



The Association for the Advancement
of Sustainability in Higher Education

2012 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.*

2012 MEMBERSHIP

Membership recruitment proved challenging in 2012, but maintaining our strong and stable base during challenging economic times demonstrates the continued commitment to sustainability by our members. The number of campus members grew 1.4% to 870 at year's end, while the total number of members stayed basically the same (from 1,103 at the start of the year to 1,094 at the end).

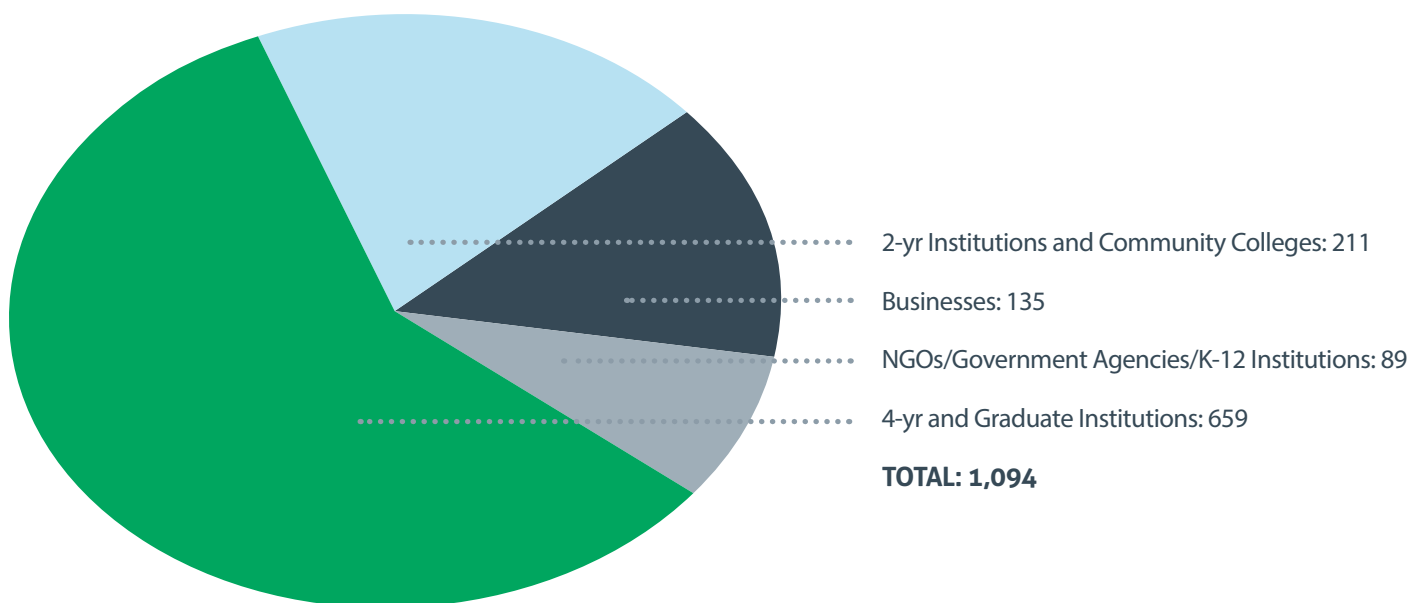
Campus members renewed at an 84% rate over the year, while businesses renewed at a 52% rate and other associate members (such as non-profits) at 77%.

Our continuously improving member resources and new professional development and networking opportunities continued to bring value to our members throughout 2012.

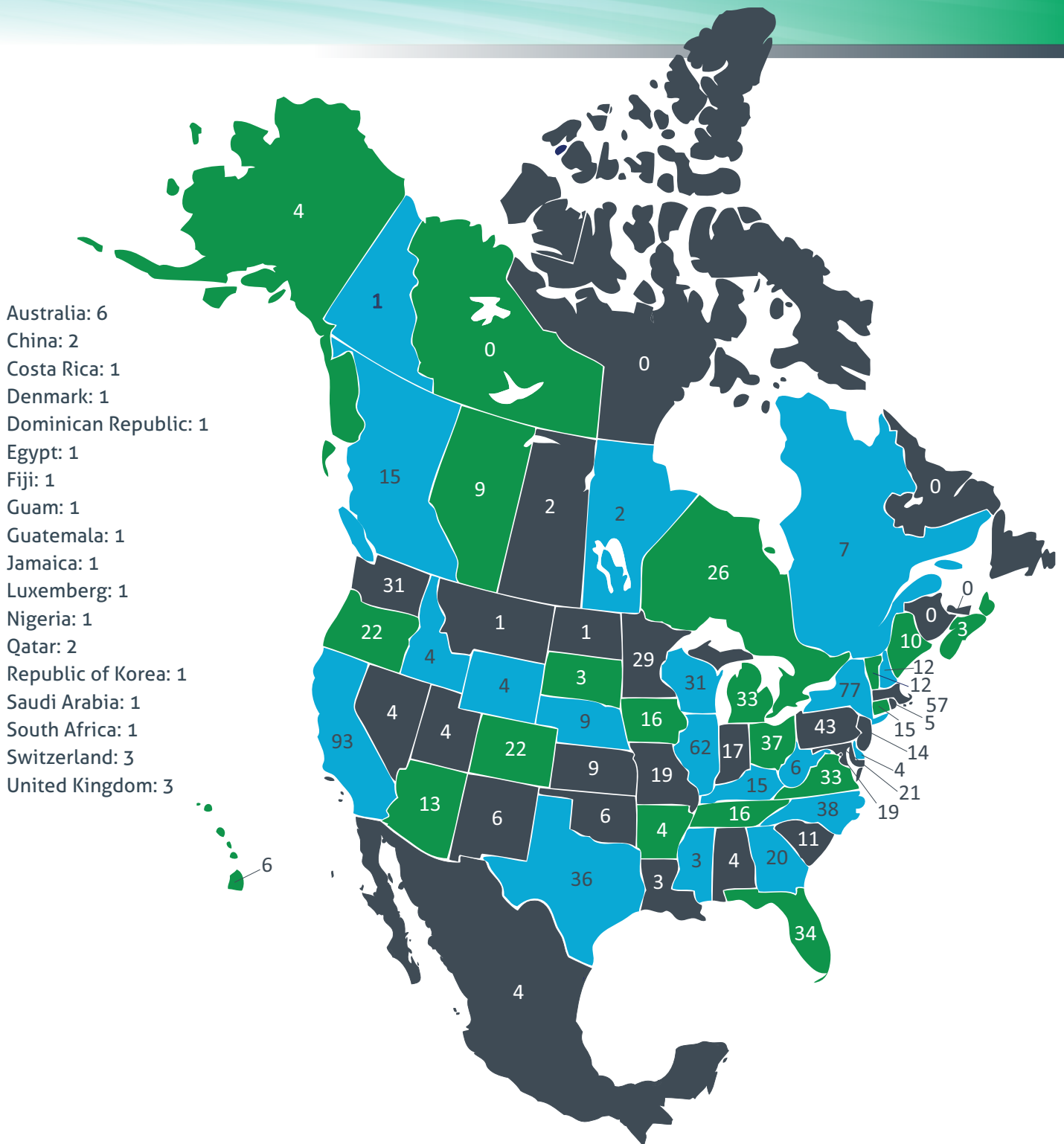
The ship of higher education is huge—but AASHE and its community are beginning to steer it toward a more sustainable future. AASHE serves as a seed-bed for promising ideas and an agenda-setter for higher education.

~ Jean MacGregor, Director, Curriculum for the Bioregion, The Evergreen State College

MEMBERSHIP BREAKDOWN BY TYPE (AS OF 12/31/2012)



2012 MEMBERSHIP MAP



HIGHLIGHTS OF 2012

OUR REBRAND

In May 2012, after several months of planning and a thoughtful process, we introduced a [new brand](#) for AASHE, the first since its inception in 2006. AASHE's simple brand strategy is built on who we are, what we do, and how we do it. Part of the new brand is a new visual identity, which reflects our holistic understanding of sustainability, one that includes the economic and social dimensions along with the environmental. The new visual identity also ties AASHE and our STARS program more closely together through design features. The new AASHE logo represents a bridge or path to the advancement of sustainability in higher education.

MARKETING

To ensure that our external messaging reflects our mission and new brand, we allocated a full-time staff member focused solely on our marketing and communications efforts. We were excited to take this important step forward.

INTERACTIVE MEDIA

To enhance the interactive learning experience among AASHE's community, we conducted in-depth evaluations of our [blog](#) and [discussion forums](#) and discovered ways to make these services even more effective in future years. We also launched a new forum for [General Campus Sustainability discussions](#), and added five new categories for browsing the blog. Blog readers, guest blog contributors, and forum participants continued to grow in number throughout 2012.

"Outstanding work on the creation of the new AASHE logo, and AASHE Stars logo! They are much more befitting of your organization as it stands today. Those of us in marketing know that new logos and branding are always a risk, but I must say that I think this one will pay huge dividends. Well done."

~Tim O'Kane, Director of Marketing, Energy Solutions Professionals, LLC

2012 RESOURCE CENTER & PUBLICATIONS

AASHE overall is a great organization. I really appreciate the helpful staff, the resources and the amount of time and energy spent engaging its members – me – as we continue to affect positive change in our institutions.

Thank you!

~ AASHE member survey respondent

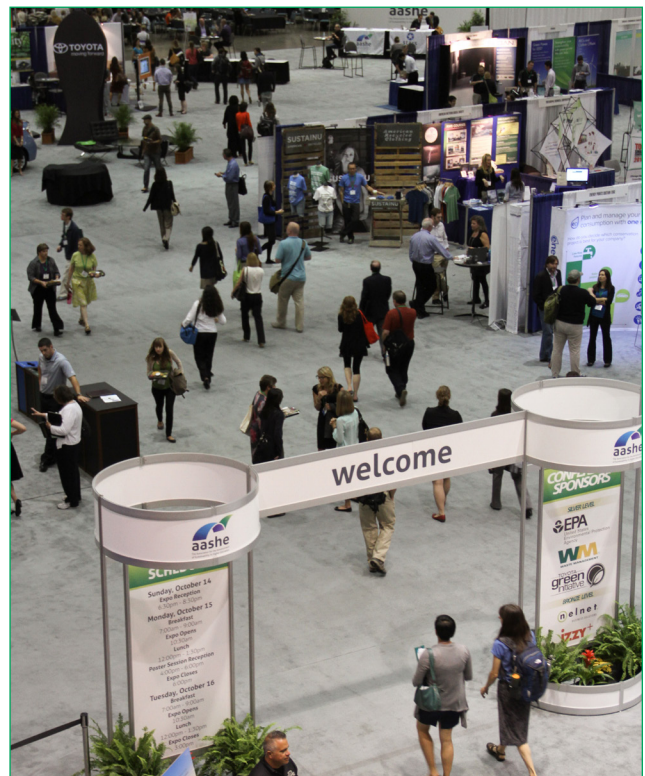
AASHE's Resource Center is consistently cited as the primary reason for joining AASHE, and it continued to attract the majority of visits to our website in 2012.

NEW & IMPROVED

In 2012, the Resource Center underwent the most significant change since its inception in 2006. Each of nearly 75 lists of best practices and examples transitioned to a true database format, enabling us to add features such as dynamic searches and self-submission forms, and offer an improved experience for information-seekers. This change will also allow us to produce better reports from our unique collections of data and provide the thought leadership that our community expects.

AMONG NEW RESOURCES ADDED IN 2012 WERE:

- [Resources for Students](#)
- [Resources for Campus Sustainability Officers](#)
- [5 new 'Student Diary' articles](#)
- [Affordability & Access resources](#)
- [Diversity & Inclusion resources](#)



2012 RESOURCE CENTER & PUBLICATIONS

For our seventh Sustainability Awards program, we were able to double the number of award categories and recognize a total of nine faculty, students, and institutions at the AASHE 2012 conference.

The Sustainability Leadership award winners were featured in the [cover article](#) of *Sustainability: The Journal of Record* (December 2012), and all award winners were added to our resource databases.

SELECTED BLOG POSTS, INTERVIEWS AND OTHER PUBLICATIONS

- Publication: AASHE Releases *Winter STARS Quarterly Review*
- Blog: A New Era for Green Procurement: [Can Higher Ed Lead Institutional Green Procurement into a New Era?](#) (Nov 12)
- Social media: AASHE 2012 on Storify
- Blog: Campus Sustainability Day – [Five Fabulous Ways Schools Celebrated Campus Sustainability Day 2012](#) (Nov 6)
- AASHE Interview Series: UCLA's Chief Sustainability Officer (Oct 22) – [AASHE Interview Series: Nurit Katz, Chief Sustainability Officer, University of California, Los Angeles](#)
- Publication: *AASHE Fall 2012 STARS Quarterly Review*
- Interview Series: Director of Environmental Policy, U Conn (Sept 28) – [AASHE Interview Series: Richard Miller, Director of Environmental Policy, University of Connecticut](#)
- Guest Blog: Submitting a STARS Report 2 Years in a Row
- Publication: *AASHE 2011 Annual Report* (Sept).
- Guest Blog: 9 Rules for a Successful Green Revolving Fund
- Interview Series: Cooperative Food Empowerment Directive
- Publication: *AASHE Summer 2012 STARS Quarterly Review*
- Publication: *AASHE Higher Education Sustainability in Pittsburgh Highlights*
- Blog: What's Going on at Rio+20
- Blog: Branding AASHE - It's Roundup Time Out West
- Publication - *AASHE 2011 Higher Education Sustainability Review*
- E-Book Version of *AASHE 2011 Higher Ed Sustainability Review*
- Publication: *STARS Spring 2012 Quarterly Review*
- Blog: AASHE Expands Member Resources with Int'l Partners
- Interview Series: AASHE Interview Series: Small Planet's Frances Moore Lappé
- AASHE Releases STARS 1.2
- AASHE Campus Sustainability Data Collector
- AASHE's 'Higher Education Occupation' Project
- Guest Blog: To Revolve or not to Revolve?



2012 EDUCATION & PROFESSIONAL DEVELOPMENT

Transforming higher education institutions to model exemplary sustainability practice and learning is not easy! AASHE is prepared to assist sustainability staff, faculty and leadership in their efforts by providing professional development that introduces sustainability into curriculum, facilities, operations and services.

ASSESSMENT OF NEEDS

To assess the professional development needs and interests of our members, we conducted and analyzed several surveys in 2012 aimed at general membership as well as targeted subgroups. This resulted in an ambitious professional development plan for the following year (2013), to include nearly a dozen workshops that will help advance sustainability education across the curriculum, further the transformation of campuses into living laboratories for sustainability, and respond to the needs of specific populations such as community colleges. Assisting with the needs analysis and refinement of professional development plans was a talented group of advisors comprising AASHE's Education and Professional Development Committee.

ACADEMIC COMMONS SITE

Also in 2012, we were able to develop the infrastructure for a long-held dream of a meta-site for collaboration around sustainability education, to include user-submitted syllabi, course descriptions, and example pedagogical approaches, case studies of best practices in integrating sustainability across the curriculum, and active discussion forums. This virtual site, called the "[Academic Commons](#)," was successfully launched in 2013. At the time of this writing the Commons features over 300 submissions including articles, syllabi, lesson plans and other materials as well as detailed case studies that document the challenges and successes of implementing sustainability initiatives.

CONVENINGS OF EXPERTS

Chief Academic Officers Summit (March 2012)
AASHE and Second Nature held a first-of-its-kind Chief Academic Officers summit on sustainability at Arizona State University to address the academic transformation needed to prepare students to meet the sustainability challenges of the 21st century. The CAOs in attendance were interested in significant and effective action by leadership in shaping this transition. The group produced a [Strategic Plan](#) for the next five years.



2012 EDUCATION & PROFESSIONAL DEVELOPMENT

SUSTAINABILITY UNBOUND (OCTOBER 2012)

At AASHE 2012 we offered our first-ever advanced track. Titled “Sustainability Unbound” it attracted more than 100 participants who attended specially marked advanced sessions and two intensive convenings focusing on advancing sustainability with particular attention to social justice, governance, leadership, and collective action.

WORKSHOPS AND TRAININGS

Leadership in Sustainability Across the Curriculum Workshops (January and June)

Geoffrey Chase (San Diego State University) and Peggy Barlett (Emory University) led another two of their intensive, two-day workshops in 2012. Through presentations, reflection, and planning exercises, nearly 60 faculty and administrators became familiar with the philosophy of curriculum change in higher education developed through the [Ponderosa](#) and [Piedmont](#) projects.

Campus Sustainability Professionals Retreat (JUNE)

This was our 2nd such retreat, held in collaboration with Arbor Day Foundation at their lodge in Nebraska. We offered training and resources for nearly 35 staff managing the transformation toward sustainability at their institutions.

Sustainability and Curriculum Design: Place-based Case Study Approach (JUNE)

This first, 2½-day workshop at the University of Alberta enabled over 30 participants from multiple disciplines to creatively engage with each other in a highly collaborative process and explore learning goals and pedagogical practices through a place-based case study approach.

Curriculum Convocation (OCTOBER)

Our 3rd Curriculum Convocation drew 80 people to learn about highly effective approaches to integrating sustainability into the curriculum.



2012 SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM (STARS®)



*It's comforting to have such a friendly,
responsive team supporting us newbies as we
attempt this journey of reaching for the STARS.
This has definitely helped me strategize
with our reporting.*

~ Stephenie Presseller, Moraine Valley Community College (2010)

GROWTH IN PARTICIPATION

Participation in STARS® continued to expand throughout 2012. As the table shows, the number of first-time participants jumped from 63 to 109, a 73% increase. This was largely driven by new [international pilot](#) campuses. The number of renewing participants also grew, by 27%.

STARS PARTICIPANTS	2011	2012
First-time Participants	63 (9 Internat'l Pilots*)	109 (40 Internat'l Pilots*)
Renewing Participants	80	102
Submitted for rating	138	85
Submitted for 2nd rating	0	18

* Countries represented in the STARS International Pilot, which was launched in October 2011 to gauge international interest in STARS, included Costa Rica, Denmark, Ireland, Japan, Mexico, the Netherlands, Nigeria, Pakistan, Switzerland and the United Kingdom.

RATINGS AWARDED IN 2012

A total of 103 institutions received [ratings](#) during the year. The number earning Bronze, Silver, or Gold, or simply submitting as Reporters, is shown here:

STARS RATING LEVEL	# OF INSTITUTIONS RECEIVING RATING IN 2011	# OF INSTITUTIONS RECEIVING RATING IN 2012
Bronze	31	29
Silver	74	44
Gold	23	22
Reporter	10	8

2012 SUSTAINABILITY TRACKING, ASSESSMENT & RATING SYSTEM (STARS®)

STARS PROFESSIONAL DEVELOPMENT

We held successful STARS workshops at the Greening of the Campus conference in March and AASHE 2012 in October, and presented on the STARS program at four conferences:

- American Association for Community Colleges – annual meeting
- California Higher Education Sustainability Conference
- National Association of Educational Procurement – annual meeting
- State University of New York Sustainability Conference

CONTINUOUS IMPROVEMENT

Program development continued apace in 2012, including an Administrative Update released in February, and development of a draft version of STARS 2.0, with a public comment period in the fall. Slated for release in late 2013, STARS 2.0 will include significant changes to the [Technical Manual](#).

In August we launched a STARS “[API](#)” (application program interface) to allow access to STARS data in an automated way. STARS Participants and AASHE member organizations can now retrieve and use STARS submissions data for analysis purposes, presentations and reports, benchmarking, and integrating with other software on campus.

AASHE led a joint project with The Princeton Review, Sierra magazine, and Sustainable Endowments Institute to develop a streamlined way for campuses to make their assessment data available to multiple rating/ranking organizations, and avoid feelings of “survey fatigue.” Campuses may now share data with other organizations through either the STARS Reporting Tool (for STARS Participants) or the jointly developed [Campus Sustainability Data Collector](#). (for non-Participants). This enables rating/ranking organizations to collect needed information without having to send out individual surveys to institutions.

AASHE 2012 CONFERENCE "INVESTING IN THE FUTURE"

AASHE's annual conference & expo is the largest higher education sustainability gathering in North America. [AASHE 2012](#) (Los Angeles, Oct 14-17), our fifth such event, attracted over 1,700 attendees from around the world for four exciting days of learning and discussion around the theme of "Investing in the Future." The conference featured a lively keynote on that theme by author and business expert L. Hunter Lovins. Several AASHE workshops sold out, including two STARS workshops and the annual sustainability officers' workshop. In addition, three of five [tours](#) to area campuses and the Port of Los Angeles also sold out.

As part of a special focus on [arts and culture](#) at AASHE 2012, guests were treated to inspiring music and messages from Robert Davies and the Fry String Quartet who presented their Crossroads Project, a deep-seated contemplation of the choices before us, the paths they forge, and the dramatically different landscapes to which they lead. In the Expo, an interactive art installation provoked reflections on food, while a live dance performance invited conversations around the clean water crisis.

Through a pilot partnership with UCLA's Extension Office, we were for the first time able to offer attendees CEUs (continuing education units) for session attendance.

SPECIAL CONVENINGS

In addition to formal [networking events](#) and receptions, we offered a number of convenings for targeted groups of attendees:

SUSTAINABILITY UNBOUND

For the first time ever, we hosted an advanced track throughout the conference, with the inspiring title [Sustainability Unbound](#). Its goal was to provide an opportunity to deepen our thinking about the

way education addresses climate change and sustainable behavior. More than 100 participants spent two days attending specially marked conference presentations and convening to discuss and debate how to advance sustainability, in all its dimensions, in higher education.

PRESIDENTS LUNCHEON AND RECEPTION

During the conference we convened presidents, chancellors, and vice presidents from all over the country for a high-level luncheon meeting to discuss how to take sustainability in higher education to the next level.

STUDENT SUMMIT



AASHE 2012 CONFERENCE “INVESTING IN THE FUTURE”

Sponsored once again by Aramark, the [Summit](#) brought together more than 500 students for a full day of networking, discussion, and presentations. Billy Parish, author, activist, and co-founder of the Energy Action Coalition, delivered a rallying keynote. Five partner organizations helped us shape the summit program: Second Nature, NWF’s Campus Ecology Program, U.S. Green Building Council, CoFED, and Focus the Nation.

LUNCHEON MEETINGS

Over the course of the conference, attendees convened at 16 [lunch meetings](#) aimed at specialized audiences that ranged from international attendees to community colleges, higher education associations, sustainability professionals, teachers, planners, and many more.

PLENARIES

CONFERENCE BY THE NUMBERS:

1,700 Attendees Representing:

- 18 countries
- 47 U.S. states (plus the District of Columbia)
- 85% of attendees were AASHE members

750 Presenters Presenting:

- 550 concurrent sessions
- 190 posters

100 Exhibitors in the Expo

6 Business and Media Sponsors

13 Host Campus Institutions

For a stimulating educational hour, we offered participants a choice of five parallel [plenary sessions](#):

- *Leonardo da Vinci to Higher Education: Lead us on a Healthy, Just and Sustainable Path Now* – Anthony Cortese, Second Nature
- *Partnering Social Justice with Sustainability: A Challenge to Expand Our Understanding of Inclusivity* – Jordana DeZeeuw Spencer, Prescott College
- *Sustainability: Changing the Operating System* – Monty Hempel, University of Redlands
- *GUPES: The Global Universities Partnership on Environment for Sustainability* – Mahesh Pradhan, United Nations Environment Programme (UNEP)
- *Building Green at Minority Serving Institutions* – with representatives from Elizabeth City State University, College of Menominee Nation, Spelman College, California State University, Northridge, and the UNCF Institute for Capacity Building.

WALKING THE TALK

In addition to achieving a high waste diversion rate and offering participants the option of purchasing carbon offsets (see [conference sustainability](#)), the conference offered a special [community service event](#): a tree-planting project led by Arbor Day Foundation at Los Angeles Valley College. The event sold out.

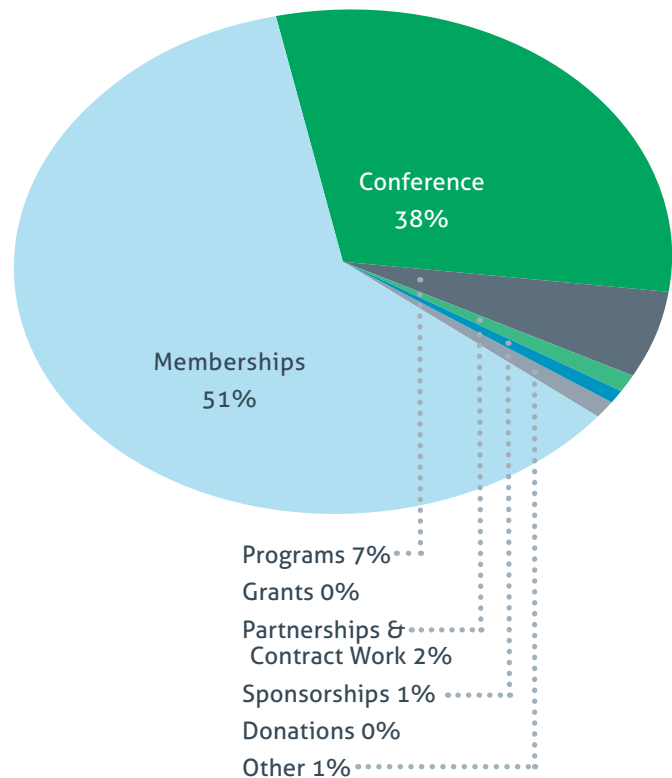
2012 FINANCES

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.

2012 Revenue

Memberships.....	\$1,157,057
Partnerships & Contract Work.....	\$50,167
Grants.....	\$0
Programs.....	\$161,678
Sponsorships.....	\$23,290
Events.....	\$862,500
Donations.....	\$2,350
Other.....	\$20,218

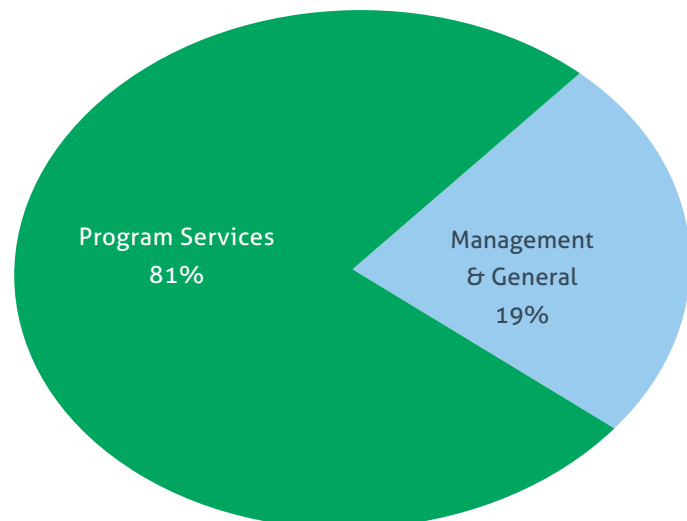
TOTAL \$2,277,260



2012 Expenses

Program Service.....	\$2,011,191
Expenses	
Management & General.....	\$483,082

TOTAL \$2,494,273



ASSOCIATION FOR THE ADVANCEMENT OF SUSTAINABILITY IN HIGHER EDUCATION

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2012 AASHE BUSINESS LEADERS



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



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.



Our third-party verified environmental product declaration (EPD) shows CalStar is the clear choice for truly sustainable masonry. Verified green, without compromising beauty or budget.

2012 AASHE BUSINESS SUPPORTERS





The Association for the Advancement
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