



aashe

The Association for the Advancement
of Sustainability in Higher Education

2011 ANNUAL REPORT



The Association for the Advancement
of Sustainability in Higher Education

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 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 GOALS *(Adopted June 4, 2011 as Goals for 2015)*

EXTENDING ITS ROLE AS A THOUGHT LEADER FOR HIGHER EDUCATION SUSTAINABILITY*, AASHE WILL:

- 1 Deliver services that increase its value to a growing and diverse membership and will increase its impact on sustainability in higher education;
- 2 Convene experts and collect, evaluate, and disseminate information and tools to increase the understanding of sustainability and its relevance to higher education stakeholders;
- 3 Support and enable higher education to reduce greenhouse gas emissions and to adapt to the impacts of global climate disruption;
- 4 Lead the transformation of educational practices (including the curriculum) to ensure that all students acquire the knowledge, skills, and dispositions to meet sustainability challenges;
- 5 Lead the assessment and reporting of metrics of sustainability in higher education for the purpose of driving improvements in sustainable practices and education through its Sustainability Tracking, Assessment & Rating System (STARS®).

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

HIGHLIGHTS OF 2011



During 2011, AASHE continued to evolve to better serve its membership and to advance sustainability in higher education.

Perhaps the most visible evolutionary change was the launching of a redesigned AASHE website that provided not only a more pleasing visual experience but also improved user navigation. AASHE staff and consultant ATEN had worked for many months to seamlessly release the new website with very little disruption to services.

An important step taken by the organization in 2011 was securing the services of a branding company to help us understand how AASHE was perceived and how we might more clearly talk about who we are and what we do. When the Board of Directors came together for their summer board retreat, Martyn Tipping of Tipping Gardner presented their findings. At the time, the board was preparing to adopt goals for 2015 as part of the strategic planning process. The new 2015 goals reflected an understanding that AASHE serves as a thought leader as it develops invaluable resources and engages the campus sustainability community. At the end of 2011, the Board of Directors asked staff to explore how our visual identity fits with our clearer understanding of AASHE.

The year was also a unique year for the Board of Directors as it was the final year on the board for seven founding members of AASHE. The recruitment of new members and the election of a new executive committee established both continuity and evolution for the organization. The board also created new opportunities for volunteers to engage in AASHE through the adoption of a steering committee structure for specific programs. Groups composed of board members, volunteers, and staff would meet to discuss ways AASHE can better respond to member needs. An Education Steering Committee and a Conference Steering Committee were created as a result of this policy.

Although there was a slowing in membership growth in 2011, other areas of the organization experienced significant increases. [AASHE's Sustainability Tracking, Assessment & Rating System \(STARS®\)](#) grew both in number of institutions participating and in number of reports submitted. As more reports were submitted, data displays that provided a variety of ways to look at the STARS data were launched to help users better identify and understand what could be learned from the STARS information.

continued...

HIGHLIGHTS OF 2011



The STARS team published an annual review, and continued to work with participants to produce monthly webinars.

As part of increasing the usability of AASHE's online resource center, an interactive database of campus solar photovoltaic installations was created, which provided new levels of user interaction. It quickly became the "go to" source for campus solar PV information. AMSOLAR sponsored the database, allowing it to be made publicly available. AASHE also stepped into the world of e-books in 2011 by publishing its *2010 Campus Sustainability Review* as a [Kindle book](#) through Amazon.

AASHE professional development opportunities continued with the faculty leadership workshops, but expanded by adding a Sustainability Officers Retreat in collaboration with the Arbor Day Foundation and sponsored by AASHE members PortionPac and Domtar. In addition, workshops at the annual conference were well attended. The conference was extended into an additional day in 2011 to accommodate the increased number of quality presentations. Conference registrations exceeded 2,100 individuals. The addition of parallel plenary sessions created opportunities to feature more high-level speakers but also created dilemmas for attendees who struggled to decide which session to attend. Another growth area for the conference was the addition of a section in the expo hall for sustainability-focused art.

During 2011, AASHE increased its international presence. A collaboration among AASHE, Australasian Campuses Towards Sustainability (ACTS), Environmental Association of Colleges and Universities (EAUC) (UK), Korean Association for Green Campus Initiative (KAGCI), and the Global University Network for Innovation (GUNi) resulted in a submission to the United Nations Conference for Sustainable Development (UNCSD) compilation document that served as the starting point for the Rio+20 negotiations. The joint submission emphasized the role of higher education in fostering sustainable development. Further collaborations with EAUC and ACTS resulted in an agreement to share member resources so that AASHE members would have access to EAUC and ACTS member-only resources and vice versa. AASHE also launched the STARS international pilot, and nine institutions from eight countries signed on.

AASHE continued to be featured prominently in the public media as well as campus newspaper and newsletters in 2011, frequently serving as the media's "go to" source for campus sustainability information. An article about AASHE appeared in GUNi's report, [Higher Education in the World 4](#), providing further recognition that AASHE plays an important role in advancing sustainability in higher education.

MEMBERSHIP

AASHE membership grew by 1.4% in 2011, from 1,089 members and associate members at the start of the year to 1,103 by the end. The number of campus members grew by 2.3%, reaching 858 at year's end. Renewal rates for campus members were 87% throughout the year, while businesses renewed at about the 70% rate and other associate members (such as non-profits) at 81%. The positive growth during a tough economic climate in 2011 demonstrates the strong commitment by AASHE members to continued advancement of sustainability in higher education.

The invaluable resources provided by AASHE, as well as the many networking and professional development opportunities continued to bring value

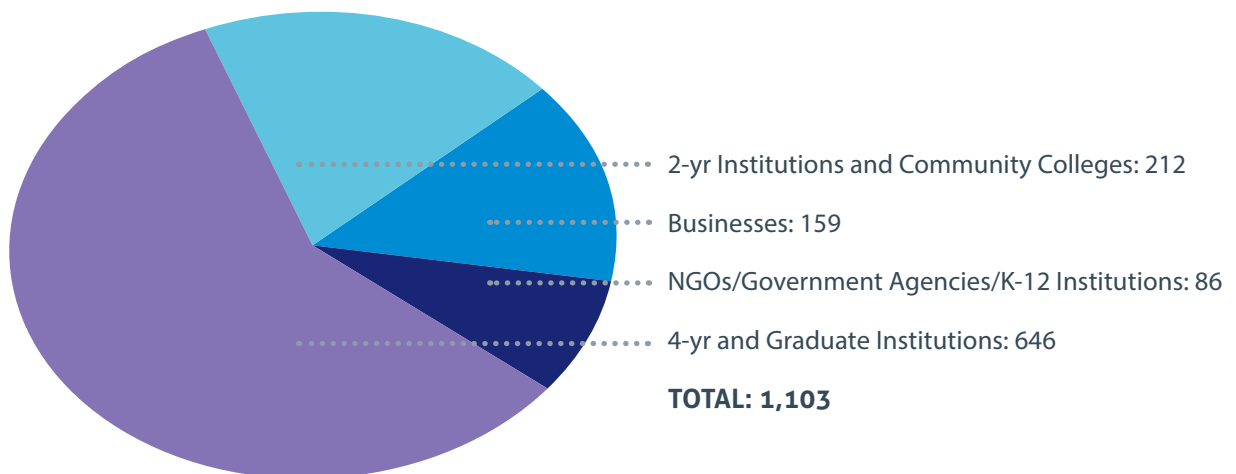
to our members. Through webinars, workshops, and the annual conference, AASHE provided opportunities for individuals to interact with a diverse and engaged community. With our wide array of member-only and public resources, AASHE continued to be at the forefront in leading the sustainability transformation and supporting the great work and accomplishments of our members.

The Membership staff organized a series of educational webinars in 2011 sponsored by higher level business members as part of the Business Alliance Program. These well-attended webinars covered such diverse topics as large-scale campus solar projects, sustainable design strategies, and bed bugs and chemicals of concern in dorms.

"If you look at the colleges and universities that are making great impacts in their sustainability efforts, they are all AASHE members. We are excited to join them."

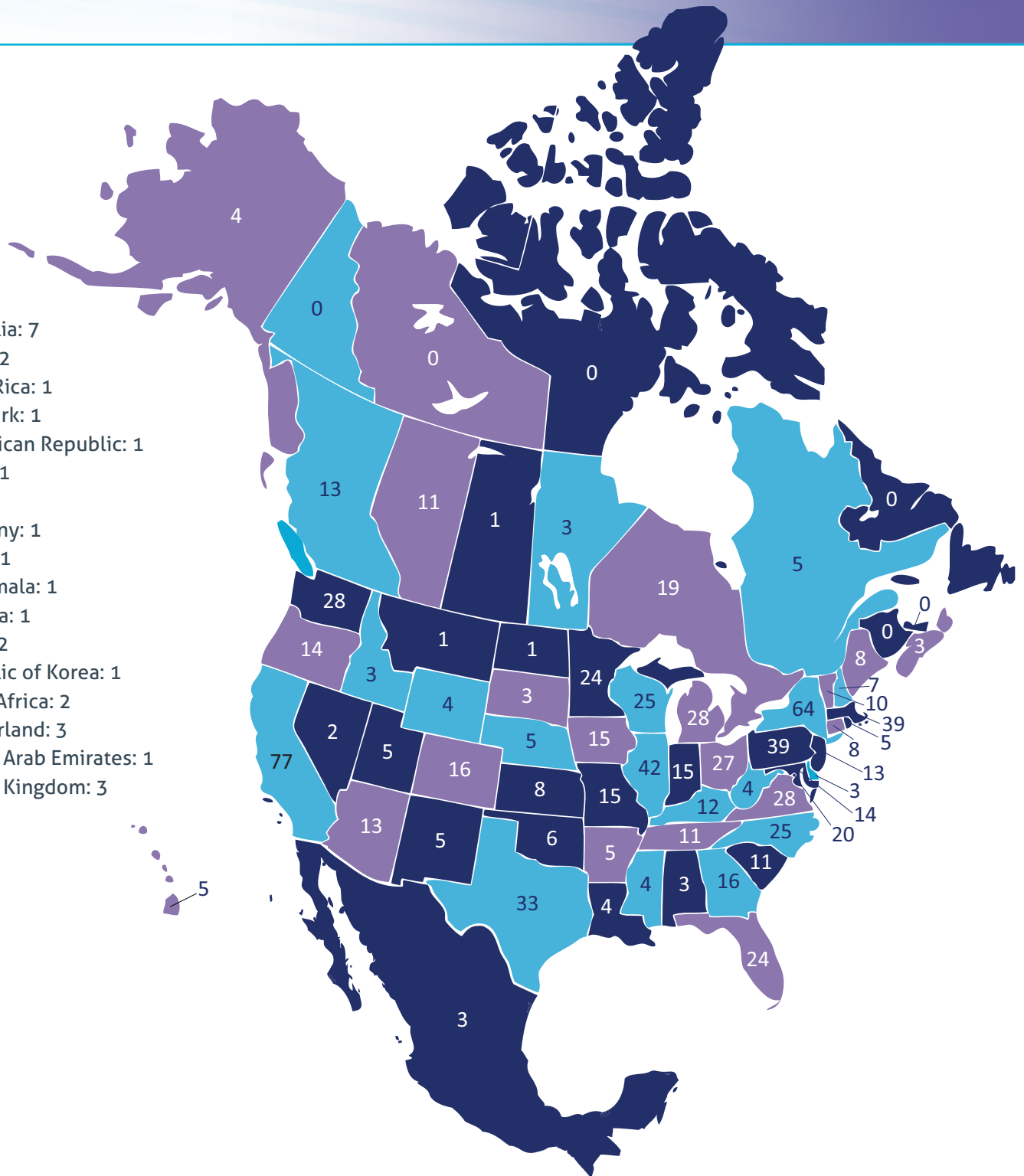
~ R.J. Mattimore, Sustainability and Operations Coordinator at SUNY Potsdam

MEMBERSHIP BREAKDOWN BY TYPE (12/31/2011)



2011 MEMBERSHIP MAP

Australia: 7
 China: 2
 Costa Rica: 1
 Denmark: 1
 Dominican Republic: 1
 Egypt: 1
 Fiji: 1
 Germany: 1
 Guam: 1
 Guatemala: 1
 Jamaica: 1
 Qatar: 2
 Republic of Korea: 1
 South Africa: 2
 Switzerland: 3
 United Arab Emirates: 1
 United Kingdom: 3



AASHE RESOURCE CENTER



One of the most popular benefits of AASHE membership, the [Resource Center](#) continued to be a leading source of information on sustainability in higher education for diverse stakeholders including the media. Throughout 2011 AASHE resources provided campus administrators, faculty, staff and students, and the businesses that serve them, with timely and essential tools and guidance needed to lead the sustainability transformation.

After a re-design in early 2011, the Resource Center experienced a significant jump in visitors compared to 2010 — a 40% increase in unique page views, and a 24% increase in total page views - a sign that people were increasingly engaging with our resources.

The release of several new and enhanced resources in 2011 also contributed to the jump in visitors. One of the most exciting new resources was our interactive database of [campus solar photovoltaic installations](#) — a robust resource featuring reports, analyses, and hundreds of example installations. Sponsored by AASHE Business Leader AMSOLAR, and launched at the AASHE 2011 conference, the database quickly became the most visited and cited page on the AASHE website, other than the home page. It received visits from over 130 countries and set all-time traffic records for AASHE's website.

[AASHE's Campus Sustainability Discussion Forums](#) continued to provide a valuable venue for our community to interact and share information. The Forums received 400 queries and responses in 2011 and more than 16,700 visitors, an increase of 2,500 visitors over the previous year.

New resources launched in 2011:

- [Campus solar photovoltaic installations](#)
- [Campus e-waste programs, policies and events](#)
- [Campus green office programs](#)
- [Resources for students](#)
- [Resources for sustainability officers](#)
- [AASHE conference presentations](#) (combining 2010 and 2011 data)

AASHE PUBLICATIONS

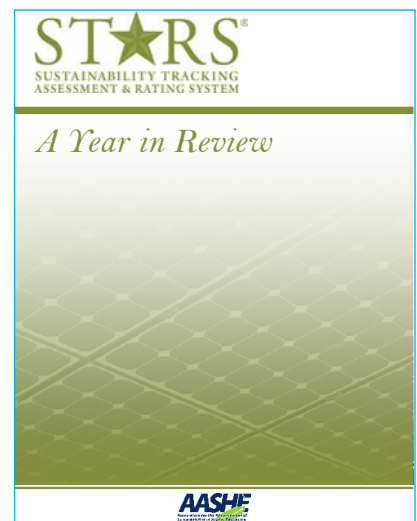
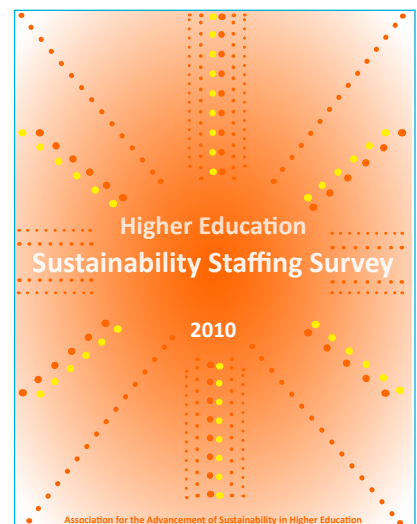
In 2011 AASHE debuted its first e-book (and our first-ever publication offered for sale). [The 2010 Campus Sustainability Review](#), was offered on the Kindle e-reader and also made available free to members in PDF format. The Review was a continuation of the AASHE Digest series, with a number of improvements.

AASHE also released the results of the [2010 Higher Education Sustainability Staffing Survey](#) in 2011. Among other findings, it showed that those with positions in the higher education sustainability workforce report a strong sense of job security and feel satisfied with the work they are doing. The survey also revealed the continued rapid growth of campus sustainability staff positions.

The number of subscribers to the weekly [AASHE Bulletin](#) grew from 10,723 to 11,000 in 2011, and 50 issues were published. The newsletter continued to garner above- industry average open and click-through rates per issue. It also continued to drive traffic to our website, including our blog and discussion forums. Website traffic typically increased by 15% on days the Bulletin was published.

AASHE Publications in 2011 (includes partnered publications)

- [2010 Campus Sustainability Review](#)
- [STARS®: A Year in Review](#)
- [2010 Higher Education Sustainability Staffing Survey](#)
- [Starting from Scratch: Greening Your Game Day](#)
In collaboration with the College and University Recycling Coalition (CURC) and Keep America Beautiful
- [Sustainability and Catholic Higher Education Toolkit](#)
AASHE assisted with the production of this toolkit, a collaboration of the Catholic Coalition on Climate Change, the Association of Catholic Colleges and Universities, and six other national Catholic organizations
- [Greening the Bottom Line: The Trend Toward Green Revolving Funds on Campus](#)
AASHE was one of 11 partner organizations on this report published by Sustainable Endowments Institute
- [Roadmap to a Green Campus](#)
In collaboration with the U.S. Green Building Council



EDUCATION AND CURRICULUM

AASHE hired an Education Manager in April 2011, with responsibilities for addressing education for sustainability efforts and developing coherent professional development opportunities for all campus sustainability sectors. An Education Steering Committee, made up of seven senior faculty members from a wide range of colleges and universities, was created to guide the development of AASHE's educational programs and ensure that member needs were met.

AASHE continued to offer our popular [Sustainability Across the Curriculum Leadership Workshops](#) twice a year at Emory University and San Diego State University. More than 74 faculty members from 54 institutions returned to their institutions in 2011 prepared to advance education for sustainability at their campus by working with other faculty in fostering curriculum change.

At the AASHE 2011 conference, 120 educators participated in the Curriculum Convocation, an interactive workshop that provided strategies for integrating sustainability across the curriculum. It built on the first such convocation held at AASHE 2010.

Development of a new, interactive section of the AASHE website, tentatively called the "Academic Commons," was initiated in 2011. The intent is to provide a place for faculty to explore critical questions and issues online, advancing the integration of sustainability into curricula. Best practices and innovative examples of sustainability education would be able to come alive through case study videos and interviews.

"Everyone was engaged. The final products suggested new pedagogical strategies that will energize curricular change embracing interdisciplinary sustainability education."

~ Curriculum workshop participant



SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM (STARS®)



Participation in [STARS®](#) continued to grow throughout 2011: 63 institutions became first-time STARS Participants while 80 institutions renewed their STARS participation. Nine of the new Participants were engaged in the new STARS International Pilot. Countries represented in this pilot, launched in October 2011 and geared towards gauging international interest in STARS, included Australia, Chile, France, Japan, Malaysia, Mexico, Switzerland, and the United Kingdom.

During the year an additional 138 institutions submitted their reports for a STARS rating. Of these institutions, 31 earned Bronze, 74 Silver, 23 Gold, and 10 institutions submitted reports as STARS Reporters.

STARS staff and participants presented at five conferences in 2011. Workshops were held at the Smart & Sustainable Campuses Conference in College Park, Maryland as well as AASHE 2011 in Pittsburgh, Pennsylvania. STARS educational sessions were organized at the National Association for College and University Food Services (NACUFS), the California Higher Education Sustainability Conference, and the Rocky Mountain Sustainability Summit.

Technical development efforts included one Administrative Update released in September and continued progress towards STARS 1.2, the next version of STARS, slated for release in February 2012. In addition, Technical Advisors and staff began efforts in 2011 to identify improvements to STARS that would fall under the next major change to STARS, version 2.0.

The STARS team released [interactive data displays](#) in February 2011. These displays provided viewers with snapshots of interesting characteristics of STARS Participants. In addition, they allowed viewers to sort and filter the STARS data that had been submitted. New filters such as ACUPCC status and institution type were added in October.

Throughout 2011, AASHE worked with The Princeton Review, Sierra magazine, and the Sustainable Endowments Institute to identify ways to eliminate survey fatigue and streamline the process for collecting campus sustainability data.

ANNUAL CONFERENCE

[AASHE 2011: Creating Sustainable Campuses and Communities](#), was the fourth conference and expo for the association. AASHE chose the David L. Lawrence Convention Center in Pittsburgh, Pennsylvania as the site for the event, and worked with convention center staff, Glad (One Bag Challenge), and Waste Management to realize an impressive 97.63% waste diversion rate. Twelve host campus institutions from Pennsylvania, New York, West Virginia and Maryland joined in supporting the conference, and nearly 100 businesses participated in the AASHE EXPO. Fifteen business and media sponsors provided support for a variety of conference activities. Sold-out events during the conference included: AASHE Curriculum Convocation, AASHE Sustainability Officers Workshop, and AASHE STARS® workshop.



TO RAISE THE DIALOGUE CONCERNING THE CAMPUS AND COMMUNITY CONNECTION, INVITED SPEAKERS INCLUDED:

Keynotes

- Majora Carter — founder of Sustainable South Bronx
- Tim White — Chancellor of University of California, Riverside
- Sandra Steingraber — ecologist, author and scholar in residence at Ithaca College

Plenary Speakers

- David Orr — director of the Oberlin Project
- Mitchell Thomashow — former President of Unity College
- Leith Sharp — chair of the Sustainability Futures Academy
- A panel of international speakers organized by the Global University Network for Innovation (GUNi).

Each speaker brought together the attendees for moments of reflection, learning and inspiration during general sessions.

STUDENT SUMMIT

The annual [AASHE Student Summit](#), sponsored by Aramark, was held in partnership with the National Wildlife Federation. Attracting more than 500 students, the 2011 Summit featured a keynote by Bill McKibben, activist and founder of 350.org. More than 70 student volunteers attended a special community service project. Concurrent sessions included peer-to-peer presentations and networking opportunities.

CONFERENCE BY THE NUMBERS:

- | | | |
|---------------------------------|-----------------------------|-------------------------------|
| • Attendees: 2,100 | • Posters displayed: 140 | • Concurrent sessions: 450 |
| • Institutions represented: 800 | • Countries represented: 18 | • U.S. States represented: 46 |

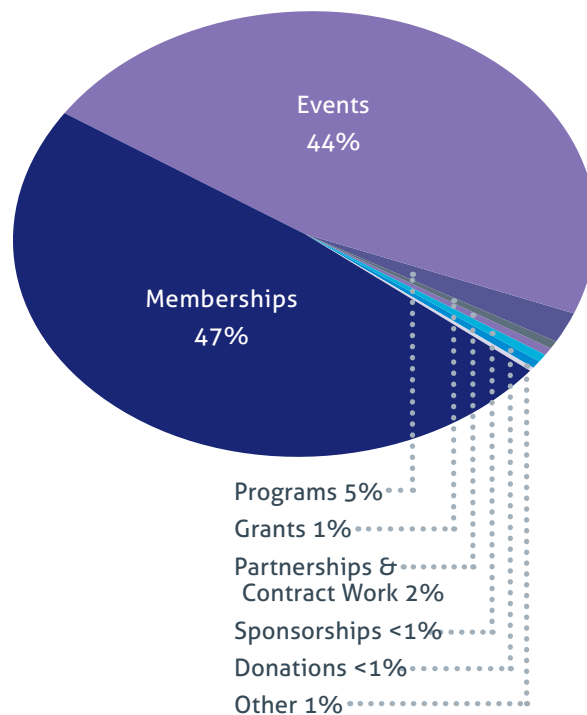
2011 FINANCES

AASHE exited 2011 in sound fiscal health. 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.

2011 Revenue

Memberships.....	\$1,096,949
Partnerships & Contract Work.....	\$47,499
Grants.....	\$15,000
Programs.....	\$127,155
Sponsorships.....	\$10,460
Events.....	\$1,045,870
Donations.....	\$4,600
Other.....	\$13,889

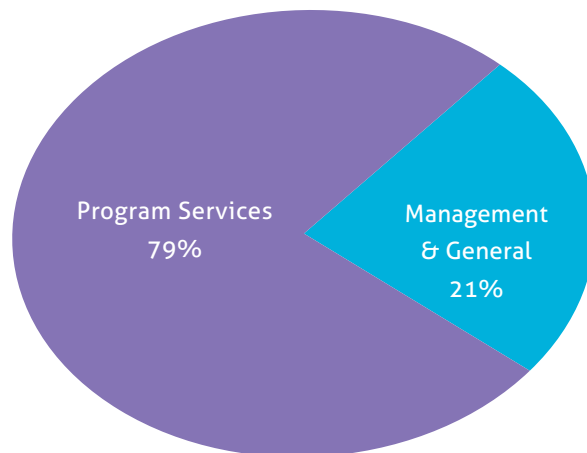
TOTAL \$2,361,422



2011 Expenses

Program Service.....	\$1,901,373
Expenses	
Management & General.....	\$507,453

TOTAL \$2,408,826



ASSOCIATION FOR THE ADVANCEMENT OF SUSTAINABILITY IN HIGHER EDUCATION

AASHE 2011 Board of Directors

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Unity College

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Jacqueline Johnson
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Matthew St. Clair
University of California Office of the President

Andrea Zaragoza-Ballesteros
University of Colorado Boulder

Paul Rowland
AASHE Executive Director, Ex-officio

2011 AASHE Staff

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Maureen Fischer-Bahr, *Administrative Assistant*
Margueritte Williams, *Business Office Assistant*
Abigail Ray, *Communications Assistant*

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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*
Chris Pelton, *STARS® Program Assistant*
Monika Urbanski, *STARS® Data Analyst*
Michael Whigham, *STARS® Program Assistant*

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Seann Sweeney, *RC Manager*
Niles Barnes, *Projects Coordinator*
Tim Gibbins, *Publications Assistant*
Ian McHugh, *Publications and Communications Assistant*
Ashwini Srinivasamohan, *RC Program Assistant*
Vinodh Valluri, *RC Program Assistant*
Margo Wagner, *Publications Coordinator*

EVENTS

Danielle Faris, *Events Manager*
Deirdre Moynihan, *Events Assistant*

MEMBERSHIP

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

EDUCATION

Cynthia Thomashow, *Education Manager*

2011 AASHE BUSINESS LEADERS



AMSOLAR is a provider of innovative solar solutions for educational institutions. Please visit www.amsolarcorp.com for more information.



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



PortionPac provides more than cleaning products; we build systems designed with 46 years of experience protecting health, safety and the environment.



We partner with our customers and communities to manage and reduce waste from collection to disposal while recovering valuable resources and creating clean, renewable energy.

2011 AASHE BUSINESS SUPPORTERS





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The Association for the Advancement
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