



**aashe**

The Association for the Advancement  
of Sustainability in Higher Education

# 2013 ANNUAL REPORT

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AASHE  
MISSION,  
VISION  
& GOALS

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## Our Mission

AASHE's mission is to inspire and catalyze higher education to lead the global 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.

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## Our Vision

AASHE will lead higher education to be a foundation for a thriving, 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.

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## Our Values

In order to best serve our members, AASHE is committed to the following values: Transparency, Collaboration, Hope, Stewardship, Innovation, Courage, Accountability. We believe these values will encourage a growth in the sustainability movement as we continue to lead by example and provide the highest quality resources and information available.

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## 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.

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## Letter from the Executive Director

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Dear AASHE Community:

Thank you for all your support over the past several months as I assumed my role as the Executive Director. I've enjoyed getting to know many of the Association for the Advancement of Sustainability in Higher Education (AASHE) members, staff and the Board since the beginning of the year. I am also looking forward to meeting many of you this October at the AASHE 2014 Conference & Expo, Innovation for Sustainable Economies & Communities, in Portland, Oregon.

The annual report, which accompanies this letter, is for the calendar year 2013. I have also provided some updates on the first part of 2014.

Throughout 2013, AASHE had an abundance of opportunities to drive the sustainability community forward, such as the introduction of the Listening Project, a successful Conference & Expo in Nashville and the release of STARS 2.0. AASHE meets 2014 with passion and excitement as we work to provide high quality content through our webinars, workshops and publications.

The year 2014 started with successful board and staff retreats that resulted in refreshing [AASHE's mission and vision statements](#) and the completion of a strategic planning document. We also added a list of values that characterize the organization. Lastly, we have begun the search for a physical location for AASHE in Washington D.C.

In 2014, we welcomed new members to the [AASHE Board of Directors](#) along with a new AASHE Board Executive Committee. "AASHE is fortunate to have attracted a highly qualified group of individuals willing to serve as Board members," says AASHE Board Chair Jacqueline Johnson. "The skills and talents of the four new members selected from this group both complement and augment the expertise of the current board, and I look forward to working with them."

On behalf of AASHE, I would like to thank the following outgoing AASHE Board members, whose terms ended in December 2013, for their dedication, hard work and service to AASHE: Dr. Verna Fowler, College of Menominee Nation, Steve Guenther, Carnegie Mellon University, Rose Harrell Johnson, Haywood Community College, Dave Newport, University of Colorado, Boulder and William Throop, Green Mountain College.

"The outgoing AASHE Board members have worked tirelessly during their terms to advance the goals of this organization and the goals of sustainability," says Jacqueline Johnson. "I join with all AASHE members in thanking them for their extraordinary service."

Additional information on the Board, AASHE Staff, AASHE Councils & Committees and Business Leaders & Supporters can be found later in the annual report.

AASHE looks forward to building upon past year successes to continue to advance the mission of the sustainability higher education community.

I'm honored to be part of AASHE and grateful to the AASHE staff for all their continued hard work and dedication to take the organization and the higher education sustainability movement to the next level this year.

Best,  
Stephanie A. Herrera





# STARS IN 2013

2013 was an important year for STARS, with the October 2013 release of STARS 2.0. Version 2.0 is the first major update to STARS since its release in 2009.

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## Summary of Participation - 2013

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Total 2013 Ratings

89

International Pilot Ratings

6

Canadian Ratings

8

Two-year College Ratings

7

Total 2013 Registrations

215

Renewals

151

New Registrants

64

### AASHE Membership & STARS:

**91%** of 2013 STARS Rated Institutions were AASHE Members

**74%** of 2013 STARS Current Participants were AASHE Members

**66%** of institutions that were using STARS at the beginning of 2013 became full-access subscribers during that year

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## Launch of STARS 2.0

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On October 22, 2013, AASHE launched STARS 2.0, the first major update to STARS since its release in 2009. In approving Version 2.0, the STARS Steering Committee focused on the following key objectives (as outlined in the [Vision for STARS 2.0](#) released in January 2012):

- Create opportunities for stakeholders to participate
- Improve comparability of STARS data
- Move away from “all or nothing” credits
- Add and delete credits when appropriate
- Improve applicability of STARS to institutions located outside of the US and Canada
- Review STARS credit weighting and the overall balance of points
- Increase technical rigor of STARS
- Balance the need for comprehensiveness with ensuring that STARS is accessible
- Maintain overall continuity
- Enhance existing mechanisms for ensuring that reports are accurate

There was an extensive public comment period for STARS 2.0 and staff responded to every one of the 800+ comments received. A public webinar was held and publications were developed by staff to introduce the new version. In addition, the STARS Advanced Workshop and STARS Town Hall at the AASHE 2013 Conference & Expo provided opportunities for members to engage on a deeper level with staff and STARS Steering Committee members about 2.0. The AASHE IT Team also implemented a number of enhancements to the online STARS Reporting Tool to improve the user experience, including support for metric units, tabular data fields, and a unified glossary for standards and terms.

The feedback on STARS 2.0 has been almost universally positive. Since the launch of the new version:

- 87% of participants believe that participating in STARS has instigated changes that have moved or will move their campus toward being more sustainable
- 93% of participants rate their experience with STARS as “good” or “very good”
- 96% of participants report that they would recommend STARS to another institution

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## STARS International Pilot Outcomes

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Due to increasing international interest, the STARS International Pilot was launched in October 2011 and concluded in early 2013. The pilot was designed as an opportunity for institutions located outside the U.S. and Canada to participate in STARS and publicly document their efforts related to sustainability. It also provided an opportunity for international campus sustainability community to share feedback and make suggestions for improvements to the system.

Fifty institutions based in the Americas, Europe, Africa, Asia and Australia participated in the pilot in 2013. Six institutions submitted a STARS report as pilot participants in 2013, earning a STARS Reporter designation. Feedback from pilot participants was integrated into STARS 2.0, and STARS was opened up to global participation with the launch of the new version in October 2013. An International Advisory Group was formed in early 2014 to help ensure that STARS continues to be relevant to all higher education institutions, regardless of context.



## STARS 2013 Ratings

The name and rating of all institutions that earned a STARS rating in 2013 can be found in the list below:

Auburn University, Silver	Indiana State University, Silver	Towson University, Bronze
Bellevue College, Silver	Indiana University-Purdue	Transylvania University, Bronze
Boston University, Silver	University Indianapolis, Silver	Universidad San Francisco de
Bowdoin College, Silver	Iowa State University, Gold	Quito, Reporter
Brandeis University, Silver	Ithaca College, Gold	University of Calgary, Gold
Bridgewater College, Bronze,	James Madison University, Silver	University of California Davis, Gold
Bryant University, Silver	Kyoto University, Reporter	University of California Irvine, Gold
California State University, Chico,	Lahore University of Management	University of California Merced,
Gold	Sciences, Reporter	Silver
Carnegie Mellon University, Silver	Lawrence University, Silver	University of California Riverside,
Central Ohio Technical College,	Marquette University, Silver	Silver
Bronze	Miami University, Silver	University of California San Diego,
Colby College, Silver	Mills College, Silver	Gold
Colgate University, Silver	Muhlenberg College, Bronze	University of Connecticut, Reporter
College of Saint Benedict, Silver	Niagara College of Applied Arts	University of Illinois Urbana
Cornell University, Gold	and Technology, Bronze	Champaign, Gold
Dominican University of California,	North Seattle College, Silver	University of Iowa, Gold
Bronze	Nova Scotia Community College,	University of Louisville, Silver
Duke University, Gold	Gold	University of Missouri, Silver
Earlham College, Bronze	Oregon State University, Gold	University of Northern Iowa, Gold
Edmonds Community College,	Pacific Lutheran University, Gold	University of Ottawa, Silver
Silver	Portland Community College, Silver	University of Richmond, Silver
Euromed Management, Reporter	Purdue University, Silver	University of Saskatchewan, Bronze
Fayetteville State University,	Rochester Institute of Technology,	University of Texas Arlington, Silver
Reporter	Silver	University of Wisconsin Milwaukee,
Ferrum College, Bronze	Scripps College, Bronze	Silver
Fleming College, Bronze	The University of the South	University of Wisconsin Oshkosh,
Florida International University,	Sewanee, Silver	Gold
Silver	Southern Illinois University	University of Wisconsin River Falls,
Franklin University Switzerland,	Carbondale, Silver	Silver
Reporter	Southern Illinois University	University of Wisconsin Stout,
Frostburg State University, Silver	Edwardsville, Bronze	Silver
Furman University, Silver	St. Lawrence University, Silver	Utah State University, Silver
Grand Valley State University,	State University of New York at	Utrecht University, Reporter
Silver	Geneseo, Silver	Virginia Tech, Silver
Hopkinsville Community College,	State University of New York at	Wesleyan University, Silver
Bronze	Oneonta, Bronze	Western Washington University,
Humber College, Silver	The College of Wooster, Silver	Silver
Humboldt State University, Silver	The Ohio State University at	Wilfrid Laurier University, Silver
	Newark, Silver	

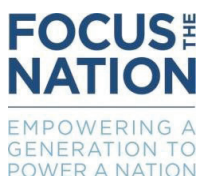
## What's to Come

Staff will continue to support participants with their STARS 2.0 reporting, review reports for accuracy and follow up institutions to make needed corrections. The STARS Governance structure has also been discussing potential revisions to the framework based on participant feedback. The STARS Steering Committee, Technical Advisor Groups, and AASHE staff will be engaged in these technical deliberations throughout the rest of the year. The next version of STARS (2.1) will likely be released in 2015.

In addition, staff will continue to work on projects to improve the user experience in the online Reporting Tool, enhance STARS reports to make them more accessible, improve access to STARS data for benchmarking purposes, and integrate STARS reports and data into the AASHE Resource Center.

## STARS Partner Organizations

Below are the organizations that partnered with STARS during 2013.



Association of College &  
University Housing Officers –  
International



Society for College and University Planning  
INTEGRATED PLANNING FOR HIGHER EDUCATION

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AASHE  
2013  
LISTENING  
PROJECT

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## Listening Project Interviews

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During the summer of 2013, the Board of Directors appointed a sub-committee to examine opportunities for broader input by AASHE members and to increase among members, staff and the Board of Directors. Two members of the Advisory Council, Robert J. Koester and Shana Weber, were asked to provide leadership in developing the Listening Project.

A very structured approach was taken to kick-start interaction with members with focus on the status of sustainability in higher education, the role of AASHE in that landscape and the needs of members working as professionals in this field. This addresses the need to review curricular issues, operational issues and outreach to nearby communities for the 4000+ colleges and universities in the United States not to mention those member schools throughout the world.

The AASHE Board in collaboration with the co-directors of the Listening Project developed a game plan to have volunteers call and conduct interviews throughout 2013. These interviews addressed the broad-scope issues of sustainability in higher education, the roles, successes and opportunities for AASHE addressed the immediacy of need on behalf of the individuals working in the trenches of higher education.

With the turn of the calendar year and the success of the interviews and the Listening Project Summit, the Board of Directors has turned to the Advisory Council with a specific call for active involvement in shepherding the next generation of the Listening Project activities to prepare for the 2014 annual meeting. The Board, and co-directors of the Listening Project, are working to fine-tune the transfer of responsibility to the Advisory Council with a goal to capture representation from the full demographic mix of AASHE membership in additional phases of the Listening Project.

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## AASHE Membership Survey

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AASHE released its annual membership survey in September 2013 in conjunction with the 2013 Listening Project. 255 individuals within the campus sustainability community responded to the survey (87 percent from higher education). Results and takeaways from the survey analysis were also presented at the Listening Project Summit at the AASHE 2013 Conference & Expo.

The primary take-aways gleaned from the survey included:

- A need among members for increased engagement and involvement in AASHE
- An opportunity to capitalize on AASHE's strength for community-building and networking, particularly in the area of regional connectivity
- A desire for members to more easily access solutions-based resources and programs related to advancing sustainability
- A request from members to conduct internal evaluation of the organization's culture and structure

## Listening Project 2013 Demographics

### Interviewee and Catalyst Gender

Male	Female	Not Available
41%	54%	5%

### Institutional Demographics: Country of Origin

Interviewee:		Member Survey:		
US	Canada	US	Canada	Other Intl
97%	3%	93%	5%	2%

### Top Themes from the AASHE 2013 Listening Project

- |                      |                    |
|----------------------|--------------------|
| 1. Public Engagement | 11. Economic       |
| 2. Academics         | 12. Change         |
| 3. Operations        | 13. Administration |
| 4. Students          | 14. Social         |
| 5. Communication     | 15. STARS          |
| 6. Member(ship)      | 16. Staff          |
| 7. Governance        | 17. Leader(ship)   |
| 8. Resources         | 18. Measurement    |
| 9. Conference        | 19. Jobs           |
| 10. Region(al)       | 20. Environment    |

# AASHE 2013 CONFERENCE & EXPO

The AASHE 2013 Conference & Expo was held in Nashville, Tennessee from Sunday, October 6 through Wednesday, October 9, 2013. The conference theme, *Resiliency & Adaptation*, was featured in numerous keynotes, presentations and other programming. The dialogue at AASHE 2013 broadened the scope of addressing higher education resiliency and adaptation. Solutions like collective organizing, involving underrepresented communities, and modeling innovative resiliency were focused on breaking new ground and creating change at the root level.



# Conference Participation Statistics

**1745** registrants

Number of institutions/organizations **808**

**47** states plus the District of Columbia and Guam

**19** countries in attendance: United States, Canada, Australia, Chile, China, Denmark, Dominican Republic, Ecuador, Egypt, Germany, Japan, Mexico, Micronesia, Netherlands, New Zealand, Nigeria, South Africa, Thailand, and the United Kingdom.

Number of exhibitors **60**

% of member registrants **72.26%**

**439** student registrants

Number of Presenters **440**

## Keynote Speakers

- Opening: [Raj Patel](#)
- Monday Keynote: [Julian Mocine-McQueen](#)
- Closing Plenary: [George Bandy](#)
- Student Summit: [Markese Bryant](#)

## Plenary Sessions

### [Transforming MSIs into Sustainability Leaders](#)

Panelists:

- Felicia Davis, Clark Atlanta University Building Green Initiative Director
- Dr. Carlton Brown, Clark Atlanta University President
- Cassidy Lewis, Elizabeth City State University Student
- Illai Kenney, Howard University

### [Sustainability and Sound](#)

Panelists:

- Aaron Allen, University of North Carolina at Greensboro
- Jeff Todd Titon, Brown University
- Denise Von Glahn, Florida State University

### [Investing in Energy Efficiency through Green Revolving Funds](#)

Panelists:

- Mark Orlowski, Sustainable Endowments Institute Founder and Executive Director
- John Hegman, Agnes Scott College Vice President for Business and Finance
- Brien Lewis, Catawba College President
- Heather Henriksen, Harvard University Office for Sustainability Director

### [Organizational Leadership for Sustainability Education](#)

Speaker: Unity College President Stephen Mulkey

## Host Institutions <http://conference.aashe.org/2013/sponsors-and-host-institutions>

### Master Level:

- Western Kentucky University
- University of Tennessee, Knoxville

### Regional Level:

- Appalachian State University
- University of Tennessee, Chattanooga

### Supporting:

- University of North Carolina at Chapel Hill
- Lipscomb University
- Sustainable Stanford
- Danish Institute for Study Abroad

## Sponsors <http://conference.aashe.org/2013/sponsors-and-host-institutions>

### Gold Level Sponsor:

- Waste Management

### Media Sponsor:

- Sustainability the Journal of Record

### Student Summit Sponsor:

- Aramark

### Awards Ceremony Sponsor

- Chevrolet

### Water Refill Station Sponsor

- FloWater

### Mobile App Sponsors:

- All Campus
- University of Colorado, Boulder
- Green Mountain College

### Waste Diversion Sponsor:

- MaxR

### T-Shirt Sponsor:

- Renewtra

### General Sponsor:

- Arup Services New York Ltd
- Haws Corporation

### AASHE 2013 Program Full Page:

- Oak Hall Cap & Gown

### AASHE 2013 Awards Sponsor:

- Bonneville Environmental Foundation

### Email Sponsor:

- Herff Jones, Inc

### Program Ad Sponsors:

- Chatham University
- Harvard University
- Solgreen Solutions
- Tennant Company

### Theater Session Sponsor:

- Breckinridge Capital Advisors, Inc
- Trane



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AASHE  
2013  
SUSTAINABILITY  
AWARDS

The sixth annual AASHE Sustainability Awards program featured a versatile line-up of sustainability change makers. Award winners were revealed in October 2013 during the AASHE 2013 Conference & Expo at the Music City Center in Nashville.

## Campus Sustainability Case Study Awards

These awards honor campus projects at AASHE member institutions that promote sustainability in any sector including operations, education, administration, and community engagement.

- Best Case Study from an Associate's College with 5,000 or Fewer Full-Time Students - [Harnessing Seawater: An innovative thermal exchange HVAC system](#), Southern Maine Community College
- Best Case Study from an Associate's College with More Than 5,000 Full-Time Students - [Solar power, Horticulture and Culinary Arts Integration Project](#), Metropolitan Community College
- Best Case Study from a Four-Year or Graduate Institution with 10,000 or Fewer Full-Time Students - [Tree Inventory and Carbon Sequestration/Storage Analysis](#), Warren Wilson College
- Best Case Study from a Four-Year or Graduate Institution with More Than 10,000 Full-Time Students - [College of Sustainability: Transforming a campus for sustainability education](#), Dalhousie University

## Student Sustainability Leadership Awards

This award honors student teams from AASHE member institutions who have demonstrated outstanding leadership in promoting campus sustainability efforts.

- Student Sustainability Leadership Award - [Next Generation Environmental Leaders](#), University of Minnesota Morris and University of Minnesota Twin Cities

## Student Research on Campus Sustainability Awards

These awards honor students from AASHE member institutions who are advancing the higher education sustainability transformation with focused research of any length.

- Undergraduate Student Research Award - [Analysis of Student Behaviors Impacting Carbon Emissions Through Community Based Social Marketing Research](#), Aaron Kozloff, Daniella Mostow, Alex Deeter: Oberlin College

Graduate Student Research Award - [Fostering Sustained Energy Behavior Change and Increasing Energy Literacy In A Student Housing Energy Challenge](#), Robert Stephen Brewer: University of Hawaii at Manoa



Award Ceremony Sponsor, Chevy, and AASHE Board of Directors give Warren Wilson College their AASHE Sustainability Award

# RESOURCE CENTER IN 2013

The online Resource Center is a comprehensive source of information on sustainability in higher education. It provides administrators, faculty, operations staff, students, and other campus stakeholders with the tools, information and guidance they need to lead the sustainability transformation. In addition to ongoing maintenance of the Resource Center, two new Resource Center databases were released in 2013: the Campus Sustainability Revolving Loan Funds Database and the Campus Sustainability Green Funds Database.

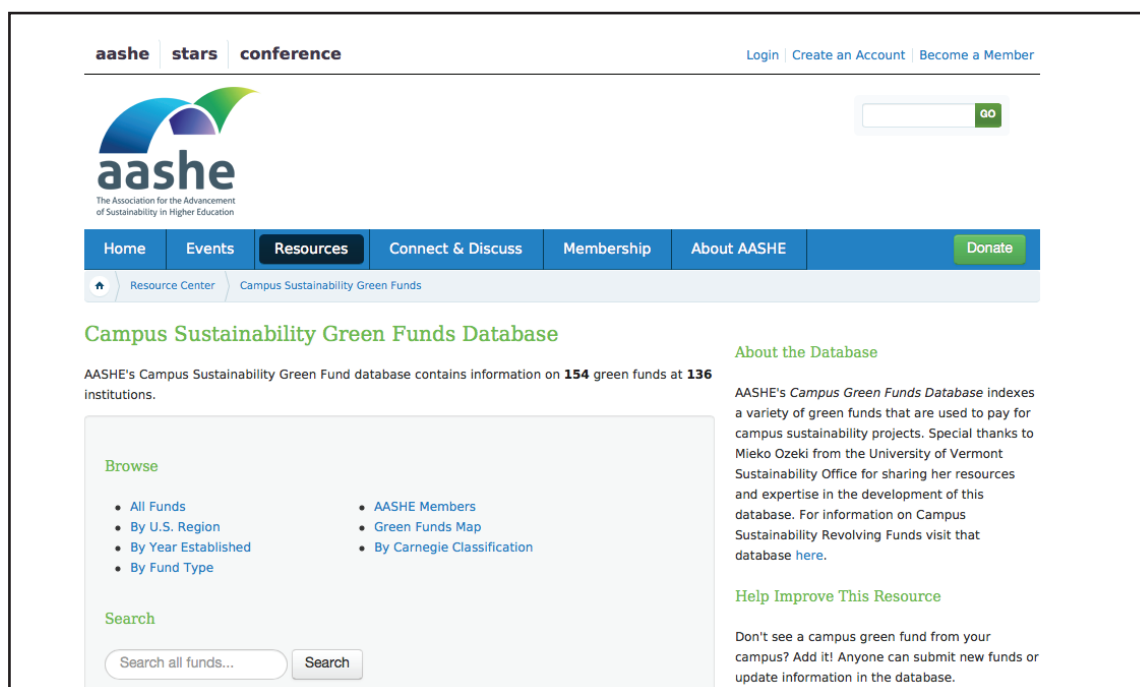


## Campus Sustainability Revolving Loan Funds Database

AASHE's [Campus Sustainability Revolving Loans Fund database](#) contains information on 84 revolving loan funds at 80 institutions containing \$118,737,518. The database contains information on 40 institutions participating in the [Billion Dollar Green Challenge](#), where funds total \$73,375,000.

## Campus Sustainability Green Funds Database

AASHE's [Campus Sustainability Green Fund database](#) contains information on 154 green funds at 136 institutions.



“In addition to ongoing maintenance of the Resource Center, two new Resource Center databases were released in 2013: the Campus Sustainability Revolving Loan Funds Database and the Campus Sustainability Green Funds Database.”



# 2013 PUBLICATIONS

In 2013, AASHE released five publications, including two that were part of an annual series, one that was part of a biannual series, and two How-to Implementation Guides.

## 2012 Higher Education Sustainability Review



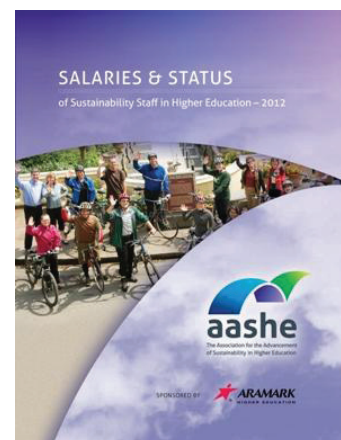
Released in Summer 2013, the [2012 Higher Education Sustainability Review](#) outlines 2012 AASHE Bulletin trends in three areas: The New Developments section includes trends on sustainable investment, affordability & access, and global sustainability initiatives. The section on Changing Dynamics discusses changes in the areas of curriculum, research, funding, and staffing. The Areas of Prevalence section covers news stories related to energy, buildings, measurable outcomes, and more.

In addition to highlighting trends, the 2012 review celebrates significant campus sustainability achievements. Highlights from over 40 institutions were included throughout the review, summarizing innovative and high-impact achievements.

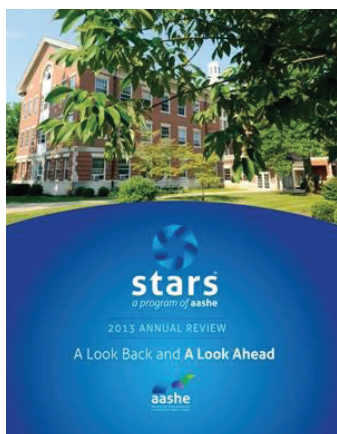
## 2012 Sustainability Staffing Survey Report

Released in Spring 2013, the [2012 Higher Education Sustainability Staffing Survey Report](#) highlighted continued growth in campus sustainability staff positions. Sponsored by [Aramark Higher Education](#), the publication outlines the 2012 results of AASHE's biennial campus sustainability staffing survey. Notable findings from the 2013 report included the following:

- Nearly half of all 2012 respondents were in positions created or upgraded since 2010, indicating significant growth for sustainability positions in the last two years.
- Sustainability offices are increasingly becoming the norm, with the rate of positions housed in such offices increasing from 23% in 2010 to 67% in 2012.
- Full-time positions focused on sustainability are increasingly common (74% in 2010 to 85% in 2012).
- The 2012 survey captured, for the first time, institution-wide data provided by self-identified "point persons" for each institution.



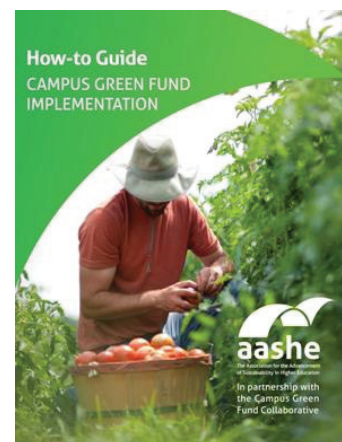
## STARS 2013 Annual Report



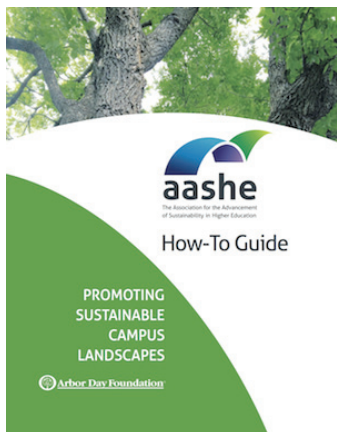
The [STARS 2013 Annual Report](#) provides a look back at STARS and a glimpse at what was in store with the 2013 release of STARS 2.0. The section on A Look Back covers the history of STARS, an overview of STARS Ratings, and a look at what occurred in 2013. The A Look Ahead section outlines changes that were approved for STARS 2.0, including structural revisions, changes to credit weighting and scoring, new credits and credit revisions, changes in access, and new data accuracy measures.

## How-To Guide: Campus Green Fund Implementation

Developed in partnership with the Campus Green Funds Collaborative, the [Campus Green Fund Implementation Guide](#) outlines best practices and lessons learned in designing, managing, promoting, and evaluating campus green funds and their respective projects. CGFs create the financial means for promoting sustainability in all areas of higher education; including academics, operations, administration, and engagement. They help to expand knowledge of sustainability by providing educational and research opportunities to students, faculty, staff, and administrators.



## Promoting Sustainable Campus Landscapes: How-To Guide



In partnership with the Arbor Day Foundation, the [Sustainable Campus Landscapes How-To Guide](#) outlines the sustainable benefits of the campus landscape. It presents ideas for engaging others and effectively communicating the importance of outdoor spaces in order to build awareness and ensure broad support from the campus and surrounding community.

2013

# EDUCATION & PROFESSIONAL DEVELOPMENT

AASHE's professional development line-up of conferences, workshops and webinars is designed to empower higher education practitioners to model and advance sustainability in everything they do, from governance and operations to education and research. We aim to engage a diverse group of campus representatives—from faculty to sustainability officers, presidents to students—in dialogue and action focused on pressing issues.

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## Annual Conference

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AASHE's annual conference programming provides numerous opportunities for professional development. With trailblazing keynote speakers, workshops, sustainability tours, student summits, awards and networking opportunities, AASHE conferences represent and inform the full spectrum of current sustainability challenges and best practices in higher education each year.

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## Professional Development Workshops

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In 2013, AASHE hosted two professional development workshops

- [Developing a Campus Sustainability Living Lab Workshop](#) - June 7 - 9, 2013
- [Next Steps for Campus Sustainability: Connection, Integration & Transformation](#) - August 26 - 28, 2013

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## Professional Development Webinars

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AASHE hosted 13 webinars in 2013 on topics such as sustainable landscapes, green revolving funds, zero waste, and sustainability in the curriculum. Descriptions for all 2013 webinars can be found in the links below.

*Webinars can be found in the [AASHE Webinar Archives](#).*

- January 2013 - [Sustainability Unbound](#)
- February 2013 - [Investment and Divestment: Making Sustainable Choices with Campus Endowments](#)
- March 2013 - [Sustainable Procurement in Higher Education: A Focus on Apparel](#)
- April 2013 - [Mission: Zero Waste. From Development to Implementation](#)
- April 2013 - [Implementing Strategies for Campus Green Revolving Funds](#)
- May 2013 - [Incorporating Sustainability into the Curriculum](#)
- June 2013 - [Taking Action to Mitigate Climate Change on Campus and Beyond](#)
- July 2013 - [Why the Integrated Process is Imperative for Campus Sustainability](#)
- August 2013 - [Everything You Need to Know About STARS 2.0!](#)
- October 2013 - [Advanced Strategies and Analytics for Campus Green Revolving Funds](#)
- October 2013 - [Empowering Procurement to Transform Your Campus and the Economy](#)
- November 2013 - [Promoting Sustainable Landscapes](#)
- November 2013 - [Contributing to a Sustainability Culture on Campus through Purchasing](#)

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## Plan for 2014 Professional Development

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In late 2013, after learning from the [AASHE Listening Project](#) that members would like to be part of creating AASHE professional development opportunities, AASHE webinars and workshops were chosen from submissions to the AASHE Professional Development request for proposals (RFP). We received more than 40 submissions that were reviewed by AASHE staff and our Education & Professional Development Steering Committee. The results were used to create the 2014 professional development line-up of offerings. A big thank you to our AASHE community for creating such a strong and diverse line-up!

## 2013 MEMBERSHIP

Membership recruitment was a primary focus again in 2013, as many members continued to recover from challenging economic times. It is clear that there is a continued commitment to sustainability by our members.

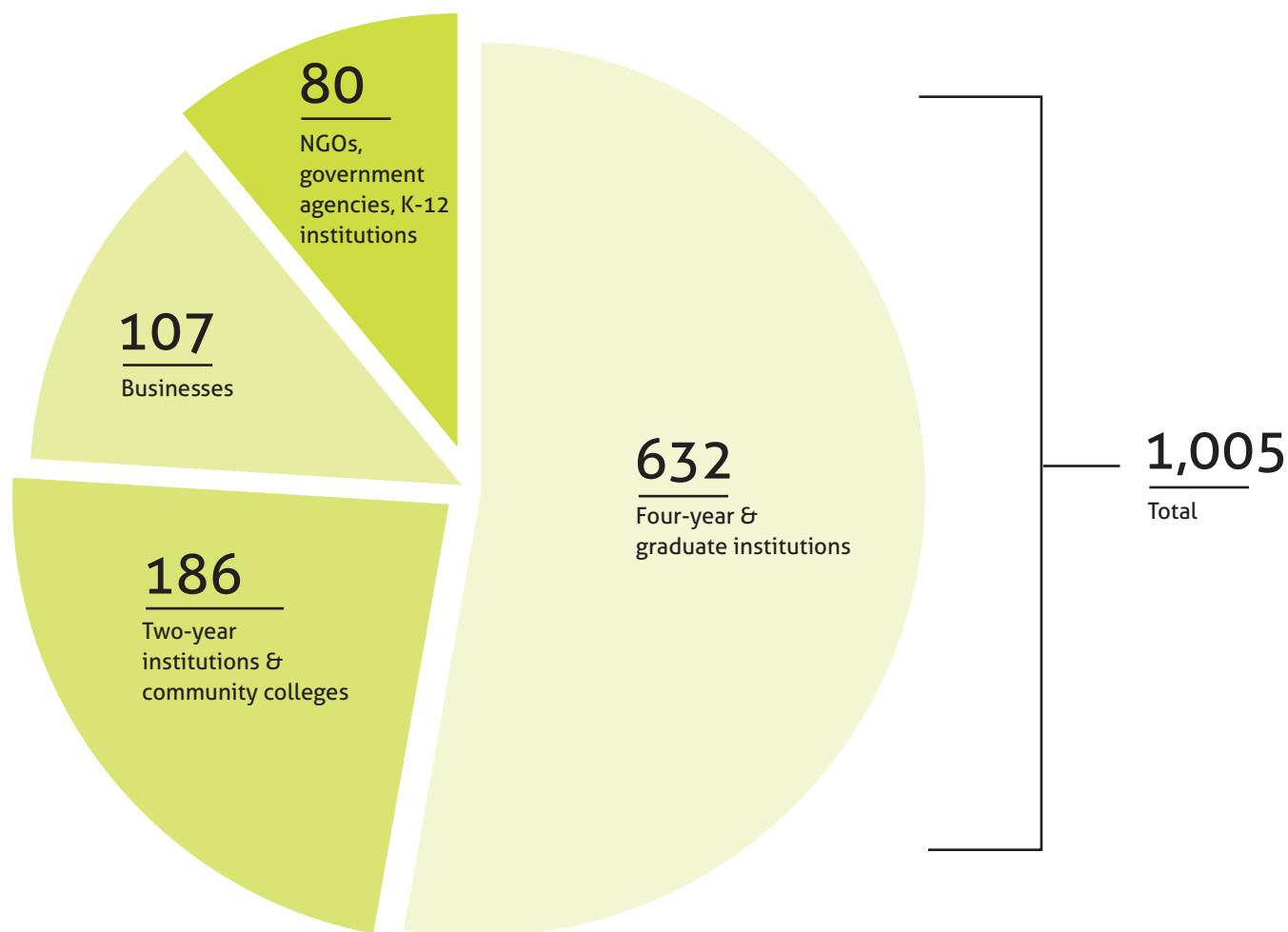


AASHE received 543 total renewals throughout 2013 and had 1,005 members at the end of the year. Our continuous focus on improving member benefits through efforts such as the Listening Project are sure to increase value to AASHE members in coming years.

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## Membership Breakdown by Type

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“It is clear that there is a continued commitment to sustainability by our members.”



## New Members in 2013

In 2013 we saw a total of 30 new business members, 55 new campus members and 10 other members, such as associate or non-profit members. We were encouraged by the wide-ranging variety of new members and their commitment to sustainability. We will continue our focus on increasing member value for existing members while also recruiting more institutions, businesses, and organizations to be a part of the AASHE community and strengthen the campus sustainability movement.

## New Institutional Members

Albright College  
 Augustana College  
 Camosun College  
 Centennial College  
 Central Ohio Technical College  
 College of the Rockies  
 Colorado State University, Pueblo  
 Columbus College of Art & Design  
 DeSales University  
 Flint Hills Technical College  
 Florida Institute of Technology  
 Georgia College & State University  
 Georgia Gwinnett College  
 Indiana University South Bend  
 Kauai Community College  
 La Cité collégiale  
 Lakehead University  
 Landmark College  
 Langara College  
 Lincoln University  
 Lindsey Wilson College  
 Lone Star College-Kingwood  
 Lorain County Community College  
 Lower Columbia College  
 Mercer County Community College  
 Mohawk College  
 Morningside College  
 Northern Virginia Community College

Northwest Community College  
 Oakton Community College  
 Ringling College of Art and Design  
 Saint Joseph's College  
 South Seattle Community College  
 St. Thomas Aquinas College  
 State University of New York at Plattsburgh  
 Tarleton State University  
 Texas A&M Health Science Center  
 Texas Southern University  
 The American College of Greece-Deree  
 The Chinese University of Hong Kong  
 The School for Field Studies  
 Union College  
 University of New Brunswick  
 University of New Orleans  
 University of North Carolina School of the Arts  
 University of North Carolina, Asheville  
 University of North Carolina, Pembroke  
 University of Regina  
 University of the Incarnate Word  
 University of the Sciences in Philadelphia  
 University of Windsor  
 Wabash College  
 Walters State Community College  
 Wesleyan College  
 XLRI-Xavier School of Management

## New Business Members

Activelogix, LLC	Interface Global
American Maintenance	Juniperks
Angel Energy, LLC	Lake Flato Architects
Bio-Pure Group	Leidos Engineering
BluDesygn-Consulting, LLC	LittleFootprint Lighting
Canady & Associates, Inc.	MiserWare, Inc.
CarrierClass Green Infrastructure	New Climate Strategies
CBN Campus Media	nora systems, Inc.
Chartwells Higher Education Dining Services	PHG Energy
CLASS 5 Energy	SolGreen Solutions, LLC
E9 Group Inc. (dba GreenNexus)	Southland Engineering, Inc.
Eco-Products	SustainEdge
Enevo, Inc.	The Footprint Company Pty Ltd
Feedback Solutions	Tradepal, Inc.
FOR Solutions, LLC	
FundingFactory	

## Other New Members

African Green Campus Initiative	LB International, LLC
Christchurch School	Riverdale Country School
Conservation Initiative for the Asian Elephant	Seattle Community College District Office
Efficiency	The Hotchkiss School
Fair Trade Colleges & Universities	
King- King Lowe Heywood Thomas School	



# 2013 MARKETING & INTERACTIVE MEDIA

Throughout 2013, we implemented a consistent schedule to promote the 2013 Conference & Expo and re-evaluated our social media offerings to increase followings. We were able to start applying strategies to ensure that from a communications and marketing standpoint, we are meeting strategic goals and fulfilling member and potential member needs.

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## Marketing

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After an audit in early 2013 of our existing communications materials that considered content, writing style and tone, visuals and branding, we determined the first pilot marketing makeover project for the year: the AASHE Annual Conference website. With the AASHE 2013 Conference & Expo website, we ensured that:

- Website represented the AASHE brand both visually and in tone
- Benefits for following through on the calls-to-action were clear
- Potential registrants would be engaged with a social media center and blog aimed at revealing new and interesting elements
- Behind the scenes views of the event
- Ease to find information in an intuitive way, including how to register

As a result, we garnered more abstract submissions and met our registration goal for the conference.

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## Interactive Media

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With a new full-time staff person in place, we were able to proceed with social media in a strategic way. We now have a social media editorial calendar that ensures that we are posting a good mix of calls to action, AASHE news and celebrations, partner promotions, and thought pieces to engage our social media followers. In 2013, our Facebook 28-day viral reach went from the 800-1,000 range to the 4,000 range and we nearly doubled our Twitter followers.

“We were able to start applying strategies to ensure that from a communications and marketing standpoint, we are meeting strategic goals and fulfilling member and potential member needs.”

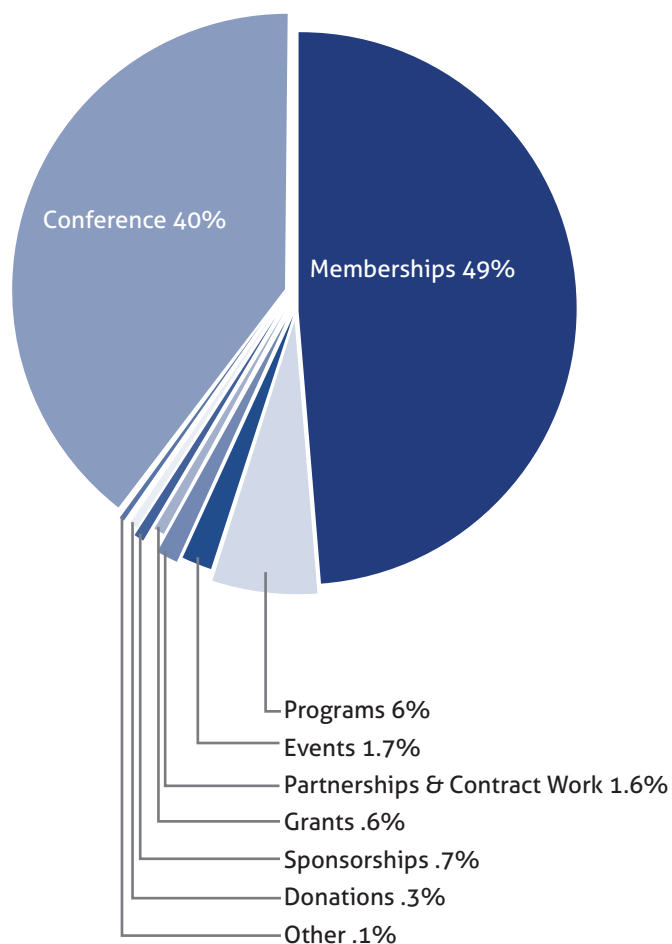
## 2013 FINANCES

Throughout 2013, AASHE re-evaluated current efforts in the type of programs offered and how that was being presented to our community to diversify revenue options. In that time, we were able to decrease the expenses while continuing to provide programs and communications that are highly sought after on a regular basis.



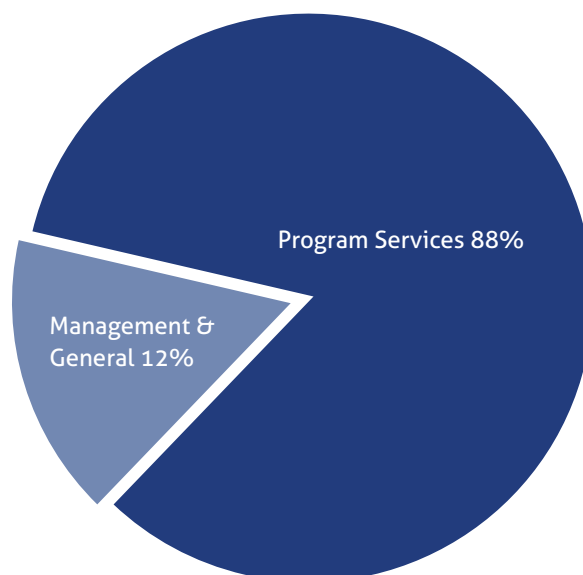
## 2013 Revenue

Memberships	\$1,097,828
Partnerships & Contract Work	\$37,192
Grants	\$15,000
Programs	\$140,000
<i>(labeled STARs program in audited financials)</i>	
Sponsorships	\$15,265
Events	\$38,675
<i>(labeled workshops in audited financials statements)</i>	
Conference	894,315
Donations	\$7,436
Other	\$1,804
<b>Total</b>	<b>\$2,248,256</b>



## 2013 Expenses

Program Service Expenses	\$1,880,548
Management & General	\$258,968
<b>Total:</b>	<b>\$2,139,516</b>




## 2013 Finance Highlights

Launched late December in 2012, a new donation site was created for those interested in giving back to the sustainability higher education community. This donation site helps keep costs down for students at the annual Conference & Expo, brings together more experts to produce white papers and publications to further sustainability in higher education and supports award programs that recognize excellence in sustainability. We also received a grant from the Ray C. Anderson Foundation that allowed AASHE to create a webinar series & release the Sustainable Procurement Toolkit publication.

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[Resource Center](#)
[Campus Sustainability Green Funds](#)

### Campus Sustainability Green Funds Database

AASHE's Campus Sustainability Green Fund database contains information on **154** green funds at **136** institutions.

#### Browse

- All Funds
- By U.S. Region
- By Year Established
- By Fund Type
- AASHE Members
- Green Funds Map
- By Carnegie Classification

#### Search

 [Search](#)

#### About the Database

AASHE's *Campus Green Funds Database* indexes a variety of green funds that are used to pay for campus sustainability projects. Special thanks to Mieko Ozeki from the University of Vermont Sustainability Office for sharing her resources and expertise in the development of this database. For information on Campus Sustainability Revolving Funds visit that database [here](#).

#### Help Improve This Resource

Don't see a campus green fund from your campus? Add it! Anyone can submit new funds or update information in the database.

[Add a Fund](#)

#### About Campus Sustainability Green Funds

A campus green fund, also called a campus sustainability fund, is a financial mechanism dedicated to the funding of projects such as renewable energy installations, energy retrofits, educational outreach and the hiring of sustainability personnel occurring on campus and for the benefit of an institution's sustainability efforts. Student fees, alumni donations, administrative budgets, and grants are the main sources of funding for green funds.

Please email [resources@aashe.org](mailto:resources@aashe.org) with any suggestions, additions or updates.

AASHE  
BOARD, STAFF,  
COUNCILS &  
COMMITTEES,  
BUSINESS SPONSORS

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## AASHE Board (as of year-end 2013)

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- Jacqueline Johnson, Chair, Chancellor, University of Minnesota, Morris
- Bill Throop, Chair, Provost and Vice-President of Academic Affairs, Green Mountain College
- Fahmida Ahmed, Vice Chair, Director of Office of Sustainability, Stanford University
- Rose Harrell Johnson, Vice Chair
- William Marshall Brown, Secretary, Director of Sustainability, Indiana University
- Burt Klein, Treasurer, President, PortionPac Chemical Corporation
- Steve Guenther, Treasurer, Director of Facilities Operation, Carnegie Mellon University
- Bonny Bentzin, Complex Organizations
- Anasha Cummings, Student
- Ciannat M. Howett, Director of Sustainability Initiatives, Emory University
- Jon Jensen, Director of Environmental Studies, Luther College
- Ruth Johnston, Finance & Facilities Administration, University of Washington
- Stephen Mulkey, President, Unity College
- Adam Steinman, Senior Vice President, Woodard & Curran, Inc.
- Lori White, Vice President for Student Affairs, Southern Methodist University
- Verna Fowler, President of College of Menominee Nation
- Dave Newport, Director of the Environmental Center, University of Colorado at Boulder

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## Management

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- Wendy Scott, Interim Executive Director
- Paul Rowland, Executive Director
- Maureen Fischer-Bahr, Administrative Assistant to Executive Leadership Tea

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## Finance

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Allison Jones, Business Officer  
Margueritte Williams, Business Operations Associate

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## Programs

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Meghan Fay Zahniser, Director of Programs  
Jillian Buckholz - Senior Programs Coordinator  
Niles Barnes, Senior Programs Coordinator  
Chris Pelton - Programs Coordinator  
Monika Urbanski - Programs Coordinator/Analyst  
Judy Walton, Chief Publications Officer  
Ian McHugh, Publications Coordinator  
Cindy Thomashow, Education & Professional Development Officer

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## Membership & Marketing

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Seann Sweeney, Director of Membership  
Melanie Horton, Member Relations Coordinator  
Nikia Johnson, Member Relations Coordinator  
Lisa Shusko, Member Relations Coordinator  
Margo Wagner, Marketing & Communications Coordinator

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## Events

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Danielle Faris, Senior Conference & Events Planner  
Amanda Swartzbaugh, Conference & Events Planner

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## IT

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Jesse Legg, Director of IT  
Benjamin Stookey, Lead Web Application Developer  
Bob Erb, Web Application Developer  
Matt Thomas, Web Application Developer  
Sam Hummel, Data Architect  
Margi La Porte, IT Support Coordinator

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## AASHE Councils & Committees

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AASHE wishes to extend a big thank you to the members representing the following AASHE councils and committees in 2013. *Please not that not all councils/committees have a web link.*

[AASHE Advisory Council/Senior Council](#)

[STARS Steering Committee](#)

Conference & Awards Steering Committee

Education & Professional Development Steering Committee

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## Business Leaders & Business Supporters

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AASHE wishes to extend a big thank you to our 2013 Business Leader Sponsors and Business Supporters who help make our programs and services possible.

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### Business Leaders

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### Business Supporters

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