

2010 ANNUAL REPORT



Association for the Advancement of Sustainability in Higher Education





Association for the Advancement of Sustainability in Higher Education

■ OUR VISION

AASHE envisions a prosperous, equitable, and ecologically healthy world. In such a world, higher education plays a vital role in ensuring that people have an understanding of the interdependencies between environmental, social, and economic forces and the skills and abilities to meet sustainability challenges.

■ OUR MISSION

AASHE's mission is to empower higher education to lead the sustainability transformation. We do this by providing resources, professional development, and a network of support to enable institutions of higher education to model and advance sustainability in everything they do, from governance and operations to education and research.

■ OUR GOALS

To realize its vision, AASHE has adopted five ambitious goals to achieve by the end of 2011:

- 1 AASHE will effectively serve a membership of at least 2,000 colleges and universities, NGOs, government partners, and businesses.
- 2 AASHE will support an electronic resource center through which members can identify experts and best practices, access document libraries and resource databases, update or add content, and quickly find answers to their questions.
- 3 At least half of all college and university students in the United States will be attending an institution that is a signatory to the American College & University Presidents' Climate Commitment, and 90% of signatory institutions will be in good standing.
- 4 At least 10% of the courses offered at American colleges and universities will enable students to synthesize an understanding of environmental, economic, and social forces of change and apply that understanding to real world problems.
- 5 The Sustainability Tracking, Assessment & Rating System (STARS®) will be the preeminent campus sustainability rating tool and will be used by at least 500 diverse colleges and universities.

LETTER FROM THE CHAIR

Last October, at the AASHE Annual Meeting in Denver, Sylvia Earle transfixed her audience with pictures and stories about life in the oceans. She spoke passionately and eloquently about overfishing and the enormous impacts humans are having on whole species of flora and fauna in the seas. Most importantly, she made the simple but profound point that everything is connected. What happens in the oceans is as much a part of who we will become as who we will become has an impact on the oceans.

"Sustainability must always manifest itself in some place with some people; it always has a local, personal flavor. And because conditions and people change, sustainability always appears dynamic and evolving."

— John Tallmadge

The interconnectedness Sylvia Earle highlighted is also a fundamental feature of AASHE in several key ways. AASHE's vision is to contribute to a world that is prosperous, ecologically healthy, and equitable, and it recognizes that these are also interconnected. We cannot successfully achieve one aspect of this vision without achieving the other two. AASHE is also, fundamentally, a member organization and so its success is directly linked to the success, achievements, and initiatives of our members. At the same time, AASHE contributes significantly to supporting the work in its member institutions.

As this report illustrates, 2010 was a remarkable year for AASHE. Our national conference in Denver in October, with more than 2,100 attendees, the growth in membership, STARS®, the Bulletin and Resource Center, and ongoing conversations about curriculum change all reflect a deep commitment to helping higher education take a leadership role around sustainability. This work, and AASHE's capacity, is directly related to the extraordinary work of our staff and board. Together, they continue to create an organization dedicated to furthering sustainability efforts.

AASHE's annual report for 2010 is also the sum of the collective efforts and commitment of students, faculty, staff, and administrators who on their campuses and in their classrooms work to build a more sustainable world. This report also illustrates how AASHE's work, while reflective of myriad practices in higher education throughout the world, is helping support, drive, and sustain local efforts.

Sustainability, as John Tallmadge notes, is dynamic and evolving. As we move forward together, learning from place to place, and from each other, our conception of what is possible evolves, becomes richer, and helps us all move forward to take steps that would be impossible to take alone. In this sense, AASHE and its staff plays a critical role for us all, and for their work, as well as the work of many, many others, I am especially grateful.

Geoff Chase, Chair
AASHE Board of Directors



Geoff Chase, Chair
AASHE Board of Directors

HIGHLIGHTS OF 2010

As the Association for the Advancement of Sustainability in Higher Education (AASHE) began its fifth year, there were continuing challenges in higher education as both state funding and endowment value decreased. Nonetheless, **the commitment of higher education institutions to sustainability continued to grow in 2010** and AASHE continued to play a critical role in campus sustainability.

One indicator of the health of AASHE was its continued membership growth—an **increase of 154 institutional members in 2010—surpassing the 1,000 mark**. Of the 1,088 members at the end of 2010, 839 were colleges and universities. AASHE reached another milestone when institutions from all 50 US states were represented in the membership. Launching the Business Alliance Program allowed business members to join with greater benefits, including opportunities to provide campus members with well-attended educational webinars. In addition, the Business Product and Service Directory was developed to provide the community better access to our business associates.

One of the most significant changes in AASHE practices was the decision by the Board of Directors to move to an annual, national conference. AASHE 2010 was held in Denver in the fall and was attended by more than 2,100 participants. With numerous keynotes including Ed Begley, Jr., Sylvia Earle, and Julian Agyeman, as well as nearly 600 presentations and posters, **the 2010 conference was the largest campus sustainability information exchange in North America**. Several sold-out workshops provided in-depth experiences for attendees.

Although AASHE continued working with the operations and administrative sectors of the campus, **in 2010 it increased its emphasis on working with the academic side of the campuses to address education for sustainability in the curriculum**. With funding from the American College and University Presidents' Climate Commitment, AASHE hosted a Sustainability Curriculum Summit that brought together 40 leaders of higher education sustainability and other higher education organizations. *(Continued...)*



The summit led to the **publication of *Sustainability Curriculum in Higher Education: A Call to Action***, which became the basis for numerous discussions about education for sustainability efforts, including a curriculum convocation and a curriculum luncheon at the national conference. We also continued to hold national Sustainability Across the Curriculum Leadership workshops in San Diego and Atlanta.

Following a successful early launch in fall 2009, **the Sustainability Tracking, Assessment and Rating System (STARS®) version 1.0 was launched in January 2010 via a national webinar.** The number of participating institutions grew to nearly 250 and by the end of the year, five institutions had submitted their data and received STARS® ratings. A governance structure for the STARS® program was established and a Steering Committee of three AASHE Directors and six campus representatives provided oversight while nearly 40 technical advisors reviewed the details of the system. In addition, the staff developed monthly webinars for the campus community to introduce them to STARS® and its implementation.

AASHE's Online Resource Center continued to provide extensive information about campus sustainability efforts. Upgrades in 2010 included the creation of the AASHE Bulletin Interactive Archive, which allows past issues of the AASHE Bulletin to be searchable, and the Case Studies Database that is now compiling descriptions of promising practices. Subscribers to the AASHE Bulletin increased to nearly 11,000—up nearly 10% from 2009. The AASHE Discussion Forums continued to receive attention with more than 56,000 pageviews this past year.

The leadership of AASHE was recognized in October when it received the North American Association for Environmental Education's (NAAEE) Outstanding Service to Environmental Education by an Organization—Global award. Staff participation in conferences (NCAA Convention; NACUBO's Smart and Sustainable Campuses; National Association for Educational Procurement; American College Personnel Association, Upper Midwest Association for Campus Sustainability), and the presence of AASHE in the media (*New York Times*; *Forbes Magazine*; *Chronicle of Higher Education*; *Inside Higher Education*; *Green Technology*; *Washington Post*) demonstrates that campus sustainability continues to be important and that AASHE continues to lead the way.

*"AASHE has been a great resource
for my students, colleagues and me."*

— Kate Hale Wilson, Ph.D., Campus Sustainability Fellow
University of Wisconsin-Eau Claire





AASHE membership grew by 16% in 2010 and celebrated a major milestone in April when we surpassed 1,000 members. The year began with 934 members (all categories) and ended with 1,088. Campus members alone grew by 15%, reaching 839 at year's end.

The top reason for high member satisfaction with AASHE continues to be “great resources/programs.” Other frequently cited reasons for renewing or joining include “networking opportunities,” “professional development,” and “support for the mission and work of AASHE.”

*“Several members of ours are associated with AASHE,
it’s been exciting to see the work you are doing!”*

— Holly Brunk, The Natural Step Network (2010)

AASHE continued to reach out to under resourced institutions (Title III and V) with a 60% discount for new members. The offer, made possible through a partnership with Second Nature with funding from the Kresge Foundation, resulted in 52 under-resourced and minority-serving institutions joining AASHE, for a total of nearly 100 new members over the two years of the grant program.

Membership staff **organized a series of educational webinars** sponsored by higher level business members as part of the Business Alliance Program. The well-attended events covered such diverse topics as passive solar design, sustainable cleaning, mattress selection, and building retrofits.

Another new benefit for business members—a **Business Product & Service Directory**—was launched mid year and made available to the AASHE community and the wider public.

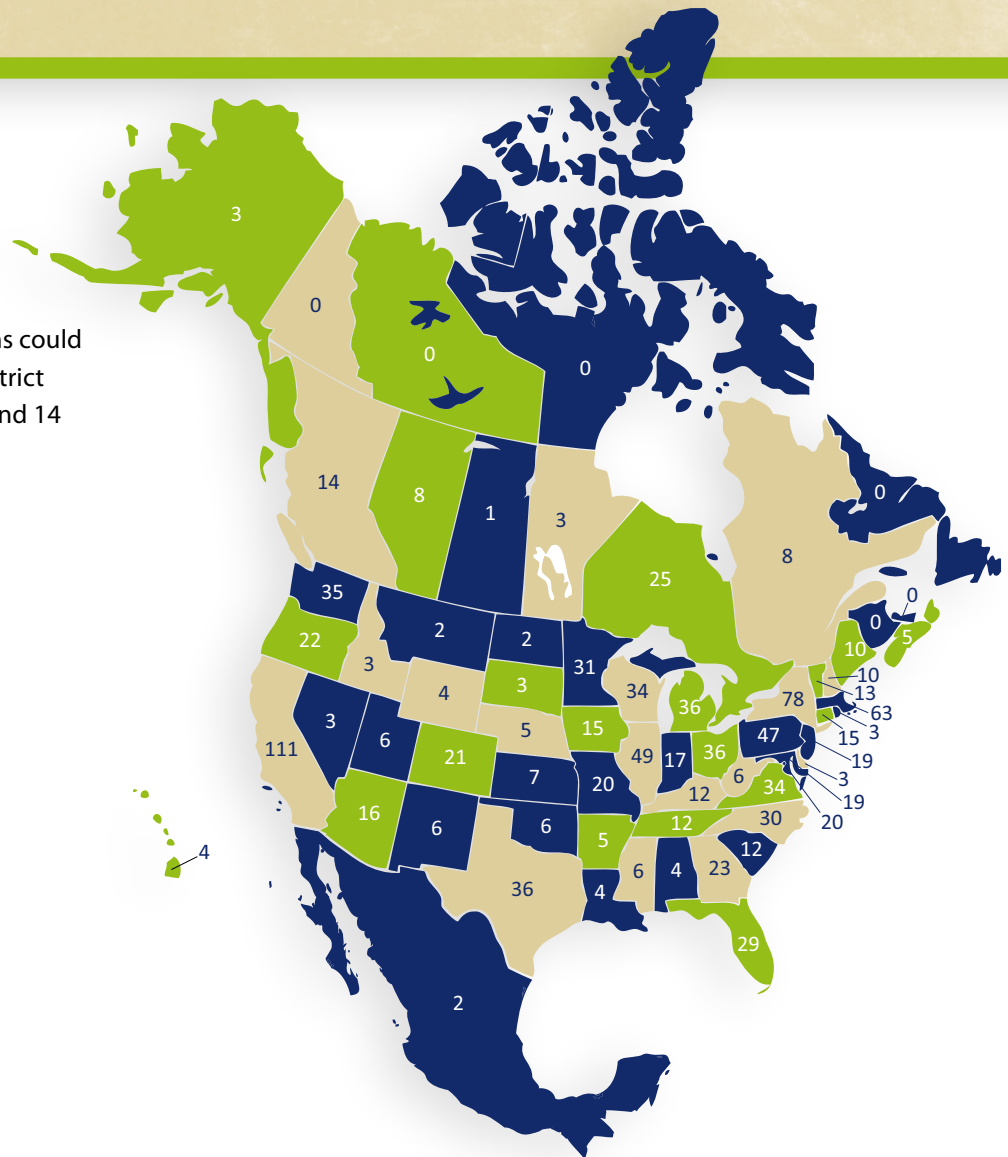
The Membership team expanded from two to three permanent staff during 2010, and began exploring the full potential of the new enterprise database that we transitioned to in late 2009.

MEMBERSHIP MAP

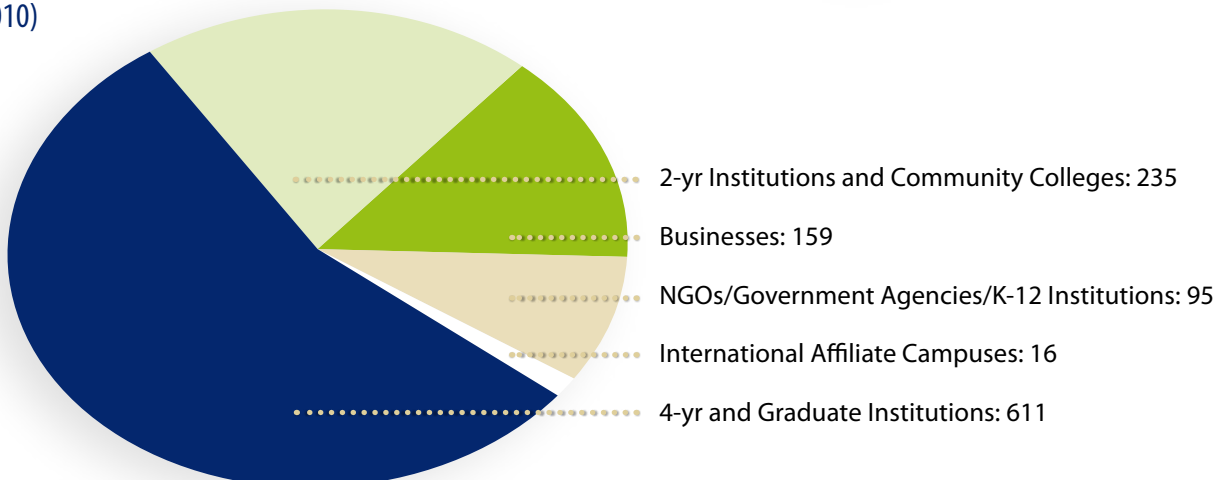
AASHE Institutions

At the end of 2010, AASHE institutions could be found in 50 U.S. states and the District of Columbia, 7 Canadian provinces, and 14 additional countries.

Australia: 4
 China: 2
 Costa Rica: 1
 Denmark: 1
 Germany: 1
 Guam: 1
 Fiji: 1
 Jamaica: 1
 Korea, Republic of: 1
 Qatar: 1
 South Africa: 1
 Switzerland: 1
 Thailand: 1
 United Arab Emirates: 1
 United Kingdom: 1



Membership Breakdown by Type (12/31/2010)



AASHE RESOURCE CENTER

A ASHE's Online Resource Center continued to be the go-to place for information on campus sustainability. The Resource Center provides administrators, faculty, operations staff, students, and other campus stakeholders the necessary tools, information and support they need to lead the sustainability transformation. We continued updating our existing resources as well as adding new resources for the campus sustainability community. Two significant new resources are the AASHE Bulletin Interactive Archive and the Campus Sustainability Case Studies Database.

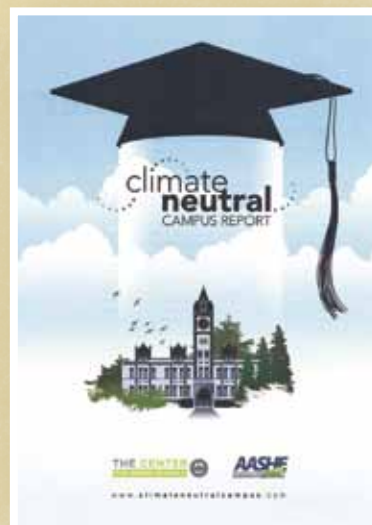
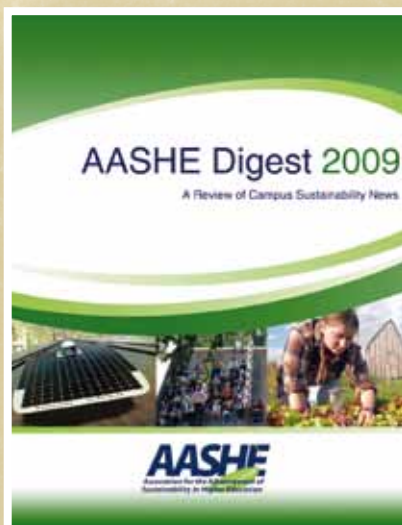
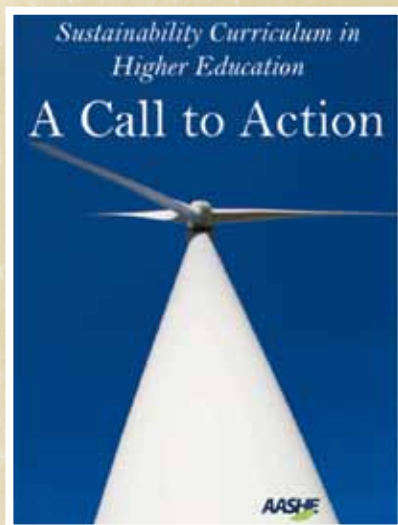
The Resource Center continued to be a leading reason AASHE members join and renew membership. We saw a modest increase in visits and quality of visits in 2010, compared to 2009:

- 5% increase in total pageviews
- 7% increase in unique pageviews
- 9% increase in average time spent on a webpage

The AASHE discussion forums have been a great resource for campus sustainability professionals and students to ask questions and share information. There have been a total of 721 forum postings. Also, there were more than 56,000 pageviews in 2010 with an increase in activity of 22% in the second half of the year compared to the first half of the year.

New Resources in 2010

- Surplus Property Recycling Programs
- Campus Community Gardens
- Green Athletic Centers
- Sustainability Study Abroad Programs
- Campus Green Cleaning Programs and Policies
- AASHE Webinar Recording: "Higher Education and COP15 – What Happened, and Now What?"
- Greening of the Campus VIII Proceedings & Keynote Videos
- AASHE Interview Series: Five new interviews
- AASHE Focus Calls: "Campus Green Building" and "Effective Campus Energy Conservation"
- Stormwater Policies
- Campus Energy Dashboards
- Campus Supported Agriculture and Farms
- Water Conservation Policies
- Campus Telecommuting Policies



To download any of the AASHE publications, visit www.AASHE.org

PUBLICATIONS

In 2010, 50 issues of the *AASHE Bulletin* were published and the number of subscribers grew from 9,724 to 10,723. The newsletter continues to garner an above industry-average open and click-through percentage for each issue. AASHE debuted the AASHE Bulletin Interactive Archive, a searchable database of every published *AASHE Bulletin* item from 2008 to the present. Users can now find any campus sustainability story, opportunity, event, or job listing that appeared in the *AASHE Bulletin* by searching the item's issue date, story topic, or date range.

The *AASHE Bulletin* continues to drive traffic to the AASHE website and highlight interactive features, like AASHE's Campus Sustainability blog and forums. Typically AASHE website traffic doubles on the day the bulletin is published.

AASHE's Newest Publications

- *Sustainability Curriculum in Higher Education: Call to Action* (by Geoff Chase and Paul Rowland)
- *2009 AASHE Digest* (by Andrea Webster)
- *Climate Neutral Campus Report* (A collaborative project of AASHE, USGBC, and Kyoto Publishing)

AASHE's Most Popular Publications

TITLE	PUBLICATION TYPE	JAN - DEC 2010 DOWNLOADS
<i>Campus Sustainability Officer Position and Salary Survey</i>	AASHE-generated	1,026
<i>Cool Campus! A How-To Guide for College and University Climate Action Planning</i>	Published in partnership with Walter Simpson	663
<i>AASHE Digest 2009</i>	AASHE-generated	607
<i>AASHE Digest 2008</i>	AASHE-generated	524
<i>Accelerating Campus Climate Initiatives: Breaking Through Barriers</i>	Published in partnership with RMI	305

SUSTAINABILITY CURRICULUM

During 2010, AASHE held and participated in a variety of events to discuss what needs to be done to address the academic side of campus sustainability.

In February, AASHE hosted 40 campus sustainability leaders and leaders of national higher education reform efforts in San Diego for the **Summit on Sustainability in the Curriculum**. The summit was planned to identify key challenges, recognize existing initiatives, describe ways to develop additional strategies, and present recommendations for broad national strategies for increasing the scale of education for sustainability.

Geoff Chase and Paul Rowland summarized the conversations and recommendations of the summit in the document, *Sustainability Curriculum in Higher Education: A Call to Action*.

“Very transformative experience –well worth the resources expended to participate in [the Sustainability Across the Curriculum Leadership Workshop]. This will be an experience that stays with me and that I will share with my family, friends, and colleagues.”

– Curriculum workshop attendee

AASHE sponsored and participated in **Taking It to the Next Level: Strategies for Adaptation Across the Sustainability Curriculum Conference at Wake Forest University**, where discussions continued about how campuses were implementing sustainability in their curricula. AASHE Board Chair Geoff Chase was a presenter at the **U.S. Department of Education Sustainability Summit**, where more than 200 copies of *A Call to Action* were distributed.

Finally, AASHE provided two events at the annual conference for discussions of sustainability curriculum: the **Curriculum Convocation** and the **Curriculum Luncheon**, which were both well attended.

AASHE continued its tradition of offering its **Sustainability Across the Curriculum Leadership Workshop** at both Emory University and San Diego State University. In both cases, the workshops were oversubscribed, demonstrating the high level of demand for these offerings.

SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM (STARS®)



THE SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM (STARS®) IS A TRANSPARENT, SELF-REPORTING FRAMEWORK FOR COLLEGES AND UNIVERSITIES TO MEASURE AND REPORT THEIR SUSTAINABILITY ACTIVITIES. PARTICIPATING INSTITUTIONS RECEIVE A STARS® RATING OF BRONZE, SILVER, GOLD, PLATINUM, OR REPORTER FOR THEIR EFFORTS.

2010 was an auspicious year for the Sustainability Tracking, Assessment & Rating System (STARS®). With more than 100 Charter Participants signed on in advance, **AASHE launched the STARS® 1.0 Technical Manual and online Reporting Tool in January of 2010.** Throughout the year, participation in the program grew to nearly 250 Participants that included community colleges, research universities, public and private institutions, and campuses in both Canada and the United States.

Among these participants, several institutions submitted data for a STARS® Rating ahead of their 12-month deadline. By the end of 2010, AASHE had recognized **two STARS® Bronze institutions, two STARS® Silver institutions, and one STARS® Gold institution.**

Throughout 2010, AASHE provided a number of different educational offerings on STARS®. **STARS® webinars were held monthly** to help participants and potential participants learn about promising practices and lessons learned. The first of these webinars, titled "Measuring Campus Sustainability: Reaching for the STARS®" launched the STARS® program and was broadcast live from American University in Washington, DC.

STARS® also had a presence at a number of different conferences and events including NACUBO's Smart & Sustainable Campuses Conference, the Upper Midwest Association for Campus Sustainability (UMACS) Conference, California Conference on Sustainability in Higher Education, and Greenbuild. STARS® staff also attended meetings and events of the STARS® Partner Organizations, 12 non-profit organizations that have committed to supporting and promoting STARS®.

The STARS® Governance

Structure was

implemented by creating two new bodies:

The STARS® Steering

Committee and the

Technical Advisors.

The STARS® Steering

Committee, a group of

campus sustainability leaders and board members, met monthly to oversee the technical development of STARS® and to advise on other programmatic matters. AASHE also recruited nearly 40 individuals to serve as Technical Advisors for STARS®. These volunteer advisors worked with staff to provide recommendations to the Steering Committee on improvements to STARS® credits. With this governance structure in place, AASHE launched two Administrative Updates to STARS® 1.0 and implemented several new policies to improve the experience of STARS® Participants and help engage more institutions to participate.

"STARS® is the most comprehensive and transparent rating system out there.

Universities want ranking systems that we can really respond to."

— Jeremy Friedman, Manager of Sustainability Initiatives, New York University



AASHE 2010: Campus Initiatives to Catalyze a Just and Sustainable World, the third conference for the association, marked the transition from a biennial to an annual event. Hosted in Denver, Colorado, this sold-out conference highlighted the impact of the “global campus” and social justice within the field of sustainability. The EXPO allowed campus sustainability professionals an opportunity to interact with members of the business community that provides products and services to campuses.

“I liked the exposure to new and innovative ideas, and I am pleased with the increasing level of sophistication in the discussion of programs.”

— AASHE 2010 annual conference attendee

With an impressive list of seven keynote speakers, including Jose Zaglul, EARTH University; Julian Agyeman, Tufts University; Mary Evelyn Tucker, Yale University, Sylvia Earle, and Ed Begley, Jr., AASHE 2010 brought together its diverse members in the largest campus sustainability conference in North America and stimulated thousands of conversations around campus sustainability.

STUDENT FOCUSED ACTIVITIES

During 2010, AASHE continued to support students who were actively engaged in campus sustainability through the AASHE Student Awards, the Student Summit, and the development and promotion of the Sustainability Student Diary.

AASHE Student Awards

The Student Sustainability Leadership Award honors an undergraduate from an AASHE member institution who has demonstrated outstanding leadership in promoting campus sustainability. The award went to Terrell Davis, Delaware State University.

The Student Research on Campus Sustainability Award recognizes outstanding student research that advances the field of campus sustainability. It was awarded to Dallase Scott, Tufts University for, “Shifting from Saying to Doing: Evaluation of an Environmental Course Designed to Create Environmental Change Agents.”

Student Summit

The AASHE Student Summit, held in partnership with the National Wildlife Federation, attracted more than 500 students and featured snowboarding Olympic silver medalist Gretchen Bleiler as a keynote presenter, peer to peer sessions, networking opportunities, and community volunteer options. This event doubled in size from the previous summit and highlighted the drive, desire and passion for conversation among students regarding campus sustainability.

Sustainability Student Diary

In an effort to include more students in the campus sustainability discussion, AASHE launched its Sustainability Student Diary series. Students from Southern Illinois University Carbondale, St. Lawrence University, and the University of Chicago were featured in the first installments that debuted in 2010.

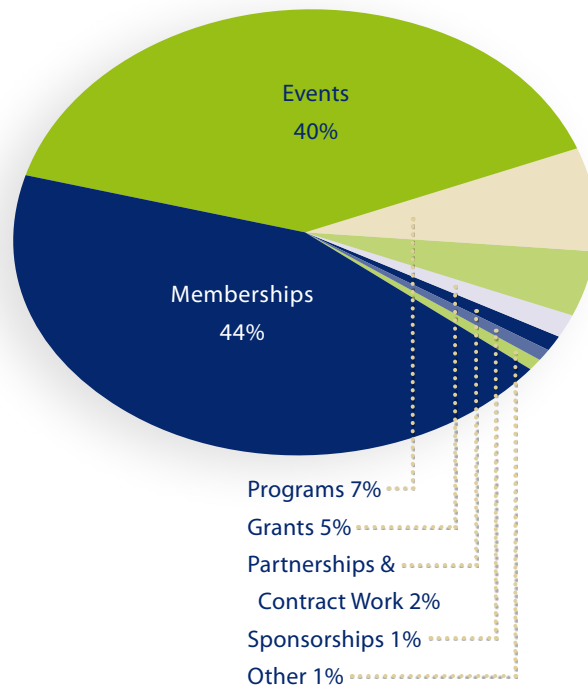
2010 FINANCES

AASHE exited 2010 in sound fiscal health. Revenue exceeded expenditures and income diversified with the addition of the annual conference. As a result of sponsorships and exhibitor booth sales, the conference revenue exceeded the conference expenses. Expenditures continue to be focused on programs for members.

2010 Revenue

Memberships	\$1,002,977
Partnerships & Contract Work	\$42,712
Grants	\$108,100
Programs	\$170,865
Sponsorships	\$13,025
Events	\$908,728
Other	\$22,646

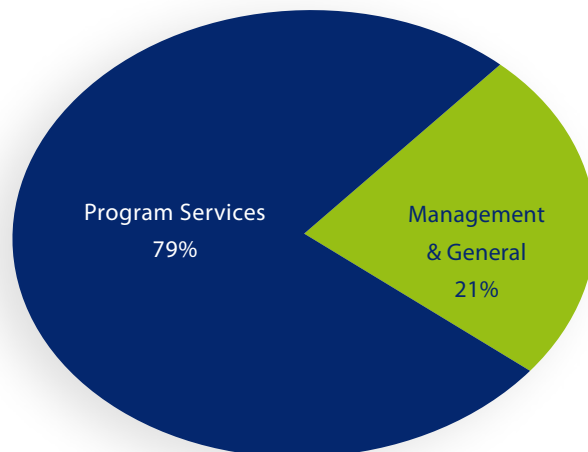
Total \$2,269,053



2010 Expenses

Program Service	\$1,782,252
Management & General	\$485,331

Total \$2,267,583



AASHE MEDIA AND OUTREACH

AASHE in the Media

AASHE continued to be a highly consulted source for all things related to campus sustainability. AASHE information was cited in more than 150 newspaper articles and in numerous national blogs. Although many of the citations were in national and large urban newspapers like *USA Today*, *New York Times*, *Washington Post*, *Atlanta Journal*, *Christian Science Monitor*, *Dallas Morning News*, *Salt Lake City Tribune*, *Chicago Daily Herald*, and the *Chicago Tribune*, a large number appeared in smaller markets, particularly in college towns. Some of these included the *Sacramento Bee*, *Jersey City Independent*, *Bowling Green News*, *Rolla Daily News*, and the *Chico News and Review*. Numerous radio and television stations as well as higher education outlets like the *Chronicle of Higher Education* also cited AASHE information.

Perhaps the most exciting growth in AASHE's presence in the media was in student newspapers. Campus newspapers at UNLV, Houghton College, University of Missouri, Swarthmore, Southern Mississippi, University of Iowa, James Madison, University of Delaware, University of Dayton, William and Mary, Washington University, Smith College, Castleton State, Brandies, and Trinity all carried stories mentioning AASHE. AASHE was also referenced in several magazines including *Delta Sky Magazine*, *Forbes Magazine*, and *Milwaukee Magazine*.

AASHE contributions to the Media

AASHE staff made direct contributions to various media. Paul Rowland wrote an opening opinion piece for the inaugural issue of the *Journal of Sustainability Education*. His article entitled "The Sustainability Decade" was published in *Currents*, the professional magazine for the Council for the Advancement and Support of Education. Rowland also provided a commentary piece to *Sustainable Industries*. Margo Whitmire Wagner contributed a feature article to *Green Business Pro*. AASHE staff and board members continued to serve on the Editorial Board of *Sustainability: A Journal of Record*.

AASHE Outreach

Conference and campus presentations by AASHE staff extended our reach to a wide variety of audiences.

Conference Presentations

- National Collegiate Athletic Association
- National Council for Science and the Environment
- National Association of College and University Business Officers
- Tennessee Higher Education Sustainability Association
- Upper Midwest Association for Campus Sustainability
- Association of College and University Housing Officers—International
- APPA-Leadership in Educational Facilities
- National Association of Educational Procurement
- American College Personnel Association
- Global University Network for Innovation

Campus Presentations

- Bard College
- Portland Community College
- Portland State University
- Princeton University
- University of Kentucky
- University of Michigan
- University of Oklahoma
- University of Pennsylvania
- Wake Forest University
- Western Kentucky University

AASHE 2010 LEADERSHIP AND PERSONNEL

Administration

Paul Rowland, *Executive Director*
Allison Jones, *Business Manager*
Maureen Fischer-Bahr, *Administrative Assistant*
Margueritte Williams, *Business Office Assistant*
Abigail Ray, *Communications Assistant*

IT Support

Julia Kulla-Mader, *IT Manager*
Samuel Hummel, *Database Administrator*
Jesse Legg, *Web Application Developer*
Benjamin Stookey, *STARS® Web Developer*
Matthew Thomas, *IRC Developer*
Margaret LaPorte, *IT Support Coordinator*

STARS®

Meghan Fay-Zahniser, *STARS® Program Manager*
Margot Hutchins, *STARS® Reporting Coordinator*
Jillian Buckholz, *STARS® Program Coordinator*
Susan Gentile, *STARS® Content Specialist*
Laura Matson, *STARS® Technical Developer*

Resource Center

Seann Sweeney, *Resource Center Manager*
Niles Barnes, *Projects Coordinator*
Margo Wagner, *Publications Coordinator*
Andrea Webster, *Publications & Education Coordinator*

Events

Danielle Faris, *Events Manager*

Membership

Judy Walton, *Membership & Outreach Director*
Nikia Johnson, *Membership Outreach Coordinator*
Astarre Gudino, *Membership Coordinator*
Kyle Kiser, *Membership Coordinator*
Dustin Pugel, *Membership Coordinator*

AASHE 2010 Board of Directors

Geoffrey Chase
San Diego State University

Dedee DeLongpre-Johnston
Wake Forest University

Steve Guenther
ARAMARK Higher Education

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Haywood Community College

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Duke University

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Pacific Lutheran University

Ron van der Veen
DLR Group

Andrea Zaragoza-Ballesteros
University of Colorado at Boulder

Paul Rowland
*AASHE Executive Director,
Ex-officio*

■ ■ ■ 2010 AASHE BUSINESS LEADERS ■ ■ ■



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Cypress Envirosystems provides fast payback, innovative technologies to reduce energy use in existing facilities, including HVAC, Lighting, Steam, and Compressed Air systems.



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Ventex Inc. is the leading supplier of sustainable, high performance textiles and fire barriers for mattress / furniture manufacturers supplying higher education

■ ■ ■ 2010 AASHE BUSINESS SUPPORTERS ■ ■ ■



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