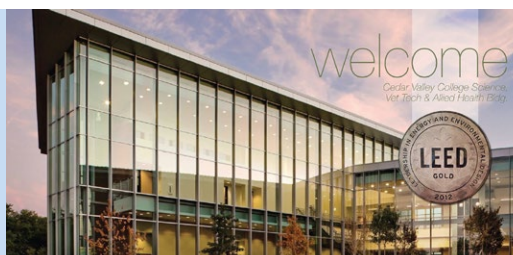
The AASHE Sustainability Awards are the most prestigious honor bestowed upon organizations and individuals for their achievements in campus sustainability. The awards celebrate the outstanding accomplishments and innovations in higher education campus sustainability.

In 2016, we received 220 entries across three categories, outlined below.

Campus Sustainability Achievement Awards

Honoring higher education institutions for successful implementation of projects that advance campus sustainability.

Cedar Valley College's [Quality Teaching in Practical Sustainability \(Q-TIPS\) program](#) provides sustainability training to help faculty members better prepare students for the 'big questions' of the 21st Century as they relate to real-world issues such as energy consumption, air and water quality, and climate change.



Furman University's [Community Conservation Corps \(CCC\) program](#) provides free home weatherization to low-income homeowners in the greater Greenville, South Carolina community. This program has reduced greenhouse gas emissions by more than 100 MTCO₂e (metric tons of carbon dioxide equivalent) in approximately 100 houses.

University of Manitoba organized the [BEE/HOUSE/LAB project](#), an international competition to design a bee house for fabrication and deployment that could house 80-100 solitary bees, a species under threat from loss of habitat. The university recently installed 50 of the winning house designs around the campus.



Student Sustainability Leadership Award

Honoring students who have demonstrated outstanding leadership in advancing campus sustainability.



Erica Davis from the University of Tennessee at Knoxville spearheaded a [food recovery project called Smokey's Pantry](#). This project provides groceries recovered from various sources and distributes them to families and individuals who are food insecure.

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AASHE SUSTAINABILITY AWARDS continued

Campus Sustainability Research Awards

Honoring scholars who advance the higher education sustainability transformation through focused research.

Brittany Szczepanik, John Dooley, Whitney Johnson, Divyesh Kumar, Benjamin Kunstman and Kristin Steiner from the University of Michigan received the award for graduate student research based on their proposal, developed in partnership with Johnson Controls, Inc., for [doubling energy efficiency at the University of Michigan by 2030](#).



Joanne Ma, Justin Cruz, Itay Porat, Lawrence Giannotti and Thanh Tran from the University of Houston won the undergraduate student research award for their investigation into [campus water conservation opportunities](#), which included an evaluation of the structure, costs and laws associated with the current on-campus water management system.

Tina Lynn Evans with Colorado Mountain College won the award for published research with a journal article about [the process of activating hope and agency among undergraduate college students](#).



Award recipients receive recognition in a variety of formats and are presented with a plaque made of Forest Stewardship Council-certified wood from Rivanna, a woman-owned B Corp with a strong commitment to sustainability. To date, more than 70 campuses have been recognized since 2006.

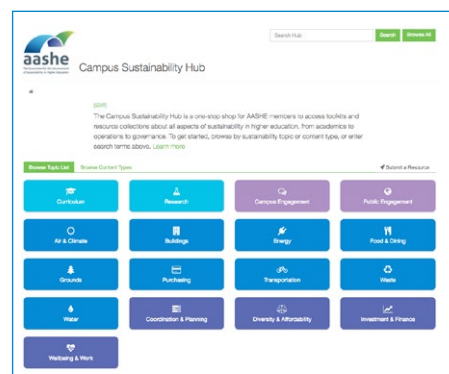


Resources & Publications

Campus Sustainability Hub

On March 28, AASHE released the [Campus Sustainability Hub](#), an online resource library that allows members to connect, share and learn about sustainability in higher education. AASHE members have full access to 7,000+ resources in the Hub, with more added daily.

The Campus Sustainability Hub is designed to raise visibility of institutions' sustainability programs and materials, and to facilitate information sharing between campuses and organizations in order to save time for our members and support them in advancing sustainability. It allows members to quickly and easily find the resources most important to them through a centralized platform with advanced search and filtering options. It covers 17 sustainability topics and highlights useful resources, the latest news and more.

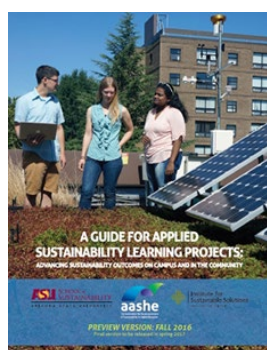


Over 2,000 resources have been added since the Campus Sustainability Hub was launched, including case studies, images and publications. AASHE members can now easily submit their own resources, find products and services from member businesses and other organizations, use filters such as the discipline and many other features.



Sustainable Campus Index: 2016 Top Performers & Highlights

The [2016 Sustainable Campus Index](#) (SCI) recognizes top-performing colleges and universities in 17 distinct aspects of sustainability, as measured by STARS. In response to feedback, this year's publication included a new section on top performers overall by institution type (Associate, Baccalaureate, Master's and Doctoral/Research). This report also highlights over 70 innovative and high-impact initiatives from institutions that submitted STARS reports in the 12 months prior to July 1, 2016.



A Guide for Applied Sustainability Learning Projects: Advancing sustainability outcomes on campus and in the community

[This guide](#) provides a step-by-step framework for designing and scaling an applied learning for sustainability program. It brings together lessons from on-the-ground management of applied learning for sustainability programs with literature related to sustainability science, sustainability pedagogy, change management and partnership development. Together with Arizona State and Portland State, AASHE released a "Preview" version of this guide for comment in October 2016 and expects to release a final version of the guide in Spring 2017.

MEMBERSHIP

Our members are the heart of AASHE. The diverse and unique membership represents institutions, businesses and nonprofits. Our members are made up of strong, passionate leaders committed to advancing the higher education sustainability movement.

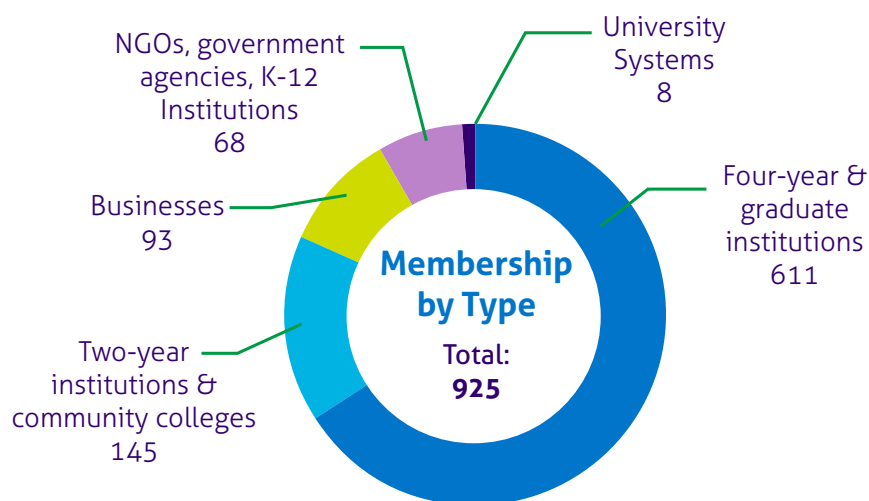
In 2016, our focus was to deliver on membership value through new and improved resources and providing excellent customer service. The 2016 Member Survey indicated early signs of success, with a 10% increase in member value and a 19% increase in customer service satisfaction over 2015 survey results.

We are excited to continue our work to provide valuable resources to support sustainability advancements.

Member Spotlight

Introduced in July 2016 as way to celebrate member successes, the Member Spotlight highlights our members who work tirelessly to advance sustainability at their campuses and in their surrounding communities. Learn more about this year's spotlights below, and check back on our [blog](#) for bi-monthly updates throughout 2017.

- [Kim Smith, Portland Community College](#)
- [Ryan Laemel, Yale University](#)
- [Dale McIntyre, Pharos Systems International](#)
- [Ciannat Howett, Emory University](#)
- [Carrie Schuster, SCA Tissue](#)



Marketing & Outreach

An important role in advancing campus sustainability is continual communication to members and the community of important initiatives and resources. AASHE communicates through its website, e-newsletters, social media and press releases. Also, where appropriate, AASHE builds supportive partnerships and participates in outreach efforts to broaden our scope and awareness to the larger sustainability community.

Campus Sustainability Month

Held each October, Campus Sustainability Month, provides an opportunity for institutions to educate staff, faculty, administrators and students on the importance of sustainability. This year, participants were able to take advantage of a [discounted movie screening](#) offer, use a [promotional toolkit](#) to promote the great work of their institutions and share [Campus Sustainability Month events](#).

Website

The [AASHE website](#) continues to be a top resource for the campus sustainability community. A website redesign project kicked off in 2016 to showcase a more streamlined, inspiring and easy to use web presence. The new website also aims to increase member engagement through facilitation of sharing, networking and collaboration among members as well as a seamless and intuitive experience allowing users to quickly and efficiently find information. The new website is expected to launch in spring 2017.

E-Newsletters

In addition to the weekly [Bulletin](#) newsletter and the monthly Announcements newsletter, we relaunched the STARS Update newsletter. This quarterly newsletter shares the latest STARS updates, changes and planned improvements.

Social Media

Social media is an important communication tool to share news and campus sustainability successes. For a second year in a row, top ranked posts included announcements related to sustainability jobs, the AASHE conference and STARS achievements.

HOW 62 INSTITUTIONS CELEBRATED
CAMPUS SUSTAINABILITY MONTH
WITH SUPPORT FROM THE AMERICAN
ASSOCIATION OF COMMUNITY COLLEGES,
SECOND NATURE AND
THE U.S. GREEN BUILDING COUNCIL
WWW.AASHE.ORG/CAMPUS-SUSTAINABILITY-MONTH

REDUCE WASTE
29% of institutions focused on reducing waste through events such as zero waste challenges, screening the movie "Just Eat It: A Food Waste Story," and conducting waste audits.

SAVE ENERGY
13% of institutions focused on energy savings through events such as campus-wide energy competitions, energy conservation campaigns and solar powered concerts.

CONSERVE WATER
8% of institutions focused on water conservation efforts such as water recycling system tours, watershed discussions and water bottle bans.

TRAVEL GREEN
8% of institutions focused on events such as transportation fairs, bike rodeos and calls to action to reduce carbon emissions through carpooling, biking and walking.

START SMALL
The little things make a difference - planting trees and buying local produce helps lessen the carbon footprint.

THANK YOU
Thanks to all the institutions and organizations who participated, we garnered more than 16,000 social media impressions and 700+ combined likes, comments, retweets and shares!
We hope you will join us in celebrating Campus Sustainability Month each October.

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Marketing & Outreach continued

Media & Outreach

AASHE is quoted or mentioned in media stories about everything from green revolving funds to how students can lead the charge against climate change. In 2016, [AASHE received coverage in 14 media](#) stories in publications such as USA TODAY, Chicago Tribune, INSIGHT Into Diversity and Sustainable Business Magazine.

Partnerships

We work with a wide variety of partners to help advance our mission to inspire and catalyze higher education to lead the global sustainability transformation. We proactively seek out relationships that align with our mission and values.

AASHE, [National Wildlife Federation](#), [Second Nature](#) and the [U.S. Green Building Council](#) continue joint efforts to increase our collective impact. We are working to better align our work and create space for collaboration in order to increase the number of global sustainability citizens.

A new partnership with the International Society of Sustainability Professionals (ISSP) allows AASHE members to receive a [\\$100 discount on the ISSP Sustainability Associate](#) (ISSP-SA) credential exam that recognizes the knowledge, skills and abilities of those in the sustainability field.

With the aim of advancing international collaboration and learning to accelerate the campus sustainability movement, AASHE continues to work with our international counterparts, Australasian Campuses Towards Sustainability ([ACTS](#)) and the United Kingdom's Environmental Association for Universities and Colleges ([EAUC](#)).



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Marketing & Outreach continued

In 2015, the United Nations adopted a set of 17 goals adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all. We believe that the [Sustainable Development Goals \(SDGs\)](#) are an important framework for recognizing the depth and breadth of sustainability. These goals align with our mission and provide an incredible teaching tool for students and others to understand the complexities of sustainability. As we believe higher education is a catalyst for advancing the sustainability movement, we encourage our members to learn, teach, share and use these goals in support of global sustainability transformation.

SUSTAINABLE DEVELOPMENT GOALS



Board, Staff and Leadership

Board of Directors (as of year-end 2016)

Fahmida Ahmed, Chair, Office of Sustainability and Department of Sustainability and Energy Management Director at Stanford University

Charles Richardson, Vice Chair, School of Business Dean at Claflin University

Trina Innes, MF, MBA, ICD.D, Secretary, Chief Sustainability Officer at the University of Alberta

Jon Jensen, Treasurer, Director of Environmental Studies and Associate Professor of Environmental Studies and Philosophy at Luther College

Jay Antle, PhD, Center for Sustainability Executive Director and Professor of History at Johnson County Community College

Ben Champion, DPhil, Office of Sustainability Director at the University of Arizona

Sally Grans Korsh, Facilities Management and Environmental Policy Director at the National Association of College and University Business Officers

Richard A. Miller, Office of Environmental Policy Director at the University of Connecticut

Kim D. Smith, PhD, Department of Sociology Instructor at Portland Community College - Sylvania

KyuJung Whang, Vice President of Infrastructure, Properties and Planning at Cornell University

Councils & Committees

We'd like to extend our gratitude to the members representing the following AASHE councils and committees in 2016.

- [Advisory Council](#)
- [STARS Steering Committee](#)
- [STARS Technical Advisors](#)

Staff

Management

Meghan Fay Zahniser, Executive Director

Finance

Allison Jones, Director of Finance & Administration

Margueritte Williams, Staff Accountant

Conference & Events

Kimberly Smith, Director of Conference & Events

Programs

Julian Dautremont-Smith, Director of Programs

Monika Urbanski, Data & Content Manager

Chris Pelton, STARS Program Manager

Daita Serghi, Programs Coordinator

Crystal Simmons, Programs Coordinator

Membership & Marketing

Jessica Chase, CAE, Director of Membership & Marketing

Nikia Johnson, Member Services Manager

Andrea Huggins, Marketing & Communications Coordinator

Noah Swistak, Member Services Coordinator

Information Technology

Benjamin Stookey, Director of Information Technology

Christopher Harris, Data & Systems Coordinator

Robert Erb, Web Application Developer

Scott Johnson, Web Application Developer

Business Leaders & Business Supporters

Thank you to our Business Leaders and Supporters who help make our programs and services possible.

Business Leaders



Business Supporters



2016 ANNUAL REPORT



In an effort to increase transparency, AASHE is publishing the Annual Report earlier this year than ever before. As a result, the financial statements will not be included in this report as they won't be audited until mid-year 2017. The audited financial statements will be made available to members once they are completed.