SALARIES & STATUS of SUSTAINABILITY STAFF in HIGHER EDUCATION

2017

aashe

The Association for the Advancement of Sustainability in Higher Education

Results of AASHE's 2017 Higher Education Sustainability Staffing Survey

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On the Cover: Sustainability Management Specialist Sarah Zemanick leads a tour at the Cornell Solar Farm opening.
Credit: Jason Koski / Cornell Marketing Group

INTRODUCTION

Oklahoma State University Sustainability staff focus on resource conservation and Close-the-Loop purchasing practices.

Since 2008, AASHE has been conducting a biennial survey of higher education sustainability positions. These surveys collect data from sustainability officers as well as a number of more focused sustainability positions such as recycling/waste staff and sustainable energy staff. This report presents the results of the 2017 Higher Education Sustainability Staffing Survey and serves as an update to our 2015 report. It examines the nature of sustainability positions at colleges and universities in the United States, Canada and other countries, providing insights into salaries, funding, supervision, job satisfaction, challenges and more. The report aims to increase our understanding of the continuously growing career field of higher education sustainability professionals.

This year's survey and report include several improvements in comparison to previous years:
- The survey was open to respondents outside of the United States and Canada for the first time
- Report includes graphical data comparisons between this year and the previous report year (2015) rather than current year data alone.
- An infographic summarizing key results has been released to accompany the report.
- A redacted version of the survey data has been made available to AASHE members for further analysis.

Introduction:
SUSTAINABILITY POSITION TYPES

Using position titles and data provided in survey questions, eight position types were found to be similar in work type and had a sufficient number of respondents to track and analyze as a cohort. Representing 90 percent of all survey respondents, these position types have been incorporated throughout this report as filters for data views where relevant.

The other position types (see "All Other" below) either had too few respondents (N < 10) for any meaningful analysis of the data, or the positions varied significantly in their background and level of work so as to make analysis as single group inappropriate (e.g., faculty, other academic positions and operations-focused positions).

Position Types for all Survey Respondents

Position Type	Count	Percent
Sustainability Coordinator	136	30.1%
Sustainability Director, Chief Sustainability Officer, Executive Director or Interim Director	117	25.9%
Sustainability Manager	63	13.9%
Assistant or Associate Sustainability Director	23	5.1%
Communications, Marketing, Student Engagement/Housing Staff	21	4.6%
Recycling & Waste Management Staff	17	3.8%
Energy Staff	16	3.5%
Transportation Staff	13	2.9%
All Other	46	10.2%
Grand Total	452	100%

The Sustainability Director category includes three additional position titles that have been grouped due to similarity in salaries and roles. This includes 10 Chief Sustainability Officers (CSOs) (up from three in 2015), three Executive Directors, two Interim Directors and one Senior Advisor.

There were enough respondents with a sustainable transportation focus to include as a filter in data views for the first time. Sustainability Specialist positions were categorized as either Managers or Coordinators according to respondents job levels (Entry-level = Coordinator; Mid-level = Manager). In comparison to 2015, there was a similar proportion of Sustainability Coordinators, Sustainability Managers and Sustainability Directors.

The 46 respondents in the "All Other" category had diverse positions focused on operations, academics, administration, executive leadership and part-time internships.

Simon Fraser University staff member using a Zero Waste Bin Buddy.

AGE

The majority of 2017 survey respondents (57%) were under age 40. Six percent of respondents were 60 years of age or older. In comparison, 2015 included a higher proportion of respondents under 30, which seems to suggest an overall maturing of the field. Of the various position types, Sustainability Directors had the lowest proportion of respondents under age 30 (2%), while the highest proportion under age 30 was among communications & outreach staff (43%). Positions and areas of focus with the highest proportion of respondents in their 50s or older included recycling & waste staff (50%) and Sustainability Directors (30%).

Age of Respondents   N=391

Age	2017	2015
Under 30	21%	26%
30-39	36%	35%
40-49	22%	19%
50-59	16%	13%
Over 60	6%	7%

■ 2017 ■ 2015

Age of Respondents – by Position Type

% of Respondents

Position Type	Under 30	30-39	40-49	50-59	Over 60	# of Respondents
Director/CSO	2%	37%	31%	23%	8%	21
Asst./Assoc. Director	14%	67%	10%	5%	5%	131
Manager	26%	40%	18%	15%	2%	115
Coordinator	36%	37%	14%	11%	2%	21
Communications & outreach staff	43%	24%	19%	14%		14
Energy staff	7%	43%	36%	7%	7%	14
Recycling & waste staff	7%	14%	29%	29%	21%	13
Transportation staff	8%	46%	38%	8%		62
						391

■ Under 30 ■ 30-39 ■ 40-49 ■ 50-59 ■ Over 60

Respondent Demographics:

GENDER IDENTITY

The survey included a new gender identity category in 2017 for the first time: "non-binary/third gender", making results slightly less comparable to previous findings. Nonetheless, these figures are similar to findings in past years. A notably higher percentage of respondents once again identified as female (62%) than as male (36%). As the bar graph below shows, the Energy and Transportation staff positions were the only categories that skewed male, while recycling and waste staff came in at 50/50.

Gender Identity of Respondents | N=391
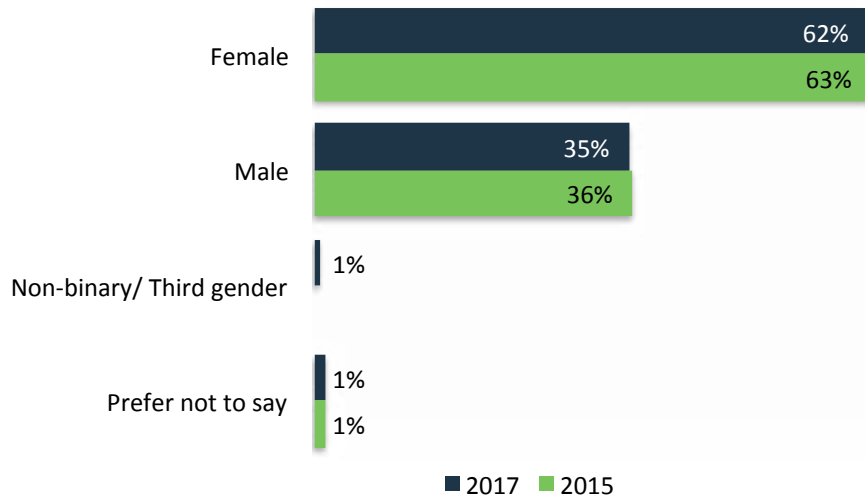
	2017	2015
Female	62%	63%
Male	35%	36%
Non-binary/ Third gender	1%	
Prefer not to say	1%	1%

Gender Identity of Respondents – by Position Type

Position	% of Respondents (Female)	Male	Non-binary/ Third gender	Prefer not to say	# of Respondents
Director/CSO	59%	38%		3%	115
Asst./Assoc. Director	67%	33%			21
Manager	69%	31%			62
Coordinator	71%	27%	1%	2%	131
Communications & outreach staff	71%	24%	5%		21
Energy staff	43%	57%			14
Recycling & waste staff	50%	50%			14
Transportation staff	38%	54%	8%		13
					391

■ Female ■ Male ■ Non-binary/ Third gender ■ Prefer not to say
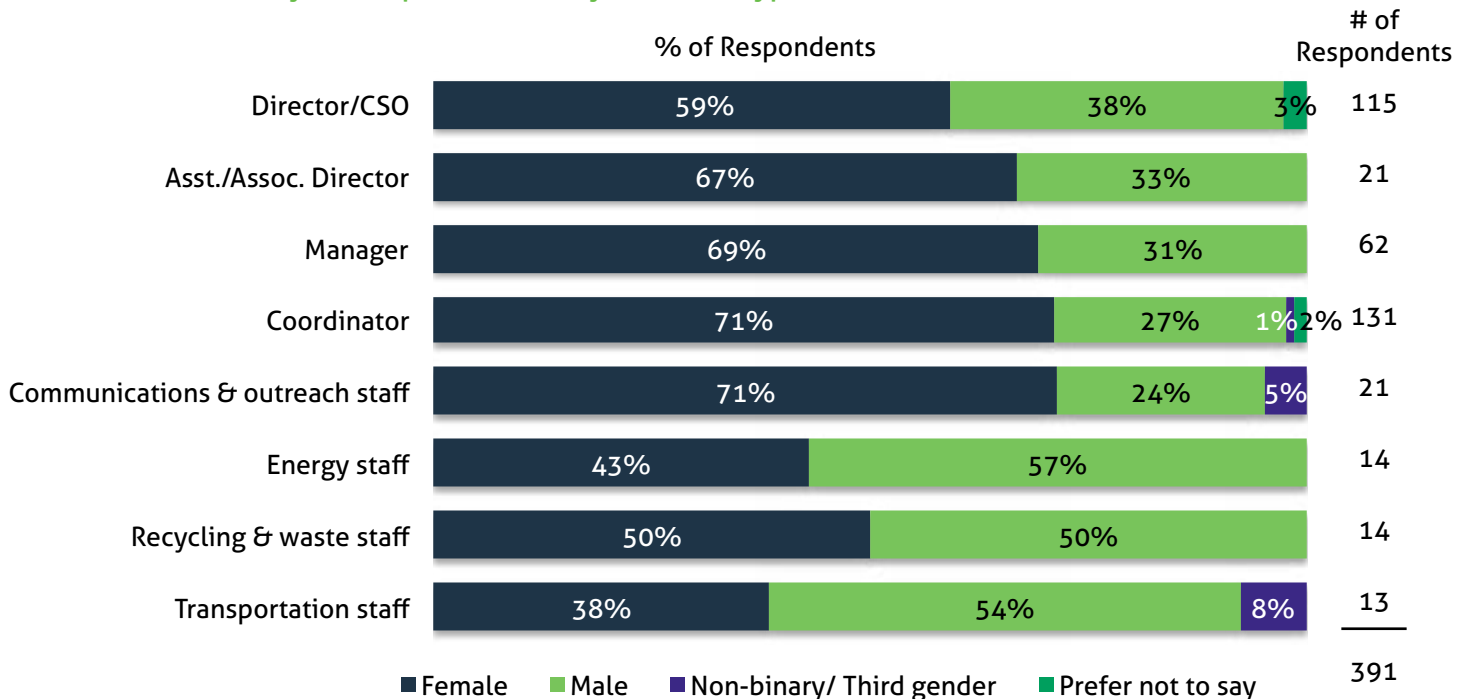
RACE & ETHNICITY

University of Washington, Seattle Housing & Food Services (HFS). Photographer credit: UW HFS.

The overwhelming majority of 2017 survey respondents identified as "White/Caucasian" (88%). This number has declined slightly in comparison to 2015 (90%) and 2012 (92%). In 2017, there was a slight increase in respondents identifying as "Asian" and those identifying as multiple races. Nonetheless, these figures still support the notion that higher education sustainability is largely a "white" movement. No notable differences according to position type were found.

Race & Ethnicity of Respondents | N = 434

Category	2017	2015
White or Caucasian (includes "Middle Eastern")	88%	90%
Asian	3%	2%
Hispanic or Latino ethnicity	2%	2%
Black or African American	1%	2%
American Indian/Metis or Alaska Native	0%	0%
Multiple Races	5%	4%
Prefer not to disclose	3%	4%

■ 2017 ■ 2015
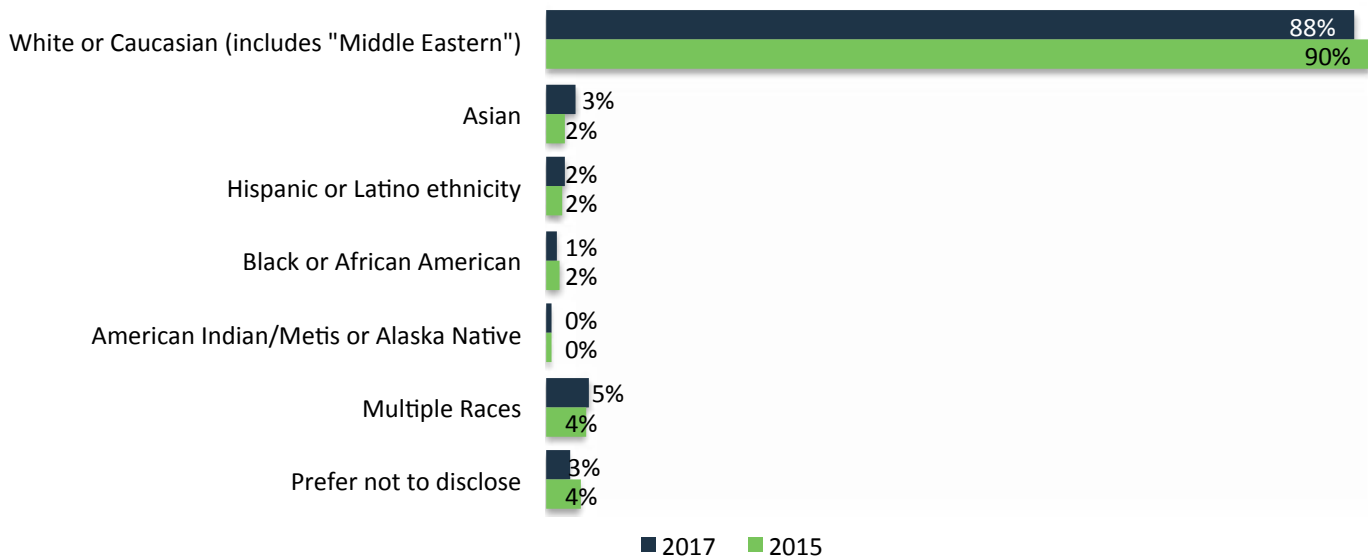
EDUCATION LEVEL

2017 respondents had very similar education levels as compared to 2015 and 2012, with 96% holding at least a Bachelor's degree (identical in 2015 and 2012) and 71% holding at least a Master's degree (compared to 66% in 2015 and 65% in 2012). There was a notable increase in respondents with Master's degrees and a corresponding decrease in respondents whose highest level of education was a Bachelor's degree.

By position type, Sustainability Directors had the largest percentage of respondents with Master's degrees or higher (85%). Sustainability Coordinators, Energy staff and Recycling & Waste staff had lowest percentage of respondents with master's degrees or higher (around 65%).

Highest Level of Education Completed | N=434

	2017	2015
Doctoral degree or equivalent	13%	12%
Master's degree	59%	54%
Bachelor's degree	25%	30%
Associate's degree or equivalent	3%	1%
High school diploma or GED	1%	2%
None		0%

■ 2017 ■ 2015
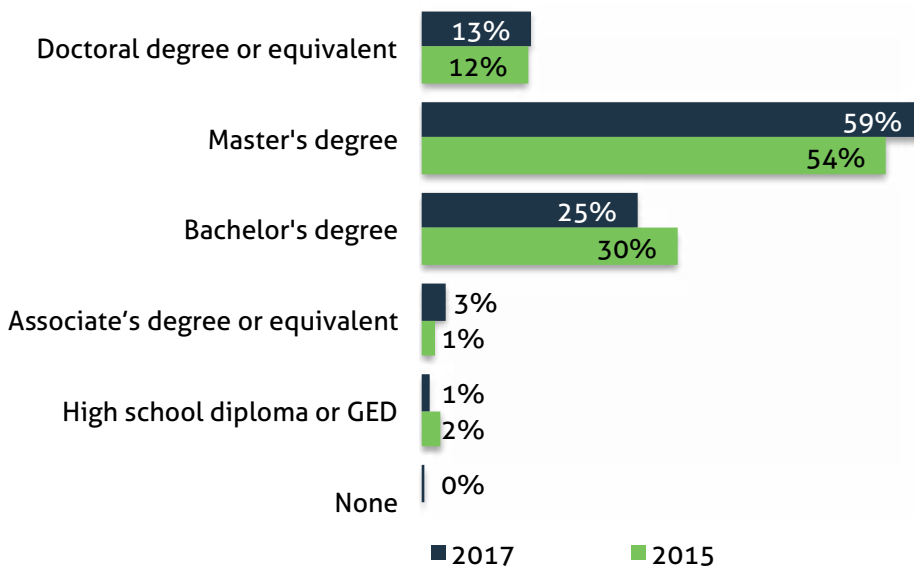
Highest Level of Education Completed – By Position Type

	% of Respondents					# of Respondents
	Doctoral degree or equivalent	Master's degree	Bachelor's degree	Associate's degree or equivalent	High school diploma or GED	
Director/CSO	21%	64%	14%		1%	115
Asst./Assoc. Director	10%	67%	24%			21
Manager	11%	58%	31%			62
Coordinator	8%	56%	32%		4%	131
Communications & outreach staff	5%	67%	29%			21
Energy staff	7%	57%	29%	7%		14
Recycling & waste staff		64%	14%	14%	7%	14
Transportation staff		69%	31%			13
						391

■ Doctoral degree or equivalent ■ Master's degree ■ Bachelor's degree
■ Associate's degree or equivalent ■ High school diploma or GED

ACADEMIC DISCIPLINE

The response choices for this question were updated for the 2017 survey to align with the standard academic disciplines available in AASHE's Campus Sustainability Hub. Due to this update, results by academic discipline are not easily comparable to past data. Nonetheless, results for the top disciplines (environmental studies/sciences, sustainability studies/sciences) were similar in 2015.

Academic Background of Respondents | N = 432 | Total Responses = 849

% of Respondents

Discipline	%
Environmental Studies & Sciences	23%
Sustainability Studies & Science	9%
Biological Sciences (includes Ecology)	7%
Social Sciences (Economics, Geography, Political Science, etc)	7%
Public Administration & Policy	6%
Business, Management, & Finance	6%
Education	6%
Engineering	5%
Urban, Community & Regional Planning	5%
Humanities (except languages)	4%
Agriculture	3%
Communication, Media Studies, & Journalism	2%
International & Global Studies	2%
Architecture	2%
Physical & Earth Sciences (Chemistry, Geology, Atmospheric Sci, etc.)	2%
Behavior Sciences (Social Work, Counseling Psychology, etc.)	2%
Computer & Information Sciences	1%
Design	1%
Fine & Performing Arts	1%
Health Sciences & Medicine	1%
Law & Legal Studies	1%
Recreation, Leisure, & Tourism	0.7%
Technology & Trades	0.7%
Mathematics & Statistics	0.5%
Languages	0.2%
Other: Culinary, Nutrition & Food Sciences	0.2%
Other: Library Sciences	0.2%

Indoor Air Quality

Carbon Monoxide

CO

▶ Outside `015` ppm

▶ Inside `001` ppm

To Do & Notice

▶ Note the difference between the outside and inside Carbon Monoxide (CO) levels.

▶ Compare the outside CO levels taken at the street to the CO level at this exhibit. Which is higher? Why?

CO Monitor

Carbon Dioxide

CO₂

▶ Outside `410` ppm

▶ Inside `412` ppm

To Do & Notice

▶ Exhale in the general direction of the Carbon Dioxide (CO₂) meter. You should values rise increase concentration

▶ Note the difference between the outside and inside values.

CO₂ Monitor

Total Volatile Organic Compounds

TVOC

▶ Outside `021` ppm

▶ Inside `039` ppm

To Do & Notice

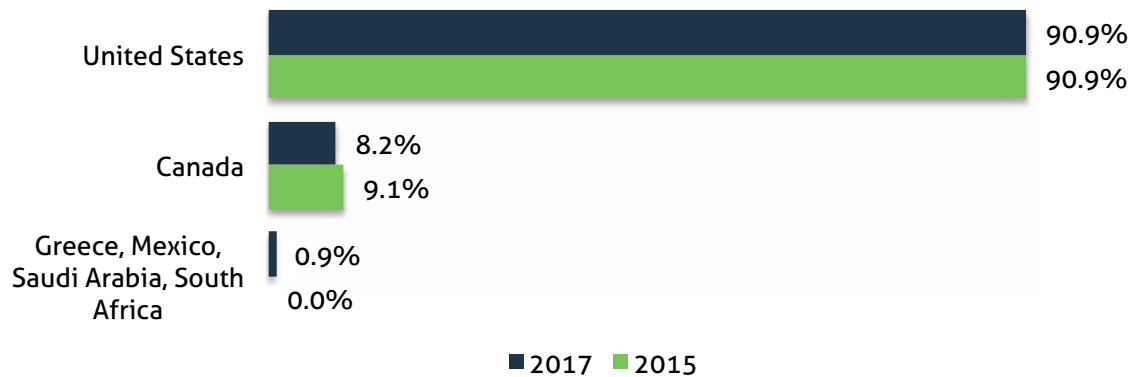▶ Plug the adjacent marker into the receptacle next to the Total Volatile Organic Compound (TVOC) sensor.

▶ You should see the values rise as the chemicals in the marker increase the concentration of TVOC. Note the difference between the outside and inside values.

TVOC Monitor

One of the interns in the Sustainable Stanford Internship Program presents project findings. Photo credit: Meghan Brightwater

COUNTRY

This 2017 survey was made available to higher education sustainability staff outside of the United States and Canada for the first time. Four respondents from Greece, Mexico, Saudi Arabia and South Africa participated in the survey. Despite the change, percentages of respondents from the United States and Canada were very similar between 2017 and 2015. The majority of respondents (91%) were at institutions located in the U.S (identical 20 2015). The percentages varied somewhat by position type, with energy staff having the highest proportion of non-U.S. respondents (25%).

Country Where Respondent Institution is Located | N=452

United States
90.9%
90.9%

Canada
8.2%
9.1%

Greece, Mexico, Saudi Arabia, South Africa
0.9%
0.0%

■ 2017 ■ 2015

Country Where Respondent Institution is Located by Position Type

	% of Respondents			# of Respondents
Director/CSO	96%	4%		117
Asst./Assoc. Director	91%	9%		23
Manager	83%	16%	2%	63
Coordinator	89%	9%	2%	136
Communications & outreach staff	100%			21
Energy staff	75%	25%		16
Recycling & waste staff	100%			17
Transportation staff	100%			13
All Other	91%	9%		46
				452

■ United States ■ Canada ■ Greece, Mexico, Saudi Arabia, South Africa

Institution Information:
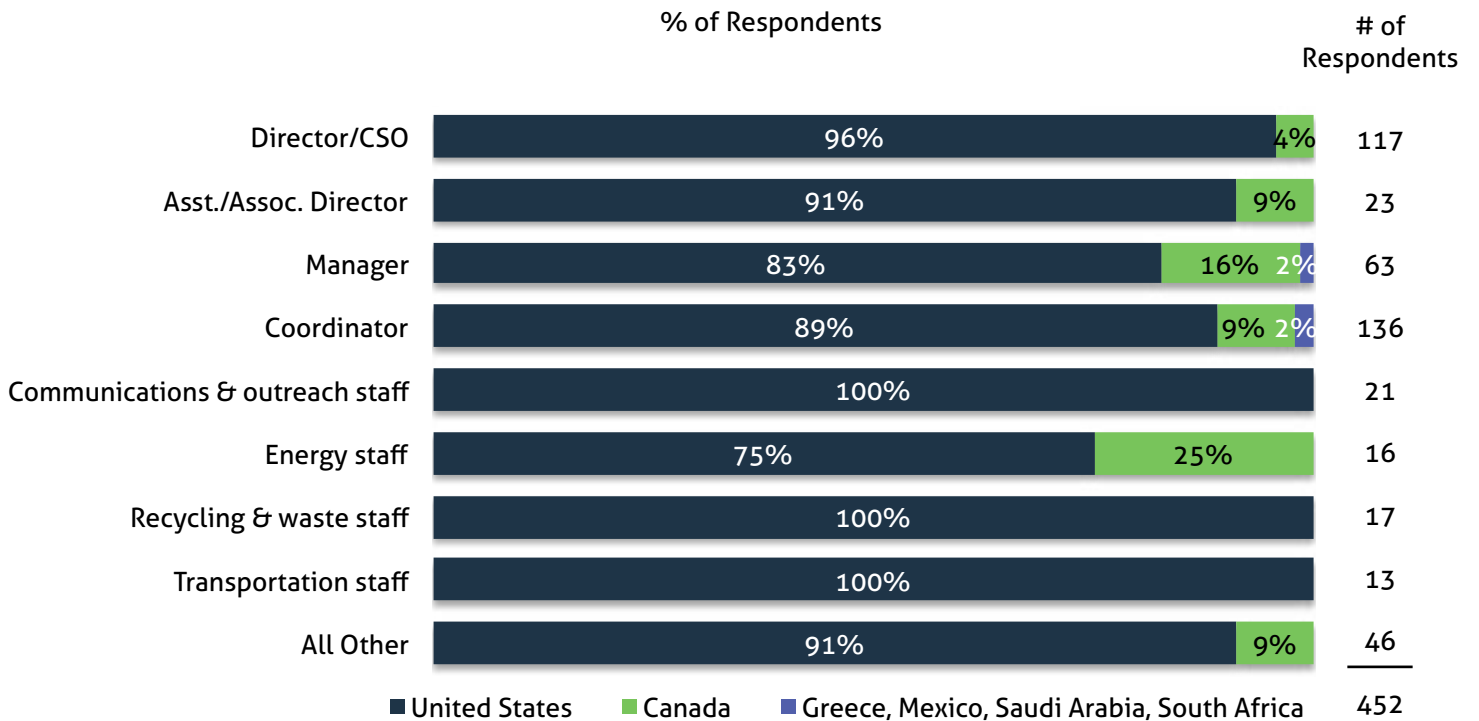
REGION

Respondents were asked in which province, territory or state the institution or system office is located. The largest proportion of respondents (27%) came from institutions in the Eastern region of the U.S. and Canada*. – with the lowest proportion (7%) coming from the Central region. The data closely parallels 2015 in terms of regions with the highest and lowest proportion of respondents, though more respondents were from the Midwestern region in 2017 while more were from the Southeastern region in 2015.

APPA Region | N=449

Region	2017	2015
Eastern	26.9%	28.5%
Midwestern	21.8%	17.8%
Pacific Coast	17.6%	17.4%
Southeastern	14.7%	17.8%
Rocky Mountain	11.8%	10.7%
Central	7.1%	7.8%

■ 2017   ■ 2015
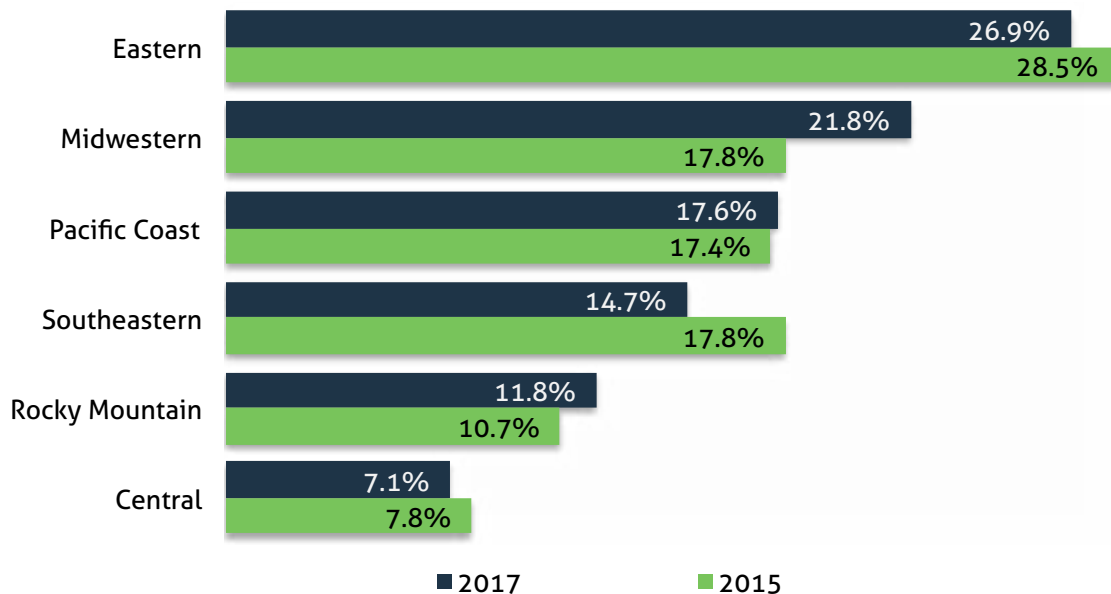
Respondents' Regions based on State/Province*

- Eastern Region: Connecticut, District of Columbia, Delaware, Massachusetts, Maryland, Maine, New Hampshire, New Jersey, Nova Scotia (CA), New York, Ontario (CA), Pennsylvania, Quebec (CA), Rhode Island, Vermont
- Midwestern Region: Iowa, Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin
- Pacific Coast Region: Alaska, British Columbia (CA), California, Hawaii, Oregon, Washington
- Southeastern Region: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Virginia
- Rocky Mountain Region: Alberta (CA), Arizona, Colorado, Idaho, Montana, New Mexico, Saskatchewan (CA), Utah
- Central Region: Kansas, Manitoba (CA), Missouri, Nebraska, Nuevo Leon (MX), Oklahoma, South Dakota, Texas

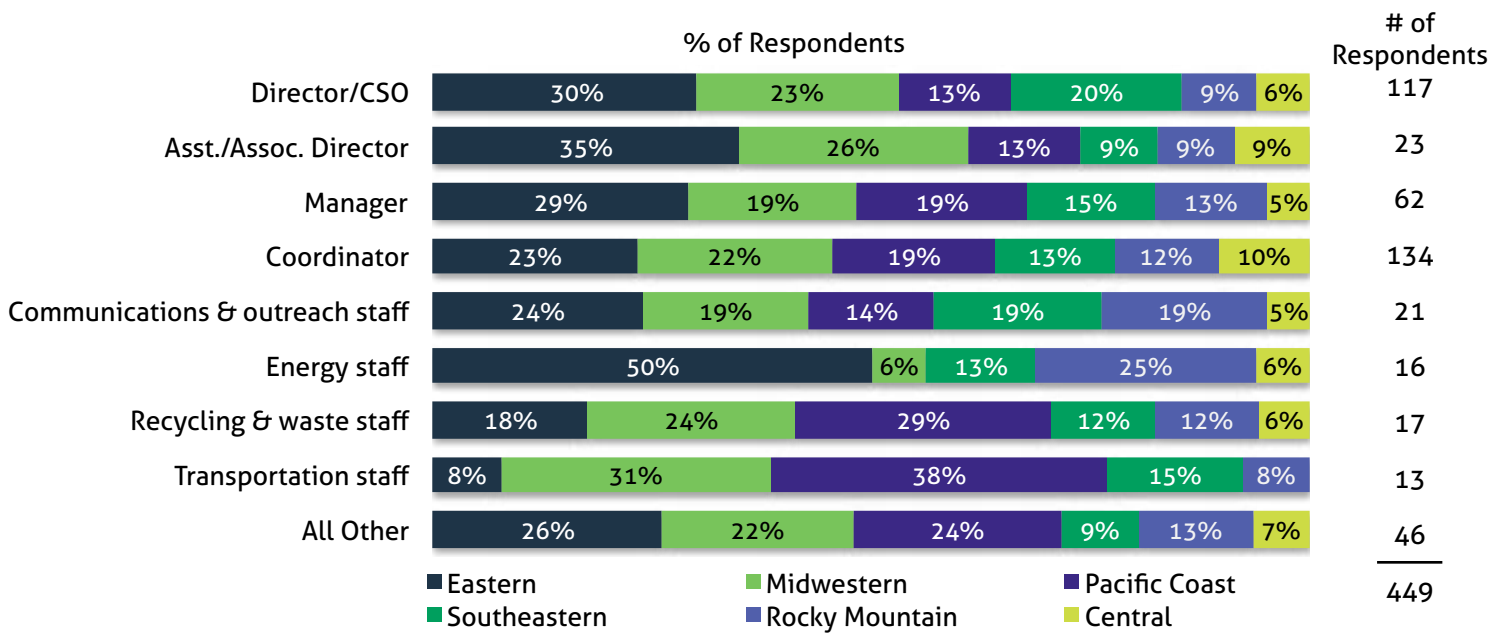* Geographical regions across Canada, Mexico and the U.S., as defined by APPA, *Leadership in Educational Facilities.*
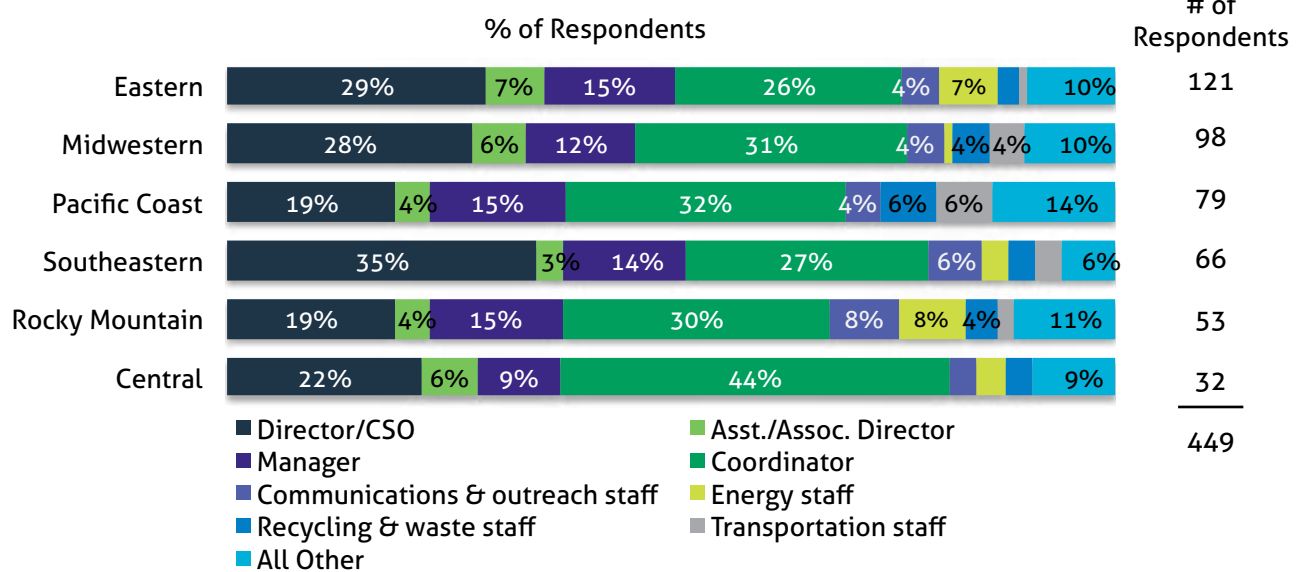
Region by Position Type

The first bar graph below shows the proportion of region for each position type. A high proportion of energy staff were from Eastern institutions for a second year in a row, and a high proportion of transportation staff and Sustainability Managers came from the Pacific Coast region.

The second bar graph below shows the inverse of the first (position types for each region). Regions with higher proportions of Sustainability Directors, Assistant/Associate Directors and Sustainability Managers include the Southeastern and Eastern regions. While Sustainability Coordinators were prevalent at all regions, the proportion was somewhat higher in the Central Region.

Region where Respondent Institution is Located by Respondent Position Type | N=449

% of Respondents

Position Type	Eastern	Midwestern	Pacific Coast	Southeastern	Rocky Mountain	Central	# of Respondents
Director/CSO	30%	23%	13%	20%	9%	6%	117
Asst./Assoc. Director	35%	26%	13%	9%	9%	9%	23
Manager	29%	19%	19%	15%	13%	5%	62
Coordinator	23%	22%	19%	13%	12%	10%	134
Communications & outreach staff	24%	19%	14%	19%	19%	5%	21
Energy staff	50%	6%	13%	25%		6%	16
Recycling & waste staff	18%	24%	29%	12%	12%	6%	17
Transportation staff	8%	31%	38%	15%	8%		13
All Other	26%	22%	24%	9%	13%	7%	46
							449

Legend: ■ Eastern ■ Midwestern ■ Pacific Coast ■ Southeastern ■ Rocky Mountain ■ Central

Position Type by Region where Respondent Institution is Located

% of Respondents

Region	Director/CSO	Asst./Assoc. Director	Manager	Coordinator	Communications & outreach staff	Energy staff	Recycling & waste staff	Transportation staff	All Other	# of Respondents
Eastern	29%	7%	15%	26%	4%	7%			10%	121
Midwestern	28%	6%	12%	31%	4%	4%	4%		10%	98
Pacific Coast	19%	4%	15%	32%	4%	6%	6%		14%	79
Southeastern	35%	3%	14%	27%	6%				6%	66
Rocky Mountain	19%	4%	15%	30%	8%	8%	4%		11%	53
Central	22%	6%	9%	44%					9%	32
										449

Legend: ■ Director/CSO ■ Asst./Assoc. Director ■ Manager ■ Coordinator ■ Communications & outreach staff ■ Energy staff ■ Recycling & waste staff ■ Transportation staff ■ All Other
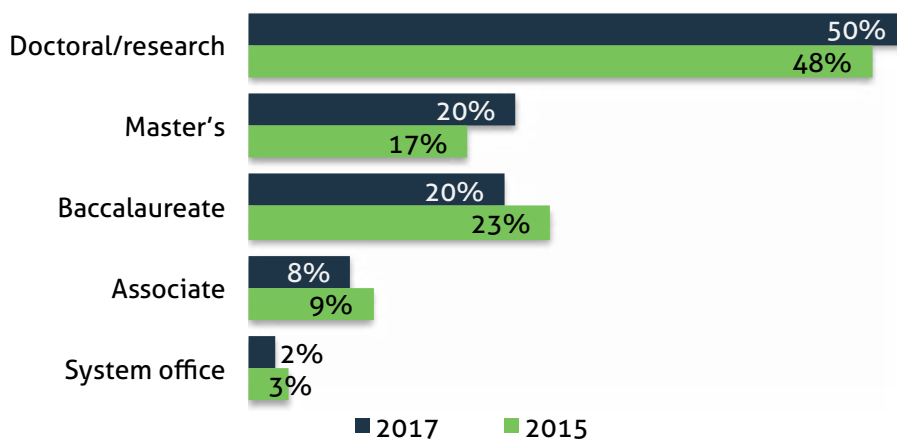
INSTITUTION TYPE

Michigan State University employees pose for a photo following a Treasure Hunt at Kedzie Hall.

The institution type question on the 2017 survey was reformatted to reference the standard institution type categories in use by AASHE across all programs, adapted from U.S. Carnegie classifications. Over half of respondents were located at doctoral or research institutions,which is slightly higher than what was reported in 2012 (48%). The percentage of respondents from master's institutions increased as well, with 20% in 2017 compared to 17% in 2015.

Institution type | N=451

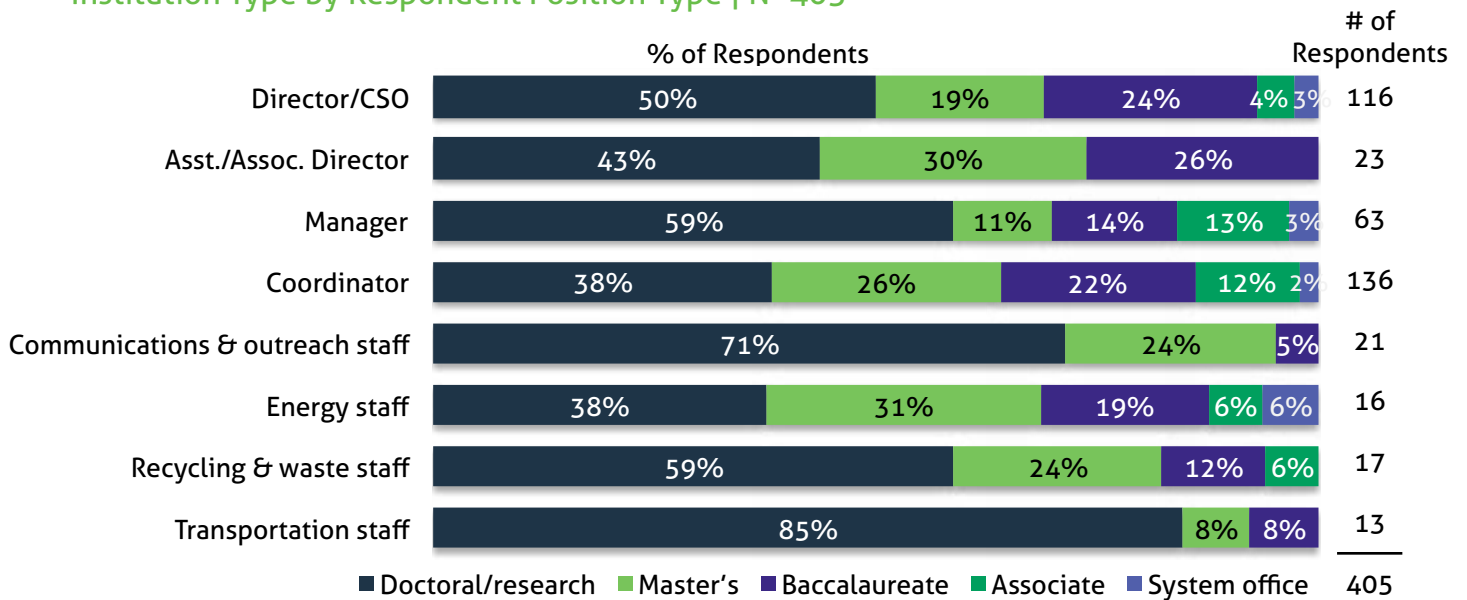| Institution type	2017	2015
Doctoral/research	50%	48%
Master's	20%	17%
Baccalaureate	20%	23%
Associate	8%	9%
System office	2%	3%

■ 2017   ■ 2015

INSTITUTION TYPE

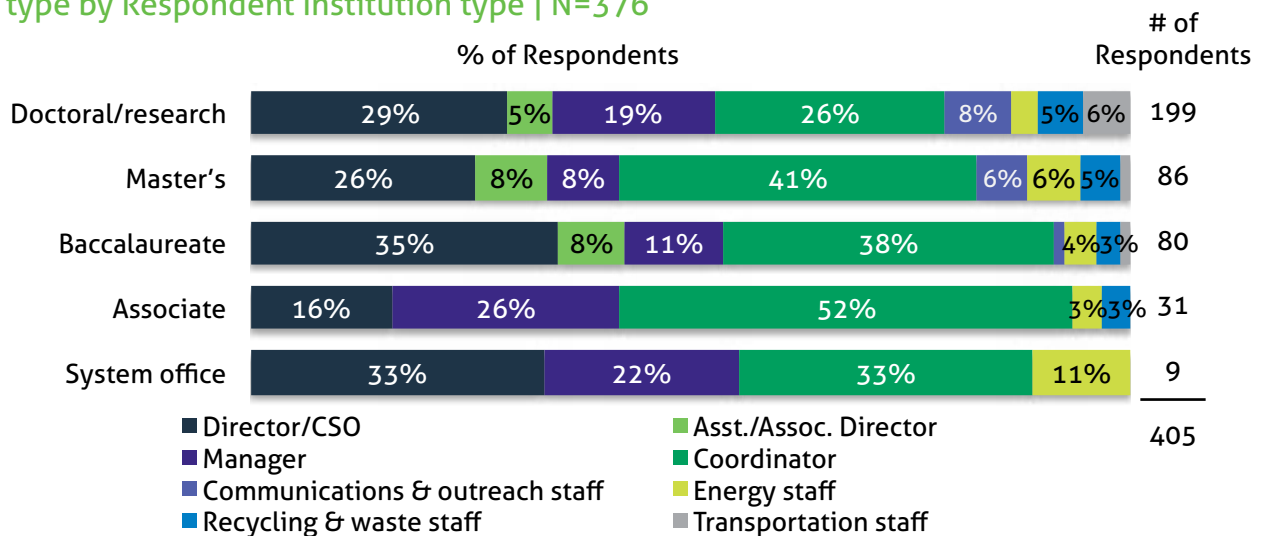## Institution Type by Position Type

The first bar graph below shows the proportion of institution types for each position type. Transportation staff and Communications & Outreach staff were more likely to be located at doctoral institutions. These numbers differed in a number of ways in comparison to 2015, indicating that the sample of position type respondents may have been different between the two years.

For comparative purposes, the second bar graph below shows the proportion of position types for each institution type. While Sustainability Coordinators were prevalent at all institution types, the proportion was somewhat higher at Associate colleges and lower at Doctoral/research institutions, where Sustainability Director positions were most prevalent. There was a relatively high proportion of Sustainability Managers at Associate colleges.

Institution Type by Respondent Position Type | N=405

% of Respondents

Position	Doctoral/research	Master's	Baccalaureate	Associate	System office	# of Respondents
Director/CSO	50%	19%	24%	4%	3%	116
Asst./Assoc. Director	43%	30%	26%			23
Manager	59%	11%	14%	13%	3%	63
Coordinator	38%	26%	22%	12%	2%	136
Communications & outreach staff	71%	24%		5%		21
Energy staff	38%	31%	19%	6%	6%	16
Recycling & waste staff	59%	24%	12%	6%		17
Transportation staff	85%	8%	8%			13
						405

■ Doctoral/research ■ Master's ■ Baccalaureate ■ Associate ■ System office

Position type by Respondent Institution type | N=376

% of Respondents

Institution	Director/CSO	Asst./Assoc. Director	Manager	Coordinator	Communications & outreach staff	Energy staff	Recycling & waste staff	Transportation staff	# of Respondents
Doctoral/research	29%	5%	19%	26%	8%		5%	6%	199
Master's	26%	8%	8%	41%	6%	6%	5%		86
Baccalaureate	35%	8%	11%	38%			4%	3%	80
Associate	16%		26%	52%			3%	3%	31
System office	33%		22%	33%		11%			9
									405

■ Director/CSO   ■ Asst./Assoc. Director
■ Manager   ■ Coordinator
■ Communications & outreach staff   ■ Energy staff
■ Recycling & waste staff   ■ Transportation staff
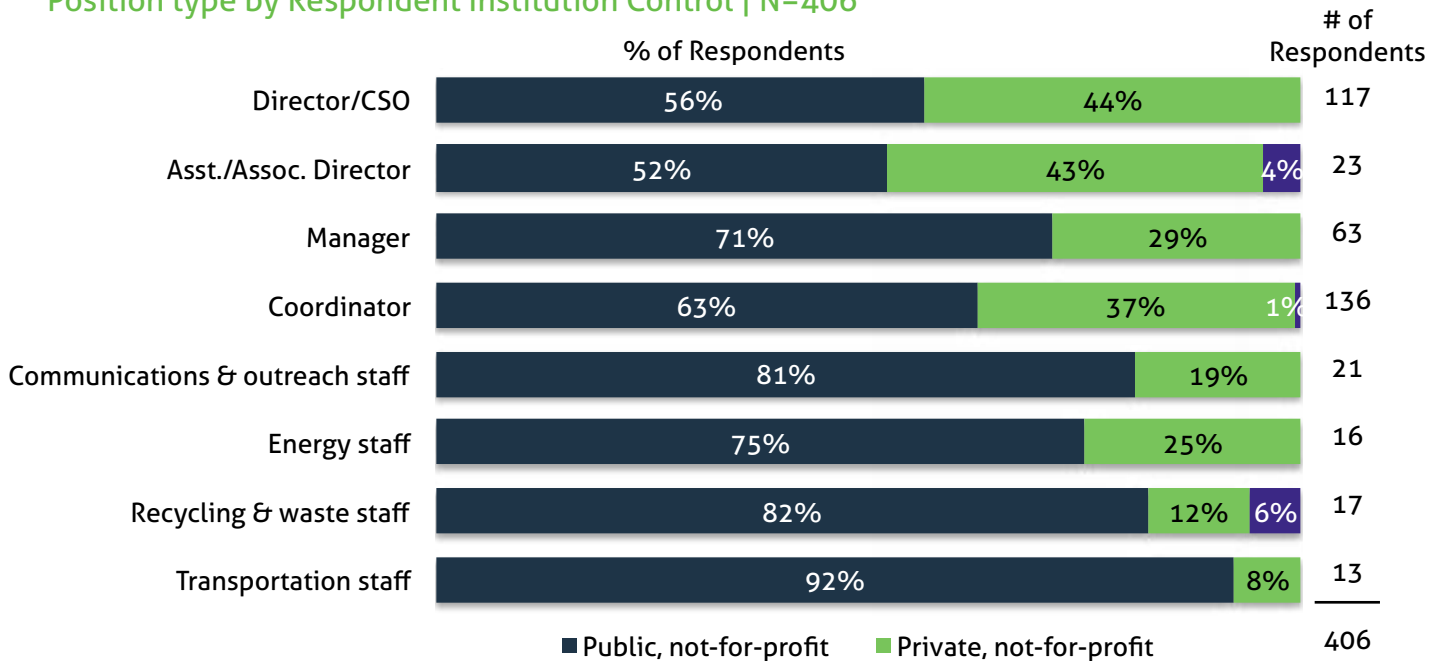
INSTITUTION CONTROL

Just under two-thirds of respondents were from publicly controlled institutions while one-third were at privately controlled institutions. These figures are nearly identical to findings in 2015 and 2012. Proportions varied somewhat by position type. Specialized positions were more likely to be found at public non-profit institutions.
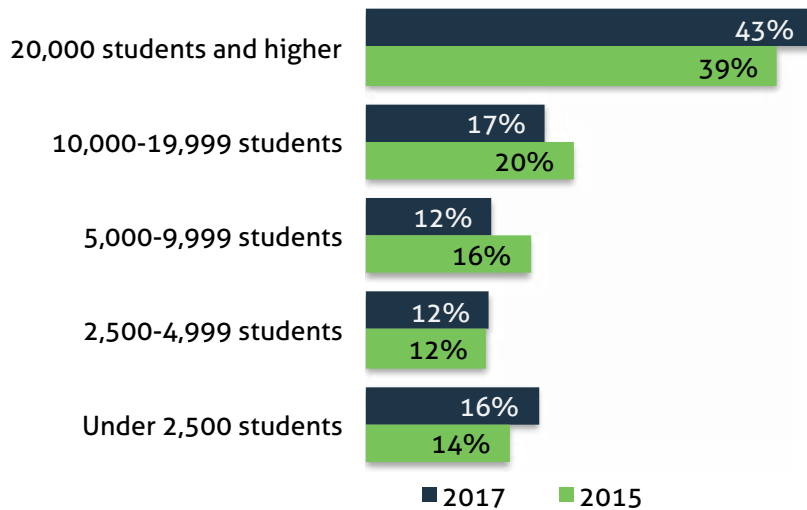
Institution Control | N=452

Category	2017	2015
Public, not-for-profit	65%	64%
Private, not-for-profit	34%	35%
Private, for-profit	1%	1%

■ 2017   ■ 2015
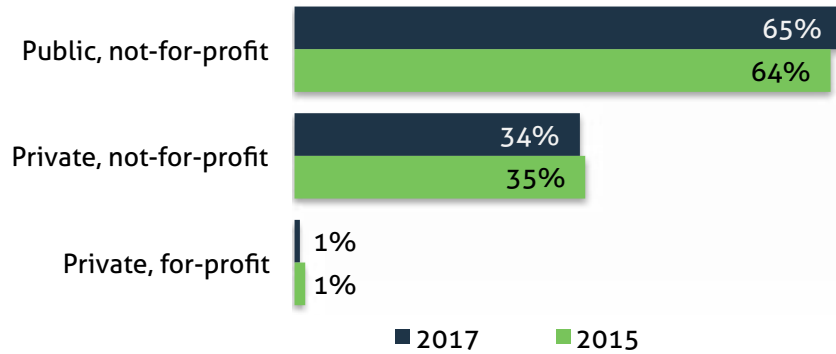
Position type by Respondent Institution Control | N=406

Position	% of Respondents — Public, not-for-profit	Private, not-for-profit	(for-profit)	# of Respondents
Director/CSO	56%	44%		117
Asst./Assoc. Director	52%	43%	4%	23
Manager	71%	29%		63
Coordinator	63%	37%	1%	136
Communications & outreach staff	81%	19%		21
Energy staff	75%	25%		16
Recycling & waste staff	82%	12%	6%	17
Transportation staff	92%	8%		13
				406

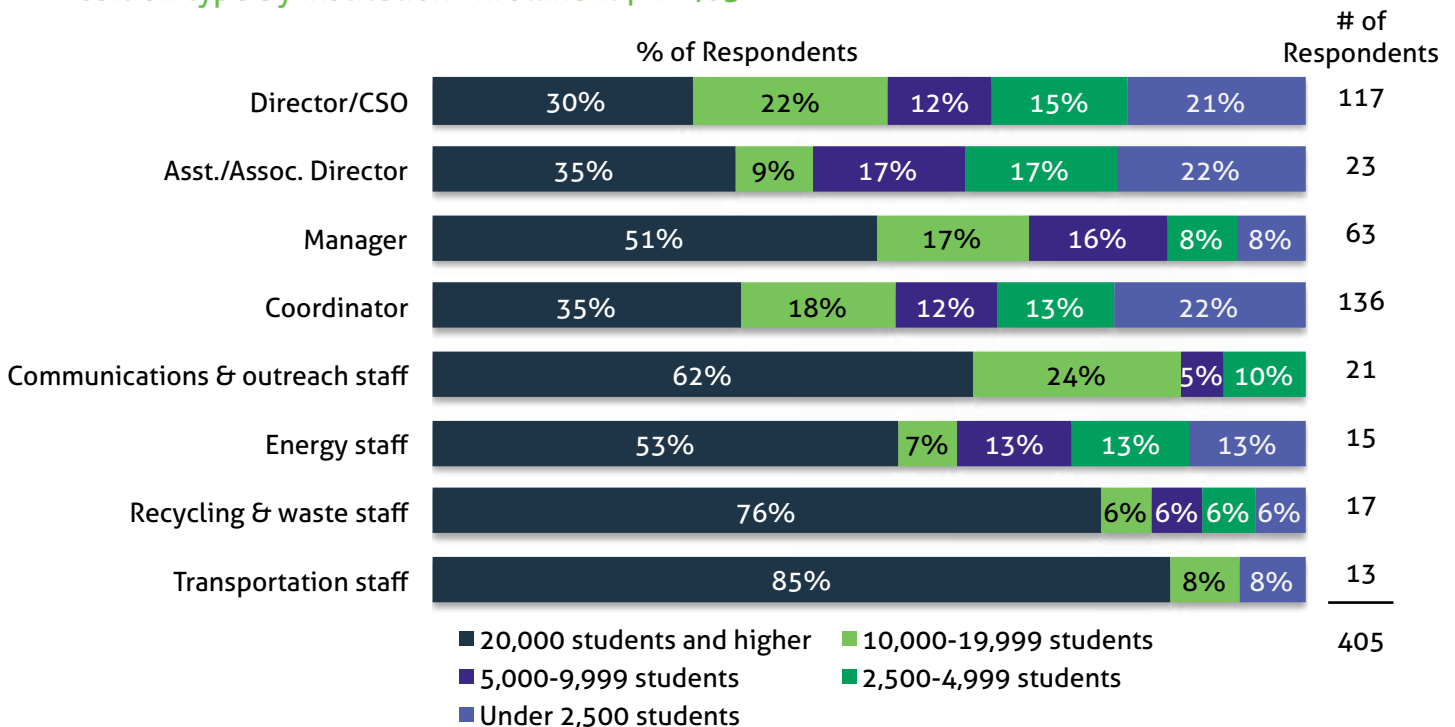■ Public, not-for-profit   ■ Private, not-for-profit

STUDENT ENROLLMENT

The majority of respondents (43%) were from institutions that enrolled 20,000 or more students, an increase since 2015 (39%). Percentages varied based on position type, with a larger proportion of focused staff positions working at larger institutions in comparison to sustainability officers.

Student Enrollment – by Headcount | N=450

Enrollment	2017	2015
20,000 students and higher	43%	39%
10,000-19,999 students	17%	20%
5,000-9,999 students	12%	16%
2,500-4,999 students	12%	12%
Under 2,500 students	16%	14%

■ 2017   ■ 2015

Position type by Institution Enrollment | N=405

% of Respondents

Position	20,000 students and higher	10,000-19,999 students	5,000-9,999 students	2,500-4,999 students	Under 2,500 students	# of Respondents
Director/CSO	30%	22%	12%	15%	21%	117
Asst./Assoc. Director	35%	9%	17%	17%	22%	23
Manager	51%	17%	16%	8%	8%	63
Coordinator	35%	18%	12%	13%	22%	136
Communications & outreach staff	62%	24%	5%	10%		21
Energy staff	53%	7%	13%	13%	13%	15
Recycling & waste staff	76%	6%	6%	6%	6%	17
Transportation staff	85%	8%		8%		13
						405

■ 20,000 students and higher   ■ 10,000-19,999 students
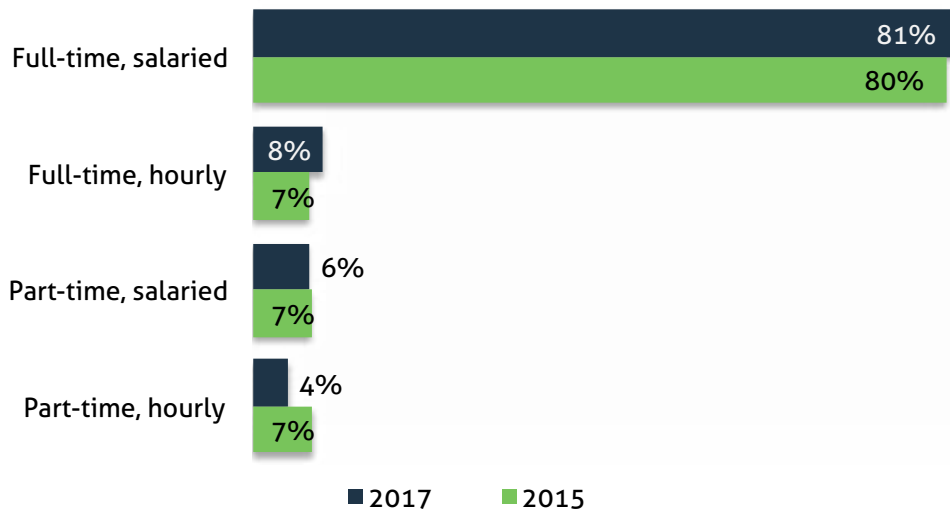■ 5,000-9,999 students   ■ 2,500-4,999 students
■ Under 2,500 students

RRC Staff at the tour of our Recycling Hauler's facility. Photographer credit: Red River College.
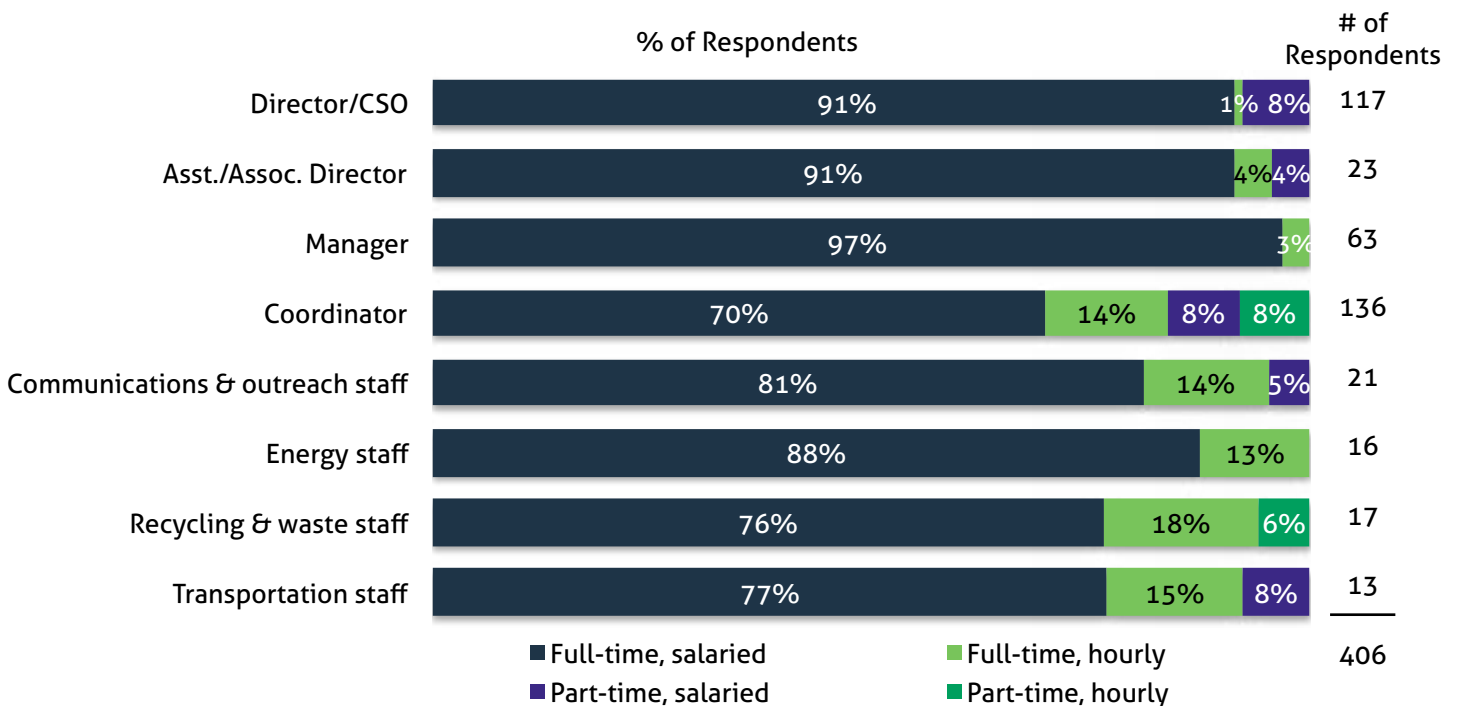
EMPLOYMENT STATUS

The vast majority of respondents' positions (89%) were full-time, and most of these were in salaried rather than hourly positions (81%). These results are slightly higher than employment status results in 2015. Percentages varied based on position type, with Sustainability Coordinators having the largest proportion of full-time hourly and part-time positions (30%).

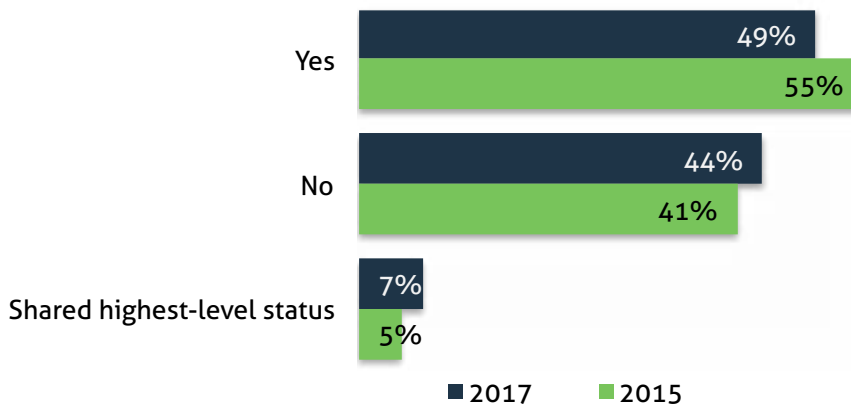## Employment Status of Respondents – by Headcount | N=452

	2017	2015
Full-time, salaried	81%	80%
Full-time, hourly	8%	7%
Part-time, salaried	6%	7%
Part-time, hourly	4%	7%

Position type by Respondent Employment Status | N=406

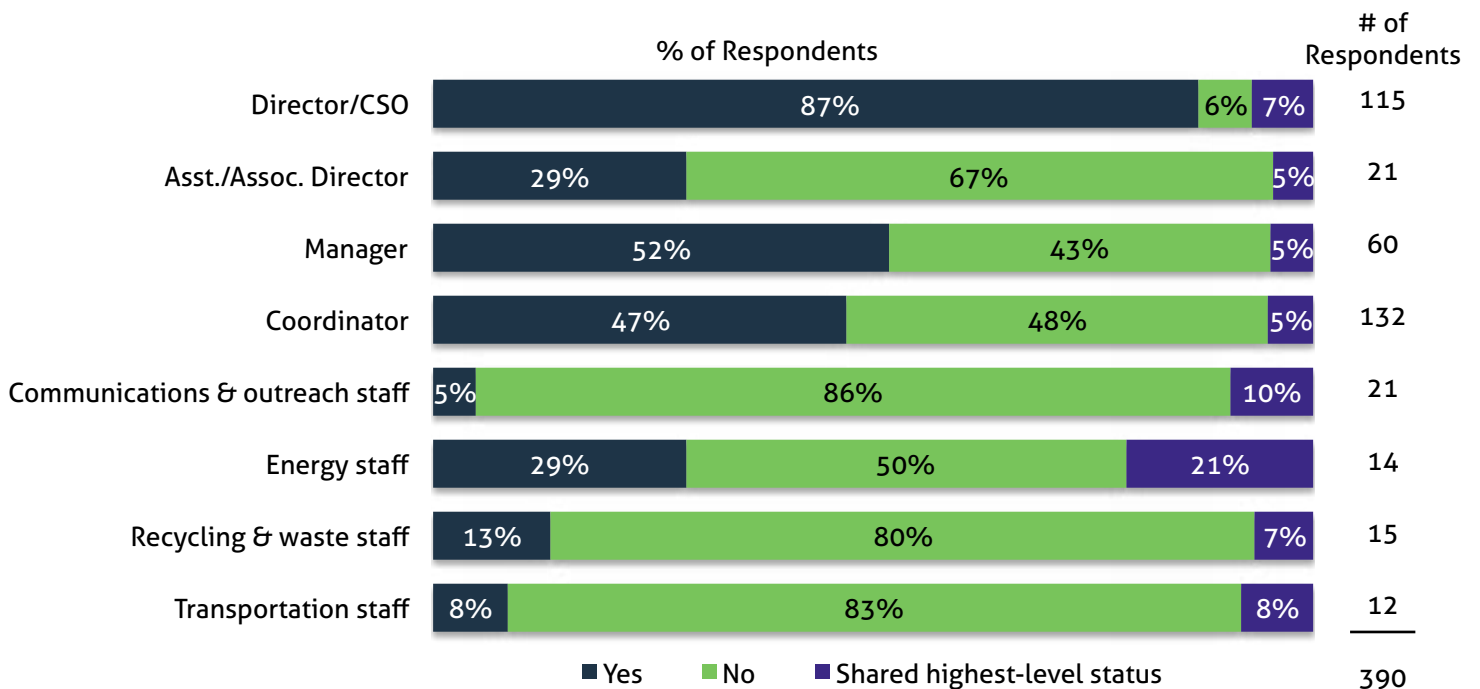|	% of Respondents				# of Respondents
	Full-time, salaried	Full-time, hourly	Part-time, salaried	Part-time, hourly	
Director/CSO	91%		1%	8%	117
Asst./Assoc. Director	91%		4%	4%	23
Manager	97%	3%			63
Coordinator	70%	14%	8%	8%	136
Communications & outreach staff	81%	14%	5%		21
Energy staff	88%	13%			16
Recycling & waste staff	76%	18%		6%	17
Transportation staff	77%	15%	8%		13
					406

HIGHEST LEVEL POSITIONS

To gain insight into leadership roles for various sustainability positions, respondents were asked "Is your position the highest-level sustainability position at your institution or organization?" Answer choices included "Yes", "No", "Not sure" and "My position shares highest-level status with one or more other positions." Overall, 55 percent of respondents indicated that their position was the highest level sustainability position (or shared highest-level status). By position type, highest level position titles vary. Chief Sustainability Officers and Sustainability Directors were the most likely group to be in highest-level sustainability positions (87%). Positions that were less likely to be the highest-level at the institution include focused positions in communications and outreach, transportation and recycling & waste.
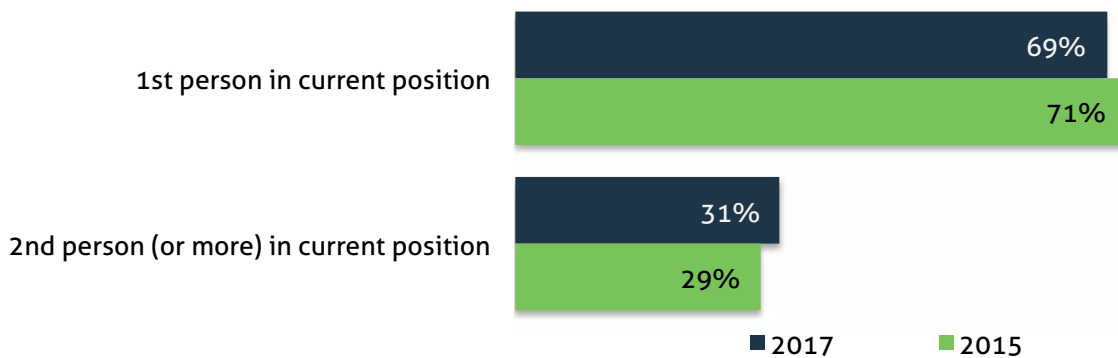
Highest Level Positions – by Headcount | N=435

Yes — 2017: 49%, 2015: 55%
No — 2017: 44%, 2015: 41%
Shared highest-level status — 2017: 7%, 2015: 5%

■ 2017   ■ 2015

Position type by Highest-level Position | N=390

Position	% of Respondents (Yes)	No	Shared highest-level status	# of Respondents
Director/CSO	87%	6%	7%	115
Asst./Assoc. Director	29%	67%	5%	21
Manager	52%	43%	5%	60
Coordinator	47%	48%	5%	132
Communications & outreach staff	5%	86%	10%	21
Energy staff	29%	50%	21%	14
Recycling & waste staff	13%	80%	7%	15
Transportation staff	8%	83%	8%	12
				390

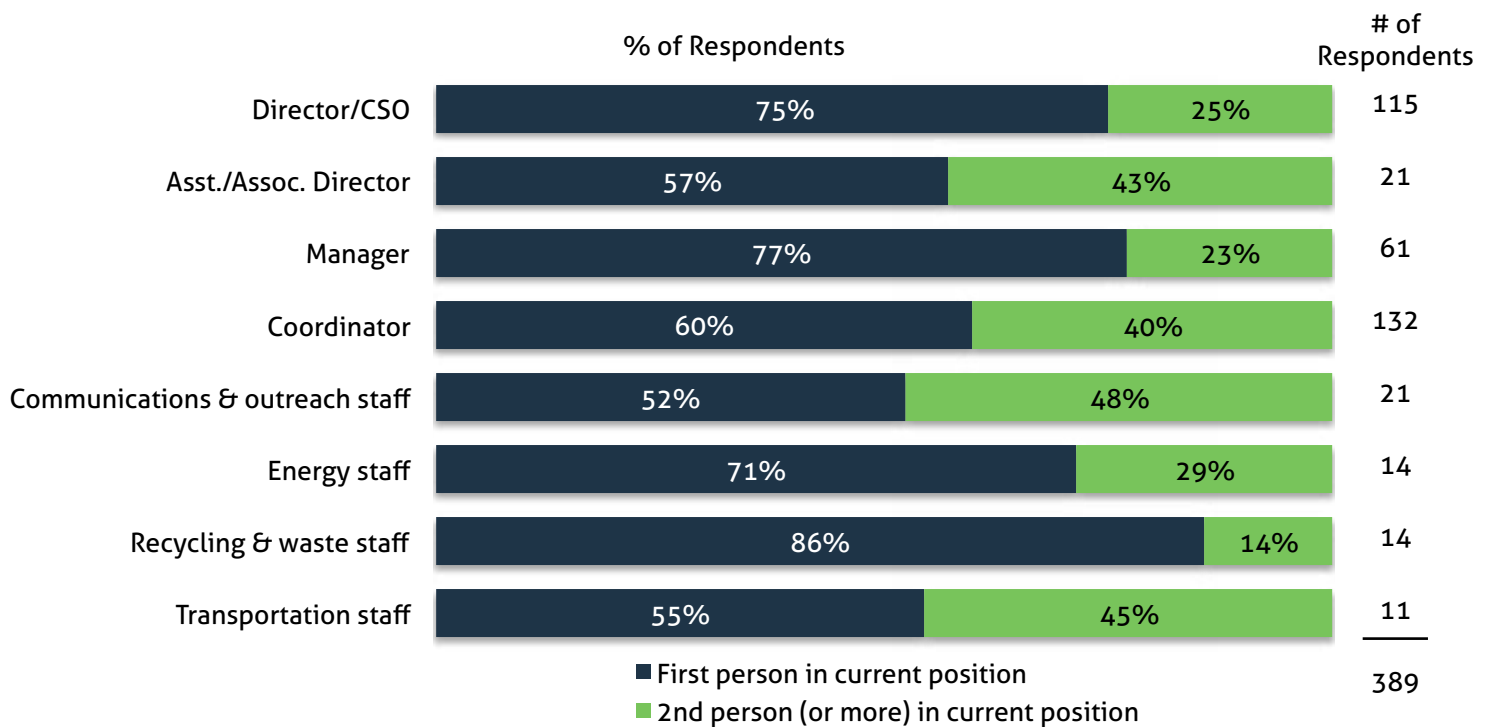■ Yes   ■ No   ■ Shared highest-level status

NUMBER WHO HAVE HELD POSITION

To help determine the creation of new sustainability positions, respondents were asked to indicate if they are the first person to hold their position at its current rank/level. The majority of respondents (69%) were the first person to hold their current position. This percentage was slightly higher in 2015 (71%). By position type, notably larger percentages of Recycling & Waste staff were the first to hold their positions.

Number of Persons Who Have Held Position | N=429

	2017	2015
1st person in current position	69%	71%
2nd person (or more) in current position	31%	29%

Number of Persons Who Have Held Position – by Position Type | N=389

Position Type	% of Respondents – First person in current position	% of Respondents – 2nd person (or more) in current position	# of Respondents
Director/CSO	75%	25%	115
Asst./Assoc. Director	57%	43%	21
Manager	77%	23%	61
Coordinator	60%	40%	132
Communications & outreach staff	52%	48%	21
Energy staff	71%	29%	14
Recycling & waste staff	86%	14%	14
Transportation staff	55%	45%	11
			389

■ First person in current position
■ 2nd person (or more) in current position

Nature of Position:
YEAR WORK BEGAN

To provide insight into the history and recent growth of campus sustainability positions, respondents were asked to answer the question, "In what year did you begin working in higher education sustainability overall?" By filtering results of this question with respondents who indicated that they were the first person to hold their position at its current rank/level (see preceding section), the number of new annual positions in campus sustainability each year can be estimated.

Consistent with 2012 results, the 2015 survey showed spikes in 2008 and 2011 in the number of new individuals working in campus sustainability positions. While these findings suggest continued growth in new sustainability positions, they also may be indicative of turnover in existing positions.
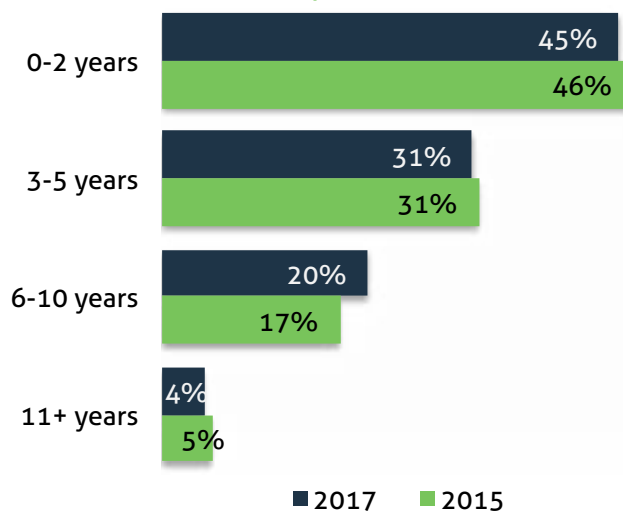
Year when Higher Education Sustainability Work Began | N=444

■ 1st person to hold current position

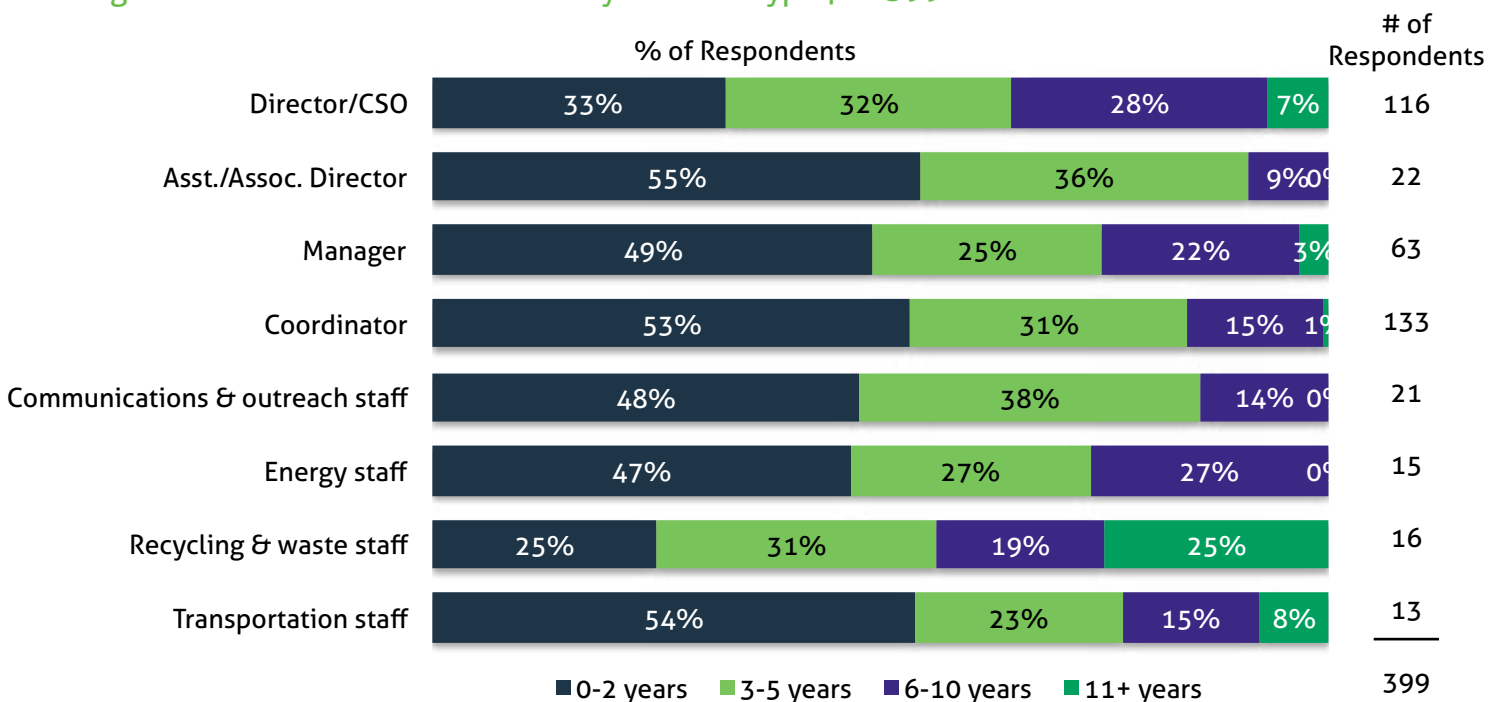■ 2nd person (or more) in current position

■ Don't Know
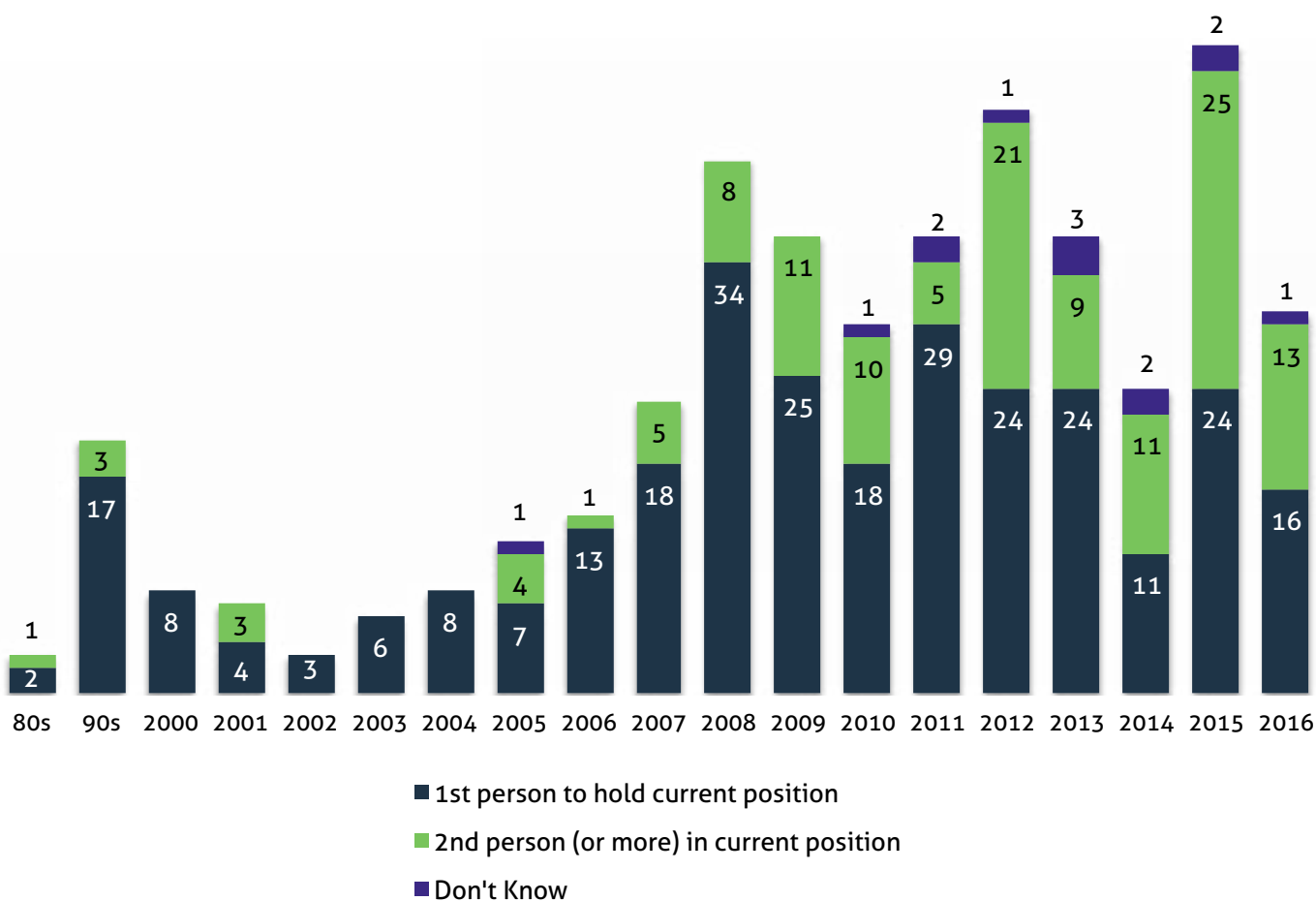
TIME IN CURRENT POSITION

A question similar to the one described above asked respondents, "In what year did you begin working in the position that you currently hold?" Seventy-six percent of respondents indicated that they had been in their current positions for five years or less, compared to 77% in 2015. There has been a steady increase in the number of sustainability professionals that have held their positions for 6 to 10 years (20% in 2017 versus 17% in 2015 and 10% in 2012). Overall, the findings indicate that although the campus sustainability profession continues to attract new people, an increasing number of individuals are establishing themselves in their positions. By position type, Recycling staff and Sustainability Directors/CSOs had a higher proportion of respondents in their position at least 6 years as compared to other positions.

Number of Years in Current Position | N=444

Years	2017	2015
0-2 years	45%	46%
3-5 years	31%	31%
6-10 years	20%	17%
11+ years	4%	5%

■ 2017　■ 2015

Length of Time in Current Position – by Position Type | N=399

	% of Respondents				# of Respondents
	0-2 years	3-5 years	6-10 years	11+ years	
Director/CSO	33%	32%	28%	7%	116
Asst./Assoc. Director	55%	36%	9%	0%	22
Manager	49%	25%	22%	3%	63
Coordinator	53%	31%	15%	1%	133
Communications & outreach staff	48%	38%	14%	0%	21
Energy staff	47%	27%	27%	0%	15
Recycling & waste staff	25%	31%	19%	25%	16
Transportation staff	54%	23%	15%	8%	13
					399

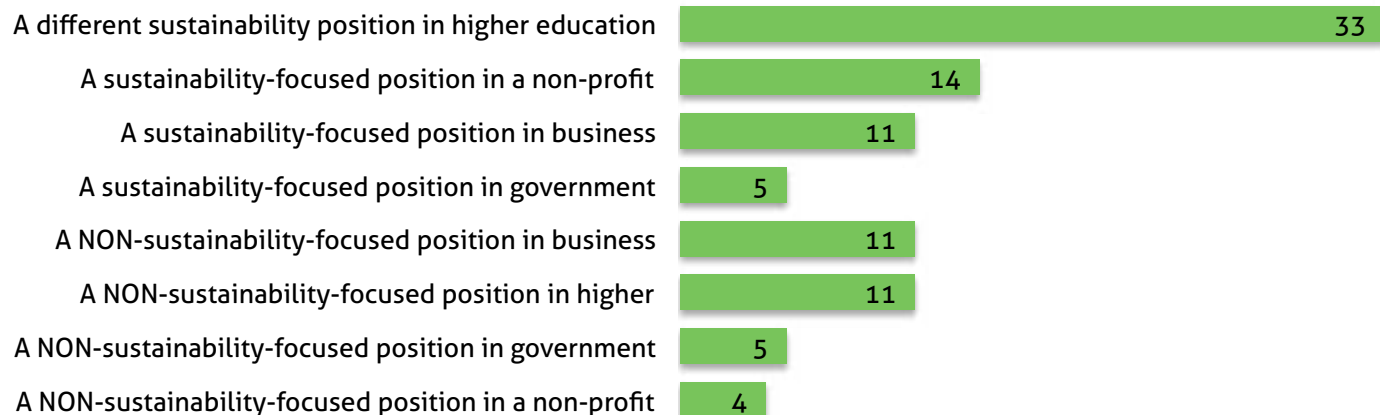■ 0-2 years　■ 3-5 years　■ 6-10 years　■ 11+ years

PREDECESSOR'S NEW POSITION

Portland Community College's sustainability director gives away pollinator education swag during Earth Week!

A new optional question was asked in 2017: "Please indicate the type of position to which your predecessor has moved." The question was optional, and 132 respondents answered. Most predecessors have moved on to other higher education sustainability positions. Many respondents did not know or did not respond.

Predecessor's New Position | N=94

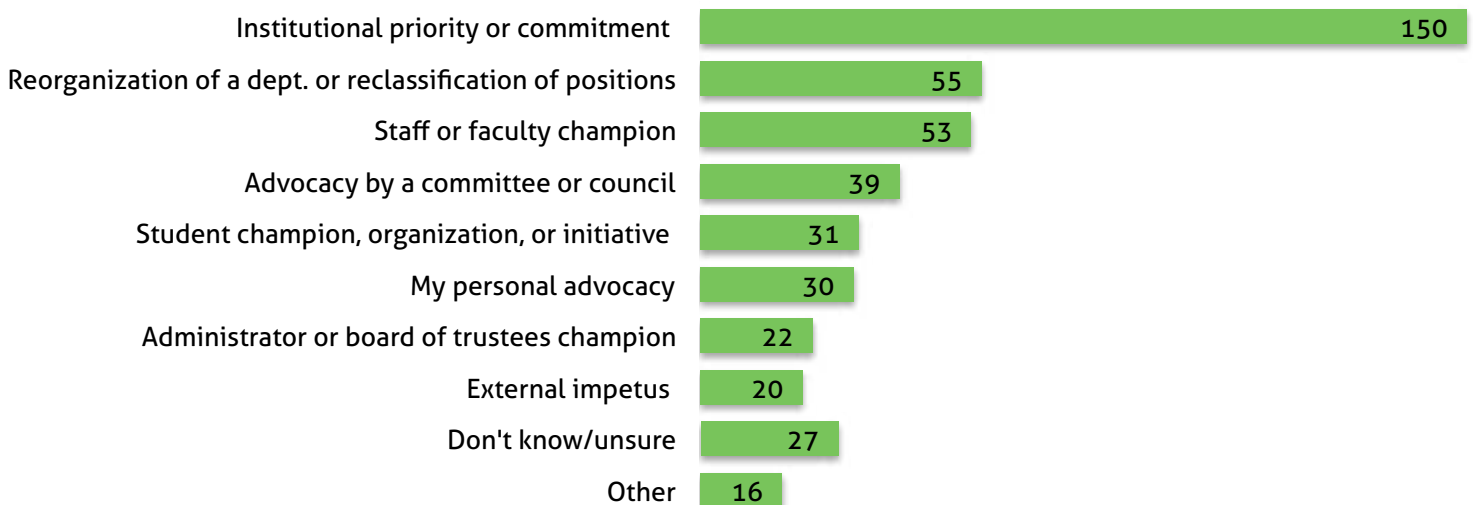| Position	Count
A different sustainability position in higher education	33
A sustainability-focused position in a non-profit	14
A sustainability-focused position in business	11
A sustainability-focused position in government	5
A NON-sustainability-focused position in business	11
A NON-sustainability-focused position in higher	11
A NON-sustainability-focused position in government	5
A NON-sustainability-focused position in a non-profit	4

Nature of Position:
MAIN DRIVER FOR POSITION CREATION

Campus Saint-Jean teaching labs accepting the Campus Sustainability Leadership Award at University of Alberta.
Photographer credit: Trevor Chow-Fraser / University of Alberta.

Respondents were asked to indicate the main driver for the creation of their current positions (only one driver could be selected, unlike in previous years). The most common option identified was "institutional priority", with one-third of respondents indicating that this was the main driver. Several respondents selecting the "other" option referenced multiple drivers and a need to expand the scope of an existing sustainability office or unit as impetus for creating the position.

Main Driver for Position Creation | N=443

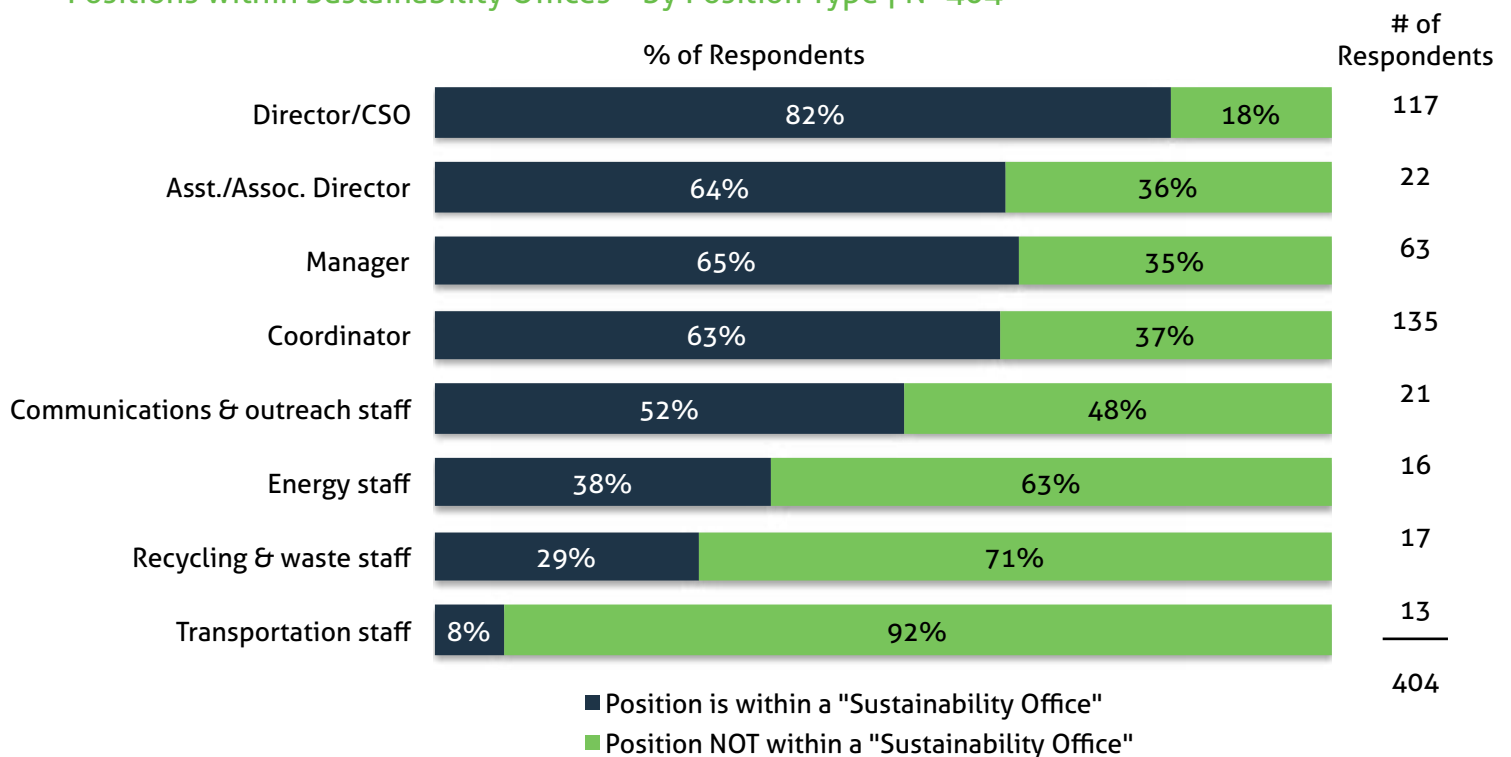| Driver	Count
Institutional priority or commitment	150
Reorganization of a dept. or reclassification of positions	55
Staff or faculty champion	53
Advocacy by a committee or council	39
Student champion, organization, or initiative	31
My personal advocacy	30
Administrator or board of trustees champion	22
External impetus	20
Don't know/unsure	27
Other	16

Nature of Position:

POSITIONS IN SUSTAINABILITY OFFICES

The 2017 survey asked respondents, "Is your position housed in a sustainability office, unit, center, or institute with "sustainability" in its name?" Sixty-three percent of respondents said their position was housed in a sustainability office or unit with sustainability in its name, compared to 60% in 2015. By position type, Directors and CSO's were most typically housed in sustainability offices, while focused staff positions were much less likely to be housed in sustainability offices.

Positions within Sustainability Offices | N=450

Position	2017	2015
Position is within a "Sustainability Office"	63%	60%
Position NOT within a "Sustainability Office"	37%	40%
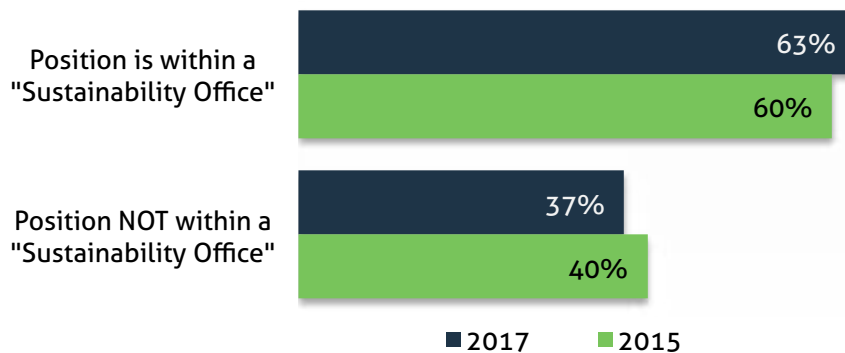
Positions within Sustainability Offices – by Position Type | N=404

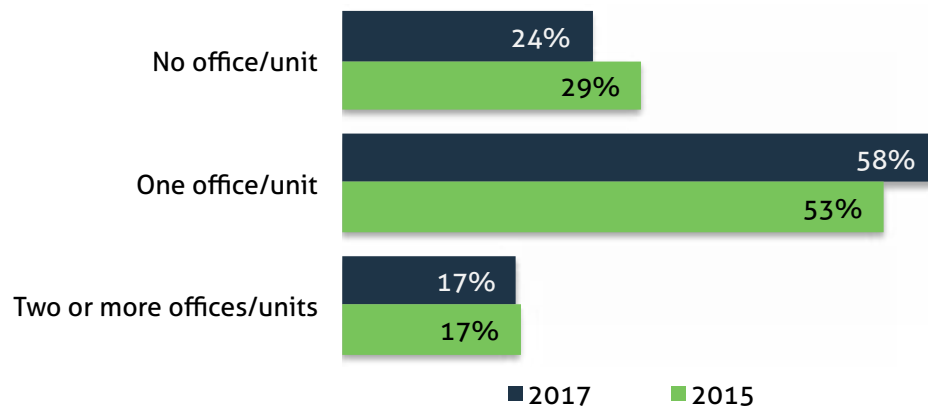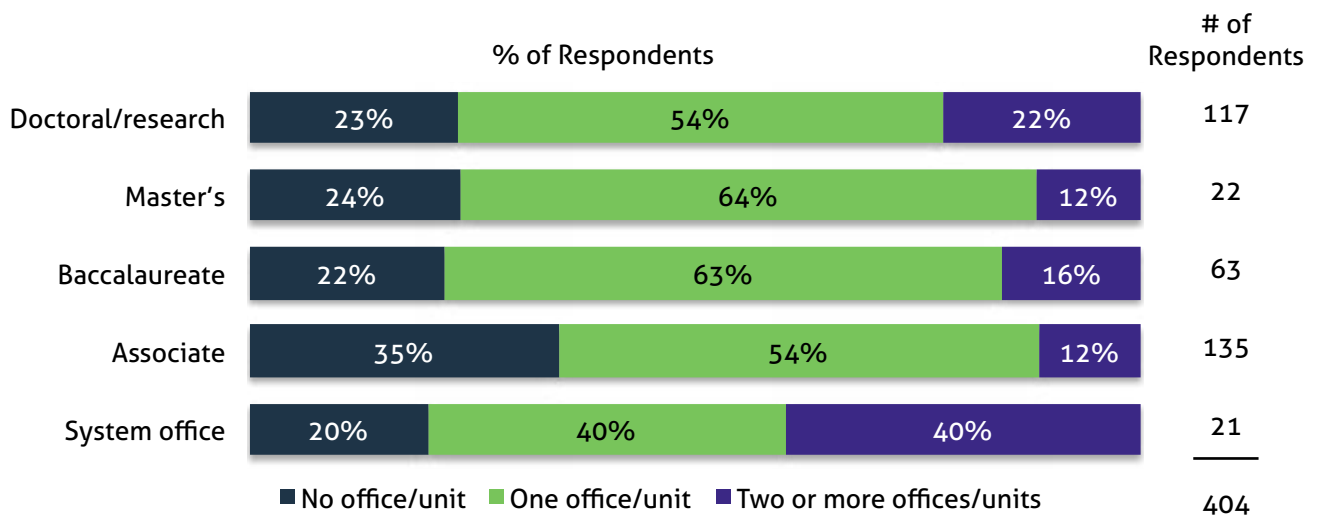| Position Type	Position is within a "Sustainability Office"	Position NOT within a "Sustainability Office"	# of Respondents
Director/CSO	82%	18%	117
Asst./Assoc. Director	64%	36%	22
Manager	65%	35%	63
Coordinator	63%	37%	135
Communications & outreach staff	52%	48%	21
Energy staff	38%	63%	16
Recycling & waste staff	29%	71%	17
Transportation staff	8%	92%	13
			404

NUMBER OF SUSTAINABILITY OFFICES

Self-identified sustainability point of contacts at a particular institution were asked whether sustainability efforts at their institution/system office were centralized in a sustainability office, unit, center, or institute with "sustainability" in its name. This question was also asked in 2015 and 2012. Overall, 76 percent of institutions reported having at least one office, center, or institute with "sustainability" in its name, compared to 71% in 2015.

When looking at results by institution type, system offices and associate institutions were least likely to have an office, unit or center with "sustainability" in the name (about one-third did not). Doctoral/research institutions were most likely to have two or more offices, units or centers.

Number of Sustainability Offices/Units | N=245

	2017	2015
No office/unit	24%	29%
One office/unit	58%	53%
Two or more offices/units	17%	17%

Number of Sustainability Offices/Units - by Institution type | N=244

% of Respondents

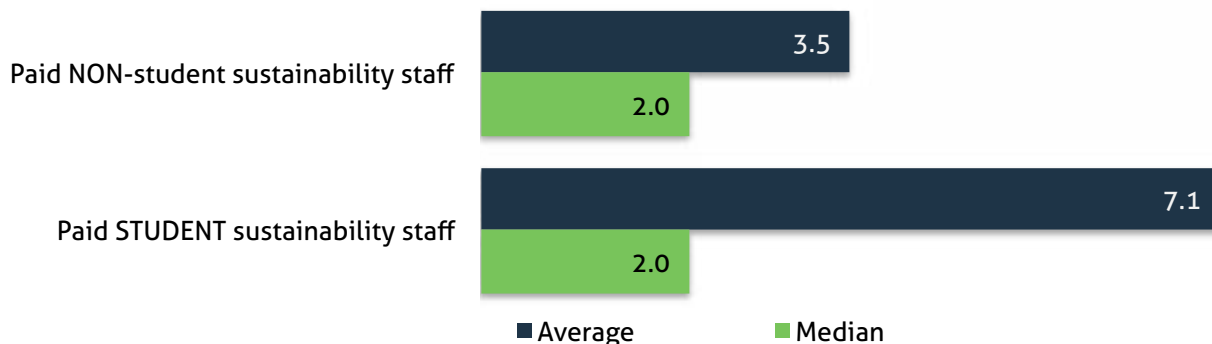|	No office/unit	One office/unit	Two or more offices/units	# of Respondents
Doctoral/research	23%	54%	22%	117
Master's	24%	64%	12%	22
Baccalaureate	22%	63%	16%	63
Associate	35%	54%	12%	135
System office	20%	40%	40%	21
				404

NUMBER OF SUSTAINABILITY STAFF

Cornell University's Energy Outreach Coordinator Erin Moore shows off one of the Human Ecology Building's energy usage dashboards during a trustee dinner. Credit: Jason Koski/Cornell.
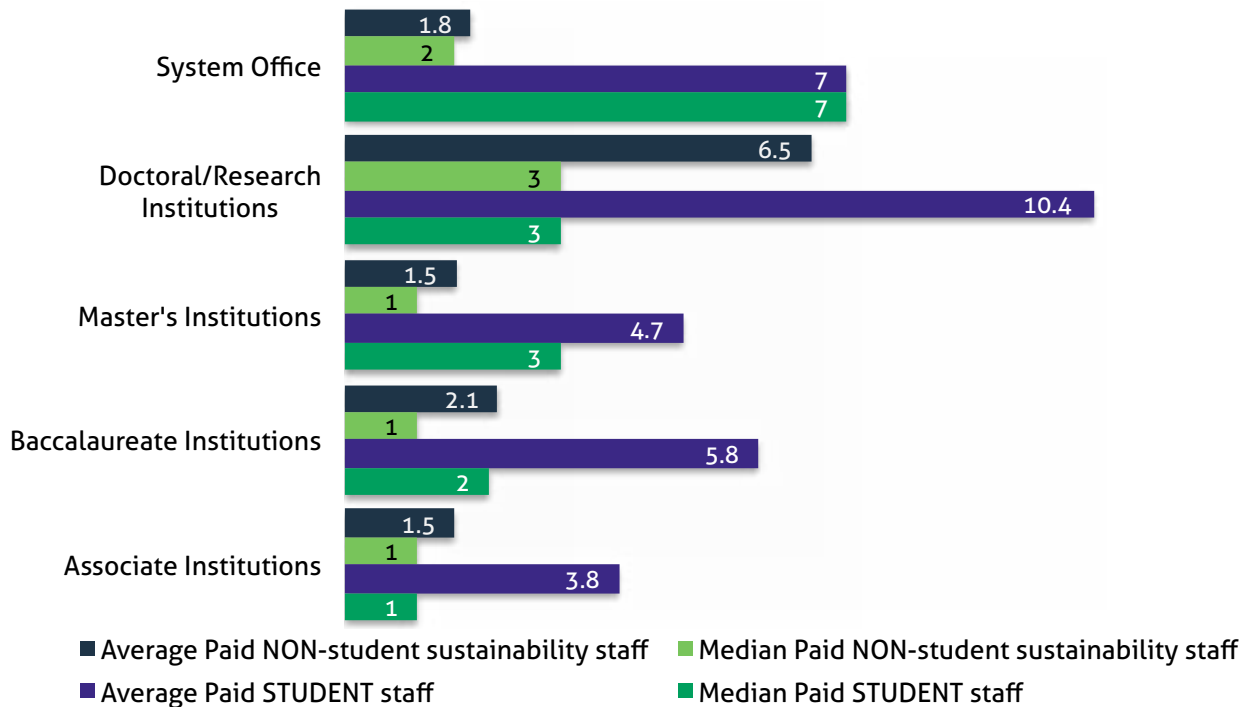
Self-identified sustainability points of contact at a particular institution were asked to indicate the number of paid, non-student and student sustainability staff working at the institution. This question has been modified from previous years, and was not included in past reports. This year's results are presented as average and median responses overall, by institution type and by student enrollment. On average, there are 3.5 non-student sustainability staff and 7.1 student staff overall, though median amounts are somewhat lower. Baccalaureate and small institutions had the highest number of student and non-student sustainability officers on average.
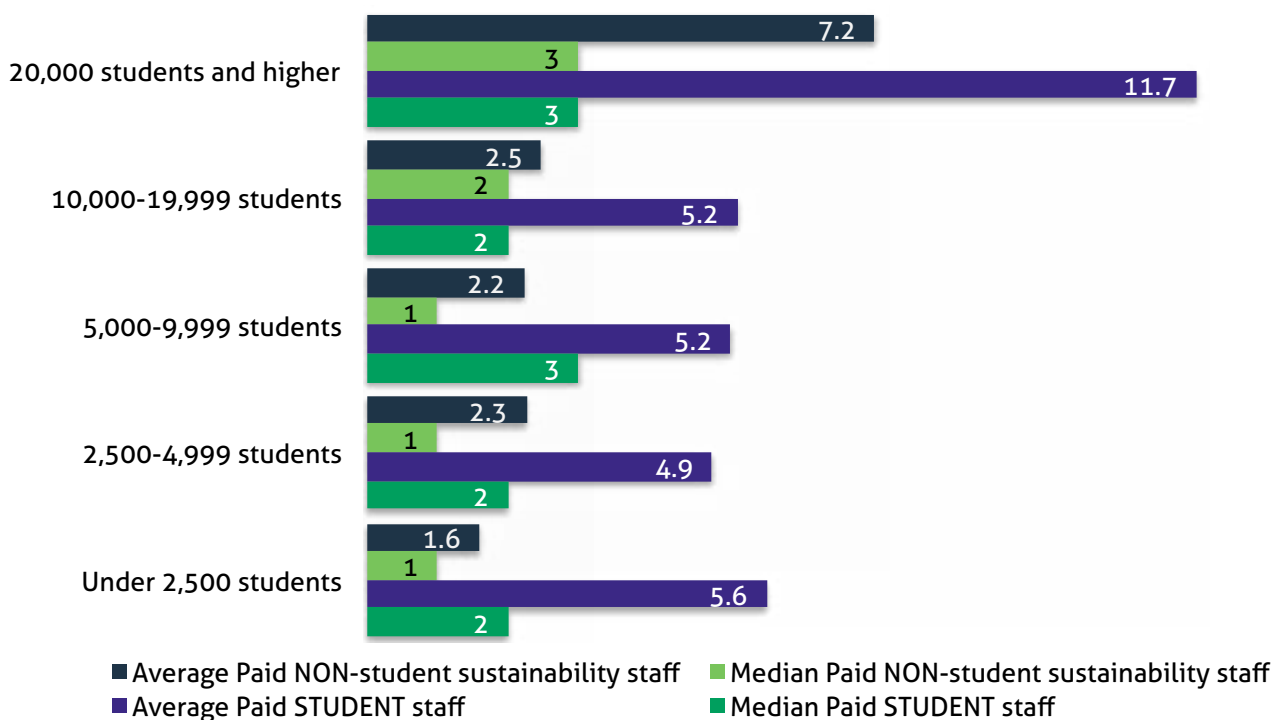
Average and Median Number of Sustainability Staff | N=234

Paid NON-student sustainability staff — Average: 3.5, Median: 2.0

Paid STUDENT sustainability staff — Average: 7.1, Median: 2.0

■ Average   ■ Median

NUMBER OF SUSTAINABILITY STAFF

Average and Median Number of Sustainability Staff by Institution Type | N=234

System Office
- Average Paid NON-student sustainability staff: 1.8
- Median Paid NON-student sustainability staff: 2
- Average Paid STUDENT staff: 7
- Median Paid STUDENT staff: 7

Doctoral/Research Institutions
- Average Paid NON-student sustainability staff: 6.5
- Median Paid NON-student sustainability staff: 3
- Average Paid STUDENT staff: 10.4
- Median Paid STUDENT staff: 3

Master's Institutions
- Average Paid NON-student sustainability staff: 1.5
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 4.7
- Median Paid STUDENT staff: 3

Baccalaureate Institutions
- Average Paid NON-student sustainability staff: 2.1
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 5.8
- Median Paid STUDENT staff: 2

Associate Institutions
- Average Paid NON-student sustainability staff: 1.5
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 3.8
- Median Paid STUDENT staff: 1

Legend:
- ■ Average Paid NON-student sustainability staff
- ■ Median Paid NON-student sustainability staff
- ■ Average Paid STUDENT staff
- ■ Median Paid STUDENT staff

Average and Median Number of Sustainability Staff by Student Enrollment | N=234

20,000 students and higher
- Average Paid NON-student sustainability staff: 7.2
- Median Paid NON-student sustainability staff: 3
- Average Paid STUDENT staff: 11.7
- Median Paid STUDENT staff: 3

10,000-19,999 students
- Average Paid NON-student sustainability staff: 2.5
- Median Paid NON-student sustainability staff: 2
- Average Paid STUDENT staff: 5.2
- Median Paid STUDENT staff: 2

5,000-9,999 students
- Average Paid NON-student sustainability staff: 2.2
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 5.2
- Median Paid STUDENT staff: 3

2,500-4,999 students
- Average Paid NON-student sustainability staff: 2.3
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 4.9
- Median Paid STUDENT staff: 2

Under 2,500 students
- Average Paid NON-student sustainability staff: 1.6
- Median Paid NON-student sustainability staff: 1
- Average Paid STUDENT staff: 5.6
- Median Paid STUDENT staff: 2

Legend:
- ■ Average Paid NON-student sustainability staff
- ■ Median Paid NON-student sustainability staff
- ■ Average Paid STUDENT staff
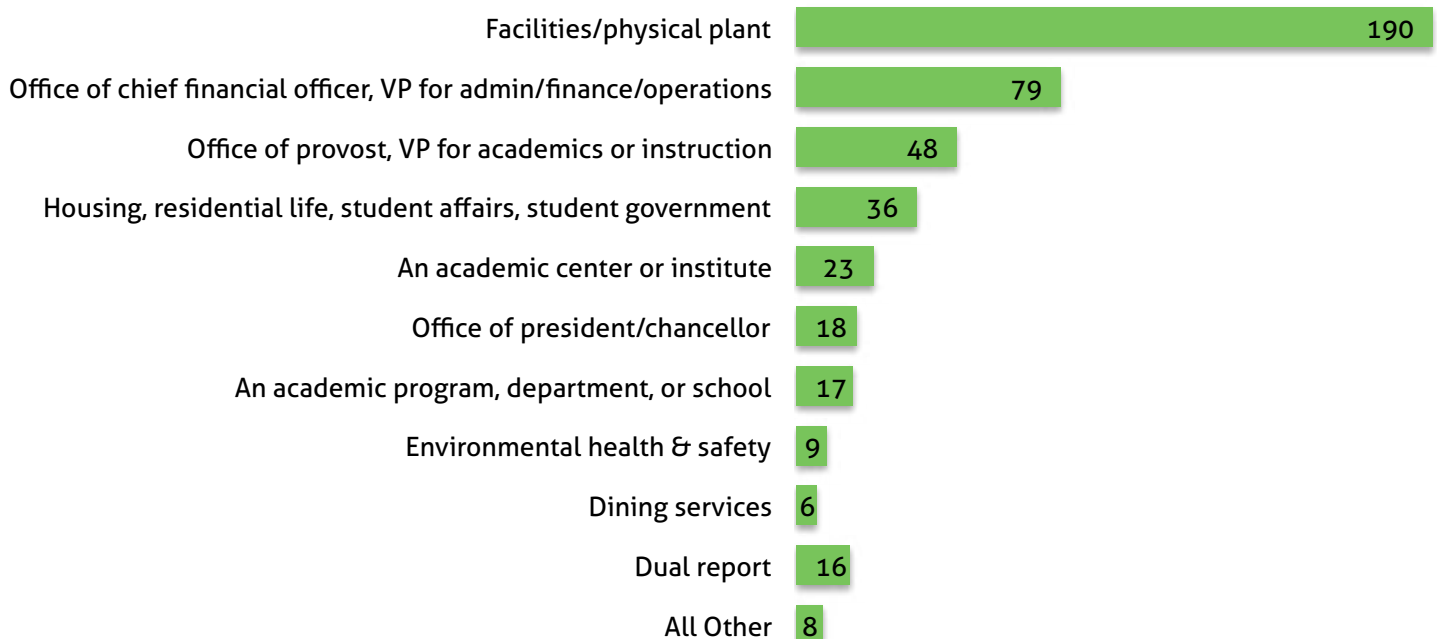- ■ Median Paid STUDENT staff

Nature of Position:
WHERE POSITION/OFFICE IS HOUSED

The Grand Opening of the Mills Sustainability Center in 2008. The Sustainability Center serves as a hub for sustainability education and collaboration.

Respondents were asked to provide an indication of where their sustainability position, office, and/or unit is housed organizationally. Results are similar to 2015 results. By far the largest number of positions and offices were housed in "facilities, physical plant or similar". Eighteen respondents indicated that their position was housed within the office of the president/chancellor. Respondents could only select one position location in this year's survey, and a number of respondents selected "other" indicating "dual report". This information has been added to the results below.

Where Sustainability Positions are Housed | N=458; Total Responses = 520

Category	Value
Facilities/physical plant	190
Office of chief financial officer, VP for admin/finance/operations	79
Office of provost, VP for academics or instruction	48
Housing, residential life, student affairs, student government	36
An academic center or institute	23
Office of president/chancellor	18
An academic program, department, or school	17
Environmental health & safety	9
Dining services	6
Dual report	16
All Other	8

Nature of Position:
LEVEL OF RESPONSIBILITY

Respondents were asked to indicate the level of responsibility and engagement their position has with various offices or divisions. This question was expanded from what was asked in 2015 to include a new category for "Directly responsible (you and/or your supervised employees are responsible)". Respondents could also reply "very engaged (almost daily interaction)," "Frequently engaged (several interactions per month)," "Occasionally engaged (several interactions per quarter)," "Rarely engaged (a few interactions per year)," "Not at all engaged (no interaction)" and "N/A - Unsure, or no such office or division exists." Results were tabulated using a weighted average.

Perhaps not surprisingly, direct responsibility for a sustainability office and/or center was cited most frequently by a significant margin (74% of respondents). Direct responsibility for facilities and capital projects was much less common (11 percent and 5 percent respectively).

Respondents were most highly engaged with facilities, on average having several interactions per month with individuals in this area. This may not be surprising considering that many respondents are directly responsible for facilities, and, as indicated in the previous section, an overwhelming majority of positions were housed in facilities or physical plant. Respondents were also relatively highly engaged with Capital Projects, Dining Services and student governance bodies and organizations. Areas with the least amount of engagement included Admissions, Hospitals/medical centers and international programs offices. Overall, these findings demonstrate higher levels of engagement with departments and offices dealing with campus operations, student affairs, and communications & outreach.
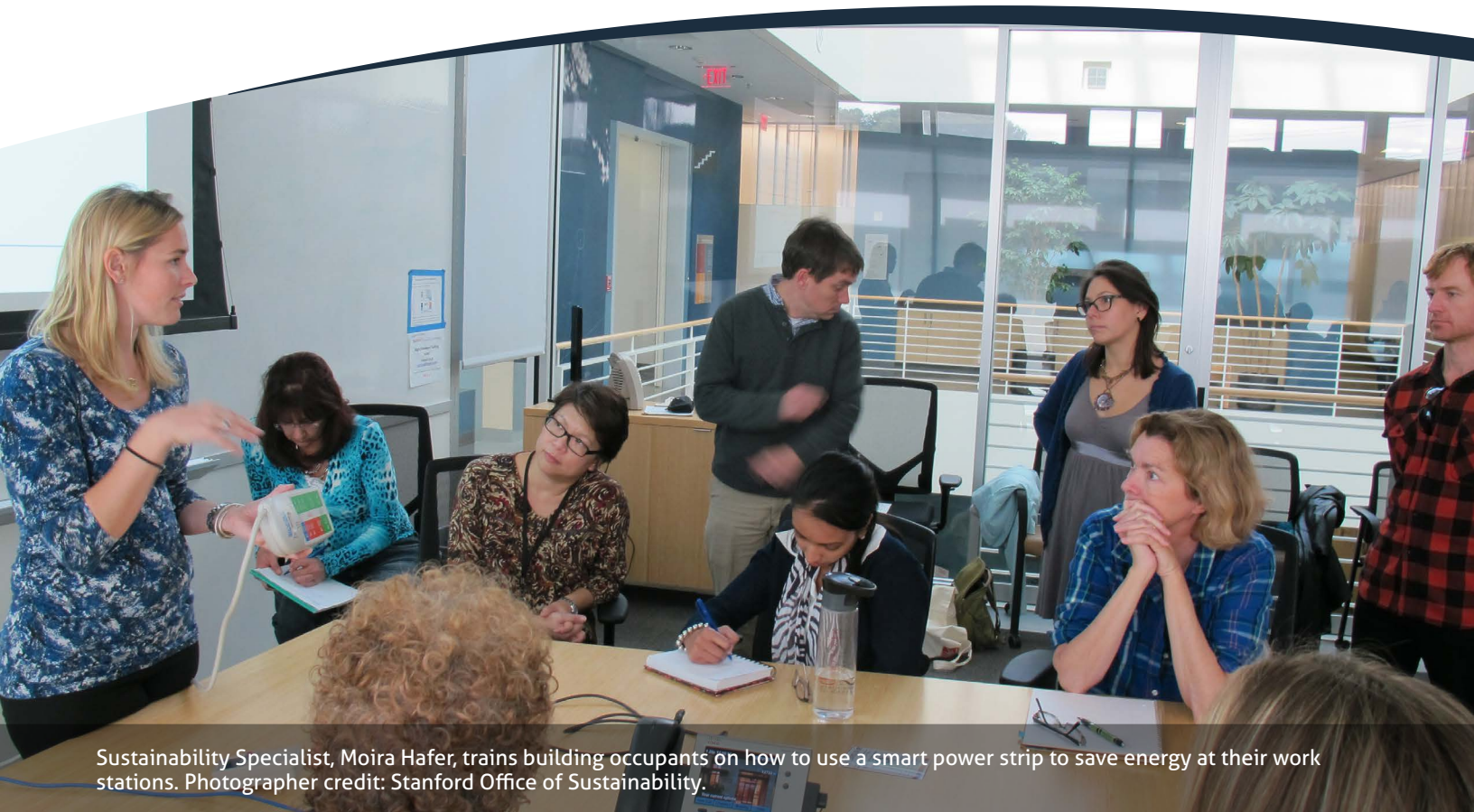
Level of Responsibility | N=444

Department, Office or Unit	Count	Percent
Sustainability office/center	289	74.1%
Facilities office	49	11.1%
Capital Projects or Campus Planning office	23	5.3%
Dining Services	12	2.8%
Housing/Residence Life office	12	2.8%
Communications/Marketing office	11	2.5%
Community organizations	11	2.5%
Student Affairs office	10	2.3%
Student Government body/ies and Student organizations	10	2.3%
Environmental Health & Safety office	10	2.3%
Finance/Administration office	9	2.1%
President/Chancellor office	5	1.1%

Nature of Position:
LEVEL OF CAMPUS ENGAGEMENT

Level of Engagement across Campus (Weighted Average) | N=444

VERY ENGAGED
Amost daily interaction

Sustainability office/center	4.4

FREQUENTLY ENGAGED
Several interactions per month

Facilities maintenance office	3.5
Capital projects & planning office	2.5

OCCASIONALLY ENGAGED
Several interactions per quarter

Dining Services	2.5
Student gov't bodies & organizations	2.4
Communications/Marketing office	2.4
Community organizations	2.4
Housing/residence life office	2.3
Finance/Administration office	2.1
Student affairs office	2.1
Environmental Health & Safety office	1.9
Procurement/Purchasing office	1.9
Faculty and staff governance bodies	1.6
Information Technology office	1.5
Provost/Academic Affairs office	1.5

RARELY ENGAGED
A few interactions per year

Health & Wellness office	1.5
President/Chancellor office	1.4
Institutional research office	1.4
Human Resources office	1.3
Athletics office	1.2
Diversity office	1.2
Advancement, development, alumni office	1.2
International programs office	1.0
Hospital or Medical Center	0.8
Admissions office	0.8

PROFESSIONAL CERTIFICATIONS

Sustainability Specialist, Moira Hafer, trains building occupants on how to use a smart power strip to save energy at their work stations. Photographer credit: Stanford Office of Sustainability.

A new question was added to the 2017 Survey asking, "which of the following accreditations or certifications do you hold?" Response choices included LEED Green Associate, LEED AP Building Design + Construction, LEED AP Operations + Maintenance, Certified Energy Manager (CEM), Zero Waste Business Associate (ZWBA), Certified Sustainability Professional (ISSP-CSP), Sustainability Associate (ISSP-SA), None at this time, and Other. Respondents could select any/all that apply. From this question, we learned that the majority of respondents (63%) have no professional certifications, and the most common certification was LEED Green Associate (14% of respondents).

Professional Certifications | N=434

Certification	Percentage
LEED Green Associate	14%
LEED AP Building Design + Construction	8%
Certified Energy Manager (CEM)	4%
LEED AP Operations + Maintenance	4%
Certified Sustainability Professional (ISSP-CSP)	2%
Sustainability Associate (ISSP-SA)	2%
Zero Waste Business Associate (ZWBA)	1%
None at this time	63%
Other	13%
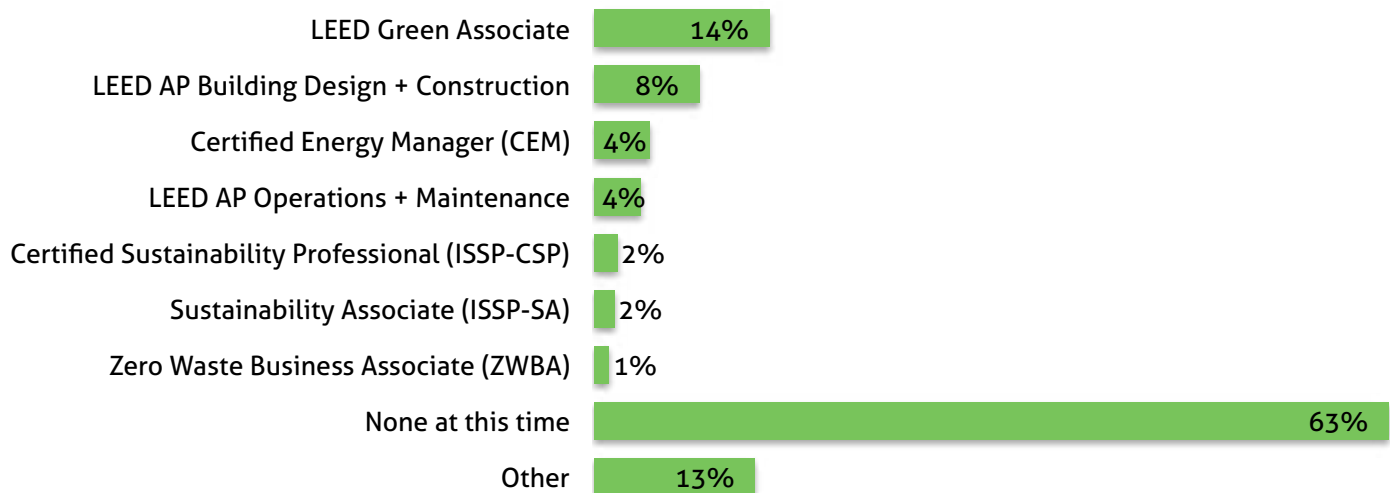
SALARY, BENEFITS & FUNDING

Faculty, staff and student participants with bikes. Faculty, staff and students participated in a variety of low or no-carbon activities during Transylvania University's Big Green Get Around.

SALARY DATA

The box and whisker plot below summarizes the salary range and salary quartiles for each position type, while the table below provides details. As might be expected, sustainability directors and similar positions had the highest top salary ($245,000) and highest median salary ($82,000). The methodology for salary data was similar in the 2015 survey and results were also similar. Part-time & hourly workers were once again included (they were asked to enter the amount they would earn annually based on the number of hours they were working). However, low and high outliers were included in this year's survey but were excluded in previous years, making results somewhat less comparable.

Salary Range & Percentiles – by Position Type | N=302

	Director/ CSO	Asst./Assoc. Director	Manager	Coordinator	Comm. & outreach staff	Energy staff	Recycling & waste staff	Transportation staff
Count	117	23	63	136	21	15	17	13
Minimum	$25,000	$35,506	$30,000	$5,000	$32,000	$44,400	$5,000	$40,000
1st Quartile	$64,500	$49,600	$53,500	$36,200	$40,000	$50,000	$49,452	$52,000
Median	$82,000	$56,000	$65,000	$45,950	$50,000	$75,000	$58,000	$59,633
3rd Quartile	$103,000	$64,250	$74,349	$54,803	$55,550	$88,500	$71,000	$72,200
Maximum	$245,000	$79,000	$110,900	$121,000	$95,000	$116,000	$91,000	$101,000

Salary, Benefits & Funding:
SALARY DATA

Comparison of 2017 and 2015 salary data shows an incremental increase in median salaries (5% increase overall) and across virtually all position types. Data are not available for transportation staff in 2015 since we did not receive sufficient responses for that category during that year. Because this is not a longitudinal survey, comparisons over time for certain positions should be interpreted cautiously.

Salary Change Over Time | N=451

Position	2017	2015
All Respondents	$58,000	$55,285
Director/CSO	$82,000	$80,000
Asst./Assoc. Director	$56,000	$53,500
Manager	$65,000	$60,361
Coordinator	$45,950	$45,950
Communications & outreach staff	$50,000	$49,500
Energy staff	$75,000	$69,532
Recycling & waste staff	$58,000	$50,500
Transportation staff	$59,633	
All Other	$57,500	$55,000
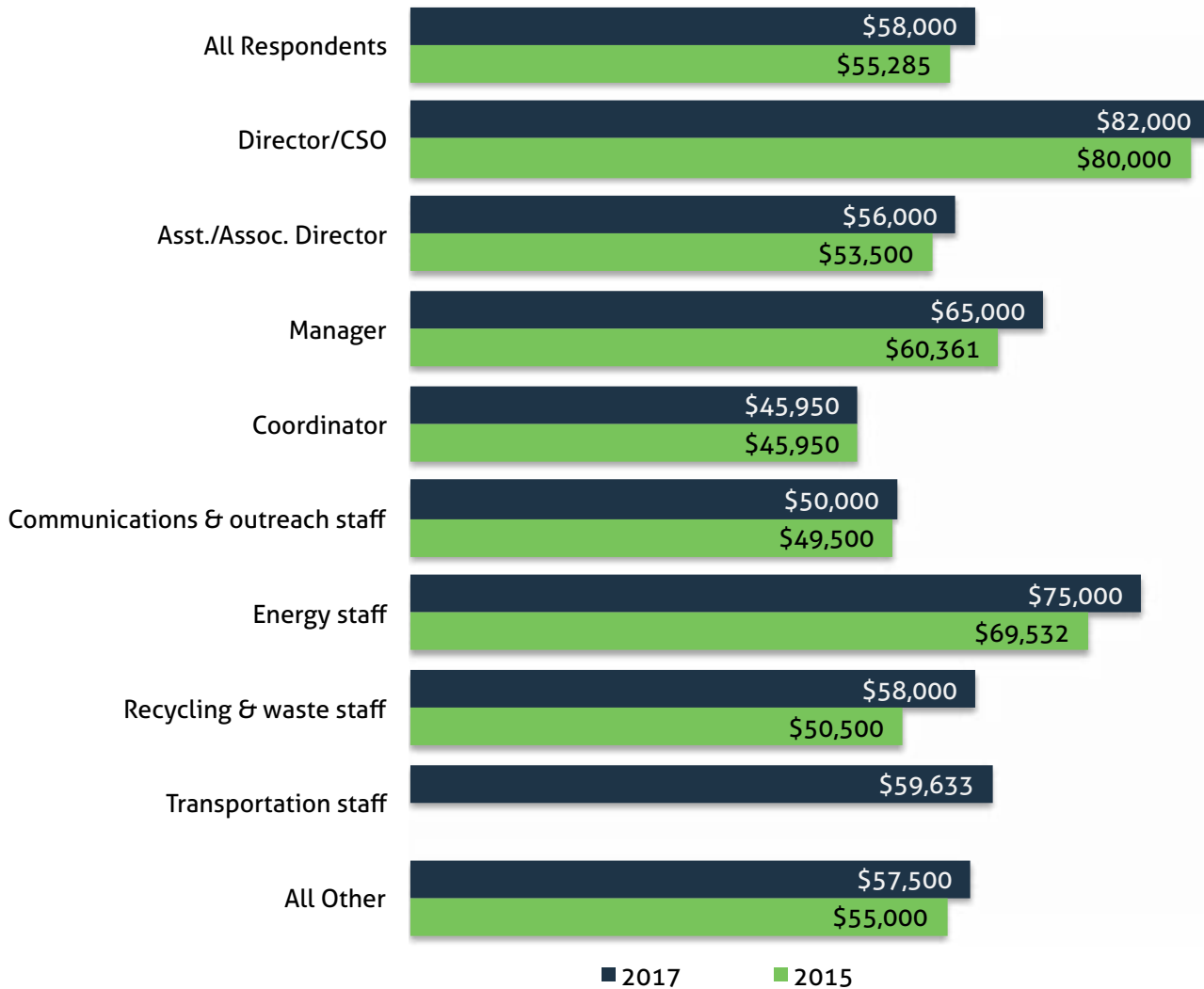
Salary, Benefits & Funding:
SALARY DATA

Urban Studies and Planning professor Kami Pothukuchi in discussion at Western Michigan University Office for Sustainability.

Salary by Country

To enhance comparability, the 2015 survey asked respondents to enter their salary in U.S. dollars, regardless of country of origin. The table below shows median salaries by country for U.S. and Canadian respondents (The four respondents from other countries are not included in results below). There was little variation between U.S. and Canadian respondents, but it was requested that this level of information be presented in this year's report.

Average Salary by Country | N=452

Role	United States	Canada
Director/CSO	$82,000	$83,886
Manager	$65,000	$63,000
Coordinator	$46,000	$46,250
All Respondents	$59,000	$56,000

■ United States   ■ Canada
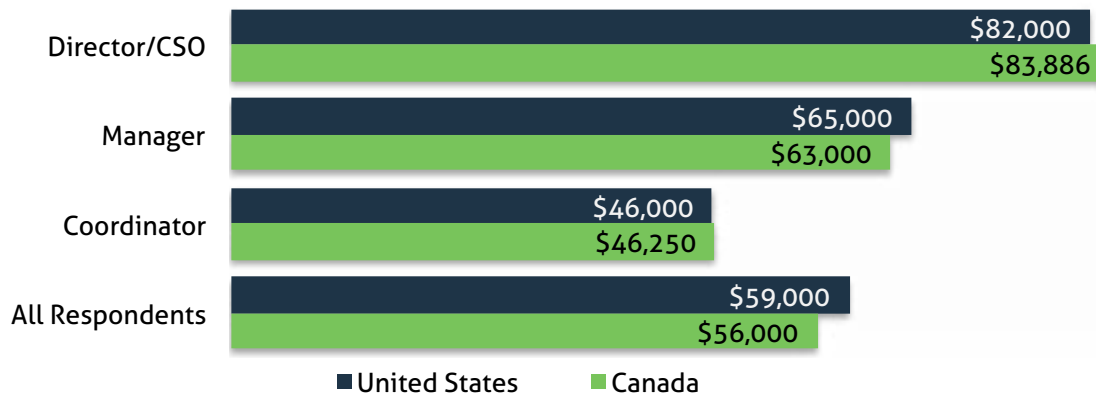
Salary, Benefits & Funding:
SALARY DATA

Salary by Region

The table below shows median salaries by region for all respondents and for the three most common position types. The Eastern and Pacific Coast regions had higher median salaries overall and for Sustainability Directors. The Southeastern region had the lowest average salaries for each of the three sustainability officer positions but fared better for all respondents.

Average Salary by Region | N=449

Director/CSO
- Central: $65,000
- Eastern: $95,990
- Midwestern: $77,000
- Pacific Coast: $87,360
- Rocky Mountain: $78,787
- Southeastern: $75,000

Manager
- Central: $62,300
- Eastern: $72,150
- Midwestern: $74,349
- Pacific Coast: $61,714
- Rocky Mountain: $61,000
- Southeastern: $58,000

Coordinator
- Central: $47,738
- Eastern: $46,500
- Midwestern: $41,750
- Pacific Coast: $51,500
- Rocky Mountain: $42,567
- Southeastern: $39,950

All respondents
- Central: $58,000
- Eastern: $62,000
- Midwestern: $55,214
- Pacific Coast: $62,000
- Rocky Mountain: $50,000
- Southeastern: $57,500

Legend: Central, Eastern, Midwestern, Pacific Coast, Rocky Mountain, Southeastern

Salary, Benefits & Funding:
SALARY DATA

Salary by Institution type

The bar graph below shows average salary by position type for each institution type. Based on the information provided, salaries were highest at Doctoral/research and Associate institutions.

Average Salary by Institution type | N=443

Position	Doctoral/research	Master's	Baccalaureate	Associate
Director/CSO	$89,757	$74,787	$75,000	$76,000
Manager	$65,861	$57,000	$58,000	$65,723
Coordinator	$46,056	$49,000	$39,000	$45,208
All respondents	$60,000	$55,000	$53,993	$60,000

■ Doctoral/research ■ Master's ■ Baccalaureate ■ Associate
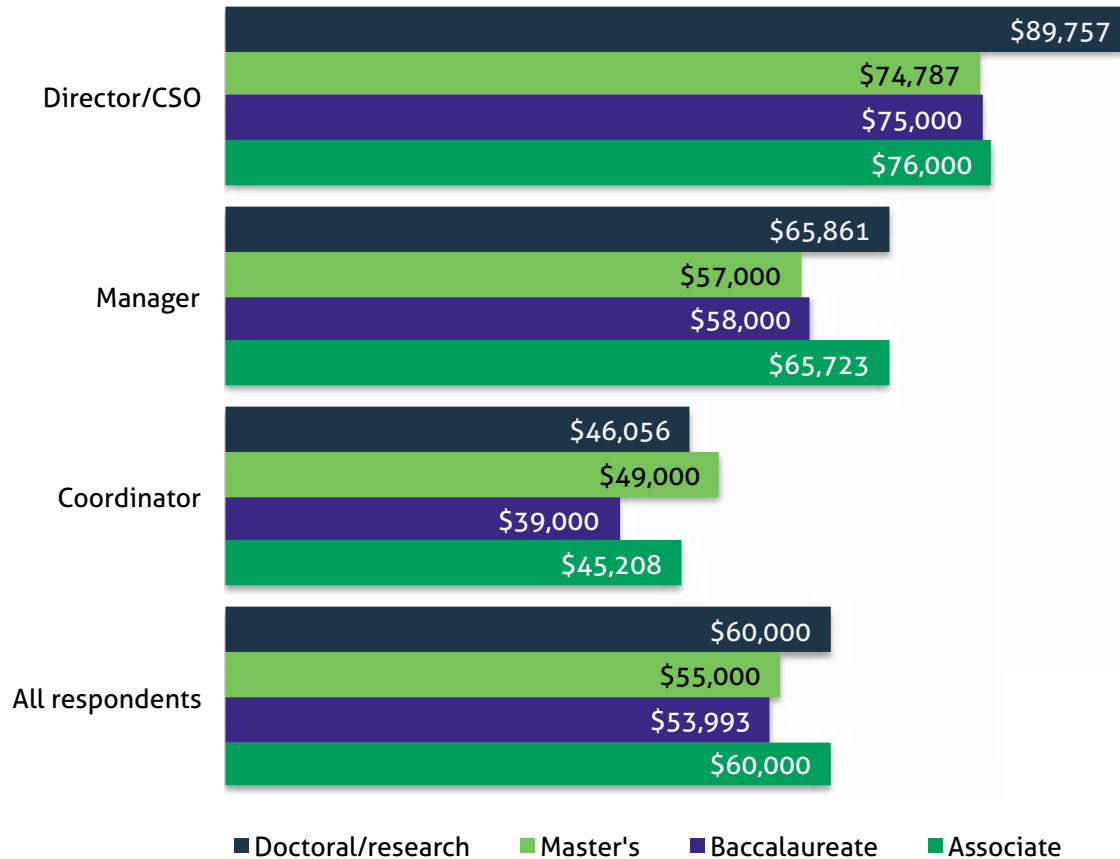
SALARY DATA
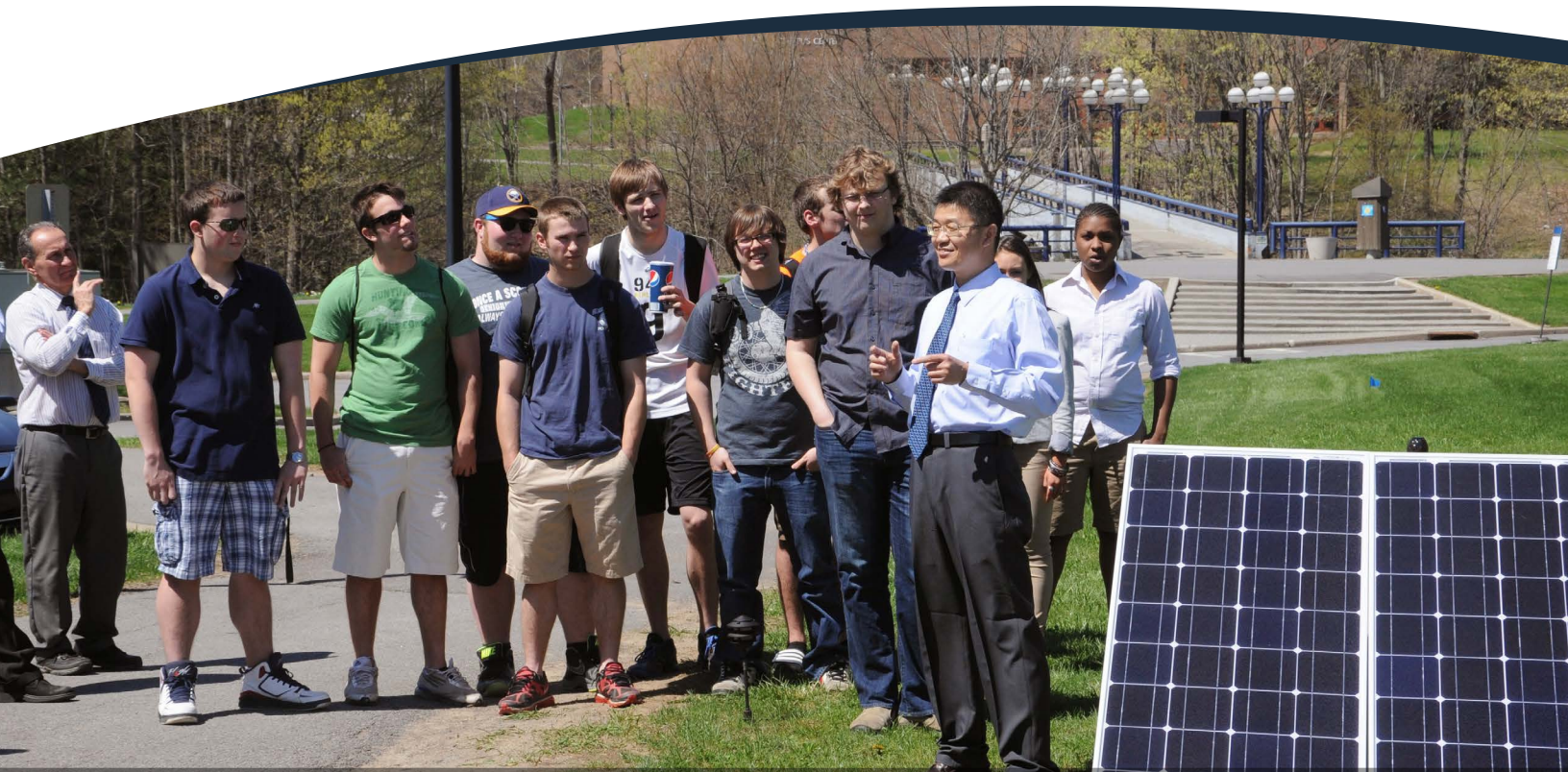
Solar PV and small wind turbine demonstration project funded by SUNY Small Grant Sustainability Fund at SUNY Polytechnic University.

Salary by Gender Identity

Average salaries were higher for males in Director and Manager positions, with female respondents earning 89 cents and 95 cents to the dollar respectively compared to male respondents. For the Sustainability Coordinator position however, female respondents earned $1.07 to the dollar in comparison to males (women outnumbered men in these positions more than two-fold). For all respondents overall, the gender wage gap appears to be similar to 2015 data.

Average 2015 Salary by Gender | N=425

Position	Female	Male
Director/CSO (Wage gap = $.89)	$80,000	$89,757
Manager (Wage gap = $.95)	$62,000	$65,000
Coordinator (Wage gap = $1.07)	$46,212	$43,206
All respondents (Wage gap = $.89)	$55,500	$62,300

■ Female ■ Male
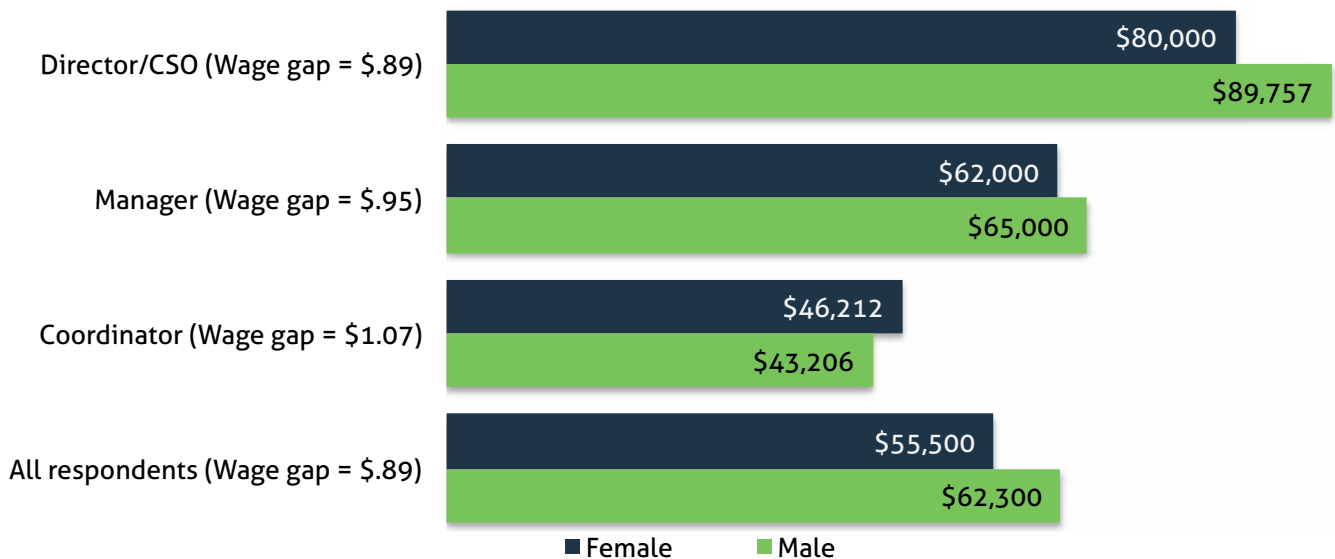
EMPLOYEE BENEFITS

The 2017 staffing survey once again asked about the types of employee benefits that respondents receive through their sustainability positions. The vast majority of full-time respondents (over 90%) receive retirement, health, sick leave and vacation benefits. However, these types of benefits are offered to less than half of part-time respondents. Interestingly, the rate of benefits for both full-time and part-time employees increased from 2015 to 2017.

Full-time Employee Benefits, 2017 and 2015 – by Headcount | N=452

Benefit	Full-time, 2017	Full-time, 2015
401K, pension, or similar retirement plan	94.3%	93%
Family care benefits	71.3%	68%
Health benefits	97.5%	96%
Life anddisability insurance	88.6%	87%
Sick, personal, and parental leave	97.3%	95%
Tuition remission/reimbursement	84.4%	82%
Vacation leave	97.8%	95%

Part-time Employee Benefits, 2017 and 2015 – by Headcount | N=452

Benefit	Part-time, 2017	Part-time, 2015
401K, pension, or similar retirement plan	56.3%	40%
Family care benefits	35.4%	25%
Health benefits	54.2%	46%
Life and/ordisability insurance	37.5%	41%
Sick, personal, and/or parental leave	50.0%	46%
Tuition remission/reimbursement	43.8%	38%
Vacation leave	43.8%	41%

Salary, Benefits & Funding:
SOURCES OF FUNDING

Town-Gown Showdown 2016 Kick-off at University of Wisconsin-Milwaukee, Chancellor Mone at the Center.

Respondents were asked to provide the approximate percentage of their discretionary budget coming from eight potential funding sources, and could skip the question if unsure. This same question was asked in 2015. While the majority of funding comes from institutions' general/operating funds, funding from most other sources increased slightly in 2017.

Sources of Funding for Position – by Average Percentage | N=202

Source	2017	2015
General fund/operating fund	64%	69%
Student sustainability or green fees	10%	9%
External grants or sponsorships	5%	5%
Savings from sustainability initiatives (e.g. revolving funds)	4%	4%
Alumni or private donations	3%	2%
Sustainability-related endowments	2%	2%
Fee for service	2%	3%
Other sources	9%	6%

■ 2017   ■ 2015
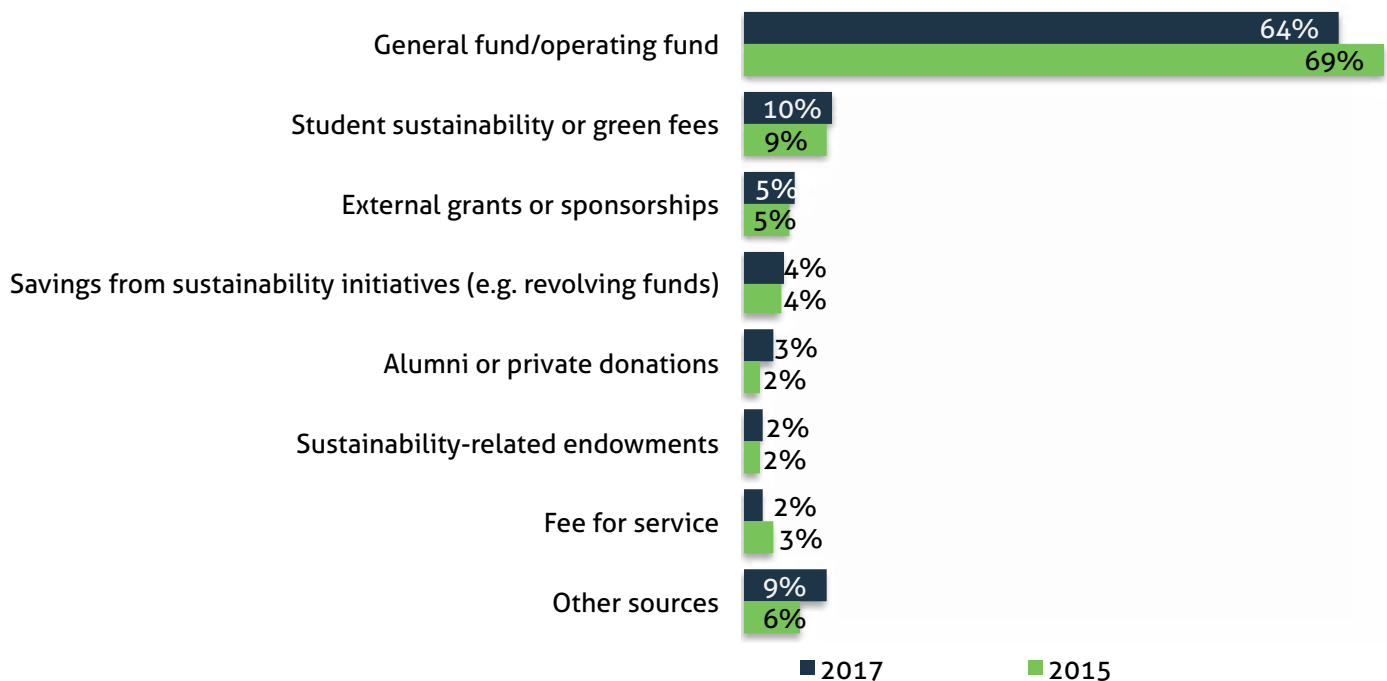
CONTROL OF A BUDGET

Sixty-one percent of respondents indicated that they personally control a budget in their sustainability positions (up from 55% in 2015). As might be expected, Sustainability Director positions were most likely to control a budget, with 94% percent of respondents answering yes (86% in 2015).

Control of a Budget | N=452
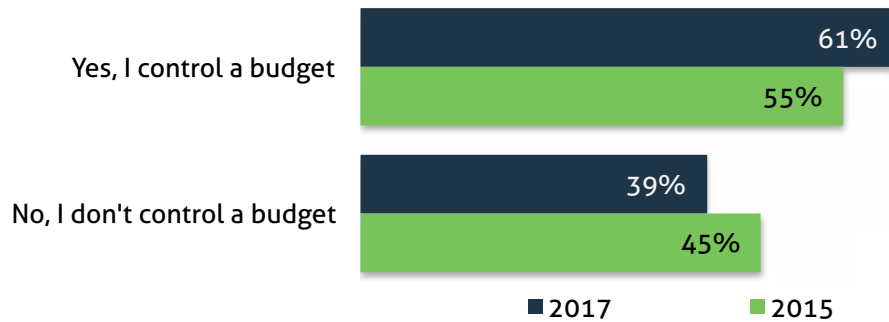
Control of a Budget – by Position Type | N=397

Position	% of Respondents (Yes)	% of Respondents (No)	# of Respondents
Director/CSO	94%	6%	115
Asst./Assoc. Director	59%	41%	22
Manager	63%	37%	62
Coordinator	44%	56%	133
Communications & outreach staff	52%	48%	21
Energy staff	40%	60%	15
Recycling & waste staff	44%	56%	16
Transportation staff	54%	46%	13
			397

■ Yes, I control a budget   ■ No, I don't control a budget
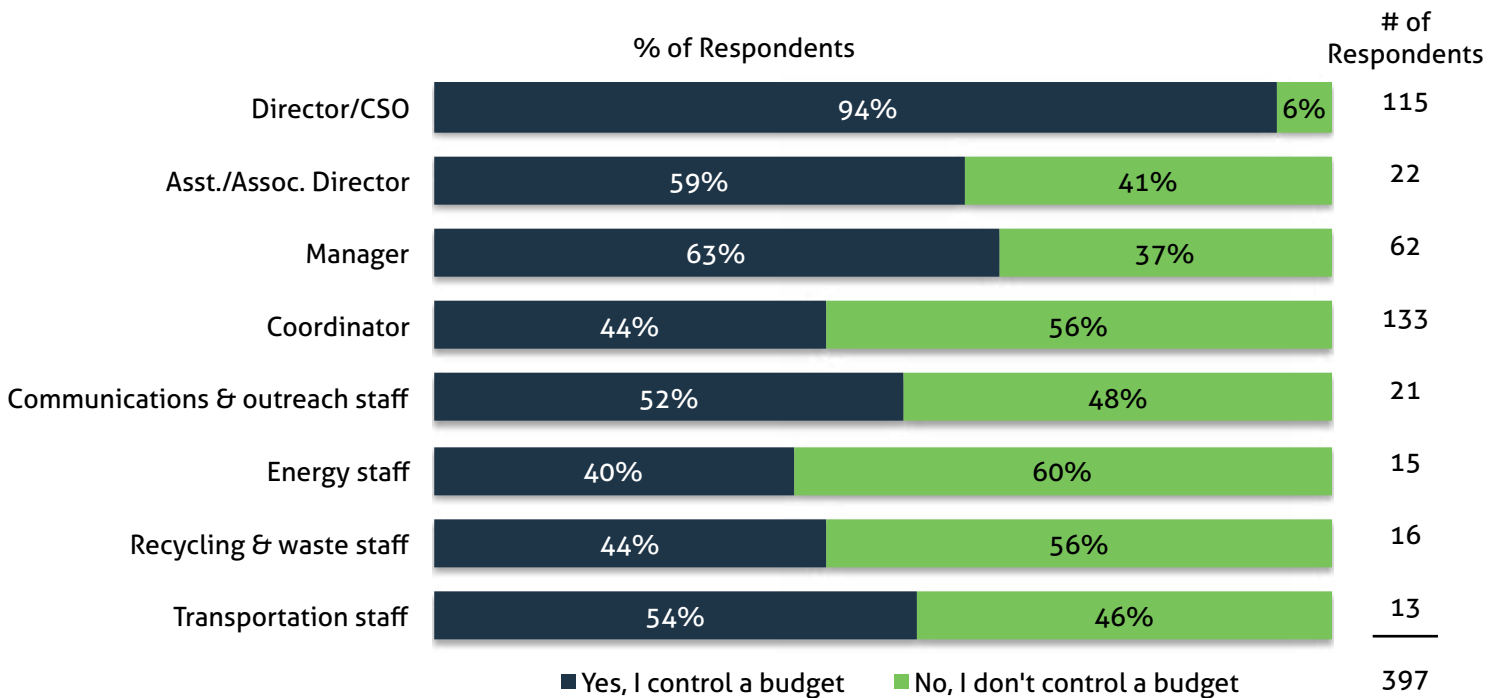
Salary, Benefits & Funding:
SUSTAINABILITY BUDGETS

Respondents indicating that they controlled a budget were asked a series of questions related to their total and discretionary budgets for the current year. Respondents could leave fields blank if they were unsure. This question was asked in 2015 and has not changed (though we did not ask about previous year's budgets and instead asked whether the budget increased, decreased or stayed the same in comparison to the previous year). Overall, budgets have increased slightly since 2015.

Findings are most informative when presented in terms of institution type and institution size based on student enrollment. For institution type, total and discretionary budgets were highest among Doctoral/research institutions and lowest for Master's institutions. Associate colleges had relatively high budgets in comparison to Master's and Baccalaureate institutions. In terms of student enrollment size, median total and discretionary budgets tended to increase with enrollment size.

Median Total Budget w/ Salaries, by Institution Type | N=237

Doctoral/research
- $227,500
- $200,000

Master's
- $108,500
- $96,000

Baccalaureate
- $115,000
- $112,260

Associate
- $156,212
- $157,500

■ Total Budget w/ Salaries,2017   ■ Total Budget w/ Salaries, 2015
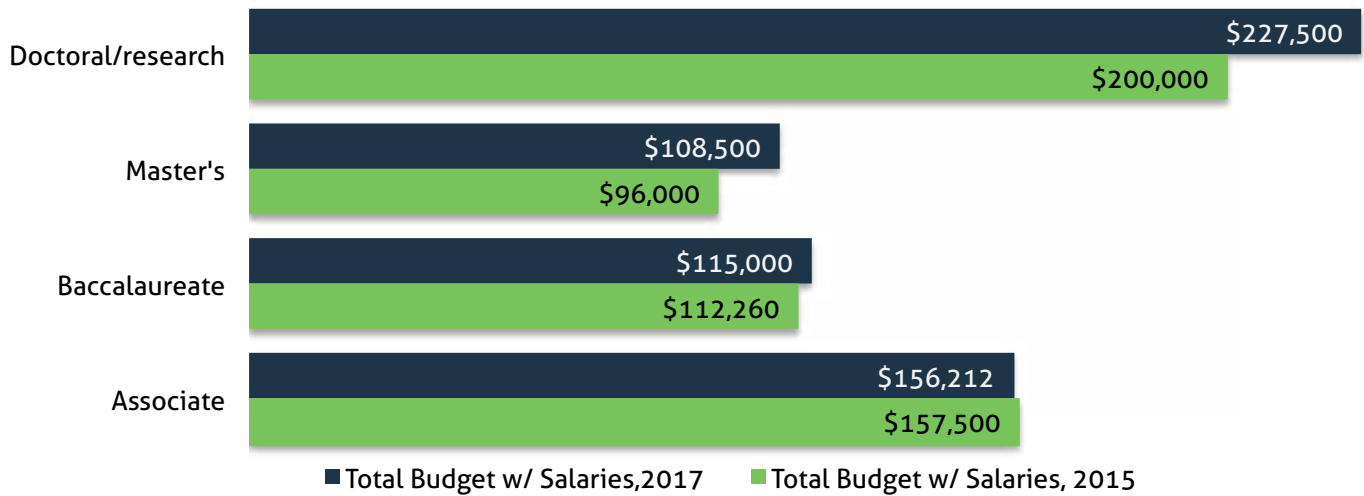
Median Total Discretionary Budget, by Institution Type | N=237

Doctoral/research
- $38,132
- $35,000

Master's
- $24,750
- $25,500

Baccalaureate
- $23,000
- $26,750

Associate
- $36,757
- $12,760

■ Discretionary Budget, 2017   ■ Discretionary Budget, 2015
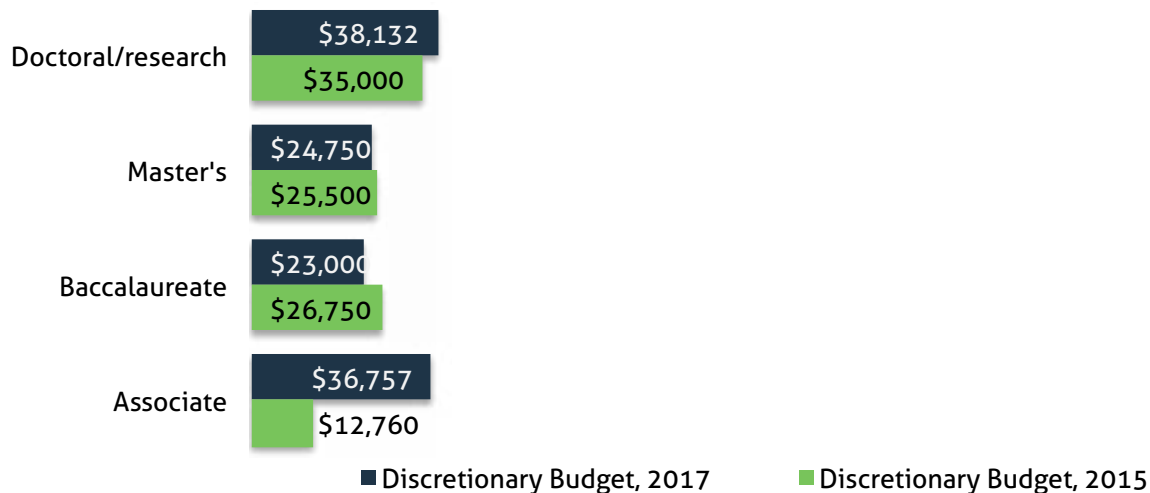
SUSTAINABILITY BUDGETS

Median Total Budget w/ Salaries, by Student Enrollment | N=237

Enrollment	2017	2015
20,000+ students	$225,000	$200,000
10,000-19,999 students	$177,500	$180,000
5,000-9,999 students	$150,000	$130,000
2,500-4,999 students	$98,700	$100,000
Under 2,500 students	$75,000	$105,000

■ Total Budget w/ Salaries,2017   ■ Total Budget w/ Salaries, 2015
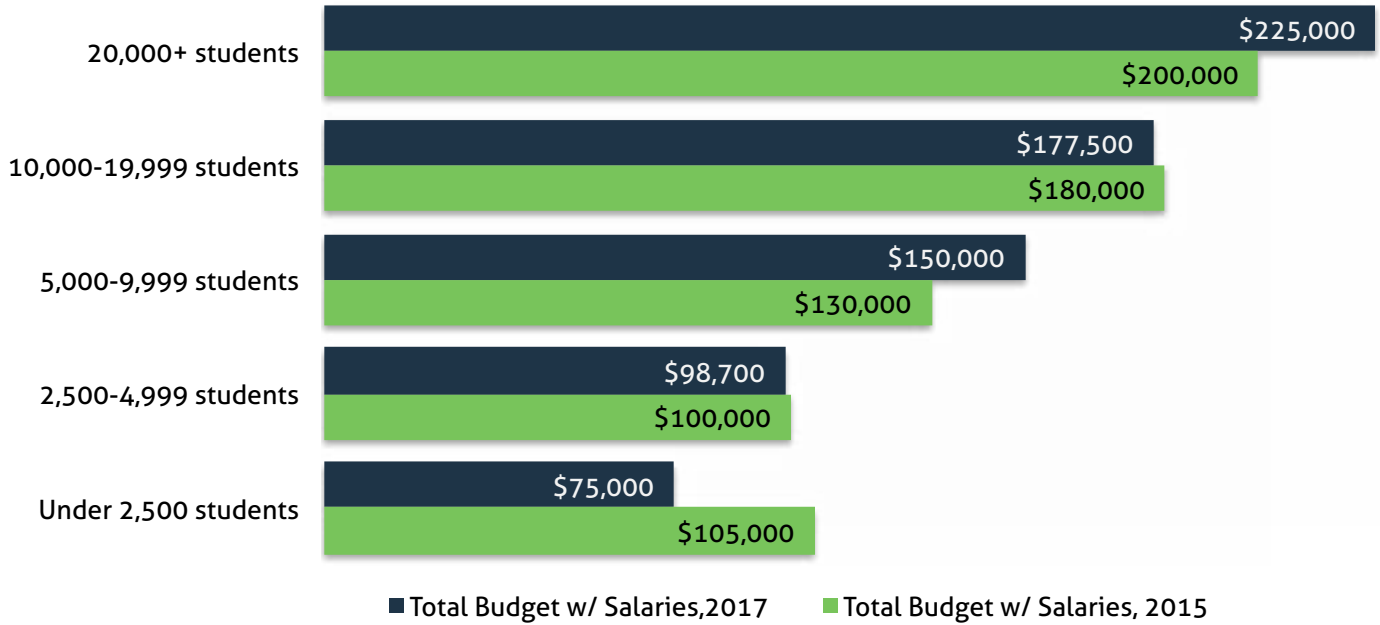
Median Total Discretionary Budget, by Student Enrollment | N=237

Enrollment	2017	2015
20,000+ students	$40,000	$40,000
10,000-19,999 students	$35,000	$35,000
5,000-9,999 students	$25,000	$27,500
2,500-4,999 students	$20,000	$20,000
Under 2,500 students	$20,000	$20,000

■ Discretionary Budget, 2017   ■ Discretionary Budget, 2015
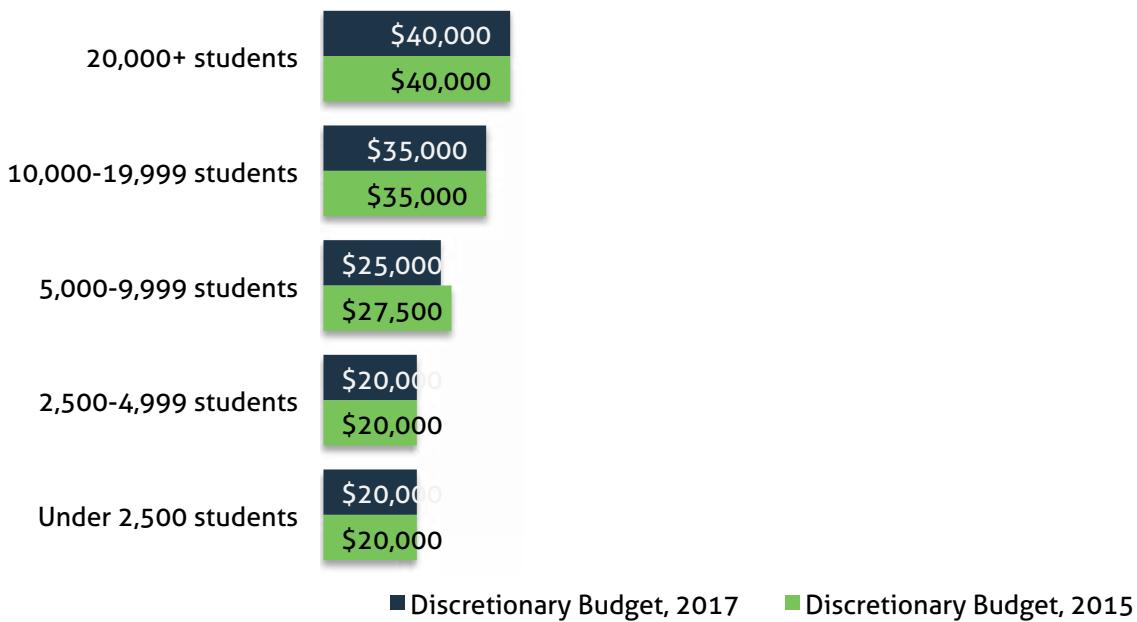
CHANGE IN BUDGETS OVER TIME

A new question in the funding section of the survey asked how total and discretionary budgets have changed over the last two years. Choices included "Increased significantly (10% or more)", "Increased slightly (1-9%)", "Stayed the same", "Decreased slightly (1-9%)" and "Decreased significantly (10% or more)". Nearly half of respondents indicated that total budgets increased, while about 30% of discretionary budgets increased.

Change in Total Budgets Over Time | N=263

- Increased significantly (10% or more)
- Increased slightly (1-9%)
- Stayed the same
- Decreased slightly (1-9%)
- Decreased significantly (10% or more)
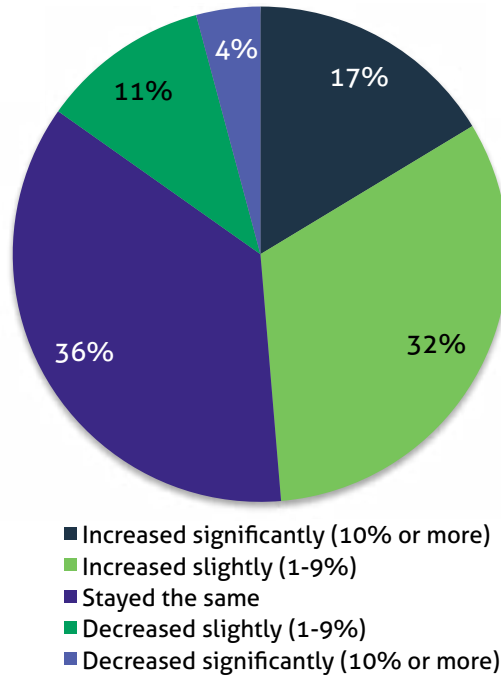
Change in Discretionary Budgets Over Time | N=263

- Increased significantly (10% or more)
- Increased slightly (1-9%)
- Stayed the same
- Decreased slightly (1-9%)
- Decreased significantly (10% or more)
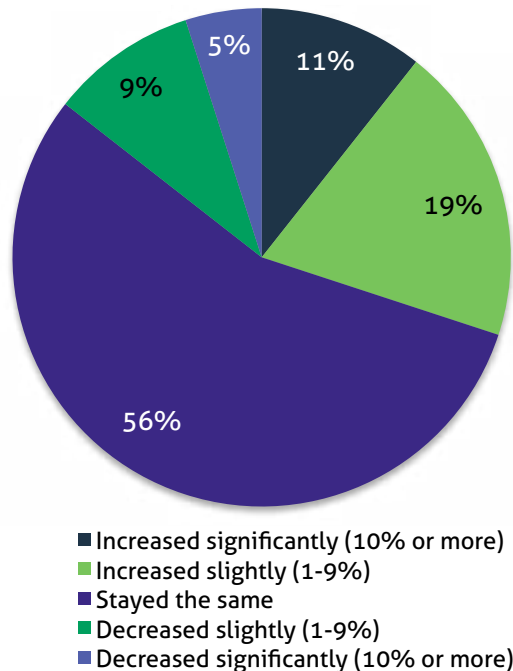
Babson College Sustainability Office staff and interns touring new rooftop solar thermal system. Photo credit: Connie Hsu.

Supervision:
TO WHOM POSITION REPORTS

University at Buffalo's Chief Sustainability Officer, Ryan McPherson addressing members of the Sustainable Business Roundtable.

When asked, "to whom do you report directly?", 2017 and 2015 respondents could select up to two supervisors. The direct report with the largest percentage of responses (20%) was "sustainability officer" in 2017, but in 2015 it was "top person in facilities or physical plant" (also 20%). Overall, 35% of respondents reported to someone in facilities or physical plant (36% in 2015).

To Whom Position Reports | N=444; Total Responses = 502

Category	2017	2015
A sustainability officer	20%	18%
Top person in facilities or physical plant	19%	20%
Someone under top person in facilities or physical plant	16%	16%
Someone under top person in finance/administration	11%	12%
Top person in finance/administration	11%	9%
Someone under chief academic officer	10%	11%
Someone under top person in auxiliaries, housing, student affairs	8%	6%
Chief academic officer	7%	9%
President or chancellor	3%	4%
Top person in auxiliaries, housing or student affairs	2%	4%
Top person in environmental health & safety	2%	3%
Other	5%	4%

■ 2017   ■ 2015

Supervision:
STAFF SUPERVISION

Seventy-eight percent of respondents indicated that they supervise at least one paid worker (includes paid students). This is slightly higher than the overall response rate in 2015 (77%) as well as in 2012 (74%, not shown). The number of respondents that supervise neither paid nor unpaid workers increased slightly from 12 percent in 2015 to 14 percent in 2017.

As might be expected, the Sustainability Director group had the largest percentage of respondents who supervised paid and unpaid staff (94 in 2017, up from 92% in 2015). Staff in energy and transportation were less likely to supervise workers, though the majority still did.

Respondent Supervisory Level | N=452

Supervisory Level	2017	2015
I supervise one or more paid workers	78%	77%
I supervise only unpaid workers	8%	12%
I don't supervise anyone	14%	12%
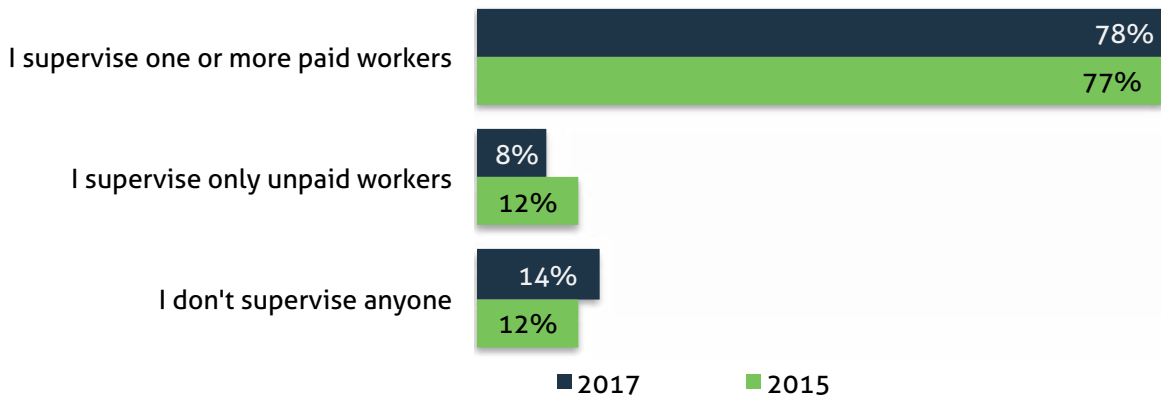
Number of Staff Supervised – by Position Type

Position Type	I supervise one or more paid workers	I supervise only unpaid workers	I don't supervise anyone	# of Respondents
Director/CSO	94%	4%	2%	115
Asst./Assoc. Director	90%	10%		21
Manager	82%	7%	11%	61
Coordinator	70%	9%	21%	132
Communications & outreach staff	81%	14%	5%	21
Energy staff	57%	7%	36%	14
Recycling & waste staff	86%	14%		14
Transportation staff	64%	9%	27%	11
				389
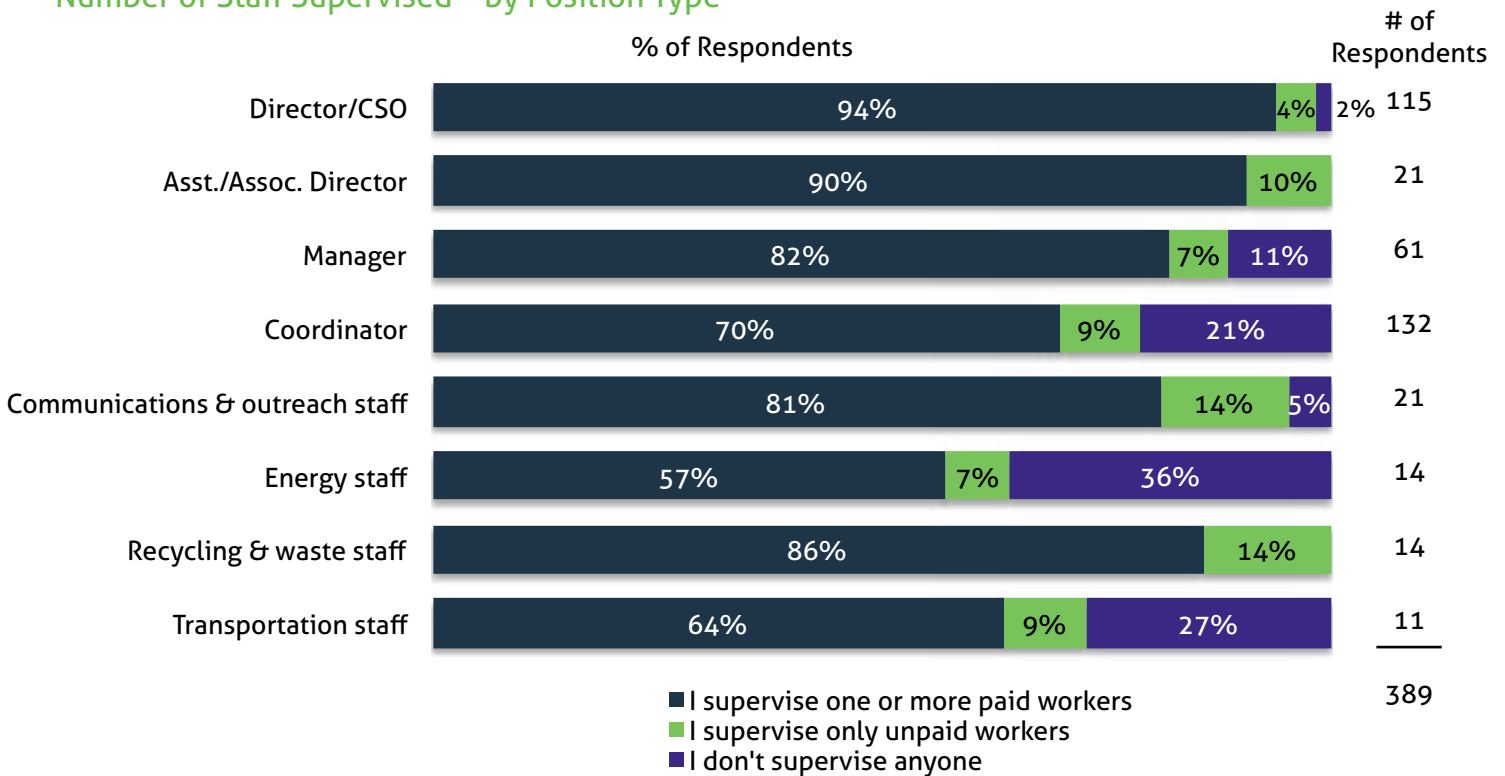
NUMBER OF PAID STAFF SUPERVISED

Grand Valley State University Bike Safety Course for National Bike Month. Photographer credit: Yumiko Jakobcic.

2017 respondents were asked to indicate the full-time equivalent (FTE) of directly supervised staff (student or non-student) and whether staff worked within or outside of sustainability. This question was different in 2015, making results less comparable. (In 2015, we did not differentiate between sustainability or non-sustainability staff, and also asked about indirect reports).

This year's results are presented as average and median responses overall and by position type. Overall, very few respondents supervised staff outside of sustainability. It was more common to supervise student staff rather than non-student staff.

When filtering responses by position type, results indicate that recycling & waste staff have a significantly higher number of supervisees for the typical respondent. The majority of these supervisees are students.

Average and Mean Number of Paid Non-student and Student Staff Supervised | N=341

Category	Average	Median
Total Supervisees	7.8	3.0
Non-student Sustainability staff	1.8	0
NON-student, NON-sustainability staff	1.3	0
Student Sustainability staff	4.2	1.0
Student, NON-sustainability staff	0	0

■ AVERAGE   ■ MEDIAN
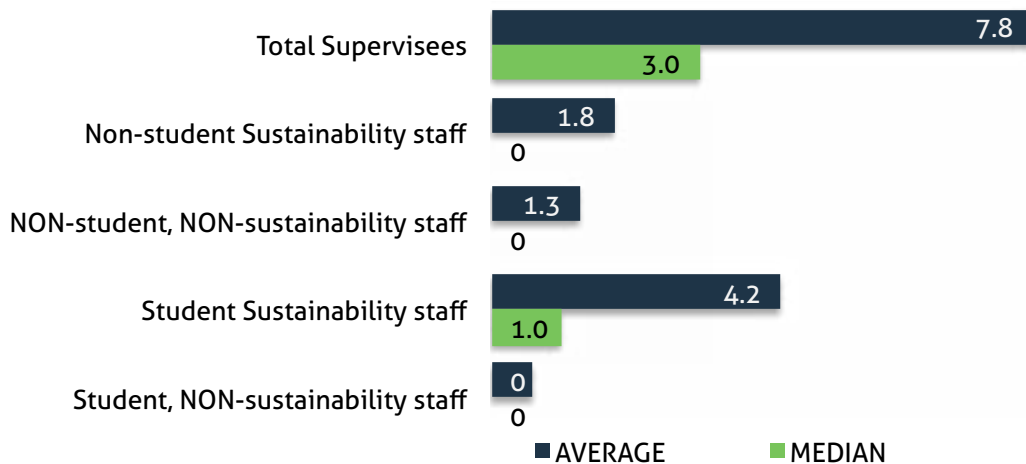
NUMBER OF PAID STAFF SUPERVISED

Average Number of Paid Non-student and Student Staff Supervised by Position Type| N=317

Director/CSO
- 6.1
- 1.9
- .7
- 3.1
- .4

Asst./Assoc. Director
- 6.7
- .8
- .3
- 4.1
- 1.6

Manager
- 5.9
- 2.9
- 0
- 2.8
- .1

Coordinator
- 3.6
- .4
- 0
- 3.1
- .2

Communications & outreach staff
- 5.8
- 1.6
- .1
- 3.9
- .3

Energy staff
- 2.6
- 1.1
- .1
- 1.4
- 0

Recycling & waste staff
- 44.6
- 7.1
- 2.2
- 29.4
- 5.9

Transportation staff
- 7
- .9
- .3
- 4.8
- 1.1

All Other
- 18.7
- 2.8
- 14.1
- 1.5
- .2

Legend:
- ■ Total Supervisees
- ■ Non-student Sustainability staff
- ■ Non-student staff who work outside of sustainability
- ■ Student Sustainability staff
- ■ Student staff who work outside of sustainability

Note: A significant but valid outlier for a single institution resulted in significantly higher averages for recycling & waste staff.

NUMBER OF PAID STAFF SUPERVISED

Median Number of Paid Non-student and Student Staff Supervised by Position Type| N=317

Director/CSO
4
1
0
2
0

Asst./Assoc. Director
3
0
0
2
0

Manager
2
1
0
2
0

Coordinator
2
0
0
2
0

Communications & outreach staff
3
0
0
2
0

Energy staff
2
0
0
1
0

Recycling & waste staff
9
1
0
2
0

Transportation staff
3
0
0
1
1

All Other
2
1
0
1
0

■ Total Supervisees
■ Non-student Sustainability staff
■ Non-student staff who work outside of sustainability
■ Student Sustainability staff
■ Student staff who work outside of sustainability
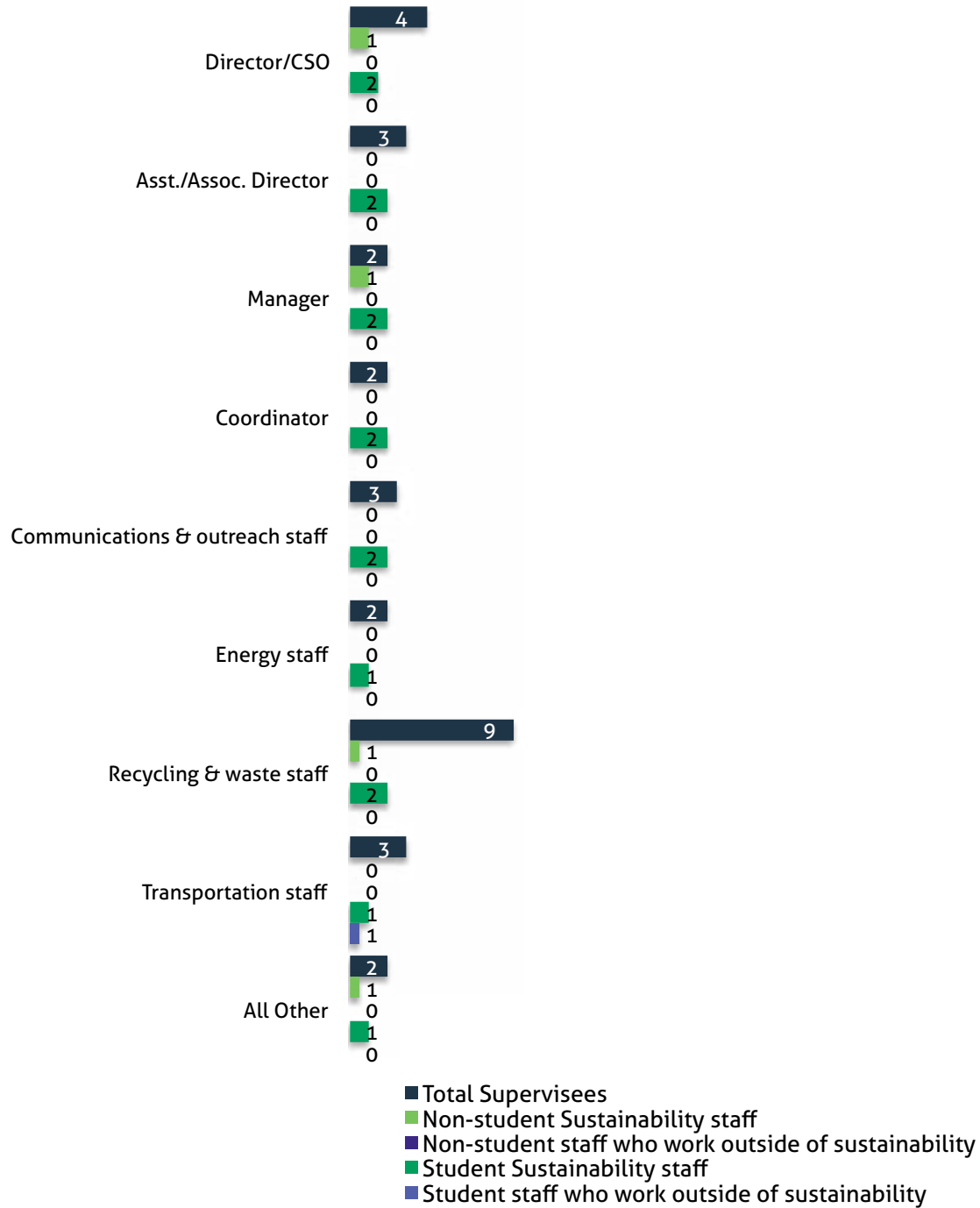
Michigan State University facilities employees observe a gauge in a boiler room while participating in a Spartan Treasure Hunt. Photographer credit: Michigan State University.

BIGGEST CHALLENGES

University of British Columbia administrators break ground on one of the largest steam to hot water conversion projects in North America, which will reduce emissions by 22 percent.

Respondents were asked to indicate the biggest challenges they face in their positions, and were allowed to select multiple options. While this question has been asked in past years, A new option was added: "Political climate is not supportive of sustainability". Consistent with 2015 findings, "lack of time to get everything done" was cited by the greatest percentage of respondents as among the biggest challenges (44%), followed by "structural barriers". Results were similar by position type so are not shown in this way.

Biggest Challenges | N=435; Total Responses=1,057

Challenge	2017	2015
Lack of time to get everything done	233	193
Structural barriers	216	150
Institution has other priorities	166	91
Lack of financial resources or financial security	145	98
Lack of culture of support for sustainability	93	83
Weak administrative support	75	55
Lack of personal power or influence to convince others	66	51
Political climate is not supportive of sustainability	45	0
Lack of skills, knowledge or specialized training for the job	10	15
Other	8	5

■ 2017 ■ 2015

JOB SECURITY

When asked, "How would you rate your degree of job security?", slightly fewer respondents felt "very secure" in 2017 versus 2015. Nonetheless, the great majority of respondents (80%) rated their level of job security as either "secure" or "very secure", which is nearly identical to results in 2015. The percentage who felt "insecure" or "very insecure" dropped from 8 percent to 5 percent. Of all position types, Transportation staff, Assistant/Associate Directors and Recycling & waste staff had the highest percentage of respondents who were "secure" or "very secure", while communications staff had the greatest rate of insecurity.

Degree of Job Security | N=446

Response	2017	2015
Very secure	28%	30%
Secure	52%	49%
Neither secure nor insecure	15%	12%
Insecure	3%	6%
Very insecure	2%	2%

■ 2017   ■ 2015
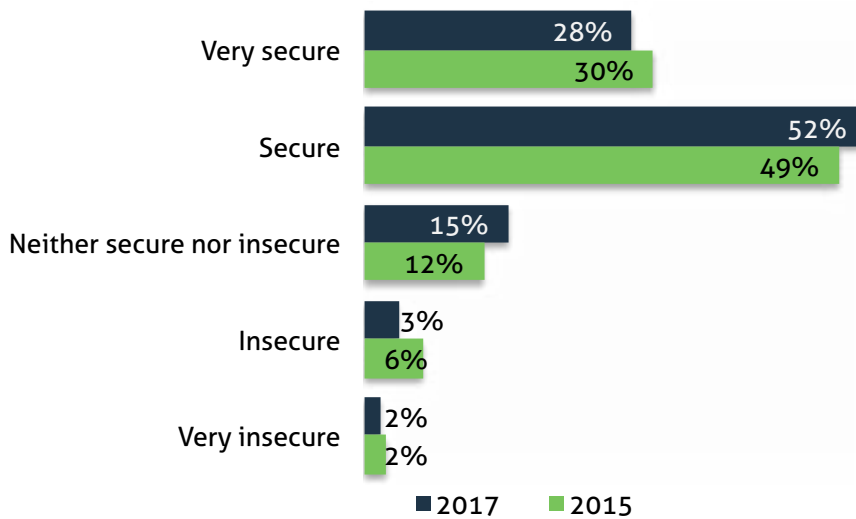
Degree of Job Security – by Position Type | N=383

% of Respondents

Position Type	Very secure	Secure	Neither secure nor insecure	Insecure	Very insecure	# of Respondents
Director/CSO	31%	54%	12%	2%		115
Asst./Assoc. Director	33%	57%	10%			21
Manager	18%	60%	18%	3%		62
Coordinator	24%	51%	18%	5%		131
Communications & outreach staff	33%	38%	19%	5%	5%	21
Energy staff	47%	40%	13%			15
Recycling & waste staff	43%	50%	7%			14
Transportation staff	31%	62%	8%			13
						392

■ Very secure
■ Secure
■ Neither secure nor insecure
■ Insecure
■ Very insecure
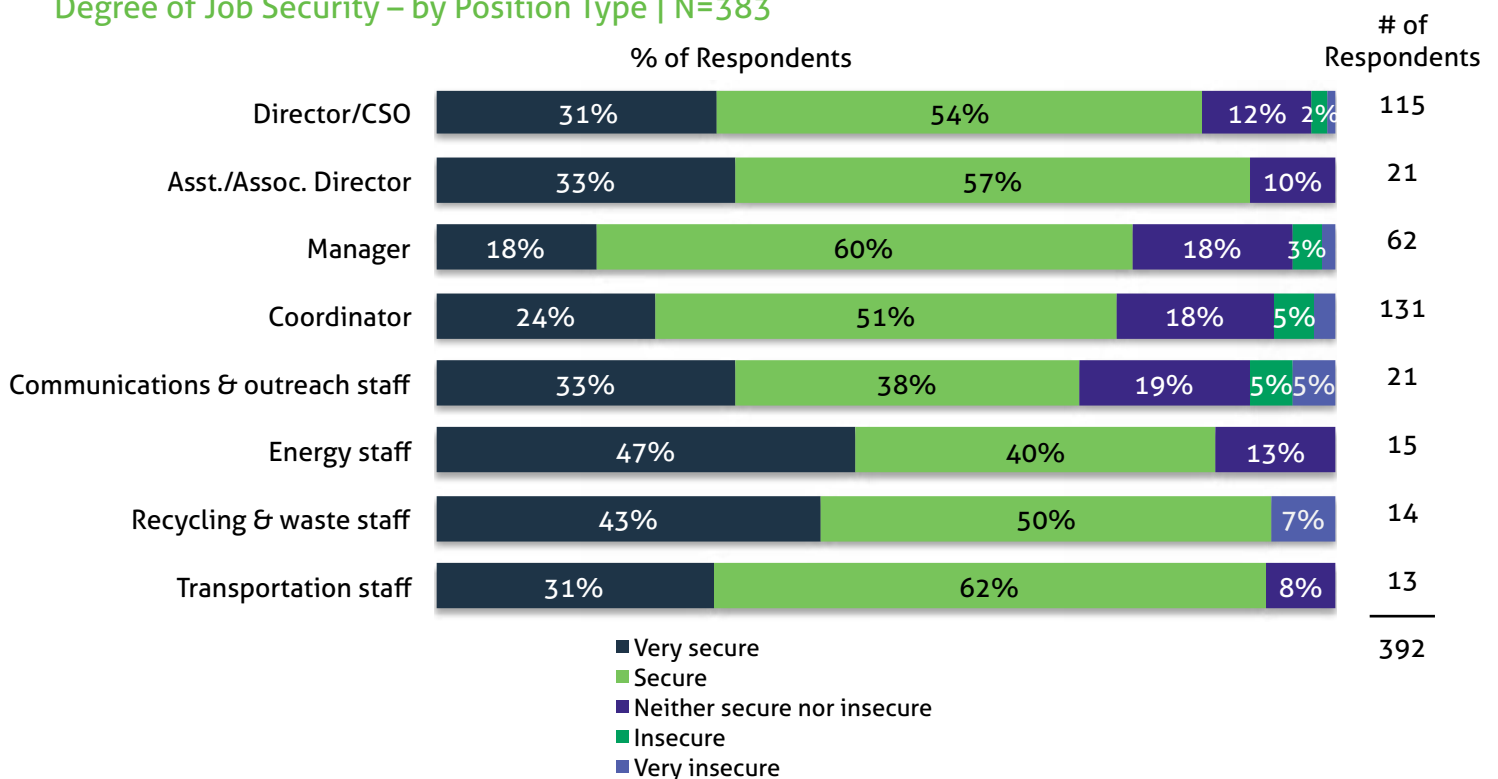
JOB SATISFACTION

When asked, "How satisfied are you in your position overall?", slightly more respondents felt "very satisfied" in 2017 versus 2015. However, when combining "very satisfied" with "satisfied", results are nearly identical. Results varied by position type, with transportation and energy staff expressing the most job satisfaction. Coordinators had the highest rate of dissatisfaction (16%). Overall, only two respondents indicated they were "very unsatisfied" in their jobs.

Degree of Job Satisfaction | N=435

Category	2017	2015
Very satisfied	37%	34%
Satisfied	48%	51%
Neither satisfied nor unsatisfied	8%	9%
Unsatisfied	7%	5%
Very unsatisfied	0%	1%

■ 2017   ■ 2015
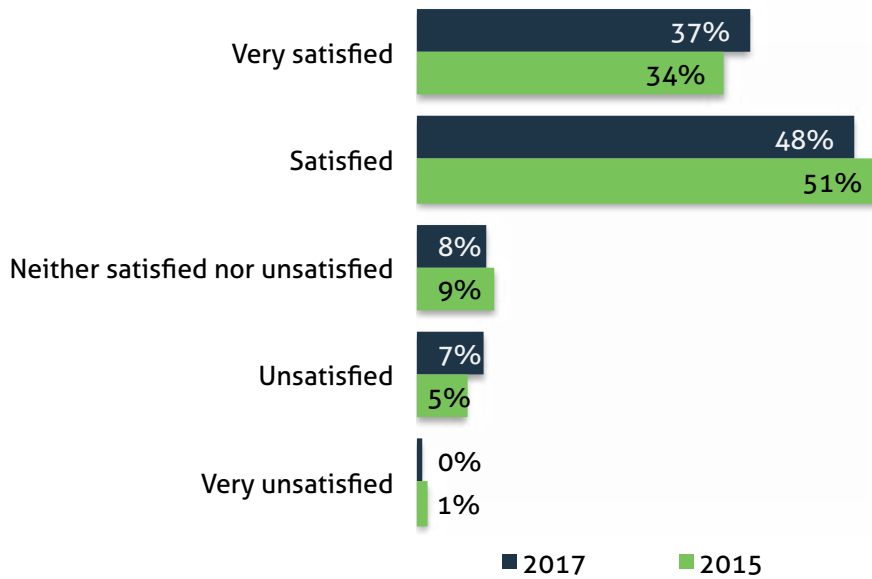
Degree of Job Satisfaction – by Position Type | N=392

Position Type	Very satisfied	Satisfied	Neither satisfied nor unsatisfied	Unsatisfied	Very unsatisfied	# of Respondents
Director/CSO	50%	43%	5%			115
Asst./Assoc. Director	29%	52%	14%	5%		21
Manager	26%	58%	8%	8%		62
Coordinator	27%	48%	8%	16%		131
Communications & outreach staff	24%	52%	19%	5%		21
Energy staff	53%	40%		7%		15
Recycling & waste staff	43%	29%	14%	7%	7%	14
Transportation staff	38%	62%				13
						392

% of Respondents

■ Very satisfied   ■ Satisfied
■ Neither satisfied nor unsatisfied   ■ Unsatisfied
■ Very unsatisfied

HIGHLIGHTS

The results of the 2017 survey indicate that campus sustainability positions continue to grow and evolve. Some of the key highlights from the 2017 Staffing Survey include:

Respondent Demographics

- Increase in respondents over age 30
- Slight increase in respondents from underrepresented groups (12% in 2017 versus 10% in 2015)
- Increase in respondents identifying as "Chief Sustainability Officers" (10 in 2017 versus 3 in 2015)

Nature of Position

- Increase in full-time versus part-time positions among respondents (89% in 2017 versus 86% in 2015)
- A steady increase in the number of sustainability professionals that have held their positions for 6 to 10 years (20% in 2017, 17% in 2015 and 10% in 2012)
- Increase in respondents whose positions are housed in a sustainability office or unit with sustainability in its name (63% in 2017 versus 60% in 2015)
- Increase in institutions reporting at least one office, center, or institute with "sustainability" in it's name (76 percent in 2017 versus 71% in 2015)

Salary, Benefits & Funding

- Incremental increase in median salaries overall (5%) and across virtually all position types
- Increase in rate of benefits for both fulltime and part-time employees from 2015 to 2017
- Increase in sustainability funding from sources other than the general operating fund (35% in 2017 versus 31% in 2015)
- Increase in percentage of respondents that personally control a budget (61% in 2017 versus 55% in 2015)
- Slight increase in sustainability budgets

Supervision

- Direct reports to a Sustainability Officer increased in 2017 to 20% of respondents, surpassing "Top person in facilities or physical plant" (also 20%)
- Incremental increase in respondents indicating that they supervise at least one paid worker (78% in 2017, 77% in 2015, 74% in 2012)

We look forward to revisiting these trends in future surveys and hope that the information provided in this report proves useful in establishing or growing sustainability offices and positions. For questions or comments about the survey or methodology, please email resources@aashe.org.

METHODOLOGY & DATA

The ASU Help Center provides supports students, faculty and staff sustainably through ASU's Green Purchasing Policy. The Help Center uses personal computers that meet the IEEE 1680 Standard of "gold." Photographer credit: Arizona State University.

Methodology

AASHE disseminated and publicized a 48-question survey for a six-week period between January and March 2017. The survey targeted individuals in paid sustainability positions at higher education institutions or college/university system offices and was designed to be applicable for positions with broad responsibility for campus sustainability, as well as those that focus on a particular area of sustainability (e.g., energy, recycling & waste, curriculum, communications & outreach).

Responses to the survey were solicited through electronic mailings, newsletters, social media, email listservs and other means. There were 503 completed surveys in total. We excluded partially completed responses that didn't provide salary data. For the first time, respondents reporting that "less than 25% of my work is dedicated to sustainability" were excluded from the findings of this report, since the majority of these respondents had positions outside of sustainability. This brought the total respondents analyzed in this report to 452. In addition to collecting information about individual positions, the survey once again captured institution-wide data provided by a self-identified "point person" from each institution to help identify institution-level trends. This year's survey was also made available to higher education sustainability staff outside of the United States and Canada for the first time. To accommodate international reporting, all respondents were asked to report salary and budget information in U.S. dollars.

The 2017 staffing survey questions are published in the Campus Sustainability Hub, AASHE's new online resource library. Not every question asked in the survey is directly included in this report. For example, some questions were used to filter data. In other cases, the information lacked data integrity and had to be excluded.

METHODOLOGY & DATA

Comparing 2017 Data to Earlier Surveys

Most 2017 survey questions were also asked in 2015, so year-by-year comparisons have been included throughout this report for the first time. The methodology used to identify position types from the 2017 survey differed slightly from that used in 2015, and the positions listed in the next section are somewhat different from the position types highlighted in the 2015 report. For this reason, year-by-year comparisons by position type are omitted, with the exception of salary comparisons.

Sampling & Statistical Significance

There is no easy way to obtain survey responses from every higher education sustainability officer, nor to determine the proportion that responded to the survey. Though we made efforts to disseminate the survey widely, we cannot definitively claim to have captured representative samples for any position type. The table below illustrates geographic sampling and areas that were not represented (in grey).

The staffing survey is not a longitudinal survey that follows the same individuals over time and, as a result, differences between survey years should be interpreted with caution. Readers should interpret these results as a descriptive presentation of the data collected with no claim to statistical significance. That said, we hope readers will use the data as a helpful aid in creating new positions or offices, upgrading existing positions and gaining a deeper understanding of the nature of campus sustainability positions.

Sampling of Respondent Countries, States & Provinces

COUNTRIES:

Canada
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Nova Scotia
Nunavut
Ontario
Prince Edward Island
Quebec
Saskatchewan
Yukon

U.S. STATES

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Alaska
Arizona
Arkansas
California
Colorado
Connecticut
Delaware
District of Columbia
Florida
Georgia
Hawaii
Idaho
Illinois
Indiana
Iowa
Kansas

Kentucky
Louisiana
Maine
Maryland
Massachusetts
Michigan
Minnesota
Mississippi
Missouri
Montana
Nebraska
Nevada
New Hampshire
New Jersey
New Mexico
New York
North Carolina

North Dakota
Ohio
Oklahoma
Oregon
Pennsylvania
Rhode Island
South Carolina
South Dakota
Tennessee
Texas
Utah
Vermont
Virginia
Washington
West Virginia
Wisconsin
Wyoming

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AASHE empowers higher education administrators, faculty, staff and students to be effective change agents and drivers of sustainability innovation. AASHE enables members to translate information into action by offering essential resources and professional development to a diverse, engaged community of sustainability leaders. We work with and for higher education to ensure that our world's future leaders are motivated and equipped to solve sustainability challenges. For more information, visit www.aashe.org.

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Thank You!

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