



# COLLEGE SUSTAINABILITY REPORT CARD

*A Review of Campus  
& Endowment Policies  
at Leading Institutions*

2  
0  
0  
8

# SUPPORTERS

## Rockefeller Brothers Fund

The Rockefeller Brothers Fund promotes social change that contributes to a more just, sustainable, and peaceful world. Through its grantmaking, the Fund supports efforts to expand knowledge, clarify values and critical choices, nurture creative expression, and shape public policy. The Fund's programs are intended to develop leaders, strengthen institutions, engage citizens, build community, and foster partnerships that include government, business, and civil society. Respect for cultural diversity and ecological integrity pervades the Fund's activities.

## V. Kann Rasmussen Foundation

The V. Kann Rasmussen Foundation emphasizes environmental grantmaking to strengthen environmental research and education, and to further the involvement of an informed public in environmental decision making. In all of their grants, the trustees seek to emphasize collaboration across disciplines and among institutions and peoples. Working with the grantees, the Foundation hopes to achieve results that benefit society, and that reflect the integrity, seriousness and innovative spirit that were distinctive marks of Villum Kann Rasmussen.

## Nathan Cummings Foundation

The Nathan Cummings Foundation is rooted in the Jewish tradition and committed to democratic values and social justice, including fairness, diversity, and community. The Foundation seeks to build a socially and economically just society that values and protects the ecological balance for future generations; promotes humane health care; and fosters arts and culture that enriches communities.

## SUSTAINABLE ENDOWMENTS INSTITUTE

The Sustainable Endowments Institute is a Cambridge-based nonprofit organization engaged in research and education to advance sustainability in campus operations and endowment practices. Founded in 2005, the Institute is a special project of Rockefeller Philanthropy Advisors.

*of* BALANCE DESIGN  
www.ofbalance.com

Cover Image: Watercolor of *Convolvulus* by Andreas Friedrich Happe (1733-1802)  
Courtesy of Hunt Institute for Botanical Documentation,  
Carnegie Mellon University, Pittsburgh, Pennsylvania

# CONTENTS

Executive Summary	4
Snapshot of School Grades	8
Sustainability Innovator Awards	10
Overview of Categories	12
School Profiles	28
Methods	228
Indicators	230
Acknowledgments	234

# EXECUTIVE SUMMARY

The *College Sustainability Report Card* is the only comparative evaluation of campus and endowment sustainability activities at colleges and universities in the United States and Canada. In contrast to the *academic* focus on sustainability in research and teaching, the *Report Card* examines colleges and universities, *as institutions*, through the lens of sustainability.

Sustainability signifies meeting the needs of the present without compromising the ability of future generations to meet their own needs. Are these considerations guiding how resources are managed in campus operations and endowment practices? The *Report Card* is designed to identify colleges and universities that are leading by example on sustainability. The aim is to provide accessible information for schools to learn from each other's experiences and establish more effective sustainability policies.

Just as the grading system serves as an incentive in the classroom, the *Report Card's* grading system seeks to encourage sustainability as a priority in college operations and endowment investment practices by offering independent yearly assessments of progress. The focus is on policies and practices in eight main categories:

- Administration
- Climate Change & Energy
- Food & Recycling
- Green Building
- Transportation
- Endowment Transparency
- Investment Priorities
- Shareholder Engagement

Now in its second year, the *College Sustainability Report Card* covers the colleges and universities with the 200 largest endowments in the United States and Canada, representing more than \$343 billion in endowment assets, or more than 80 percent of all university endowments. It doubles the number of schools included in the first edition of the *Report Card* and provides insights into recent trends.

## TRENDS

As prominent institutions of higher education, these 200 schools have resources to become leaders in aligning sustainable campus and endowment practices with their educational missions. Have they made progress in this regard? For the schools that appear in both the 2007 and 2008 editions of the *Report Card*, the trend is generally positive:

- **More than two out of three schools (68 percent) improved their overall grade.** More schools are taking action on sustainability measures, in part reflecting increasing concern about climate change and the realities of rising oil and gas prices. Overall school grades improved from a "C" average to a "C+" average with 13 percent of schools improving by at least one full letter grade (e.g. from "C-" to "B-"). See list on page 7 and Snapshot section on pages 8–9.
- **Schools are taking on climate change through aggressive carbon reduction commitments.** A significant shift occurred in addressing climate change, with the proportion of schools committing to reductions in carbon emissions more than tripling (from 14 to 50 percent). Notably, more than 25 percent of the schools have committed to achieving carbon neutrality in the long term by signing the American College and University Presidents Climate Commitment. For more details, see page 14.
- **Increasing use of local food drives significant grade improvement.** The number of schools reporting that they buy at least some food from local farms/producers grew from 63 to 84 percent. The "A" grades in Food & Recycling almost doubled, jumping from 20 to 38 percent. For more details, see page 16.
- **Green building policies are becoming more widespread.** The percentage of schools with green building policies increased from 48 to 69 percent. For more details, see page 18.
- **Endowment investments in renewable energy funds increased dramatically.** The percentage of schools with current endowment investments in renewable energy funds, or similar investment opportunities, more than tripled from 9 to 31 percent. Partly because of these investments, the "A" grades in the Investment Priorities category increased from 13 to 38 percent. For more details, see page 24.
- **Some schools have lower grades due to assessment of new category and indicators.** Roughly 10 percent of schools had a slight decline in their overall grades, but none dropped by a full letter. The reasons for this drop varied, but in most cases reflected the increasing rigor of the evaluation indicators and the addition of the Transportation category.

To find out how these trends are reflected in specific schools, refer to the Snapshot section on pages 8-9, which provides a list of all 200 schools along with their overall grades. Arrows indicate whether the grade has improved or declined for schools covered in both editions of the *Report Card*.

## KEY FINDINGS

In the 200 schools surveyed this year, the level of campus sustainability initiatives far outpaces that of endowment sustainability activity. The chart (at right) illustrates the percentage of “A” grades in each of the eight categories. For all schools in the *College Sustainability Report Card 2008*, key findings include:

- **Almost one in three schools earned an overall grade of “B-” or better.** The cumulative grade distribution is as follows: 3 percent of schools earned “A” level grades, 28 percent earned “B” level grades, 41.5 percent earned “C” level grades, 25.5 percent earned “D” level grades and 2 percent earned “F” level grades.
- **Campus sustainability initiatives outshine endowment sustainability activity.** Strong performance across all five campus categories resulted in a collective total of only 106 “F” grades. In contrast, a widespread lack of endowment sustainability activity resulted in 131 “F” grades in the Shareholder Engagement category and 116 “F” grades in the Endowment Transparency category.
- **Six schools are recognized as overall College Sustainability Leaders.** Schools whose campus operations and endowment practices merited an overall grade of “A-” qualify as College Sustainability Leaders—our highest recognition. The schools are: Carleton College, Dartmouth College, Harvard University, Middlebury College, University of Vermont, and University of Washington.
- **More than two dozen schools attained Campus Sustainability Leader status.** High marks for all 5 campus categories resulted in 25 colleges and universities achieving the Campus Sustainability Leader designation. All such schools received an average grade of “A-” or better for the campus categories. See sidebar on page 7.
- **Only three schools qualify as Endowment Sustainability Leaders.** Carleton College, Dartmouth College, and Williams College were the only schools to receive an average grade of “A-” or better across the three endowment categories.
- **A significant percentage of schools have endowment investments in renewable energy funds.** Currently, 19 percent of schools report having endowment investments in renewable energy funds. An additional 17 percent report exploring endowment investments in this area. As a result of this and other factors, 22 percent achieved “A” grades in the Investment Priorities category. For more details, see page 24.
- **Schools are weakest in Shareholder Engagement and Endowment Transparency categories.** The weakest category was Shareholder Engagement, with an average grade of “D-”; 66 percent of schools received an “F” grade while only 11 percent attained an “A.” Similarly, schools fared poorly in the Endowment Transparency category, receiving an average grade of “D”; overall, 58 percent of

## “A” GRADES BY CATEGORY

### Food & Recycling

29%

### Investment Priorities

22%

### Administration

21%

### Green Building

18%

### Transportation

17%

### Climate Change & Energy

14%

### Shareholder Engagement

11%

### Endowment Transparency

4%

schools received an “F” grade, while only 4 percent earned an “A” grade. For more details, see pages 22 and 26.

- **Schools perform best in Food & Recycling category.** An impressive 29 percent of schools earned an “A” grade in this category while only 3 percent of schools received an “F” grade. Notably, 70 percent of schools devote at least a portion of food budgets to buying from local farms and/or producers. For more details, see page 16.
- **More than one in three schools have full-time staff dedicated to sustainability.** A considerable number of schools have recognized the need for full-time campus sustainability administrators. Currently, 37 percent report having dedicated sustainability staff with several additional schools announcing imminent hiring plans. For the Administration category as a whole, 21 percent of schools achieved an “A” grade. For more details, see page 12.
- **Increased attention to climate change reflected in aggressive carbon reduction commitments.** With the urgency of confronting climate change receiving increasing attention, almost half the schools have made a commitment to carbon reduction.

Two out of three schools (68 percent) improved their overall grade.

Almost one in three schools have committed to achieving carbon neutrality in the long term by signing the American College and University Presidents Climate Commitment. Many schools are already taking action with 37 percent purchasing at least some renewable energy while 34 percent have onsite wind and/or solar energy production. For more details, see page 14.

- **Three in five schools have green building projects.** A substantial 61 percent of schools have at least one building certified through the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system or are in the process of constructing one. Notably, however, only 18 percent received an "A" grade in the Green Building category because many schools lack comprehensive green building policies. For more details, see page 18.
- **The Transportation category, new this year, shows significant positive activity.** Hybrid or electric vehicles can be found in fleets at 42 percent of schools. Biodiesel is made and/or used at 31 percent of schools, and 23 percent of schools have bicycle-sharing programs, encouraging the use of alternative transportation. For more details, see page 20.

For further facts and analysis, please refer to the eight category summaries on pages 12–27 and the individual school profiles. The category summaries provide descriptions of each category and brief highlights of leading schools in each group. Each category also recognizes leadership by including a list of schools that received an "A" grade.

In all, 88 percent of schools participated in at least one of the three research surveys.

## ABOUT THE SCHOOLS

The *College Sustainability Report Card 2008* evaluates the colleges and universities in the United States and Canada with the 200 largest endowments. The schools are located in 44 states, the District of Columbia, and 4 Canadian provinces.

Policies were reviewed at 129 private institutions with \$251 billion in combined endowment assets and at 71 public institutions with \$92 billion in combined endowment assets. The total endowment assets of the schools equal more than \$343 billion. The 200 schools are a mix of large and small institutions of higher education. Together, they count more than four million currently enrolled students.

For more information on the selection process, please refer to full Methods section page 228.

## OVERALL COLLEGE SUSTAINABILITY LEADERS

Carleton College	Middlebury College
Dartmouth College	University of Vermont
Harvard University	University of Washington

## METHODS OVERVIEW

Data collection for the report took place from June through September 2007. For the five sections related to campus management (Administration, Climate Change & Energy, Food & Recycling, Green Building, and Transportation), information was gathered first from publicly available documentation. Then, three surveys were sent to each school: 1) A Campus Survey covering the Administration, Climate Change & Energy, Green Building, and Transportation categories; 2) A Dining Services Survey covering the Food & Recycling category; and 3) An Endowment Survey covering the Endowment Transparency, Investment Priorities, and Shareholder Engagement categories.

The response rate to the Campus Survey was 75 percent, whereas 65 percent completed the Dining Services Survey and 45 percent responded to the Endowment Survey. In all, 88 percent of schools participated in at least one of the three surveys.

All 39 indicators used for grading are described in the Indicators section of this report on page 230. Each school earned numerical points in proportion to its policies and practices for each indicator. A predetermined scale, based on points earned for the indicators, was then used to determine letter grades for each of the eight categories. To simplify grading, only full letter grades (i.e., no plus or minus) of A, B, C, D, and F were given in the five campus management categories and the three endowment-related categories. The eight equally weighted category grades were totaled to calculate a grade point average (GPA) on a 4.0 scale. The GPA was then translated into an overall sustainability grade, ranging from "A" to "F," using a standard grading scale. See page 228 for further information about methods.

## THE SUSTAINABILITY LEADERSHIP CHALLENGE

Renowned management expert Peter Drucker once recommended that, "The best way to predict the future is to create it." By highlighting the need for vision and commitment, this observation epitomizes the sustainability leadership challenge faced by colleges and universities. It entails embracing a long-term perspective and a willingness to encourage a participatory problem-solving process. This empowering approach to creating a sustainable future characterizes the schools that the *Report Card* recognizes as leaders.

Applying Drucker's insights requires leading by example and making difficult choices about the allocation of resources. For instance, lessons learned about sustainability in the classroom, in the library, and in the laboratory are reinforced when they take place in energy-efficient buildings, powered by renewable energy and accessed via biking/walking paths or mass transit. The *Report Card* looks at whether schools prioritize such sustainability criteria in campus operations and planning.

“The best way to predict the future is to create it.”  
- Peter Drucker

Incorporating a preference for sustainability in campus operations is an investment bringing both returns in energy savings and improvement in quality of life. Adopting this perspective also presents educational opportunities for participation in decision making on a variety of sustainability options on campus.

Leadership in undertaking these initiatives does not necessarily require large financial resources. As the *Report Card* illustrates in each category's section on “Leading by Example,” many smaller or less wealthy schools have made impressive strides. This point is highlighted by the Sustainability Innovator Awards given only to schools that had noteworthy sustainability policies but did not have endowments large enough to be included in the *Report Card*.

The *Report Card* regards endowment practices as a vital component of a school's sustainability efforts. Choices about the transparency of the endowment, its investment priorities, and shareholder decisions are all expressions of a school's values and priorities—the type of future it is helping to create with its financial resources. For example, how many schools “connect the dots” between supporting campus sustainability and leading by example in shareholder engagement to advance energy efficiency and other corporate sustainability policies?

Meeting the sustainability leadership challenge in relation to endowment practices and campus operations requires acknowledging that maintaining the *status quo* is a choice. While it may be more due to inertia than to active consideration, such a choice has repercussions on the sustainability of both the endowment and the overall economy. As oil climbs toward \$100 a barrel, the synergy between economic realities and sustainability in endowment investment practices is becoming more evident. These developments are reflected in the trend that the *Report Card* documents towards increased endowment investments in renewable energy funds. Looking ahead, the question about campus operations and endowment practices is: In what other ways will colleges and universities help create the future by rising to the sustainability leadership challenge?

## CAMPUS SUSTAINABILITY LEADERS

Arizona State University	Santa Clara University
Bates College	Univ. of British Columbia
Bowdoin College	University of California
Carnegie Mellon University	University of Colorado
Dickinson College	University of Florida
Duke University	University of Michigan
Harvard University	University of New Hampshire
Middlebury College	University of North Carolina
MIT	University of Oregon
Northeastern University	University of Vermont
Oberlin College	University of Washington
Oregon State University	Yale University
Pennsylvania State University	







## ENDOWMENT SUSTAINABILITY LEADERS

Carleton College	Williams College
Dartmouth College	

## SCHOOLS IMPROVING BY ONE FULL LETTER GRADE OR MORE

Boston University (D to C)
Carleton College (C+ to A-)
Macalester College (C to B)
Michigan State University (C to B)
Northeastern University (C- to B)
Oberlin College (C+ to B+)
University of Arkansas (D to C)
University of Notre Dame (D- to C)
University of Southern California (D to C+)
University of Virginia (D+ to B-)
University of Washington (B- to A-)
Washington and Lee University (C- to B-)
Yeshiva University (D- to C-)







# SNAPSHOT (A - R)

- Overall College Sustainability Leader 
- Campus Sustainability Leader 
- Endowment Sustainability Leader 
- Higher Grade Than Last Year 
- Lower Grade Than Last Year 
- Unchanged Grade From Last Year 

C	Agnes Scott College		
D+	American University		
B	Amherst College	▲	
B-	Arizona State University	🏛️	
D+	Auburn University		
B-	Bates College	🏛️	
C-	Baylor University	▲	
C+	Berea College	■	
D+	Berry College		
C	Boston College	▲	
C	Boston University	▲	
B-	Bowdoin College	🏛️ ■	
C	Brandeis University		
B+	Brown University	▲	
C+	Bryn Mawr College		
C-	Bucknell University		
C	California Institute of Technology	▲	
A-	Carleton College	🌿 \$ ▲	
B-	Carnegie Mellon University	🏛️ ▲	
C	Case Western Reserve University	▼	
C-	Claremont McKenna College		
B	Clark University		
C+	Clemson University		
C+	Colby College		
D+	Colgate University		
C	College of the Holy Cross		
D-	College of the Ozarks		
D-	College of William & Mary		
C	Colorado College		
B	Columbia University	■	
B	Cornell University	▲	
D	Creighton University		
A-	Dartmouth College	🌿 \$ ■	
C-	Davidson College		
D	Denison University		
D-	DePaul University		
D+	DePauw University		
B+	Dickinson College	🏛️	
D+	Drew University		
C-	Drexel University		
B+	Duke University	🏛️ ▲	
C+	Earlham College		
B-	Emory University	▲	
C-	Florida State University		
D	Fordham University		
C	Franklin & Marshall College		
D-	Franklin W. Olin College of Engineering		
B-	Furman University		
D+	The George Washington University	▼	
B-	Georgetown University	▲	
C	Georgia Institute of Technology	■	
D-	Gettysburg College		
B	Grinnell College	▲	
C+	Hamilton College	▲	
A-	Harvard University	🌿 🏛️ ■	
C	Haverford College		
F	Howard University		
D	Illinois Institute of Technology		
C	Indiana University	▲	
C	Iowa State University		
B-	Johns Hopkins University	▲	
F	The Juilliard School		
D+	Kansas State University		
D-	Lafayette College	▼	
D+	Lehigh University	▼	
C-	Louisiana State University		
D+	Loyola Marymount University		
C-	Loyola University of Chicago		
D-	Loyola University of New Orleans		
B	Macalester College	▲	
D-	Marquette University		
B+	Massachusetts Institute of Technology	🏛️ ▲	
B-	McGill University	▲	
D+	Miami University (OH)		
B	Michigan State University	▲	
A-	Middlebury College	🌿 🏛️ ▲	
D	Mississippi State University		
B-	Mount Holyoke College		
D-	National University		
C+	New York University	▲	
D	North Carolina State University		
B	Northeastern University	🏛️ ▲	
C+	Northwestern University	■	
B+	Oberlin College	🏛️ ▲	
D+	Occidental College		
C+	Ohio State University	▲	
D+	Oklahoma State University		
B-	Oregon State University	🏛️	
B	Pennsylvania State University	🏛️ ▲	
D-	Pepperdine University		
B	Pomona College	▲	
B-	Princeton University	■	
C	Purdue University	■	
C	Queens University		
C+	Reed College		
F	Regent University		
C-	Rensselaer Polytechnic Institute	■	
C	Rhode Island School of Design		
C-	Rhodes College		
C+	Rice University	▲	



# SNAPSHOT (R - Z)

- Overall College Sustainability Leader 
- Campus Sustainability Leader 
- Endowment Sustainability Leader 
- Higher Grade Than Last Year 
- Lower Grade Than Last Year 
- Unchanged Grade From Last Year 

D-	Rochester Institute of Technology		C+	University of Miami	
C	The Rockefeller University	▲	B+	University of Michigan	■
D+	Rollins College		B	University of Minnesota	▲
D-	Rush University		D-	University of Mississippi	
C	Rutgers, The State Univ. of New Jersey		C	University of Missouri	▲
D-	Saint Louis University		D+	University of Nebraska	■
F	Samford University		B	University of New Hampshire	■
B-	Santa Clara University	■	C	University of New Mexico	
C	Sewanee: The University of the South		B-	University of North Carolina	■ ▲
B-	Smith College	▼	C	University of Notre Dame	▲
C-	Southern Methodist University	▼	C	University of Oklahoma	▲
D+	Southwestern University		B-	University of Oregon	■
D-	Spelman College		B	University of Pennsylvania	■
C-	St. John's University (NY)		C-	University of Pittsburgh	▲
B-	St. Lawrence University		C	University of Richmond	▲
C-	St. Olaf College		C	University of Rochester	▲
B+	Stanford University	▼	D-	University of South Alabama	
B-	Swarthmore College	■	D-	University of South Florida	
B-	Syracuse University	▲	C+	University of Southern California	▲
C-	Texas A&M University	▼	C-	University of St. Thomas (MN)	
D+	Texas Christian University	▲	C+	University of Tennessee	■
D	Texas Tech University		B-	University of Texas	▲
D-	Trinity University (TX)	■	B	University of Toronto	▲
B+	Tufts University	▲	D	University of Tulsa	▲
C	Tulane University	■	C	University of Utah	
C+	Union College (NY)		A-	University of Vermont	■ ▲
B-	University at Buffalo & SUNY		B-	University of Virginia	▲
D+	University of Alabama	▲	A-	University of Washington	■ ▲
C-	University of Alaska		B+	University of Wisconsin	▲
C	University of Alberta		C	University of Wyoming	
C+	University of Arizona		C+	Vanderbilt University	▲
C	University of Arkansas	▲	B-	Vassar College	▼
B+	University of British Columbia	■ ▲	C	Villanova University	
B+	University of California	■ ▲	D-	Virginia Commonwealth University	
C-	University of Chicago	▲	C-	Virginia Polytechnic Institute and State U.	
C+	University of Cincinnati	▲	D-	Wabash College	
B-	University of Colorado	■	D	Wake Forest University	■
C	University of Connecticut		B-	Washington and Lee University	▲
D+	University of Dayton		C+	Washington State University	▲
C-	University of Delaware	■	C	Washington University in St. Louis	▲
B-	University of Florida	■ ▲	C+	Wellesley College	▲
D	University of Georgia		B	Wesleyan University	▲
D	University of Houston		C-	West Virginia University	
B-	University of Illinois	▲	C-	Wheaton College (IL)	
B-	University of Iowa	▲	C-	Whitman College	
C-	University of Kansas	■	C+	Willamette University	
C	University of Kentucky	▲	B+	Williams College	■ ▼
C+	University of Louisville	▲	D-	Worcester Polytechnic Institute	
C+	University of Maryland	▲	B+	Yale University	■
C+	University of Massachusetts		C-	Yeshiva University	▲

# SUSTAINABILITY INNOVATOR AWARDS

College of the Atlantic  
Grand Valley State University  
University of Calgary  
Seattle University

While the *College Sustainability Report Card 2008* highlights the schools with the 200 largest endowments in the United States and Canada, sustainability innovators among colleges and universities with smaller endowments also merit recognition.

Accordingly, the Sustainable Endowments Institute solicited nominations for schools not included in the *Report Card 2008*. The Institute accepted nominations—consisting of a detailed description of sustainability initiatives—for any college or university in the United States or Canada that was not one of the 200 schools featured in the *Report Card*. For more details on the nomination and selection process, please see the Methods section on page 228.

The awards recognize school initiatives for either a comprehensive sustainability strategy or a specific category in the *Report Card*.

After reviewing the nominations, the Sustainable Endowments Institute chose four winners for the 2008 Sustainability Innovator Awards:

- **College of the Atlantic** (Maine)  
Comprehensive Sustainability Strategy
- **Grand Valley State University** (Michigan)  
Comprehensive Sustainability Strategy
- **University of Calgary** (Alberta)  
Comprehensive Sustainability Strategy
- **Seattle University** (Washington)  
Food & Recycling

## COLLEGE OF THE ATLANTIC Comprehensive Sustainability Strategy

College of the Atlantic strives to reduce carbon emissions and its overall footprint on the planet. Offering only one degree, human ecology, the entire college community is centered on the concept of sustainability. The college has committed to going carbon neutral by the end of 2007 through reducing emissions and purchasing offsets. As part of this commitment, the college recently signed a three-year contract with an in-state, low-impact hydroelectric power plant to provide 100 percent of its electricity needs.

The campus features recycling stations and compost bins (including Green Cones conveniently placed around campus for composting small amounts of food waste from dormitories). Other sustainability measures include fluorescent lightbulbs, fresh local farm produce in the dining hall (some of it from the college's own farm), and student dorms under construction that will be heated with wood pellets.

When making practical decisions regarding sustainability, the entire college is involved. The community meets in a small auditorium to decide which trees need to be removed for the new dorms, what furniture is the most sustainable, and how to make this year's Earth Day celebration even more successful.

In relation to the endowment, the college recently created a shareholder advisory committee. It supports shareholder proposals that foster sustainability and reduce carbon emissions at the companies in which the college's endowment is invested.

## GRAND VALLEY STATE UNIVERSITY Comprehensive Sustainability Strategy

Grand Valley State University (GVSU) began its comprehensive planning to become a sustainable campus in 2004. A “triple bottom line” report based on environmental, social, and economic factors was developed in 2005. In the past year, the university’s president signed the Talloires Declaration and the American College and University Presidents Climate Commitment.

Net energy use per square foot has decreased for the past five years; dining services has reduced water use by eliminating trays; and a student-developed sustainability guide is given to all incoming first-year and MBA students. Energy conservation competitions between student living centers have been developed, with winners choosing sustainability projects funded by the money saved.

GVSU hired a campus sustainability director, who, in turn, helped create a Community Sustainability Partnership, including more than 125 businesses, nonprofit organizations, educational institutions, and the city of Grand Rapids. The stakeholders in the partnership share best practices in sustainability, a process facilitated by quarterly summits.

The university has committed to LEED-certified construction procedures for all new buildings, and has established a bus shuttle system to connect its different campuses, reducing private vehicle use. Through these and other initiatives, GVSU has developed an overall commitment to sustainability that integrates campus operations, student involvement, curricular development, and community engagement.

In relation to the endowment, the College of the Atlantic recently created a shareholder advisory committee. It supports shareholder proposals that foster sustainability and reduce carbon emissions at the companies in which the college’s endowment is invested.

## UNIVERSITY OF CALGARY Comprehensive Sustainability Strategy

In 2006, the University of Calgary embarked on a comprehensive strategy for campus sustainability. Under the organizational structure of the Sustainability Stewardship Working Group, chaired by the director of campus sustainability, 13 interdisciplinary teams have a mandate to research, identify, implement, and report on initiatives that directly address priorities for campus sustainability.

The teams address the following issues: governance and senior administration; curriculum and research; participation, collaboration, and communication; student clubs; procurement; transportation and mobility; energy and atmosphere; water management; land planning and new buildings; existing buildings; operations and maintenance; solid waste management; and health, safety, and wellness.

Each team is comprised of students, faculty, and staff representing a cross section of faculties and departments, and will soon be co-chaired by both a staff and a faculty member. By including all campus stakeholders, important cross-disciplinary solutions are developed, pan-campus dialogue is fostered, opportunities for leadership emerge, and the journey toward sustainability is furthered in a comprehensive way.

The university envisions a model of continuous improvement. Research enhances campus operations; operations provide opportunities for applied research; and the new knowledge informs curriculum development and the creation of future leaders.

## SEATTLE UNIVERSITY Food & Recycling

Seattle University proves that even urban campuses in large cities can run successful composting programs. Between 1995 and 2002, the university collected preconsumer food waste, waxed cardboard, and coffee grounds from campus restaurants and cafés, all of which was sent to a nearby compost facility. In 2002, the university built its own compost facility, which helped its new LEED-certified student center achieve a LEED innovation point.

Located just off campus, adjacent to an apartment building and restaurants, in a neighborhood of homes and businesses, the compost facility has now operated for five years without odor or rodent issues. The facility annually turns 15 tons of kitchen food waste and landscaping waste (both from campus operations and local landscaping companies) into compost, which is applied on planting beds to improve soil quality. A full-time recycling/composting technician position was added to the staff to help manage the program. This person gives frequent tours to students, staff, and faculty, as well as to other universities seeking to model Seattle University’s program.

The compost facility closes the recycling loop on campus, reduces greenhouse gas emissions by eliminating the need for a truck to haul food waste and compost between the campus and a facility elsewhere, and produces compost of exceptional quality—better than the university could purchase commercially, according to lab analysis.

## KEY FINDINGS

- **More than one in three schools have full-time staff dedicated to sustainability.** A considerable number of schools have recognized the need for full-time campus sustainability administrators. Currently, 37 percent report having dedicated sustainability staff, while several additional schools have announced imminent hiring plans.
- **More than one in five schools have an office of sustainability.** An office or center specifically focused on achieving campus sustainability goals exists at 22 percent of schools.
- **Almost two in three schools have a website dedicated to campus sustainability.** An increasing number (65 percent) of schools use a website to communicate, both to the campus community and to the public, about sustainability initiatives.
- **More than two in three schools have a campus advisory committee on sustainability.** A large majority of schools (68 percent) have a committee with multiple stakeholders (e.g. faculty, staff, students) that advises the administration on issues of campus sustainability.
- **Increased attention to climate change is reflected in aggressive carbon reduction commitments.** An impressive 45 percent of schools have made a commitment to carbon reduction.
- **A majority of schools are members of the Association for the Advancement of Sustainability in Higher Education (AASHE).** More than half the schools (51 percent) are among the 300 campus members of AASHE.
- **A small group of schools have implemented innovative EcoRep programs.** EcoRep programs designate a group of students to serve as sustainability advocates in college residences. These students are often considered “green” residence advisors. A partial list of schools with EcoRep programs includes Brown University, Carnegie Mellon University, Columbia University, Rice University, Tufts University, University of Texas, and University of Vermont.
- **The average grade for the Administration category was “C+.”** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Administration Leaders is comprised of 42 schools that earned “A” grades in this category. Below is a sample of six very different institutions that all qualified for the list. These summaries are based on data from each school’s profile page.

In 1996, **Berea College** made an institutional commitment to embody sustainability in various aspects of its overall operation. Twelve full-time employees, including a sustainability coordinator, as well as student work-study positions, are assigned to further the college’s sustainability initiatives. A stated goal of achieving a 45 percent reduction in campus energy use by 2015 demonstrates Berea College’s effort.

# ADMINISTRATION

The Administration category primarily addresses action regarding sustainability by colleges and universities at the administrative or trustee level. This includes policies or commitments to sustainability in the institution’s mission statement or master plan, and also commitments to local, national, or international sustainability agreements. Points are awarded to schools that have institutionalized the position of sustainability coordinator; those that have an active advisory council to guide the administration on campus sustainability; and those that have an office or center specifically focused on achieving campus sustainability goals. Green purchasing policies are also examined, along with the level of student involvement in campus sustainability efforts. Additionally, schools receive points for having a website that serves as a resource for community involvement and education on sustainability.

37% of schools have full-time staff dedicated to sustainability.

**Harvard University** has one of the largest campus sustainability programs in the country. The Harvard Green Campus Initiative (HGCI) is responsible for implementing Harvard’s campus-wide sustainability principles and has a staff of 20 full-time professionals and 40 part-time student interns, offering various campus sustainability support services, a project research and advocacy function, an extensive website, two courses, and a revolving \$12 million Green Campus Loan Fund. The HGCI has responsibility for over 12 university committees and steering groups, all of which were established to promote sustainability initiatives on campus and encourage student involvement. Successes of the HGCI include a high-performance building service for both new and existing buildings; a range of effective behavioral change programs that have produced substantial energy savings in residential dorms and laboratories; large purchases of renewable energy; on-campus solar panels; biodiesel in all campus shuttles; green cleaning in custodial services; a committed dining services policy that has resulted in a 57 percent reduction in waste thanks to aggressive recycling; and a recycling rate of over 45 percent.

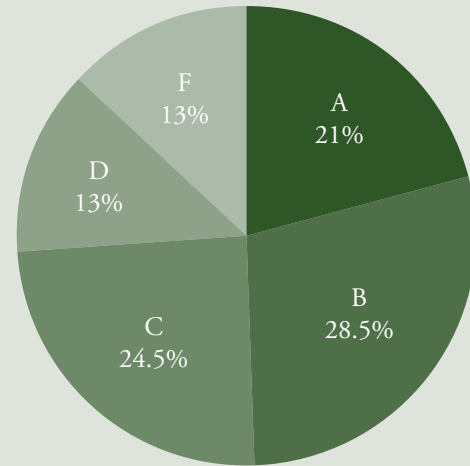
**Middlebury College** has enshrined environmental stewardship in the second sentence of its new mission statement. The college has signed the Presidents Climate Commitment and the Talloires Declaration. Middlebury employs a sustainability coordinator and six student interns, as well as a recycling coordinator. The college has a standing environmental council that advises the president, and the trustees adopted a policy of environmental mindfulness and stewardship in 1995. The campus sustainability coordinator conducts an orientation session every other week throughout the calendar year in order to inform new employees about how to incorporate a sustainability ethic into their work.

The **University of British Columbia** has a sustainability office with seven permanent staff and four to five student positions, as well as a president’s sustainability advisory committee with fourteen senior administrators. In addition, 145 sustainability coordinators and 50 student residence coordinators promote sustainability across campus.

The **University of California** has one of the broadest-ranging sustainability initiatives of any state university system. The UC system president has signed the Presidents Climate Commitment and a University Policy on Sustainable Practices. The system-wide policy is overseen by a sustainability steering committee, which has working groups in the areas of sustainable transportation, climate change, green building renovations, sustainable operations, sustainable purchasing, recycling and waste reduction, and sustainable food systems. Each campus has an advisory committee on sustainability in addition to sustainability staff, and several campuses have complementary policies of their own. Four campuses have joined the California Climate Action Registry (CCAR) and are cataloging greenhouse gas emissions; other campuses are exploring joining the CCAR.

The **University of New Hampshire** established its Office of Sustainability in 1997, making it the oldest endowed university sustainability program in the country. The office is headed by a chief sustainability officer, who oversees three full-time, and four part-time, staff.

## GRADE DISTRIBUTION



## ADMINISTRATION LEADERS

- |                               |                                |
|-------------------------------|--------------------------------|
| Arizona State University      | Univ. at Buffalo & SUNY        |
| Berea College                 | Syracuse University            |
| Bowdoin College               | Tufts University               |
| Carleton College              | University of Arkansas         |
| Clark University              | University of British Columbia |
| Cornell University            | University of California       |
| Dickinson College             | University of Colorado         |
| Duke University               | University of Florida          |
| Emory University              | University of Maryland         |
| Furman University             | University of Massachusetts    |
| Harvard University            | University of Michigan         |
| Johns Hopkins University      | University of New Hampshire    |
| Middlebury College            | University of North Carolina   |
| MIT                           | University of Oregon           |
| New York University           | University of Pennsylvania     |
| Oberlin College               | University of Toronto          |
| Ohio State University         | University of Vermont          |
| Oregon State University       | University of Washington       |
| Pennsylvania State University | Washington & Lee University    |
| Santa Clara University        | Willamette University          |
| St. Lawrence University       | Yale University                |

# CLIMATE CHANGE & ENERGY

The Climate Change & Energy category focuses on initiatives to improve energy efficiency and conservation, as well as on efforts to obtain energy from renewable sources. This may include conservation campaigns that encourage college community members to monitor their energy consumption; retrofits of appliances or power plants to make use of energy-efficient technology; conducting a carbon emissions inventory and committing to emissions reduction goals (such as signing the American College and University Presidents Climate Commitment); and making use of renewable energy, either through direct purchases of renewable energy credits or through onsite installation of clean energy resources. Points are also given to colleges that have made renewable energy investments with the potential to benefit the community beyond campus, such as public-private partnerships for off-campus development of renewable energy projects.

Almost half the schools have made a commitment to reducing their carbon emissions.

## KEY FINDINGS

- **Almost half the schools have made a commitment to reducing their carbon emissions.** Thirty percent of schools have committed to carbon neutrality in the long-term by signing the Presidents Climate Commitment, while an additional 15 percent have made other pledges to reduce their respective carbon footprints.
- **More than one in three schools purchase renewable energy.** A significant number of schools (37 percent) either purchase renewable energy directly from their utility provider or buy renewable energy credits equivalent to a percentage of their campus energy use.
- **Seven schools purchase 100 percent of their electricity consumption from renewable sources.** Bowdoin College, Colby College, New York University, Oregon State University, University of California–Santa Cruz, University of Oklahoma, and University of Washington derive 100 percent of their electricity consumption from renewable sources (mostly wind and small-scale, low-impact hydroelectric) or compensate for their fossil-fuel derived electricity use by purchasing renewable energy credits (i.e., an investment in renewable energy equal to the amount of energy purchased from the grid).
- **Over a third of schools produce renewable energy on campus.** Facilities for producing solar, wind, or geothermal energy exist at 34 percent of schools.
- **The average grade for the Climate Change & Energy category was “C.”** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Climate Change & Energy Leaders is comprised of 28 schools that earned “A” grades in this category. Below is a sample of seven very different institutions that all earned high marks. These summaries are based on data from each school’s profile page.

A carbon emissions inventory has been completed at **Arizona State University** and will be used to develop a strategic plan to reach carbon neutral status; President Crow is a co-founder of the Presidents Climate Commitment. ASU recently issued a mandate for building temperatures to be raised two degrees in the summer and lowered two degrees in the winter. The new cogeneration plant on campus received an award from the EPA for its superior energy efficiency. Two additional solar arrays are currently under construction, with a 4-megawatt system being developed.

At **Cornell University**, 10 percent of the entire campus electrical use has been eliminated through the use of Lake Source Cooling to air condition campus buildings. Currently, 16 percent of electricity used by Cornell is sustainably produced, and the university is planning a combined heat and power project that will improve energy efficiency by nearly 50 percent. President Skorton has also signed the Presidents Climate Commitment.

As part of New York City’s PlaNYC 2030 Initiative, **New York University** has pledged to reduce greenhouse gas emissions by 30

percent over the next ten years. The university expects to meet this commitment ahead of schedule, once its highly efficient cogeneration facility goes online. In October 2006, NYU purchased 118 million kilowatt-hours of wind energy—the largest such purchase by any U.S. university—equal to all the power NYU buys from the grid. President Sexton has also signed the Presidents Climate Commitment.

At **Tufts University**, a combination of energy efficiency, renewable energy, and a new electricity contract is reducing the university's emissions to close to 1990 levels, 21 percent below the New England average. The new Get Clean! Power Your Room Green program gives students the opportunity to purchase renewable energy credits to offset their rooms' electricity consumption.

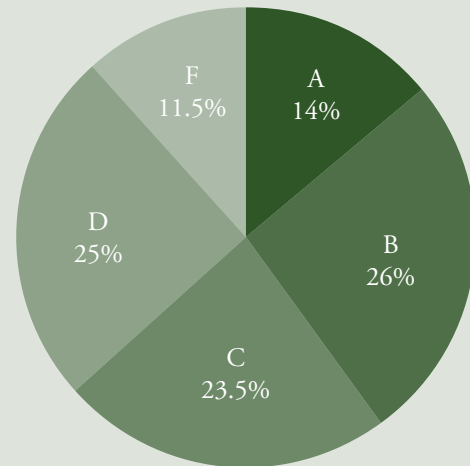
The **University of British Columbia** has reduced its energy use by 23 percent and its carbon emissions by 25 percent since 2000, despite a 46 percent increase in building area. The university plans to work with other institutions of higher education to set up a Canadian University and College Climate Alliance. The university also purchases some green energy certificates and has introduced alternative energy solutions, including geothermal at the Okanagan campus. In 2006–2007, UBC's 145 part-time sustainability coordinators saved the university \$75,000 through electricity reductions alone.

The **University of Illinois** is pursuing the purchase of three utility-scale wind turbines to install on one of the first university-owned, multi-turbine, on-campus wind farms in the nation. Chancellor Manning of the Chicago campus has signed the Presidents Climate Commitment.

The **University of New Hampshire** has been ranked in the top 5 percent of universities in its peer group for energy efficiency. In partnership with Clean Air–Cool Planet, UNH developed a greenhouse gas emissions inventory calculator, using it to document the university's emissions from 1998 through 2005. In 2008, UNH will become the first university in the nation to use renewable landfill methane gas as its primary energy source. The cogeneration plant, fueled mostly by landfill gas, will reduce the Durham campus's emissions approximately 57 percent below 1990 levels. The UNH community receives discounts on Energy Star and energy-efficient appliances and electronics at selected area hardware stores. Former Interim President Newman also signed the Presidents Climate Commitment.

At **Cornell University**, 10 percent of the entire campus electrical use has been eliminated through the use of Lake Source Cooling to air condition campus buildings.

## GRADE DISTRIBUTION



## CLIMATE CHANGE & ENERGY LEADERS

Amherst College	Santa Clara University
Arizona State University	Univ. at Buffalo & SUNY
Bates College	Syracuse University
Bowdoin College	Tufts University
Colby College	Union College (NY)
Cornell University	University of British Columbia
Dickinson College	University of California
Duke University	University of Colorado
Harvard University	University of New Hampshire
Middlebury College	University of Oregon
MIT	University of Pennsylvania
New York University	University of Washington
Northeastern University	Wesleyan University
Oberlin College	Yale University

# FOOD & RECYCLING

The Food & Recycling category looks primarily at the policies and practices of dining services in relation to sustainability. Points are given based on the quantity and availability of locally grown food, as well as organic and sustainably produced food. The utilization of reusable dishware and eco-friendly to-go containers is also taken into consideration. The category also examines programs on recycling (campus-wide and dining specific) and composting (food as well as landscape waste).

An impressive 70 percent of schools devote at least a portion of food budgets to buying from local farms and/or producers.

## KEY FINDINGS

- **Schools perform best in Food & Recycling out of all eight categories.** An impressive 29 percent of schools earned an “A” grade in this category while only 3 percent of schools received an “F” grade. The average grade for the Food & Recycling category was “B-.” For a full account of school performance by grade, please refer to the chart on the next page.
- **More than two out of three schools buy food from local sources.** An impressive 70 percent of schools devote at least a portion of food budgets to buying from local farms and/or producers.
- **Fair-trade coffee is prevalent.** Fair-trade coffee is available at 64 percent of schools.
- **More than one in four schools offer cage-free eggs.** Cage-free eggs are available at 27 percent of schools.
- **More than a third of schools buy from a local dairy.** A local dairy supplies dining halls at 39 percent of schools.
- **A significant number of schools compost food waste or landscape waste.** Food composting programs exist at 42 percent of schools, while 43 percent of schools report composting landscape waste.
- **Electronic waste recycling is available at 29 percent of schools.**

## LEADING BY EXAMPLE

The list of Food & Recycling Leaders is comprised of 57 schools that earned “A” grades in this category. Below is a sample of 10 very different institutions that all received high marks in the Food & Recycling category. These summaries are based on data from each school’s profile page.

**Carleton College** purchases from 15 to 20 local farmers and producers. Dining services buys grass-fed meat and 100 percent organic flour is used in all baking. Carleton has adopted a single-stream recycling program that is expected to increase recovery rates and overall efficiency. The college has also begun composting food waste and other products made out of biodegradable material.

**Iowa State University’s** Farm to ISU program includes a five-year plan, which aims to have 35 percent of food purchases be sustainable, local, and organic, in addition to raising community awareness and establishing connections with Iowa farmers.

**Smith College’s** dining services purchases organic produce, in addition to dairy and honey, from 18 local farms. The college has removed bottled water from one to-go location and, instead, will distribute polycarbonate bottles to be refilled and reused by



students. Produce from the college’s major supplier comes in large plastic totes to eliminate packaging waste. Food scraps are brought to a local farm to be composted.

The **University of Chicago**’s dining services currently purchases 11 percent of its products from local women/minority-owned businesses. Organic, fair-trade coffee is also available in the residence halls. Postconsumer food waste is composted at all residential dining locations. Facilities services operates several specialized recycling programs devoted to automotive batteries, motor oil, and other automobile-related fluids; fluorescent bulbs; waste paint; and other materials.

The **University of Pennsylvania** purchases from 15 to 20 local producers and offers fair-trade and organic products. Students can use their meal plans to purchase local produce at a farmers market on campus, supporting regional farmers and reducing food miles. Biodegradable to-go containers have replaced Styrofoam in the dining halls and reusable bags are offered in retail locations. Penn operates an Earth Tub composting program and will begin sending preconsumer food waste to a composting facility this year.

At **Santa Clara University**, 80 percent of the produce served in the dining halls comes from local farms. Fair-trade coffee, cage-free eggs, and hormone-free milk are served. Students can use their meal points to buy locally grown produce at the campus farmers market.

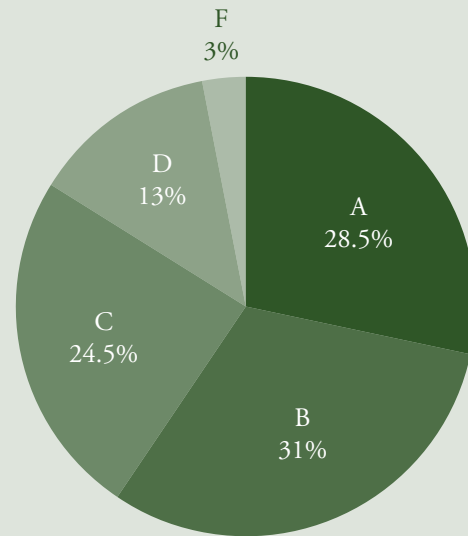
**Tufts University**’s Food Education and Action for Sustainability at Tufts (FEAST) educates the university community about food production and promotes the benefits of local farms, organic growing methods, and fair trade. Dining services purchases local apples, squash, pears, and tomatoes, as well as numerous organic items.

**Washington and Lee University** purchases some local food, as well as cage-free eggs and organic produce. Uncooked food is composted on site and the compost is then used on campus. Dining services uses biodegradable to-go containers and offers discounts with a reusable mug. Waste grease is used as biodiesel for the campus motor fleet, and the recycling program has a 45 percent diversion rate. The university participates in the Campus Kitchens Project, a community service initiative aimed at turning unused food from college dining halls into nourishing meals for those in need.

At **Whitman College**, the Low Carbon Diet program is designed to educate students about the connection between food choices and climate change. As part of the program, dining services will reduce the amount of beef it purchases by 25 percent.

**Williams College** spends 17 percent of its annual food budget on local purchases from numerous local producers. Purchases include grass-fed beef and pork; fair-trade coffee and bananas; cage-free eggs; milk from grass-fed, hormone-free cows; and organic produce. Williams has begun using reusable dishware and utensils for larger outdoor picnics. Dining services composts its food waste.

## GRADE DISTRIBUTION



## FOOD & RECYCLING LEADERS

- |                               |                                |
|-------------------------------|--------------------------------|
| Amherst College               | Santa Clara University         |
| Bates College                 | Smith College                  |
| Boston University             | St. Olaf College               |
| Bowdoin College               | Stanford University            |
| Brown University              | Swarthmore College             |
| Bucknell University           | Tufts University               |
| Carleton College              | Union College (NY)             |
| Carnegie Mellon University    | University of British Columbia |
| Case Western Reserve Univ.    | University of California       |
| Clark University              | University of Colorado         |
| Colby College                 | University of Michigan         |
| Colorado College              | University of Minnesota        |
| Columbia University           | University of New Hampshire    |
| Dartmouth College             | University of Oregon           |
| Dickinson College             | University of Pennsylvania     |
| Duke University               | University of Toronto          |
| Grinnell College              | University of Vermont          |
| Hamilton College              | University of Washington       |
| Harvard University            | University of Wisconsin        |
| Iowa State University         | Vanderbilt University          |
| Macalester College            | Vassar College                 |
| Middlebury College            | Washington & Lee University    |
| Mount Holyoke College         | Washington State University    |
| Oberlin College               | Wesleyan University            |
| Oregon State University       | Whitman College                |
| Pennsylvania State University | Willamette University          |
| Princeton University          | Williams College               |
| Reed College                  | Yale University                |
| Rhode Island School of Design |                                |

## KEY FINDINGS

- **Three in five schools have green building projects.** A substantial 61 percent of schools have at least one LEED-certified green building or are in the process of constructing one.
- **More than half of schools have adopted green building policies.** A sizable 59 percent of schools have adopted campus-wide green building policies that specify certain minimum performance levels such as achieving LEED Silver certification.
- **The average grade for the Green Building category was “C+.”** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Green Building Leaders is comprised of 36 schools that earned “A” grades in this category. Below is a sample of 10 very different institutions that all received high marks in the Green Building category. These summaries are based on data from each school’s profile page.

**Bates College** has adopted the LEED Silver level as a minimum standard for all new construction and renovations. The new campus center and student residence hall have been built to meet that standard. Lumber is sourced primarily from local suppliers and hardwood is utilized so that it can be more easily traced to sustainable forests. Double-glazed windows, low-flow showerheads, and low-flush toilets are standard in all projects.

**Emory University** has stated that the school has more square feet of LEED-certified green building than any other campus in America. The university’s trustees have made a commitment ensuring that all new construction will be LEED-certified, usually to the Silver level. Emory is also constructing housing close to campus as one of the national pilot projects for LEED for Neighborhood Development.

**Florida State University’s** new Off-Grid Zero Emission Building (OGZEB) is completely solar-powered, with excess electricity being used to produce hydrogen for energy storage. The OGZEB plans to make use of hydrogen appliances as well as high-efficiency water and electrical systems, and is designed to achieve LEED Platinum certification. A new materials research building, scheduled to be completed in the fall of 2008, will be LEED-certified. New construction is designed with LEED points in mind.

# GREEN BUILDING

The Green Building category looks at the policies and practices of schools’ adoption and use of high-performance green building design. This includes the adoption of campus-wide green building policies or guidelines, integration of green building practices into new construction projects, and the incorporation of green building design features into retrofits of existing buildings. Points are also awarded for participating in the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) rating system.

## Three in five schools have green building projects.

At **Furman University**, LEED requirements were mandated by the trustees in 2001 for all new construction and building renovations. Hipp Hall is the only LEED Gold building in South Carolina. Five buildings are currently registered for LEED certification, in addition to Cliffs Cottage, a residence under construction that will be carbon neutral and LEED Platinum-certified.

In 2006, the **Oberlin College** trustees adopted a policy stating that all new buildings must be built to LEED Silver standards. The first new facility being designed under the policy is on track to earn LEED Gold certification. The college's Center for Environmental Studies was selected by the Department of Energy as one of the 30 "milestone" buildings of the twentieth century, and would be LEED Platinum-certified had it not been built before the advent of the LEED system. An innovative "living machine" provides a closed-loop water use, cleansing, and re-use system.

**Pennsylvania State University** requires LEED certification for all new buildings and major renovations. The School of Architecture building achieved a Gold rating and the Forest Resources building achieved a Silver rating. The Rec Hall Fitness Center project will achieve a Silver rating and Penn State's Lubrano Park will be the first ever LEED-certified baseball stadium.

**Union College** has a green building policy and Energy Star-rated buildings. In addition, Union has renovated one of its apartment houses as a sustainable living lab including water reclamation, solar power, green construction and plant material, low-flow toilets, and computer-monitored metering to allow students to compare energy use.

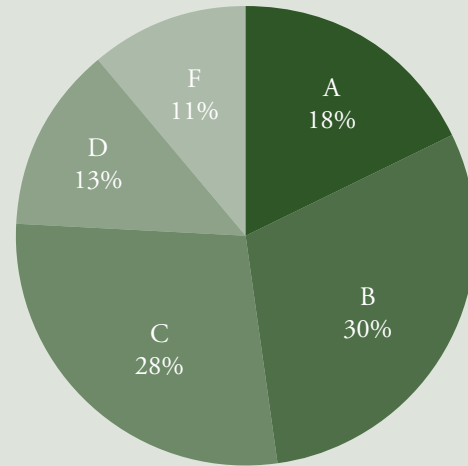
The **University of Florida** has five LEED-certified buildings, two of which have achieved Gold certification. The facilities planning and construction department requires that all new building be LEED-certified. Currently, 17 new buildings and 35 existing buildings are seeking LEED certification.

The **University of Minnesota** is pursuing LEED certification on the new 50,000-seat TCF Bank Stadium. The university follows the state of Minnesota's Sustainable Building Guidelines, which adapt the LEED building policy to specific regional issues, resulting in the equivalent of a LEED Silver rating. The university's sustainability and energy efficiency policy requires sustainable design guidelines be applied to all major new construction and renovation projects.

The **University of North Carolina** green building guidelines require that new buildings be designed to LEED Silver standards. Three buildings are seeking LEED Platinum certification. There are 14 LEED-accredited professionals on staff. The university's new campus, Carolina North, is being designed as a carbon neutral campus with alternative energy sources and building design guidelines considerably above the LEED Silver level.

More than half of schools have adopted green building policies.

## GRADE DISTRIBUTION



## GREEN BUILDING LEADERS

- |                            |                                |
|----------------------------|--------------------------------|
| Arizona State University   | Oregon State University        |
| Bates College              | Pennsylvania State University  |
| Bowdoin College            | Reed College                   |
| Caltech                    | Rice University                |
| Carnegie Mellon University | Stanford University            |
| Clemson University         | University of British Columbia |
| Dartmouth College          | University of California       |
| Duke University            | University of Cincinnati       |
| Emory University           | University of Colorado         |
| Furman University          | University of Connecticut      |
| Grinnell College           | University of Florida          |
| Harvard University         | University of Illinois         |
| Middlebury College         | University of North Carolina   |
| MIT                        | University of Oregon           |
| Mount Holyoke College      | University of Vermont          |
| Northeastern University    | University of Virginia         |
| Northwestern University    | University of Washington       |
| Oberlin College            | Yale University                |

## KEY FINDINGS

- Bicycle-sharing programs have been instituted at 23 percent of schools.
- Car-sharing programs are available at 17 percent of schools.
- Reduced-fare passes for public transit are offered at 38 percent of schools.
- Biodiesel is made and/or used at 31 percent of schools.
- Hybrid or electric vehicles are used in 42 percent of school fleets.
- The average grade for the Transportation category was “C+.”  
For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Transportation Leaders is comprised of 34 schools that earned “A” grades in this category. Below is a sample of 11 very different institutions that all have innovative transportation initiatives. These summaries are based on data from each school’s profile page.

At **Bates College**, pedestrian-friendly planning and a Zipcar program, which offers hybrid vehicles for rent, reduce the number of cars on campus. For an annual fee, students, faculty, and staff can join the Bike Co-op and receive a key to access bicycles parked around campus.

Through **Davidson College’s** shared bike program, the school restores abandoned bicycles and offers them for use to the campus community. Davidson owns four hybrid vehicles and provides a free shuttle to local retail areas three days per week during the school year. The landscape master plan restricts traffic to the campus perimeter.

**Emory University** has a free shuttle bus service throughout campus and surrounding neighborhoods that is 100 percent alternatively fueled; the buses run primarily on biofuel made from used cooking oil from the campus cafeterias and hospitals. Members of the campus community who take public transit, bike, or walk to work may use university hybrid flex-cars for errands throughout the day, free of charge. Emory has a bike program consisting of giveaways, incentives, a mobile bike repair station, and loaner bike fleets.

# TRANSPORTATION

The Transportation category looks primarily at the policies and practices of facilities management and the administration in relation to how schools promote alternative transportation options. Points are awarded based on the level of planning and implementation of policies that promote a pedestrian-friendly and/or bike-friendly campus; the availability of bike-sharing programs is also assessed. The utilization of alternative fuel as well as hybrid technology in vehicle fleets is taken into consideration. The category also examines incentives provided by a school to students, faculty, and staff for carpooling or for the use of public transit. Finally, the category looks at how schools provide access to public transit or to popular off-campus destinations through the use of shuttles or similar systems.

Emory University has a free shuttle bus service throughout campus and surrounding neighborhoods that is 100 percent alternatively fueled; the buses run primarily on biofuel made from used cooking oil from the campus cafeterias and hospitals.

The **Swarthmore College** campus is a pedestrian zone with parking lots limited to the perimeter of the campus. Just over 100 student parking permits are issued each year, limiting the number of cars on campus.

**University of California**—San Diego has a fleet with over 225 electric vehicles and 30 hybrids. UC—Irvine uses 100 percent biodiesel in all of its campus shuttles; Santa Barbara and Davis students receive free public transportation; and Santa Cruz has a bicycle shuttle program.

As part of the Rural Initiative at the **University of Nebraska**—Lincoln, Chancellor Harvey Perlman mandated in 2005 that UNL's fleet of 870 vehicles be powered by biodiesel or an ethanol-blend fuel produced primarily from Nebraska crops.

The **University of New Hampshire's** transportation program includes free bike rentals, a carpool lot and program, and free shuttles that circulate around campus and connect to off-campus destinations and transportation hubs. In addition, a fleet of eight buses run on a 20 percent biodiesel blend, there are six compressed natural gas shuttle buses and an all-electric utility van, and hybrid vehicles are available for rent by the campus community.

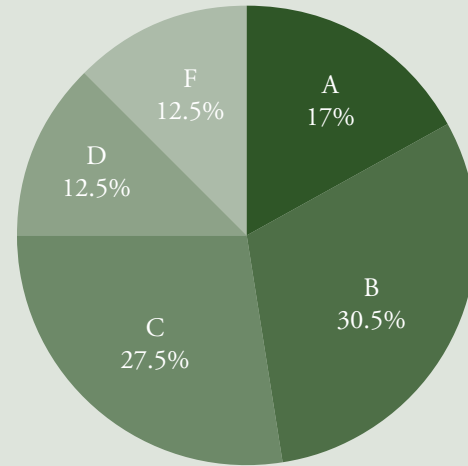
At the **University of Tulsa**, changes in parking regulations were implemented to restrict residents from parking in lots other than those at their dorm or apartment. Shuttles utilizing compressed natural gas provide students and employees with an alternative mode of transportation. A bike program implemented in 2006 now has 268 free bicycles.

**Virginia Tech's** alternative transportation program is supported by a full-time manager who serves to encourage members of the campus community to bike, walk, or use public transit. Faculty, staff, and students can travel on public transit fare-free by showing their university ID card and there are other incentives to use alternative modes of transportation. Virginia Tech has received over \$400,000 in federal enhancement grants to build bike trails and bike lanes, as well as to provide other bicycling amenities on campus.

At **Willamette University**, gas-powered work vehicles are being replaced with electric vehicles, and hybrids are used for campus security vehicles. A campus bike shop provides free services to the community. A car-sharing program is open to all students, faculty, and staff. A rideshare webpage connects carpoolers.

As part of **Yale University's** commitment to the implementation of a campus-wide transportation demand management system, the university hired a director of sustainable transportation in the spring of 2007. Currently, the shuttle fleet is running on an ultra-low sulfur diesel and 20 percent biodiesel blend. There are seven hybrid vehicles on campus, utilized by several departments including parking and transit and grounds maintenance.

## GRADE DISTRIBUTION



## TRANSPORTATION LEADERS

- |                                |                              |
|--------------------------------|------------------------------|
| Berea College                  | University of Florida        |
| Brown University               | University of Iowa           |
| Carnegie Mellon University     | University of Kentucky       |
| Dickinson College              | University of Maryland       |
| Duke University                | University of Michigan       |
| Emory University               | University of Minnesota      |
| Johns Hopkins University       | University of New Hampshire  |
| Michigan State University      | University of New Mexico     |
| Middlebury College             | University of North Carolina |
| MIT                            | Univ. of Southern California |
| Northeastern University        | University of Texas          |
| Oregon State University        | University of Utah           |
| St. Olaf College               | University of Vermont        |
| University of Arizona          | University of Washington     |
| University of British Columbia | University of Wisconsin      |
| University of California       | Vanderbilt University        |
| University of Colorado         | Virginia Tech                |

## KEY FINDINGS

- **Almost a quarter of schools make lists of endowment holdings available to the campus community.** Members of the school community can obtain a list of endowment holdings at 23 percent of schools.
- **Fifteen percent of schools make proxy voting records available to the campus community.**
- **The average grade for the Endowment Transparency category was “D.”** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Endowment Transparency Leaders is comprised of seven schools that earned “A” grades in this category. Below is a sample of eight very different institutions that all earned high marks. These summaries are based on data from each school’s profile page.

**Dartmouth College’s** Advisory Committee on Investor Responsibility makes its annual report available to the college community and any interested outside party on the school’s website. Any Dartmouth community member can view a hard-copy listing of all publicly traded shares that the college directly owns by visiting the college’s investment office.

**Michigan State University** makes a list of its investment holdings available to the public on the Office of the Controller’s website. Proxy voting records are sent to individuals upon request.

**Pennsylvania State University** provides a list of all investment holdings each year, available to the university community and also to the public in the investment office. The Office of Investment Management would also make available proxy voting records upon request.

For the **University of Illinois**, the **University of Texas**, and the **University of Wisconsin**, open records law requires that proxy voting records and a list of endowment holdings be available to the public. Illinois and Texas send this information to individuals upon request, while Wisconsin makes it available via the web.

# ENDOWMENT TRANSPARENCY

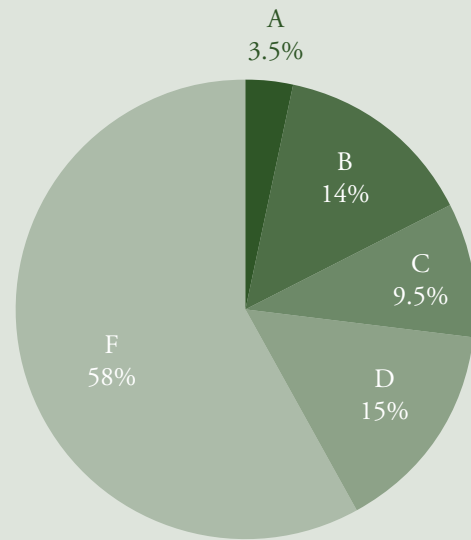
The Endowment Transparency category looks at how colleges control information about endowment investment holdings and shareholder proxy voting records. In accordance with the academic tradition of fostering a free flow of information, universities are encouraged to apply similar openness to endowment investments. Access to endowment information is needed within a college community to foster constructive dialogue about opportunities for clean energy investment, as well as shareholder voting priorities. Points are awarded to schools for providing proxy voting records and lists of investment holdings to the campus community or a wider audience, and for the ease with which they make this information available.

Almost a quarter of schools make lists of endowment holdings available to the campus community.

The **University of Toronto** makes its proxy voting records and a list of endowment holdings available to the public on the website of the university’s investment management subsidiary, the University of Toronto Asset Management Corporation.

Endowment holdings and proxy voting records at the **University of Washington** are available to faculty, staff, students, and the general public upon request as per open records law. The investment office typically meets with parties interested in the investment program to provide additional context and research support.

### GRADE DISTRIBUTION



### ENDOWMENT TRANSPARENCY LEADERS

- |                               |                         |
|-------------------------------|-------------------------|
| Dartmouth College             | University of Texas     |
| Michigan State University     | University of Toronto   |
| Pennsylvania State University | University of Wisconsin |
| University of Illinois        |                         |

Dartmouth College’s Advisory Committee on Investor Responsibility makes its annual report available to the college community and any interested outside party on the school’s website. Any Dartmouth community member can view a hard-copy listing of all publicly traded shares that the college directly owns by visiting the college’s investment office.

# INVESTMENT PRIORITIES

The Investment Priorities category focuses on three areas: prioritizing return on investment, investing in renewable energy funds, and investing in community development loan funds. Points were awarded to all schools for aiming to optimize investment return, one component of a sustainable endowment. Therefore, no school received less than a “C” grade in this category.

Other elements of long-term endowment sustainability are investments related to clean energy and to the community. Accordingly, points were given to schools that investigated, or currently invest in, renewable energy funds or similar investment vehicles. Points were also given for investigating or investing in community development financial institutions. Such portfolio diversification at the local level strengthens communities that surround schools and contributes to their sustainability.

Approximately one in five schools invests part of its endowment in renewable energy funds.

## KEY FINDINGS

- **Approximately one in five schools invests part of its endowment in renewable energy funds.** Nineteen percent of schools currently have endowment investments in renewable energy funds or similar investment opportunities, while an additional 17 percent are exploring endowment investments in this area.
- **A small number of schools invest part of their endowment in community development funds.** Six percent of schools currently have endowment investments in community development funds or similar investment opportunities, while an additional 1 percent are exploring endowment investments in this area.
- **The average grade for the Investment Priorities category was “B-.”** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Investment Priorities Leaders is comprised of 43 schools that earned “A” grades in this category. Below is a sample of 10 very different institutions that all qualified for the list. These summaries are based on data from each school’s profile page.

**Brown University** has created a social choice donor option that considers environmental/sustainability investment factors.

**Duke University** is currently invested in renewable energy and community development loan funds. In 2006, the university announced a \$5 million investment in the Latino Community Credit Union based in Durham, North Carolina. This investment is in addition to an initial investment of \$400,000, which made Duke one of the credit union’s first and largest investors.

The **Georgia Institute of Technology** has made several investments in alternative energy, most of which are in venture capital funds.

**Grinnell College** selects investments and investment managers whose conduct is consistent with the core values of the college. The college is currently invested in renewable energy investment funds or similar investment vehicles as well as in community development organizations.

Since 2001, **Oberlin College** has offered two Calvert funds that take into account environmental and social factors as alternative investment vehicles for donors making leadership gifts.

**The Rockefeller University** invests with a number of external managers with initiatives in green and/or clean energy technology.



The **University of Utah** makes a TIAA-CREF managed social/environmental investment available to donors.

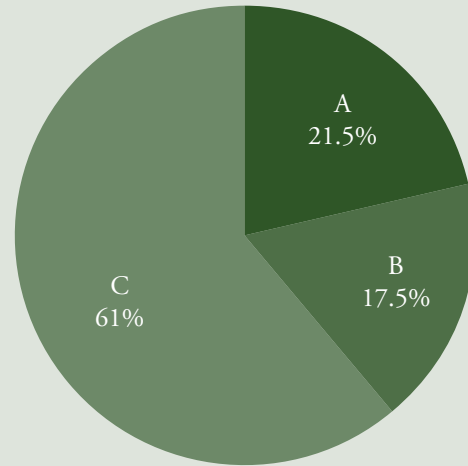
The **University of Washington** is currently invested in renewable energy funds and energy-conscious real estate funds. The investment policies follow a set of ethical considerations, which state that due consideration shall be given to the degree of corporate responsibility exercised by the companies in which investments are made.

**Washington University in St. Louis** is invested with managers whose mandates include renewable energy, and has also invested in and loaned funds to others in order to invest in real estate for neighborhood revitalization in several local areas.

**Williams College** is invested in community development financial institutions or loan funds. Additionally, the college is exploring renewable energy investment funds or similar investment vehicles. The Williams Social Choice Fund allows individuals to direct donations to a special endowment fund that screens investments based on environmental and social criteria.

Duke University is currently invested in renewable energy and community development loan funds. In 2006, the university announced a \$5 million investment in the Latino Community Credit Union based in Durham, North Carolina.

## GRADE DISTRIBUTION \*



\*"C" is the lowest grade awarded in this category.

## INVESTMENT PRIORITIES LEADERS

- |                            |                                  |
|----------------------------|----------------------------------|
| Amherst College            | Oberlin College                  |
| Baylor University          | Purdue University                |
| Brown University           | Rice University                  |
| Carleton College           | The Rockefeller University       |
| Carnegie Mellon University | Rensselaer Polytechnic Institute |
| Case Western Reserve Univ. | Stanford University              |
| Cornell University         | Texas Tech University            |
| Dickinson College          | Tufts University                 |
| Duke University            | University of Arizona            |
| Emory University           | University of Cincinnati         |
| Georgetown University      | University of Kansas             |
| Georgia Tech               | University of Michigan           |
| Grinnell College           | University of Notre Dame         |
| Harvard University         | University of Utah               |
| Indiana University         | University of Virginia           |
| Macalester College         | University of Washington         |
| Michigan State University  | University of Wyoming            |
| Middlebury College         | Vassar College                   |
| MIT                        | Washington & Lee University      |
| Mount Holyoke College      | Washington Univ. in St. Louis    |
| Northeastern University    | Williams College                 |
| Northwestern University    |                                  |

At Earlham College, a committee (consisting of three trustees, three faculty members, and three student representatives) deliberates, and makes recommendations or decisions, on proxy votes.

# SHAREHOLDER ENGAGEMENT

The Shareholder Engagement category examines how colleges conduct shareholder proxy voting. As investors, colleges have an opportunity to actively consider, as well as vote on, climate change and other sustainability-related shareholder resolutions. Forming a shareholder responsibility committee to advise the trustees allows schools to include students, faculty, and alumni in research and discussion of important corporate policies on sustainability. In addition, such committees offer exceptional educational opportunities at the intersection of policy, business, and sustainability. Points were awarded to schools that had formed such committees as well as for past votes on sustainability-related proxy resolutions (when such records were available).

Approximately one in eight schools have an advisory committee on shareholder responsibility.

## KEY FINDINGS

- **Approximately one in eight schools have an advisory committee on shareholder responsibility.** Thirteen percent of schools have a committee of multiple stakeholders (e.g. students, faculty, staff, alumni) to help inform the trustees' decision on shareholder proxy resolutions.
- **The average grade for the Shareholder Engagement category was "D-."** For a full account of school performance by grade, please refer to the chart on the next page.

## LEADING BY EXAMPLE

The list of Shareholder Engagement Leaders is comprised of 21 schools that earned "A" grades in this category. Below is a sample of 10 very different institutions that all qualified for the list. These summaries are based on data from each school's profile page.

At **Clark University**, a committee (consisting of three students, three faculty, four trustees, one staff, and one alumnus) deliberates, and makes recommendations or decisions, on proxy votes.

Students, faculty, and alumni serve on **Columbia University's** Advisory Committee on Socially Responsible Investing, which makes proxy voting recommendations to the board. The committee

also hosts an annual town hall meeting at which the school community can voice its opinion on issues facing the committee or on issues that the committee should address.

At **Earlham College**, a committee (consisting of three trustees, three faculty members, and three student representatives) deliberates, and makes recommendations or decisions, on proxy votes.

**Harvard University** has two committees to assist the university in addressing its ethical responsibilities as a large institutional investor: the Corporation Committee on Shareholder Responsibility (CCSR) and the Advisory Committee on Shareholder Responsibility (ACSR), which includes faculty, students, and alumni. The CCSR publishes an annual report that provides details on the work of the two committees.

The Committee on Investor Responsibility (CIR) at **Smith College**, created in 1979, formulates guidelines for Smith’s money managers to follow when voting proxies. The CIR consists of two students, two faculty, two administrators, and two members from the board of trustees.

**Swarthmore College’s** Committee on Investor Responsibility (CIR) serves as advisor to the Investment Committee of the board of managers, and consists of four students, three staff, and two members of the board’s Investment Committee. The CIR prepares proxy recommendations on social and environmental issues and has filed several shareholder resolutions.

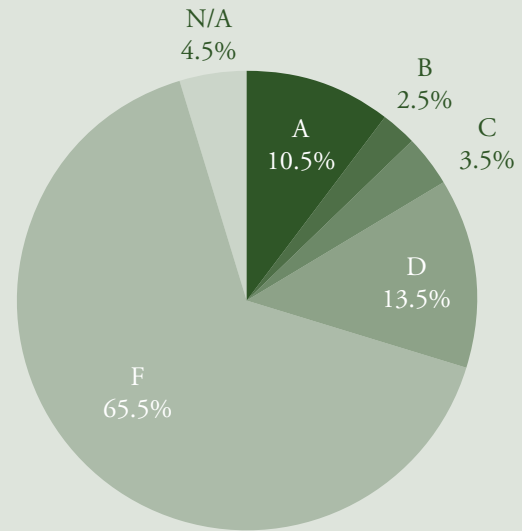
The Social Concerns Committee of the **University of Minnesota** annually reviews all shareholder resolutions concerning social issues for which the university holds stock and recommends votes for these resolutions. The Social Concerns Committee includes academic, alumni, civil service, faculty, and student representatives.

The **University of Vermont** has a committee composed of two representatives each from the staff, faculty, alumni, students, and trustees, plus one administrator. The committee makes recommendations to the Budget, Finance, and Investment Committee of the board of trustees. The board has always accepted the recommendations of the committee.

The Campus Investment Responsibility Committee at **Vassar College** includes two students, two alumni, two faculty members, and two administrators. It makes recommendations to a trustee investor responsibility committee on shareholder resolutions, policy statements, and other actions as appropriate. This process is recognized in the college’s by-laws and has been in existence for many years.

The Advisory Committee on Shareholder Responsibility at **Williams College** deliberates, and makes recommendations or decisions, on proxy votes. The committee is comprised of two members from each of the following groups: faculty, administrators, students, and alumni.

## GRADE DISTRIBUTION \*



\*N/A = Schools in this group reported being fully invested in mutual funds or other commingled investments that do not allow proxy voting.

## SHAREHOLDER ENGAGEMENT LEADERS

- |                     |                            |
|---------------------|----------------------------|
| Brown University    | Stanford University        |
| Carleton College    | Swarthmore College         |
| Clark University    | Tufts University           |
| Columbia University | University of Minnesota    |
| Dartmouth College   | University of Pennsylvania |
| Earlham College     | University of Vermont      |
| Harvard University  | Vassar College             |
| Middlebury College  | Wellesley College          |
| Oberlin College     | Williams College           |
| Pomona College      | Yale University            |
| Smith College       |                            |

# AGNES SCOTT COLLEGE

# C

\$299 million

<b>Administration</b>	<b>B</b>	President Kiss has signed the Presidents Climate Commitment and the college is appointing a part-time director of sustainability. The college's new strategic plan includes the goal of "making Agnes Scott an environmentally sustainable community." A sustainability committee and external advisory group will be appointed by November 2007 to oversee sustainability efforts. The Scottie Green Team is an active on-campus advisory group that has proposed many ambitious environmental initiatives for the upcoming school year, including a green purchasing policy. The orientation for the class of 2011 had a green theme.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The college is currently conducting an energy audit of all of its buildings and will complete a greenhouse gas inventory by the fall of 2008. Environmental residents promote sustainability in the residence halls. By fall 2009, the college will develop a plan and set a target date for becoming climate neutral. A carbon footprint educational campaign and an energy conservation competition have been proposed by the Green Team.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining halls serve fair-trade coffee and a limited amount of local and organic foods. There is a discount for purchasing beverages with a reusable mug. Last year the college expanded its recycling program to become much more comprehensive, although dining services still does not have a recycling program. For major events, such as orientation and graduation, recyclable cups are being used instead of bottled water. A waste stream audit, composting, and more recycling program upgrades are forthcoming.
<b>Green Building</b>	<b>D</b>	The college's strategic plan calls for a commitment to green construction and renovation; however, no buildings have obtained certification yet. Two buildings on campus have some green building features. The college is exploring funding opportunities to support green features on an upcoming renovation project.
<b>Transportation</b>	<b>B</b>	This year the college joined the Clean Air Campaign to promote alternate forms of transportation. Public transportation use is strongly encouraged through a discount program, and was used by first-year students throughout this year's orientation. A carpool incentive program has been in place for three years. A bike-sharing program will be revived for the upcoming school year. Public safety officers sometimes use an electric golf cart, and a FlexCar is available at a discounted rate to the campus community.
<b>Endowment Transparency</b>	<b>F</b>	The college has no current policy of disclosure of endowment holdings and does not currently engage in shareholder voting.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and its Investment Committee will begin investigating socially responsible and sustainable investment options, including renewable energy funds, this year.
<b>Shareholder Engagement</b>	<b>F</b>	The college does not currently engage in shareholder voting.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## AMERICAN UNIVERSITY

D+

\$404 million

<b>Administration</b>	<b>D</b>	Facilities management recently upgraded the position of sustainability coordinator to manager of sustainability programs. The position oversees energy management issues and facilitation of sustainability initiatives on campus. The university is in the process of developing a comprehensive sustainability policy.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Students voted in favor of implementing a student fee to fund the purchase of renewable energy, with the goal of having 50 percent of AU's electricity come from renewable sources by the year 2012. The university currently purchases renewable energy certificates equal to 5 percent of the university's 2005 energy load.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services are provided by Bon Appétit, a company committed to sourcing sustainable, local foods. Food is purchased from a state farmers' cooperative in addition to a local farm in Maryland. Grass-fed meat and organic produce is available in the cafeteria as part of the Farm to Fork program. Dining services uses 60 percent of all organic waste for compost. The university currently recycles metal, yard waste, used kitchen oil, newspaper, aluminum, plastic, computer equipment, batteries, cell phones, printer cartridges, fluorescent bulbs, and mixed paper, and separates construction debris for recycling review.
<b>Green Building</b>	<b>B</b>	AU's School of International Service building, scheduled to be completed in 2009, is expected to achieve LEED Gold certification. The university is participating in the U.S. Green Building Council's LEED Existing Buildings Portfolio Pilot Program and currently has 30 buildings registered with the program. The university is in the process of implementing a green cleaning program across the entire campus.
<b>Transportation</b>	<b>D</b>	The university is considering a range of transportation-related initiatives including coordination of vanpools, facilitation of carpools, and making the campus more bike-friendly.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The student government president serves as resource person on various committees, including the Finance and Investment Committee. The university has not made any public statements about a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## AMHERST COLLEGE

↑ **B**  
\$1.7 billion

<b>Administration</b>	<b>B</b>	Amherst College has signed on to the Cities for Climate Protection program and has committed to reduce carbon emissions to 35 percent below pre-1997 levels. The college has a Green Campus Advisory Panel. Students are actively involved in sustainability activities and have worked with the college administration to cosponsor sustainability panel discussions with noted experts, run lightbulb amnesty programs, and conduct dorm energy competitions.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Amherst has performed a comprehensive carbon emissions inventory. The college is nearing its emissions reduction goal via the start up of its \$8 million cogeneration plant. The college trustees have committed more than \$200,000 per year for energy conservation projects over the past three years. The college has a green computing program.
<b>Food &amp; Recycling</b>	<b>A</b>	The college spends 10 percent of its food budget on local food, contracting with 12 local producers to supply a variety of foods for the dining halls. All to-go containers are biodegradable, and a small composting program diverts 3.5 tons of food waste a year. New dorms are built with decentralized recycling closets to make recycling convenient and improve recycling rates for students. Student-run programs recycle clothes, books, and furniture to be donated to local charities.
<b>Green Building</b>	<b>B</b>	Although it has not pursued LEED certification, the college adheres to the principles articulated in LEED guidelines as well as those documented in the college's "High Performance Building Design Strategies" guidelines. Computer automation controls building temperatures and lighting levels according to natural daylight levels.
<b>Transportation</b>	<b>B</b>	Two vehicles on the college's fleet are hybrids and heavy equipment runs on biodiesel. Physical plant and campus police officers use bicycles or motor scooters. Amherst is the second college in the country to have a Zipcar program that includes students under 21.
<b>Endowment Transparency</b>	<b>D</b>	The college makes neither its proxy voting record nor its list of endowment holdings public. Detailed information regarding the college's endowment holdings is only available to trustees and senior administrators, while broad investment activities for the year are disclosed in the annual financial statements. In instances where the college has taken a specific policy stance, it actively makes this public and engages in a dialogue with its investment partners.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and is also invested in renewable energy investment funds.
<b>Shareholder Engagement</b>	<b>D</b>	While the college does not have a formal policy to which individual investment managers must adhere, it maintains a proactive and ongoing dialogue with the managers with respect to proxy issues and their voting of the proxies.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

↑ Higher Grade Than Last Year

ARIZONA STATE UNIVERSITY **B-**

\$476 million

<b>Administration</b>	<b>A</b>	President Crow is a co-founder of the Presidents Climate Commitment and chairs its steering committee. The university employs an executive director for sustainability initiatives and advisor to the president through its Office of Sustainability Initiatives, which includes four full-time staff. In the next phase of the initiative, a new campus sustainability office will be housed in the Global Institute for Sustainability with an anticipated staff of three full-time staff and five students.
<b>Climate Change &amp; Energy</b>	<b>A</b>	A carbon emissions inventory has been completed and will be used to develop a strategic plan to reach carbon neutral status. ASU recently issued a mandate for building temperatures to be raised two degrees in the summer and lowered two degrees in the winter. The new cogeneration plant on campus recently received an award from the EPA for its superior energy efficiency. Two additional solar arrays are currently under construction, with a 4-megawatt system being developed.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services purchases seasonally from ten local producers, and citrus, herbs, dates, and other produce are sourced from an on-campus garden. Only recyclable containers are used, and convenience stores offer a twenty-five-cent discount with reusable bags. In addition to aluminum cans, plastic, and paper, batteries, toner and ink cartridges, cell phones, and sneakers are recycled. The university has also had a contract since 1995 to demanufacture electronics. The recycling program is being expanded in order to increase the current diversion rate of 15 percent to 50 percent.
<b>Green Building</b>	<b>A</b>	All new buildings must meet LEED Silver standards under an executive order from the president. The university has also adopted a green building policy that uses LEED design standards. ASU has met or succeeded its building policy requirements. Five LEED Silver, two Gold, and one Platinum-certified building have been constructed on campus.
<b>Transportation</b>	<b>B</b>	The university offers intra- and inter-campus shuttle and rideshare services, and provides free municipal bus passes to the campus community. The campus is bike-friendly and has a bike co-op that offers repair services. ASU recently signed an agreement with a car-sharing service for the Tempe campus and is investigating the possibility of a pilot program offering special parking privileges for hybrid and electric vehicles.
<b>Endowment Transparency</b>	<b>F</b>	The university and ASU Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and ASU Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The University and ASU Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and the foundation. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

## AUBURN UNIVERSITY

D+

\$360 million

<b>Administration</b>	<b>B</b>	The university employs a part-time director of sustainability to head the Auburn Sustainability Initiative, as well as a part-time sustainability staff member and five part-time student interns annually. Auburn has also adopted a waste minimization and prevention program and has a standing sustainability advisory committee.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university employs a full-time campus energy manager who has installed lighting occupancy sensors and more efficient thermostats in 22 buildings on campus. An effort to optimize efficiency through complete overhaul of building automation and controls is taking place in six buildings on campus. The university hopes to conduct a carbon emissions inventory this fall.
<b>Food &amp; Recycling</b>	<b>C</b>	The university switched food service providers in summer of 2007, and the new company seems willing to pursue serving more local food in the future. The new food service contract requires reusable dishware. Future initiatives being discussed include a composting program, a program to reduce to-go containers and waste, and collection of waste cooking oil for biodiesel production.
<b>Green Building</b>	<b>D</b>	The university's College of Architecture, Design and Construction building is the first to be LEED-certified. The Auburn Sustainability Initiative is housed in a 100-year-old building that underwent a green renovation. The project sought to preserve as much of the building as possible, and included features such as efficient appliances and the use of sustainable building materials.
<b>Transportation</b>	<b>C</b>	The campus facilities department has actively purchased electric vehicles. Discussion is underway to operate campus buses and diesel vehicles on biodiesel. The new student union, currently under construction, will include a bike shop and air pumps. The campus master plan specifies moving toward a pedestrian and bike-only campus core.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.



# BATES COLLEGE

# B-

\$276 million

<b>Administration</b>	<b>B</b>	President Hansen signed the Presidents Climate Commitment. The college's environmental policy, which dates back to 1995, addresses issues such as the conservation of natural resources and green purchasing. There is an environmental coordinator in the Department of the Physical Plant, and the Committee on Environmental Responsibility, composed of faculty, staff, and students, works on campus-wide environmental issues.
<b>Climate Change &amp; Energy</b>	<b>A</b>	In December 2005, Bates committed to using 100 percent renewable electricity to power its main buildings. In 2006, the college purchased 13 million kilowatt-hours of green energy, accounting for 96 percent of its energy use. The physical plant uses a 5 percent biodiesel blend in the heating oil tanks in many houses on campus. This year, the college is increasing biodiesel use to a 20 percent blend as a trial for campus-wide increase.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services purchases from 20 local farms and 15 local vendors, including a local dairy, spending 25 percent of the food budget locally. A number of organic and sustainably produced food items are available, including free-range poultry and fair-trade coffee. Eighty-three percent of all waste produced by the operation is either composted, recycled, or sent to a pig farmer or the local food bank. Garbage disposals are not used in an effort to reduce energy and water consumption and to ensure that no food waste is sent into the waste stream.
<b>Green Building</b>	<b>A</b>	The college has adopted the LEED Silver level as a minimum standard for all new construction and renovations, and the new campus center and student residence hall have been built as such. Lumber is sourced primarily from local suppliers and hardwood is utilized so that it can be more easily traced to sustainable forests. Double-glazed windows, low-flow showerheads, and low-flush toilets are standard in all projects.
<b>Transportation</b>	<b>B</b>	Pedestrian-friendly planning and a Zipcar program, which offers hybrid vehicles for rent, reduce the number of cars on campus. For an annual fee, students, faculty, and staff can join the Bike Coop and receive a key to access any of the ten bicycles parked around campus. Three electric cars were recently purchased to explore potential alternatives to gas-powered vehicles for the campus fleet.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>B</b>	In 1997, Bates adopted a policy on socially responsible investing, which ensures that the college invests in companies that engage in "ethical and reputable" business practices that sustain and respect the natural environment.
<b>Shareholder Engagement</b>	<b>F</b>	All active management of funds is delegated by the Trustee Investment Committee to professional money managers.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

# BAYLOR UNIVERSITY

↑ C-  
\$1 billion

<b>Administration</b>	<b>D</b>	Beside the recycling policies contained within the Risk Management Manual, Baylor University has no formal policies or councils that pursue campus sustainability. A proposal to hire a sustainability coordinator was made to the executive council in May 2007; however, there is still no word of a decision. A graduate student in the department of environmental sciences served as an intern during the summer of 2007 to boost the university's sustainability program. The student-run Baylor Environmental Concerns Organization (ECO) sponsors an annual Earth Week celebration.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has a cogeneration facility that produces energy 50 percent more efficiently than standard boilers, and building commissioning has helped to identify energy inefficiencies. The university has recently helped finance the construction of a wind farm in Texas, although it may not receive energy from that source.
<b>Food &amp; Recycling</b>	<b>C</b>	Food waste is picked up from one dining hall five days per week to be composted, and dining services has recycled 9,000 pounds of coffee grounds at the World Hunger Relief Farm. The majority of dairy products are purchased from a local farm. The university sponsors paper and cardboard recycling, at a projected 8 percent diversion rate, as well as printer cartridges, batteries, and machinery. A student-run recycling organization recycles other materials.
<b>Green Building</b>	<b>D</b>	The university is currently preparing the Truett Seminary for LEED-EB certification.
<b>Transportation</b>	<b>B</b>	The university shuttle service, which provided over 98,000 trips last year, uses four buses that run on ultra-low sulfur diesel. The physical plant has replaced several pickup trucks with small electric vehicles. Many new bike racks have been installed on campus over the past two years and the campus is designed to encourage walking and bicycling over automobile commuting.
<b>Endowment Transparency</b>	<b>D</b>	The university makes its proxy voting records and endowment holdings available to select members of the university community. Records are available at the investment office.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides its investment managers with guidelines to determine its proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

↑ Higher Grade Than Last Year

## BEREA COLLEGE



C+

\$1.1 billion

<b>Administration</b>	<b>A</b>	President Shinn has signed the Presidents Climate Commitment. In 1996, Berea College made an institutional commitment to embody sustainability in various aspects of its overall operation. Twelve full-time employees, including a sustainability coordinator, as well as student work-study positions, work to further the college's sustainability initiatives. A stated goal of achieving a 45 percent reduction in campus energy use by 2015 demonstrates the college's effort.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The student-led 10x10 Campaign is pushing the college to conserve energy and supply 10 percent of campus energy needs with renewable energy sources by 2010. Campus solar panels currently provide 0.5 percent of campus energy needs. The SENS House in the Ecovillage includes a net-metering solar electric system that allows excess power to flow back into the grid. In its first year of operation, the new gas-fired heat plant used 39 percent less gas by volume than the previous year with the old heat plant.
<b>Food &amp; Recycling</b>	<b>B</b>	The Local Food Initiative (LFI) Steering Committee, made up of faculty, staff, and student volunteers, is working to develop a sustainable food system at the college. The LFI has successfully encouraged the school to incorporate more local foods, including college-grown produce and livestock, into the college dining services. Work is being done to incorporate postconsumer waste into the existing compost program.
<b>Green Building</b>	<b>B</b>	Berea College's administration building was the first LEED-certified building in the state of Kentucky. The college's Ecovillage, a living and learning tool in sustainability, contains 50 student apartments, a child development laboratory, and a model sustainable home. The Ecovillage uses 50 percent less energy and water per capita than the standard household and produces a waste stream half as large. The college has a set of ecological renovation standards for all campus renovations.
<b>Transportation</b>	<b>A</b>	Facilities management employees use a fleet of 13 small electric vehicles. A Berea student was awarded a sustainability mini-grant to research and begin constructing a biodiesel processor to utilize waste oil from the college's food services to power campus groundskeeping equipment. Berea Bikes, a student-led community bike program, reclaims abandoned bikes and refurbishes them for use by campus community members.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

- Unchanged Grade From Last Year

## BERRY COLLEGE

D+

\$543 million

<b>Administration</b>	<b>C</b>	President Briggs has signed the Presidents Climate Commitment. Students have formed several environmental organizations and, subsequently, have initiated on-campus recycling efforts and sponsored annual campus clean-up projects. The college has signed an agreement with the Georgia Foundation of Independent Colleges to participate in an environmental compliance peer audit program established by the Environmental Protection Agency.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The college adopted a policy of purchasing Energy Star appliances. Air conditioning equipment must have a SEER rating of 13, which achieves 30 percent greater efficiency than the previous standard of 9.
<b>Food &amp; Recycling</b>	<b>D</b>	The college's dining services department does not offer any notable amount of local or organic foods and has not made public any compost program. However, all tree trimming and landscape removal is ground into mulch for use across campus.
<b>Green Building</b>	<b>D</b>	Green building elements include site selection to encourage foot traffic, insulation systems that exceed code requirements, recycled-content products, and energy-efficient glass that minimizes solar heat gain. New facilities have maximized space for direct daylight access.
<b>Transportation</b>	<b>C</b>	Several departments use electric golf carts for on-campus travel. Students are highly encouraged to bring bicycles to campus and a campus wide shuttle transports students between residence halls and classroom buildings. A three-mile bike path was developed for travel between campus areas and recreation.
<b>Endowment Transparency</b>	<b>F</b>	The college has no policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# BOSTON COLLEGE

↑ **C**  
\$1.7 billion

<b>Administration</b>	<b>C</b>	Boston College created a sustainability committee that developed principles to guide the college through its master plan. A utilities manager handles conservation efforts on campus and a sustainability position is under review. The college's strongest effort toward sustainability comes from its leading position in Project XL, a group of three colleges and universities working to improve laboratory waste management practices. BC is a member of the Campus Consortium for Environmental Excellence, which works on sustainability in higher education. Facilities and residential life have partnered with EcoPledge (student group) to raise awareness of recycling and energy and water conservation.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Conservation efforts on the facilities side include installing speed drives on motors, more efficient air compressors, and retrofitted lighting in both parking garages and two buildings. BConserves, a conservation program that began in 2006, has resulted in a 10 million-kilowatt (15 percent) reduction over the previous year. As of January 1, 2007, the college's electricity provider generates 59 percent of its portfolio from renewable resources. The college has recently increased its purchase of renewable energy credits threefold from the previous year.
<b>Food &amp; Recycling</b>	<b>B</b>	BC is working to develop relationships with local growers, manufacturers, and vendors who promote sustainable agricultural practices. Dining services currently buys farm products through local distributors, as well as hormone-free milk from a local dairy. The recycling program diverts 52 percent of waste from the waste stream.
<b>Green Building</b>	<b>C</b>	The college incorporates some LEED features in building design, as was the case with the recently renovated 66 Commonwealth Avenue residence hall. In line with LEED requirements, BC aims to reuse or recycle 85 percent of construction and demolition waste.
<b>Transportation</b>	<b>C</b>	BC offers some incentives to encourage carpooling, including preferred parking and a guaranteed ride home. There is a free shuttle to public transportation stops and off-campus neighborhoods. There is easy access to mass transit and the college offers discounted passes. Shower facilities, in addition to bike racks, are provided for bicyclists.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college has a longstanding Socially Responsible Investment Policy, but has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The college reviews proxy issues and votes all proxies with its investment managers.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

# BOSTON UNIVERSITY

↑ **C**  
\$1.1 million

<b>Administration</b>	<b>C</b>	Boston University has recently launched a website detailing its efforts to become a more “green campus.” The assistant provost has been assigned to coordinate sustainability initiatives part-time and was certified as a LEED-accredited professional. Sustainability committees consisting of staff and faculty have been formed. The university has practiced green purchasing since 2004.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has made great efforts to increase energy efficiency on campus. Recent lighting retrofits have drastically decreased energy usage. A pilot program was implemented in biomedical research buildings to do continuous commissioning of HVAC systems. The central steam and cooling plant is being upgraded to a more efficient system. Despite these efforts, there are no plans to commit to carbon emissions reductions or to purchase energy from renewable sources.
<b>Food &amp; Recycling</b>	<b>A</b>	Local produce, fish, and cheese are offered regularly in addition to organic produce, beans, and tomato sauce. The university is in the process of purchasing biodegradable to-go containers. Dining services will begin composting in fall 2007, although landscape composting has occurred since last year. A new recycling vendor began work on campus in summer 2007 in hopes of increasing recycling efforts.
<b>Green Building</b>	<b>C</b>	The university is committed to a standard of “LEED certifiable” design for all new construction projects and major renovations. It is still investigating how to handle the increased costs of LEED certification.
<b>Transportation</b>	<b>B</b>	The university purchased its first hybrid vehicle in 2005. A car-sharing program exists in conjunction with Zipcar and students and staff have access to discounted mass transit passes. A new student housing building will have bike lockers and showers. The existing bike facilities on campus are heavily used.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting records nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring renewable energy investment funds and community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	A member of the university administration determines proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

↑ Higher Grade Than Last Year

# BOWDOIN COLLEGE

# .B-

\$828 million

<b>Administration</b>	<b>A</b>	President Mills has signed the Presidents Climate Commitment. Bowdoin has also signed on to the Maine Governor's Carbon Challenge, committing to reduce its emissions to 11 percent below 2002 levels by 2010. The Sustainable Bowdoin Office was established to fulfill the obligations of the college's environmental mission statement and is run by a sustainability coordinator and staff of student workers. There is also an environmental action committee.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The college signed an agreement with a local, certified low-impact hydropower facility to match any non-renewable sources the college uses from the grid with hydropower energy. This means that, in effect, the college will run on 100 percent renewable energy. Four buildings at the college use biodiesel B20 for heating fuel. The campus steam plant utilizes all waste vegetable oil from Bowdoin's dining services fryolators—roughly 1,000 gallons this past academic year.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services has a strong partnership with Farm Fresh Connections, which sources from 20 to 30 local farms. In addition, the college buys natural, local meat and uses herbs from two herb gardens located next to the dining halls. Bowdoin bought 1,358 pounds of produce from the college's certified organic gardens. Bowdoin dining has an environmental committee. Sustainable Bowdoin uses Earth Tubs to divert roughly 200 pounds of postconsumer waste from the landfill each day.
<b>Green Building</b>	<b>A</b>	All new construction on campus is submitted for LEED certification, and all renovations follow the college's own sustainable design guidelines, which incorporate LEED guidelines. Two new residence halls received LEED Silver certification in 2006. Construction will begin in the fall of 2007 on a new hockey arena that has already been registered as a LEED project. The college is wrapping up a three-year initiative to renovate six residence halls, and energy efficiency measures have been a large part of the renovation process.
<b>Transportation</b>	<b>B</b>	Bowdoin has two hybrid vehicles in its fleet. Maintenance equipment is fueled by biodiesel. The Commute Another Way program has been formed to encourage carpooling, biking, and other alternative forms of transportation, and the school has a shared bike club. The college is also helping to find a regional shuttle bus service, which will include stops at the college.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

■ Unchanged Grade From Last Year

 Campus Sustainability Leader

## BRANDEIS UNIVERSITY

C

\$691 million

<b>Administration</b>	<b>B</b>	President Reinharz has signed the Presidents Climate Commitment. Brandeis is working to develop a comprehensive, university-wide statement on its commitment to environmentally responsible operations and employs a full-time energy manager whose role is to oversee improvements in efficiency and the reduction of overall energy use. The Brandeis Environmental Sustainability Team consists of faculty, staff, and students.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university's Infrastructure Renewal Project includes two \$10 million phases, both focused on improving the school's environmental footprint, and another focused specifically on energy improvements. The Energy Savings Program offers information on current resource use and sponsors an energy usage competition, as well as a compact fluorescent lightbulb exchange. Brandeis is currently planning the installation of a test tower on campus—pending approval by the city—to explore the feasibility of wind power as a renewable source for a portion of the university's energy needs.
<b>Food &amp; Recycling</b>	<b>B</b>	In October 2006, along with a student-organized awareness campaign, dining services began offering select amounts of locally grown produce in dining locations. Most ice cream, and bread not baked in the on-campus bakery, is purchased from regional producers. As a result of a student research project, dining services started composting kitchen waste in the spring of 2007, with 405 tons of waste projected to be composted per year. All dining locations offer fair-trade coffee, some exclusively. Compostable or biodegradable to-go containers are purchased from a local paper company.
<b>Green Building</b>	<b>C</b>	The new Irving Schneider and Family Building reflects several green building features, including the use of recycled steel, bamboo flooring, low-VOC paints, and green label carpets. Though the university does not set LEED certification as a goal for its projects, it does set LEED-like goals for all capital projects. One assistant project manager in the Office of Capital Projects is LEED accredited; two project managers and one assistant project manager are currently seeking LEED accreditation.
<b>Transportation</b>	<b>C</b>	A shuttle circulates around campus and to destinations in Waltham and Boston. Employees are encouraged to use alternative modes of transportation and to carpool. The campus is located on a commuter rail line and mass transit passes are tax deductible.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



## BROWN UNIVERSITY

↑ **B+**  
\$2.8 billion

<b>Administration</b>	<b>B</b>	The Energy and Environment Advisory Committee oversees an overall energy and emissions reduction plan. A student EcoReps program communicates environmental information and engages students. The Brown Is Green initiative began in 1991, and is devoted to promoting sustainability on campus.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Brown completed an initial carbon emissions inventory in 1998, which is updated on a regular basis. Retrofits of lighting and mechanical systems have reduced energy consumption. Over \$15 million has been approved for energy efficiency investments that will reduce Brown's total greenhouse gas emissions by 20 percent. The Energy and Environmental Advisory Committee has recommended pursuing a 30 percent reduction in the central heat plant's greenhouse gas emissions.
<b>Food &amp; Recycling</b>	<b>A</b>	The university dining services department obtains a variety of produce from at least 14 local farms. Pre- and postconsumer food waste is distributed to a local pig farm. Biodegradable to-go containers are used, and an annual average of 35 percent of waste is diverted from landfills through recycling efforts.
<b>Green Building</b>	<b>B</b>	Since 1991, Brown has incorporated energy efficiency and high performance design standards in new construction and renovation projects. As a result of these programs, Brown has one of the lowest energy densities and carbon footprints of its peer institutions. Design standards require all future buildings to meet aggressive energy standards, and energy consumption has typically been reduced at least 30 percent below code requirements.
<b>Transportation</b>	<b>A</b>	The comprehensive transportation program includes incentives for carpools, parking policies that discourage single-occupancy vehicles, a cycling support group, and, as of September 2007, fully subsidized bus passes. A purchasing policy requires vehicles to be in the top 25 percent of the EPA fuel economy standards and restricts the purchase of SUVs. Several hybrid, natural gas, or biodiesel vehicles are used.
<b>Endowment Transparency</b>	<b>C</b>	The university makes its proxy voting record available to members of the university community on a password protected website. Information on endowment holdings is not made public.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is not currently invested in renewable energy funds or community development loan funds. Brown has selected an investment for a social choice donor option that considers environmental/sustainability factors, but no funds have been invested yet.
<b>Shareholder Engagement</b>	<b>A</b>	The Advisory Committee on Corporate Responsibility in Investment Policies (including faculty, alumni, and student representatives) advises the president and makes voting recommendations for social issues on proxies. Brown's investment managers vote all other proxy issues.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

↑ Higher Grade Than Last Year

# BRYN MAWR COLLEGE

# C+

\$660 million

<b>Administration</b>	<b>B</b>	President Vickers has signed the Presidents Climate Commitment. In spring 2007, students passed an alternative energy plenary resolution, which has been received and supported by the administration. The resolution is a step toward developing an environmental stewardship position statement. The college also has a Green Plan that details principles for making environmentally sustainable decisions.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Bryn Mawr has completed several projects designed to decrease energy consumption across campus, including the replacement of lighting with more efficient fluorescent fixtures and the replacement of all exit lights with LED units. All new appliances and mechanical equipment have the highest possible energy efficiency ratings. The college is working to produce an alternative energy demonstration on campus this year with both wind and solar options under consideration.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services purchases from three local producers, including a local dairy. Various organic items, such as produce, milk, and bread, are served. Exclusively fair-trade coffee is available on campus. Biodegradable containers are used for take-out service and beverages are free or discounted with a reusable cup or mug. The college runs a standard recycling program and composts grounds waste, but not food scraps.
<b>Green Building</b>	<b>D</b>	While it is not the direct objective of Bryn Mawr to obtain LEED certification, it is the school's intent to maximize possible LEED points, administer construction with an eye toward sustainable practices, and create sustainable facilities.
<b>Transportation</b>	<b>C</b>	Bryn Mawr has begun incorporating alternative fuels and technologies into its public transport and its fleet. A 42-passenger bus and a 15-passenger mini-bus run on compressed natural gas and the public safety fleet will soon include two hybrid vehicles.
<b>Endowment Transparency</b>	<b>B</b>	The college makes its proxy voting record and a list of endowment holdings available to the college community. This information is available at the college investment office.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The college provides its investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## BUCKNELL UNIVERSITY

**C-**  
\$599 million

<b>Administration</b>	<b>C</b>	The campus master plan currently under development incorporates sustainability into its guiding principles. A part-time sustainability coordinator began working at the Bucknell Environmental Center in 2006. The coordinator works with students, the facilities department, and the general campus population on sustainability initiatives and will lead an environmental audit this fall.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A student produced an emissions inventory in 2006. In 1998, Bucknell's power plant was converted from a conventional coal-burning facility to a cogeneration power plant that captures and reuses waste heat for an overall efficiency of 75 to 80 percent. Beginning in 2002, Bucknell has purchased one million kilowatt-hours of wind energy per year. In August 2006, the Solar Scholars helped install a 2.5-kilowatt solar array, which serves as a power source for the Bucknell University Environmental Center. In April 2007, two more arrays were installed at the Bucknell Mods.
<b>Food &amp; Recycling</b>	<b>A</b>	Bucknell has committed to making 20 percent of food purchases—including produce, bread, and hormone-free dairy—from local growers, suppliers, and dairies. Bucknell buys \$1,000 worth of coffee beans from a Nicaraguan fair-trade coffee plantation each semester. Members of the campus community make trips to this plantation to help build the community. Bucknell avoids buying processed vegetables, which cuts down on packaging and allows them to buy from a local farmers market. Dining services contributes organic waste to an anaerobic digester that engineering students developed.
<b>Green Building</b>	<b>D</b>	LEED reviews are performed at the start of the design process to incorporate best practices without a specific certification target. Two facilities administrators, who are involved in guiding the construction, renovation, and operation of buildings, have qualified as certified sustainable development professionals through the Association of Energy Engineers.
<b>Transportation</b>	<b>C</b>	The university's fleet contains one hybrid car. Additional bicycle racks have been placed at locations suggested by students and staff. The campus master planning continues to transform the campus into a more pedestrian-friendly place. In recent years, parking has been restricted to the perimeter of campus.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# CALIFORNIA INSTITUTE OF TECHNOLOGY

↑ **C**  
\$1.6 billion

<b>Administration</b>	<b>B</b>	The California Institute of Technology employs one full-time transportation coordinator, two full-time recycling specialists, and one energy manager. The Sustainability Council oversees projects and the Environmental Task Force has drafted an environmental policy statement. The facilities management department has a comprehensive energy management program with stated practices and goals.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The institute operates a 12.5-megawatt cogeneration plant and a 50-kilowatt micro-turbine. An active energy conservation program includes motion sensors in all new construction and retrofits, and a cool roof re-roofing program. Caltech, in conjunction with the city of Pasadena, participates in an energy-efficient appliance replacement program. Additionally, the institute is installing a 230-kilowatt solar energy facility that will be the largest in Pasadena, to be operational in February 2008. No institutional policies addressing climate change have been adopted to date.
<b>Food &amp; Recycling</b>	<b>B</b>	Though few farms remain in the greater Los Angeles area, Caltech is able to purchase produce that is predominately grown in state through the Los Angeles Produce Market. In addition, Caltech is an official drop-off point for Terra Miguel farm, a local organic farm, and students have the option to be added to the drop-off list, as well. Dining services has eliminated the use of Styrofoam in favor of biodegradable or recyclable to-go containers.
<b>Green Building</b>	<b>A</b>	Caltech pursues energy conservation and wise energy management in all its facilities and for new buildings. The institute requires a minimum of LEED Silver certification for all new construction and major rehabilitations, and is in the process of seeking campus-wide LEED certification. Caltech also has an active building lighting retrofit program and occupancy sensor program.
<b>Transportation</b>	<b>B</b>	Caltech supports a variety of different programs to encourage the use of alternative forms of transportation. These programs are managed by the employee transportation coordinator and include: guaranteed ride home, vanpooling and carpooling incentives, a bicycle and walking program, transit cash incentives, and many others. Caltech is investigating fleet replacement with alternative-energy vehicles and has introduced one hybrid vehicle into its chauffeur fleet.
<b>Endowment Transparency</b>	<b>F</b>	The institute has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The institute aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The institute has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

# CARLETON COLLEGE

 **A-**  
\$664 million

<b>Administration</b>	<b>A</b>	President Oden has signed the Presidents Climate Commitment and has adopted an Environmental Statement of Principles. The Environmental and Technologies Studies program, supported by faculty members and student interns, assists the college in its sustainability efforts. The Environmental Advisory Committee includes a director of energy.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The college completed two large building-control upgrade projects in 2007 that will reduce energy use and is also implementing a campus-wide utilities metering initiative to better track where energy is used on campus. Carleton continues to operate its 1.65-megawatt wind turbine and is determining a location for the installation of photovoltaic shingles that were gifted to the college.
<b>Food &amp; Recycling</b>	<b>A</b>	The college has a partnership with Food Alliance Midwest and purchases from 15 to 20 local farmers and producers. Dining services buys grass-fed meat and 100 percent organic flour is used in all baking. Carleton has adopted a single-stream recycling program that is expected to increase recovery rates and overall efficiency. The college has also begun composting food waste and other products made out of biodegradable material.
<b>Green Building</b>	<b>B</b>	The college has developed its own guidelines based on Minnesota Sustainable Design Guidelines, but is looking to adopt LEED guidelines as its minimum standard for new construction and renovations. Two new buildings currently under design are being planned at the LEED Silver level with options being developed to achieve LEED Gold where possible.
<b>Transportation</b>	<b>B</b>	Students must obtain special permission to use a car on campus and the college encourages employee carpooling. Tractors run on biodiesel and the college is considering biodiesel or hybrid vehicles for their fleet.
<b>Endowment Transparency</b>	<b>B</b>	The college makes a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. A list of holdings or managers is provided upon request to college stakeholders. Its proxy voting record is available to the public and is accessible via the web.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles, as well as community development loan funds or similar financial institutions.
<b>Shareholder Engagement</b>	<b>A</b>	The Carleton Responsible Investment Committee (CRIC), formed in 2005, makes recommendations on proxy issues. The CRIC is comprised of four students, two faculty, and two staff representatives, and the treasurer serves as ex officio and liaison to the trustees' Investment Committee.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

 Higher Grade Than Last Year

 Overall College Sustainability Leader

 Endowment Sustainability Leader

# CARNEGIE MELLON UNIVERSITY

↑ **B-**  
\$940 million

<b>Administration</b>	<b>B</b>	Carnegie Mellon has a Green Practices Committee, an environmental coordinator, and an EcoReps program in the residence halls. A comprehensive 115-page environmental assessment report was completed in 2005. The purchasing department has an environmental procurement mission statement and an environmentally preferable packaging agreement. There is no overall sustainability policy.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university is a founding EPA Green Power Partner and a recipient of a 2001 Green Power Leadership Award for making, what was at the time, the largest single retail purchase of wind energy in the nation. The university supplies 15 percent of its energy needs with a mixed portfolio of Pennsylvania wind, national wind, low-impact hydro, and landfill gas. By 2008, 20 percent of the school's energy will come from renewable sources. Housing and dining installed 75 vendor misers on campus to reduce the power used by vending machines by 46 percent. Although the university has shown a commitment to emissions reductions through its actions, it has not signed a formal agreement.
<b>Food &amp; Recycling</b>	<b>A</b>	The university purchases from a distributor that buys from dozens of local producers. Cage-free eggs, organic produce, and fair-trade coffee are now served, with the option of using biodegradable to-go containers. A composting program has been proposed for the dining halls and the university is currently working on an initiative to make biodiesel from waste oil in the dining halls. The university has a comprehensive recycling program, including carpet recycling and participation in the Nike Reuse-a-Shoe program.
<b>Green Building</b>	<b>A</b>	The university's building policy requires that all new buildings and renovations achieve LEED Silver certification, at a minimum. Currently there is one LEED-certified, four LEED Silver-certified, and one LEED Gold-certified building on campus. Four additional LEED buildings are in design or under construction. The university was a pilot partner in the EPA's Lab21 program for green design in laboratory facilities.
<b>Transportation</b>	<b>A</b>	The university's shuttles run on biodiesel fuel and police cars use E-85 ethanol fuel. The facilities department's fleet includes six electric vehicles. Free bus passes are given to students, faculty, and staff, and Zipcars are available, as well. Carpools receive special parking privileges.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

 Campus Sustainability Leader

# CASE WESTERN RESERVE UNIVERSITY

↓ C  
\$1.6 billion

<b>Administration</b>	<b>C</b>	Through the Energy Advisory Committee, the Residence Hall Recycling Representative program, special interest housing groups focused on energy efficiency, and particularly through the Adopt a Building Energy Ambassador program, university students, staff, faculty, and administrators are involved in campus sustainability initiatives. All participants in campus sustainability programs have access to energy consumption information.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has made a commitment to reduce energy use by 15 percent by the end of 2007. Motion sensors and efficient lighting fixtures installed in the main library, one of the largest users of electricity on campus, have reduced energy consumption by 30 percent. Retrofits of HVAC systems, windows, lighting, and the installation of motion sensors across campus have also contributed to energy savings. These interventions have resulted in a 13 percent reduction in energy consumption among the academic buildings on campus.
<b>Food &amp; Recycling</b>	<b>A</b>	The university dining services provider, Bon Appétit, sources food from 30 local farms and producers. Bon Appétit's current goal at Case Western is to procure 20 percent of each meal from local producers. A wide array of organic, sustainably produced items are offered, including grass-fed beef and local farm-raised seafood and dairy products. Bags are biodegradable, packaging is made from recycled products, 90 percent of to-go containers are paper instead of Styrofoam, and dining services began a composting program in the spring of 2007. An extensive recycling program is also in place, with a recycling coordinator and student representatives working throughout campus.
<b>Green Building</b>	<b>B</b>	High performance and green building specifications have been incorporated into the university's requirements for new construction and renovations in existing buildings. The university's \$130 million housing project, the Village at 115, is registered for LEED certification.
<b>Transportation</b>	<b>D</b>	Case Western partners with Ohio's first car-sharing company, CityWheels, and new memberships from the university receive a 15 percent discount, resulting in ten new memberships to date.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is also currently invested in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university instructs its investment managers to vote proxies in the best economic interests of the portfolio.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↓ Lower Grade Than Last Year

# CLAREMONT McKENNA COLLEGE

# C-

\$474 million

<b>Administration</b>	<b>B</b>	President Gann has signed the Presidents Climate Commitment. The director of facilities chairs the Environmental Concerns Committee, which includes student members and works with the on-campus Roberts Environmental Center to promote campus sustainability initiatives. A campus sustainability website will be launched soon.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The college is currently conducting a carbon emissions inventory, has an Energy Star purchasing policy, and is working with an energy service company to develop an energy conservation project. The college also participated in a Consortium-wide analysis of utilities consumption over the past 20 years.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services purchases from 14 to 18 local farms, including a local dairy. In addition, the department has a partnership with the California Alliance for Family Farmers. Some organic food options are also available on the menu, including produce in one cafeteria. The college has a comprehensive recycling program, and its goal is to recycle 75 percent of campus waste.
<b>Green Building</b>	<b>C</b>	In May 2007, the college adopted a policy requiring that all new construction achieve LEED Silver certification or higher. A campus housing energy efficiency retrofit program will be implemented in fall 2007.
<b>Transportation</b>	<b>C</b>	The college operates an active rideshare program that provides cash and prize incentives for commuting by foot, carpool, bicycle, or use of public transportation. Most campus service vehicles are electric carts.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



## CLARK UNIVERSITY

B

\$290 million

<b>Administration</b>	<b>A</b>	President Bassett signed the Presidents Climate Commitment and the university has also signed the Talloires Declaration. A full-time coordinator is responsible for energy conservation, recycling, and other sustainability issues. The Campus Sustainability Initiative is a network that connects administrators, students, and faculty members, and the Clark Energy Awareness Program educates, motivates, and inspires the university community to use energy resources wisely.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Clark joined Clean Air–Cool Planet in 2004 and completed a campus greenhouse gas emissions inventory in the spring of 2007. An energy competition encourages students to conserve energy, and numerous light retrofits, including a compact fluorescent lightbulb swap, have improved energy efficiency. Students are given the option to pay an additional \$30, which is used to buy enough wind energy to offset their electricity consumption.
<b>Food &amp; Recycling</b>	<b>A</b>	As much local produce is served as possible during peak periods. Fair-trade coffee, cage-free eggs, and organic produce, rice, and oatmeal are available at certain locations. As part of a new contract with Sodexo, hormone-free milk will be purchased from a local dairy. Reusable dishware or biodegradable packaging is used at all locations, and all food and landscaping waste is composted. Clark's recycling rate has increase from 10 percent of total waste in 2004 to 15 percent in 2006. Farm tours familiarize students with local farms.
<b>Green Building</b>	<b>C</b>	Clark follows some green design standards in construction, although there is not currently a policy for green construction. Several buildings are LEED-certified or meet certification standards. The new Blackstone Hall residence has several green building features, including recycled vinyl faux wood flooring, and nearly achieves LEED Gold certification standards. The Higgins University Center is being renovated following LEED standards for existing buildings.
<b>Transportation</b>	<b>D</b>	A shuttle runs between institutions of higher education in Worcester. The shuttle has recently increased service hours and destinations to include weekend evenings and stops downtown and at the train and bus station.
<b>Endowment Transparency</b>	<b>B</b>	Some information on endowment holdings is made available to the public, while the remaining endowment holdings and all proxy voting records are available to members of the school community. The information is available at the investment office and in some cases is sent to individuals upon request.
<b>Investment Priorities</b>	<b>B</b>	The university's timber funds were chosen in part because of their strong environmental focus.
<b>Shareholder Engagement</b>	<b>A</b>	A committee of three students, three faculty, four trustees, one staff, and one alumnus deliberates, and makes recommendations or decisions, on proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# CLEMSON UNIVERSITY

# C+

\$375 million

<b>Administration</b>	<b>B</b>	President Barker has signed the Presidents Climate Commitment. The Clemson University Environmental Committee is made up of students, faculty, and staff, and is charged with coordinating campus sustainability efforts. The university has adopted several environmental policies, including those related to green building, waste minimization, and energy conservation.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has adopted a plan and policy for campus-wide energy conservation strategies and has committed to purchasing green power credits from its energy provider. A pilot project is underway to reduce the environmental footprint of the power plant on campus.
<b>Food &amp; Recycling</b>	<b>B</b>	The university recycled 18.1 percent of its waste stream during the 2006–2007 school year as part of its comprehensive recycling program. Clemson promotes end-of-semester programs to collect unwanted items from residence halls for donation to local charities. Dining services purchases food from 28 local farms and producers and offers fair-trade and organic foods at two restaurants on campus. Clemson makes its own blue cheese and ice cream, as well as agricultural products such as meat and organic produce, which is available through dining services.
<b>Green Building</b>	<b>A</b>	The university's Advanced Materials Research Laboratory was the first public facility in South Carolina to be LEED Silver-certified. Clemson has a green building policy requiring that all new facilities larger than 5,000 square feet, and renovations costing more than 50 percent of building replacement value must achieve LEED Silver certification. Eight other major capital projects are being built to meet LEED Silver standards.
<b>Transportation</b>	<b>B</b>	The university and the city of Clemson have a partnership in the Clemson Area Transit system, the largest fare-free bus system in the nation. The system has routes to and from campus to three other colleges and four cities in three different counties, offering students and employees an alternative to driving their own cars on and off campus. The university's parking services department uses four electric vehicles to transport parking enforcement officers around campus. The department's goal is to have ten such vehicles, replacing all the SUVs used for parking enforcement.
<b>Endowment Transparency</b>	<b>F</b>	The Clemson University Foundation owns no direct investment in any publicly held company, so shareholder voting is not applicable. The university has no known policy of disclosure of endowment holdings.
<b>Investment Priorities</b>	<b>C</b>	The Clemson University Foundation aims to optimize investment return and does not invest directly in energy funds or community development funds.
<b>Shareholder Engagement</b>	—	The Clemson University Foundation owns no direct investment in any publicly held company and does not have the ability to vote proxies.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## COLBY COLLEGE

C+

\$599 million

<b>Administration</b>	<b>B</b>	Colby College adheres to the core values of respect for the environment and sustainable living. Environmentally safe practices inform and guide campus strategic planning, decision making, and daily operations. The Environmental Advisory Group (EAG) was formed in 2000 to advise the president and college community on issues related to environmental stewardship. Colby employs an environmental programs manager and all project management staff are LEED-accredited.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Along with the state of Maine, Colby is a participant in the Governor's Carbon Challenge, pledging to reduce campus emissions to 1990 levels by 2010 and to 80 percent below 2003 levels in the long term. The college is in its fourth year of purchasing 100 percent renewable energy for the main campus. Colby purchases a combination of hydroelectric, biomass, and wind power. Conservation initiatives include energy-efficient washing machines, fluorescent lighting, a cogeneration turbine, and HVAC upgrades.
<b>Food &amp; Recycling</b>	<b>A</b>	Colby purchases about 20 percent of its food locally and buys from 30 to 40 local producers. The college was recognized by the National Fish and Wildlife Foundation for using the Seafood Watch Guide. There is no to-go service in residential dining, and all plates used in retail operations are compostable. All pre- and postconsumer food waste is composted, amounting to 80 tons per year. Dining services won the state governor's award for composting in 2004.
<b>Green Building</b>	<b>B</b>	The EAG has developed green building principles and guidelines for all new construction. The Schair Swenson Watson Alumni Center construction was completed in 2006 and the building has achieved LEED Silver certification. The Diamond building, completed in 2006, was submitted for LEED certification.
<b>Transportation</b>	<b>C</b>	The college's fleet includes an electric car and two hybrid vehicles. Showers have been installed in numerous buildings to encourage bicycling and jogging to work. The campus master plan, completed in 2001, established Colby as a pedestrian campus.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## COLGATE UNIVERSITY

D+

\$557 million

<b>Administration</b>	<b>D</b>	The Green Print is a strategic plan of initiatives that addresses sustainability, and there is a green purchasing policy in place. Students for Environmental Action works on various sustainability-related projects.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Colgate signed an agreement with Clean Air-Cool Planet in 2004, agreeing to complete a greenhouse gas emissions inventory, raise awareness about the importance of addressing climate change within the campus community, adopt an emissions target, and develop a plan to reach that target. A biomass facility offsets the need for oil burning. All electricity is hydroelectric and any additional electricity is nuclear.
<b>Food &amp; Recycling</b>	<b>B</b>	Dairy is purchased from a local company located in Syracuse. Dining services purchases bagels and specialty breads from a local bakery that converts used cooking oil into biodiesel. Fair-trade coffee is offered in all locations and students receive a discount for bringing a mug. Reusable dishware is used in dining locations and biodegradable materials are used in retail locations.
<b>Green Building</b>	<b>D</b>	Colgate is pursuing LEED certification for the library/IT renovation project and energy-efficient windows have been placed in most buildings, but the university has no known green building policy.
<b>Transportation</b>	<b>C</b>	Campus shuttle buses are equipped with EPA-approved, low-emission, diesel engines and some of the fleet runs on biodiesel. The Green Bikes program rents bikes to students.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# COLLEGE OF THE HOLY CROSS

# C

\$659 million

<b>Administration</b>	<b>B</b>	President McFarland has signed the Presidents Climate Commitment. Since its appointment in 2003, the Presidential Task Force on the Environment has been active on campus in raising consciousness about environmental issues and promoting responsible practices. This cross section of the college community is composed of staff, students, and faculty, and works in conjunction with the new environmental studies program.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The college has invested \$14,000 to conduct a pre-feasibility study of wind energy on campus, and is in the process of applying for a Massachusetts Technology Collaborative Feasibility Study Grant. Holy Cross's contracted electrical supplier obtains 68 percent of power from renewable energy sources. Eco-Action's Change a Light, Change the World campaign helped persuade students to switch to Energy Star-approved light bulbs.
<b>Food &amp; Recycling</b>	<b>B</b>	Holy Cross sponsors a weekly farmers market in a student dining venue featuring local produce in season. They buy from eight to ten local farms and purchase organic produce. The college recycles paper, cardboard, bottles, and cans throughout campus. Additionally, Holy Cross has an active composting program of yard waste from the campus arboretum that is used in the college's flower and plant beds.
<b>Green Building</b>	<b>B</b>	The college has adopted a green building policy that incorporates LEED certification guidelines and general green building design standards into new buildings and major renovations. The new science complex is being built to high-energy efficiency standards, including an energy recovery wheel to capture and reuse heat and humidity from air being exhausted from the building. The project will seek LEED Silver certification.
<b>Transportation</b>	<b>C</b>	Weather permitting, public safety officials perform campus patrols on bicycle, and utilize a battery-operated vehicle to service the campus. The athletic department uses three battery-powered carts. The college is promoting a pedestrian-friendly campus by installing gates that limit vehicular access to the interior of the campus.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# COLLEGE OF THE OZARKS

**D-**  
\$312 million

<b>Administration</b>	<b>F</b>	The College of the Ozarks has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The college has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	The college's dining services department sources some food from an on-campus garden, supports a local dairy, does not provide to-go containers, and boasts a 35 percent diversion rate due to recycling efforts. Dining services is currently researching programs to convert waste cooking oil into biodiesel for use on campus.
<b>Green Building</b>	<b>F</b>	The college has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The college has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## COLLEGE OF WILLIAM &amp; MARY

**D-**  
\$586 million

<b>Administration</b>	<b>F</b>	The College of William & Mary has received sustainability proposals twice in the past year. In May 2007, students proposed that the administration establish an Office of Sustainability and that the president sign the Presidents Climate Commitment. However, no formal commitment has been made.
<b>Climate Change &amp; Energy</b>	<b>F</b>	In 2002, to decrease utilities costs, the college initiated an energy conservation program. The Student Environmental Action Coalition also promotes energy conservation. No formal commitment has been made to reducing emissions or investing in renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	William & Mary receives local produce through a regional produce house and purchases dairy products from within Virginia. The Student Environmental Action Coalition has played an instrumental part in many sustainability initiatives within dining, including a reusable mug program and a compost program that will be piloted fall 2007. The college is aiming for a 50 percent diversion rate in the recycling program. One-hundred percent of used cooking oil from the kitchens is recycled into biodiesel.
<b>Green Building</b>	<b>C</b>	After an extensive renovation, the recreation center is LEED-certified. The new School of Business building, which is currently under construction, will seek LEED certification, as did new residence halls completed in 2006.
<b>Transportation</b>	<b>F</b>	The college has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The college and the College of William & Mary Foundation have no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college and the College of William & Mary Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college and the College of William & Mary Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the college and related foundations. For information on data collection and evaluation, please see the Methods section on page 228.

# COLORADO COLLEGE

# C

\$523 million

<b>Administration</b>	<b>C</b>	The Campus Sustainability Council is comprised of students, faculty, and staff, appointed by the college president. The council offers financial support to sustainability projects proposed by the campus community, such as the use of biodiesel in lawn equipment or the conversion of publications to digital format. The college has not formally adopted any policies related to sustainability.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The college has not joined the Chicago Climate Exchange at this time, but plans to revisit the issue after the Exchange recharter. Colorado College currently purchases some green power, and is considering the purchase of a small on-campus wind generator and solar panels. A set of energy guidelines promotes the use of energy-efficient lighting equipment and HVAC systems.
<b>Food &amp; Recycling</b>	<b>A</b>	The college partners with a local natural meat company for some purchases, and one dining hall, which has achieved Green Restaurant Certification from the Green Restaurant Association, offers almost exclusively local produce. Reusable dishware is used in all residential dining locations. Food waste is composted in an Earth Tub and wood-trimming waste is recycled for use as mulch.
<b>Green Building</b>	<b>C</b>	The Campus Sustainability Council began addressing the issue of energy consumption on campus by retrofitting on-campus houses. One campus building is LEED-certified and a second building, currently under construction, is expected to seek certification. The college has a set of guidelines that includes energy-efficient design standards, and the Campus Sustainability Council has recommended that future buildings meet LEED Silver certification criteria.
<b>Transportation</b>	<b>B</b>	Colorado College provides a free shuttle bus to downtown and a local train passes near campus. The compact campus is bike-friendly, few students commute, and freshmen are not allowed to have cars on campus. Equipment in the college's environmental mobile truck runs on solar power. The college has replaced its carpool sedan with a hybrid vehicle.
<b>Endowment Transparency</b>	<b>D</b>	Information on endowment holdings and proxy voting records is made available to trustees, senior administrators, and other select members of the school community. The information is available in the investment office.
<b>Investment Priorities</b>	<b>B</b>	Colorado College aims to optimize investment return and is exploring, but not currently invested in, renewable energy funds. The college is also exploring the use of investment policy provisions or investment managers that consider environmental and sustainability factors.
<b>Shareholder Engagement</b>	<b>D</b>	The college asks that its investment managers handle the details of proxy voting, with general review and administrative oversight.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



## COLUMBIA UNIVERSITY

**.B**

\$5.9 billion

<b>Administration</b>	<b>B</b>	Columbia University has created the department of environmental stewardship, hired four full-time staff members, and is setting up a sustainability advisory committee of students, faculty, and staff. Eco-Reps, who serve as undergraduate “green” RAs, organized the Green Living Challenge for dorm residents last year.
<b>Climate Change &amp; Energy</b>	<b>B</b>	As a participant in the mayor of New York City’s Challenge Partner Program, Columbia recently committed to a 30 percent reduction in greenhouse gas emissions within the next ten years. The university instituted an indoor space temperature policy last year, which mandates a heating season temperature of 68 degrees and a cooling season temperature of 76 degrees. Meters have been installed on each building at the main campus and two satellite campuses to better monitor electricity usage.
<b>Food &amp; Recycling</b>	<b>A</b>	Columbia currently purchases dairy products, fruit, and vegetables from local vendors and farms. Fair-trade coffee is served in all venues, which makes Columbia the only university in New York City to provide fair-trade coffee at every location. A surplus reuse program is being established to take surplus furniture, equipment, and computers and place them internally or with local community-based nonprofits.
<b>Green Building</b>	<b>B</b>	The university is currently undertaking three large construction projects, all of which are LEED registered. At least two other projects are anticipated to be registered in the next year. The university is participating in the LEED for Neighborhood Development pilot program for its proposed expansion. Most Columbia buildings have been converted to low-flow plumbing. Efficient water heaters, compact fluorescent lights, and lighting timers have been installed.
<b>Transportation</b>	<b>B</b>	The university provides a shuttle service amongst and between its campuses using low-sulfur diesel buses, and the public safety fleet includes four hybrid cars. A committee of students, faculty, and staff is exploring the feasibility of a biodiesel program.
<b>Endowment Transparency</b>	<b>B</b>	The Advisory Committee on Socially Responsible Investing makes its meeting minutes and annual reports available to the public on its website. Proxy voting records and a list of endowment holdings are available to the campus community through a password-protected site.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>A</b>	Students, faculty, and alumni serve on Columbia’s Advisory Committee on Socially Responsible Investing, which makes proxy voting recommendations to the board. The committee also hosts an annual town hall meeting at which the school community can voice its opinion on issues facing the committee or issues that the committee should address.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

- Unchanged Grade From Last Year

# CORNELL UNIVERSITY

↑ **B**  
\$5.1 billion

<b>Administration</b>	<b>A</b>	A comprehensive website has been established, a sustainability coordinator has been hired, and the university is developing a campus master plan with sustainability as a core philosophy. President Skorton has signed the Presidents Climate Commitment and the university has published its first Green Report on campus sustainability issues and environmental impacts, which represents the work of students, faculty, and staff across campus.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Ten percent of the entire campus electrical use has been eliminated through the use of lake source cooling to air condition campus buildings. Currently, 16 percent of electricity used by Cornell is sustainably produced, and the university is planning a combined heat and power project that will improve energy efficiency by nearly 50 percent.
<b>Food &amp; Recycling</b>	<b>B</b>	Over 57 percent of the waste generated at Cornell's Ithaca campus is diverted from the landfill and over 350 tons of pre- and postconsumer food waste from dining halls is composted annually. The university's dining services director, head chef, and others have worked with the Farms-to-College Task Force, a student group, to promote sustainable food practices in the dining halls.
<b>Green Building</b>	<b>B</b>	As part of the university's Green Building Initiative, Cornell considers many environmental factors in its building projects, and its Sustainable Design Guidelines use the LEED rating system as a model. On campus, at least two buildings have been LEED-certified, and green building features, such as recyclable carpet and sustainably sourced wood, have been incorporated into other areas.
<b>Transportation</b>	<b>B</b>	Cornell has taken many steps to reduce negative environmental impacts related to car use on campus, including the use of incentives such as free bus passes and restricted on-campus parking. The university fleet runs on biodiesel. Cornell is engaged in dialogue with local officials about the future of transportation.
<b>Endowment Transparency</b>	<b>D</b>	Information on endowment holdings and proxy voting records is made available to trustees, senior administrators, and other select members of the school community at the investment office.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy funds. Cornell is in the process of considering investment managers that take sustainability and environmental factors into account.
<b>Shareholder Engagement</b>	<b>C</b>	Investment managers vote proxies according to university guidelines, which require that the social and environmental aspects of investments be evaluated. When the need arises, the president may establish an ad hoc group comprised of senior administrators, faculty, students, and staff and/or alumni. Concerns of the committee would be passed on to the board of trustees.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

↑ Higher Grade Than Last Year

# CREIGHTON UNIVERSITY

# D

\$408 million

<b>Administration</b>	<b>C</b>	A sustainability committee, charged with drafting sustainability policies, has been formed. Other campus efforts include the following: The food service department is making more local purchases; energy management staff are continuously looking at consumption reduction; building project management staff have developed design standards to use products that are manufactured locally or from renewable origins; and purchasing staff are writing contracts that consider use of recycled materials and buying locally.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Creighton University has an energy conservation policy that mandates temperature settings. The university's Energy Awareness Committee focuses on energy consumption reduction. Creighton uses a sophisticated, computerized energy management system to measure energy consumption in individual buildings, allowing the university to manage utilities more efficiently and reduce energy use.
<b>Food &amp; Recycling</b>	<b>D</b>	The campus facilitates the recycling of office waste in addition to batteries, lightbulbs, computers, and electronics. The food service department has begun to purchase more items locally, although the university has not made public specific statements on the initiative.
<b>Green Building</b>	<b>D</b>	The university's Harper Center was evaluated, and met LEED criteria; however, the university did not seek certification. The design standards utilized by university architects and construction contractors have explicit energy conservation instructions.
<b>Transportation</b>	<b>C</b>	A committee composed of neighborhood representatives and Creighton University staff is working on bike path development around and through the university in order to take advantage of the urban setting. At least one university building features showers for bicyclers, as well as bike racks. Utility carts throughout the university are being converted to battery-powered machines. Creighton is undertaking a project to construct a mass transit transfer station on campus. The facility will be used for mass transit bus stops along with campus shuttle facilities and shuttle stops. When completed, the facility will also house the university's public safety operation and provide interior waiting spaces and a place for bicycle parking.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

DARTMOUTH COLLEGE  

  
\$3.8 billion

<b>Administration</b>	<b>B</b>	Dartmouth College has a sustainability coordinator who works with the Resource Working Group—a collaboration of administrators, faculty, and staff—to implement sustainable practices on campus. The college prepares an annual sustainability report that tracks consumed energy and water as well as emissions and solid waste. The Dartmouth Sustainability Initiative website highlights initiatives and provides detailed information on energy efficiency.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The energy conservation technician is charged with finding energy conservation opportunities in existing buildings. This year alone, Dartmouth reduced energy use by 5.5 percent thanks to energy conservation efforts by students and staff. Dartmouth has a two-year contract to purchase 2,000 megawatt-hours of renewable energy per year. Some solar panels currently provide campus power, as well.
<b>Food &amp; Recycling</b>	<b>A</b>	The introduction of locally grown foods to college dining halls began in 2005 through the Farm-to-Dartmouth Project. Currently, food is sourced from ten local producers. The college has eliminated Styrofoam to-go containers, and some dining halls compost food waste at an on-campus facility.
<b>Green Building</b>	<b>A</b>	Dartmouth has adopted LEED principles as part of its building policy. The college has submitted documentation for LEED certification for four new buildings that opened in 2006. Six more buildings, in the design or construction phase, are, or will be, LEED registered.
<b>Transportation</b>	<b>B</b>	Dartmouth provides over \$400,000 of financial support to fund the regional and downtown/campus shuttle system, which may be used free of charge by all riders. Dartmouth's transportation demand management program pays college employees not to buy a parking pass, and premium parking is provided for carpools. The college fleet contains 12 hybrid vehicles.
<b>Endowment Transparency</b>	<b>A</b>	Dartmouth's Advisory Committee on Investor Responsibility (ACIR) makes its annual report available to the college community and any interested outside party on the school's website. Any Dartmouth community member can view a hard-copy listing of all publicly traded shares that the college directly owns by visiting the college's investment office.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is currently considering investing in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>A</b>	The Advisory Committee on Investor Responsibility (ACIR), which is comprised of faculty, administrators, students, and alumni members, deliberates and makes voting recommendations on all proxy resolutions pertaining to social and environmental issues pending at companies in which Dartmouth directly owns shares. The ACIR forwards those recommendations to the college's investment office; the recommendations have never been rejected.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was A-.

 Unchanged Grade From Last Year

 Overall College Sustainability Leader

 Endowment Sustainability Leader

# DAVIDSON COLLEGE

# C-

\$489 million

<b>Administration</b>	<b>D</b>	Davidson College's campus has been registered as a national arboretum since 1982. All of the trees on campus are physically tagged and updated in a database, and the college has a policy to plant three new trees for every tree lost or removed. The student-run Environmental Action Coalition collaborates with staff for a yearly waste audit and for promoting recycling. The college does not employ a sustainability staff.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Davidson's physical plant department sponsors a "Chill Out for Energy" program that promotes energy conservation in residence halls. Davidson executed a comprehensive lighting retrofit project for every campus building. The college also constructed a 3,200-ton central chilled water plant that serves 75 percent of the campus square footage. Chilled water is distributed to the campus utilizing a variable-flow, single-loop design rather than a typical primary/secondary heat exchanger design.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services offers fair-trade coffee, uses herbs grown on campus in catering dishes, and offers a reusable mug that may be used in the main dining hall or at the snack bar for a discounted price. Beginning in fall 2007, the college will help implement a composting program in conjunction with the grounds department. Davidson has a comprehensive recycling program that separates construction waste from the household waste stream.
<b>Green Building</b>	<b>C</b>	Davidson is completing construction of its first LEED-certified building. While the college does not currently have a green building policy, 10 of the last 15 capital projects were renovations of existing structures rather than new construction projects. The cafeteria has a vegetative roof covering 8,500 square feet. All facilities have been retrofitted with water-restricting showerheads, and most water closets have been replaced with low-flow models.
<b>Transportation</b>	<b>B</b>	Through its shared bike program, the college restores abandoned bicycles and offers them for use to the campus community. Davidson owns four hybrid vehicles and provides a free shuttle to local retail areas three days per week during the school year. The landscape master plan restricts traffic to the campus perimeter.
<b>Endowment Transparency</b>	<b>D</b>	Information on endowment holdings and proxy voting records is made available in the investment office to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and may invest in renewable energy funds, but does not seek such funds out.
<b>Shareholder Engagement</b>	<b>D</b>	Most of the endowment is invested in commingled funds where the college does not have the ability to vote proxies. In cases in which the college does have the ability to vote proxies, the chief investment officer determines proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## DENISON UNIVERSITY

D

\$646 million

<b>Administration</b>	<b>D</b>	A portion of the university's plant adaptation and renewal budget has been set aside for "green" projects, and a new standing governance committee on sustainability is being legislated. With administration encouragement, the Green Team, a student group at Denison, has been a driving force for sustainability on campus, running both the compost program and the student energy-conservation program.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The Department of Renovations and Energy Management utilizes energy-efficient equipment in renovations and construction. Barney-Davis Hall was renovated, complete with occupancy sensors, dimming circuits, and fluorescent lighting. This building also has a five-kilowatt demonstration solar photovoltaic system. Other new buildings have incorporated a variety of energy-saving features, such as occupancy sensors. The university is introducing energy-saving fluorescent bulbs throughout the campus and is developing a campus-wide conservation program with students.
<b>Food &amp; Recycling</b>	<b>C</b>	Denison purchases local, organic milk from an Ohio dairy collective. The dining halls currently feature select locally grown produce and are working with their supplier, as well as other local farms, to offer more. In 2004, with help from the Denison University Recycling Program, the Denison University-Granville Community Recycling Center opened to serve both the university campus and the surrounding community. A composting program recycles kitchen waste.
<b>Green Building</b>	<b>C</b>	In 1996, the university performed a green renovation of Barney-Davis Hall, complete with an energy-efficient HVAC system, light shelves, and green flooring. The university uses sustainable construction techniques whenever possible, including recycling of construction debris and use of low-VOC paints and materials. Denison is currently starting its first LEED-certified major building renovation with anticipated completion in early 2009.
<b>Transportation</b>	<b>D</b>	The Denison campus is pedestrian-friendly and intra-campus vehicle use is discouraged. Shared van transportation is available for students to reach nearby shopping and entertainment venues.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## DePAUL UNIVERSITY

**D-**  
\$285 million

<b>Administration</b>	<b>F</b>	DePaul University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	Dining services adheres to the “Nurture Our World” philosophy and participates in a community recycling program. The university recycles using an in-plant method through which 90 percent of recyclables are extracted by hand from the general waste stream.
<b>Green Building</b>	<b>D</b>	The new science building will be LEED certified. The university has no known green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting records nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>—</b>	DePaul’s endowment is in third-party managed portfolios and mutual funds, so the university does not handle its own proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## DePAUW UNIVERSITY

D+

\$554 million

<b>Administration</b>	<b>C</b>	DePauw University has not made a formal commitment to sustainability, but strong efforts have been made on the part of facilities services with regard to energy efficiency. Such efforts are supported by a recently hired sustainability coordinator, as well as a sustainability committee. Students in the Environmental Club seek to educate and promote environmental awareness.
<b>Climate Change &amp; Energy</b>	<b>D</b>	DePauw has made progress with regard to energy efficiency. The university has completed a campus lighting audit that resulted in many incandescent bulbs being switched to compact fluorescent bulbs. An HVAC audit was also completed, and resulted in revised temperature set points and investments in insulating steam pipes.
<b>Food &amp; Recycling</b>	<b>C</b>	There are some locally grown foods on campus and the Food Advisory Board has been in discussions to increase that amount. Students and administrators are exploring the feasibility of a student-run coffee house that would serve fair-trade, locally grown, and sustainable food. Seventy-five percent of yard waste is recycled.
<b>Green Building</b>	<b>C</b>	DePauw has no green building policy but has begun incorporating LEED standards into its recent construction projects, such as a science building expansion and renovation that included high R-value window insulation. The Janet Prindle Institute for Ethics, to be completed in October 2007, and the Reflection Center, to be completed in summer 2008, will be LEED-certified.
<b>Transportation</b>	<b>C</b>	DePauw has made efforts to reduce vehicle traffic and create a pedestrian-friendly campus. Three blocks of the central campus main street, College Avenue, have been closed to traffic and converted to a pedestrian walkway. Student parking has been moved to peripheral lots to reduce driving between buildings and to promote a pedestrian campus. The university plans to launch a bicycle-sharing program in October 2007.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



# DICKINSON COLLEGE

# B+

\$288 million

<b>Administration</b>	<b>A</b>	President Durden signed the Presidents Climate Commitment. The campus sustainability specialist works with five sustainability interns and the sustainability department hosts a blog. The Society Advocating Environmental Sustainability is an advisory committee of students, faculty, and staff.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Dickinson has committed to cut carbon emissions by 80 percent by 2050 with Step It Up. Starting this year, Dickinson will increase its purchase of wind energy credits to cover 50 percent of its electricity consumption. Conservation contests have reduced electricity use by up to 20 percent. A 60.28-kilowatt solar array has been installed and a solar water heating machine will provide hot water to a residence hall.
<b>Food &amp; Recycling</b>	<b>A</b>	The Dickinson College Garden, a 50-acre organic farm located six miles away, supplies the dining halls with vegetables. Dining services purchases from seven local producers, including two dairies. To-go containers are either corn based or made from a sugar cane byproduct. Pre- and postconsumer food waste and napkins are composted. Placing napkins on the table has saved a case of napkins per day.
<b>Green Building</b>	<b>B</b>	Dickinson is committed to obtaining LEED Silver certification for all new construction projects exceeding \$500,000. The Center for Sustainable Living, a residence hall that utilizes energy and water conservation systems that allow its 14 residents to consume half the water, fossil fuel, and electricity than the average campus resident, is pursuing LEED Gold certification.
<b>Transportation</b>	<b>A</b>	The college has four hybrid cars in its fleet and plans to add more. Over 100 gallons of biodiesel are produced per week for use in the college's garbage trucks and grounds equipment, and the byproduct is turned into soap for use in campus restrooms. Bicycles are available for student use and the college is encouraging the local transportation system to install an on-campus bus stop.
<b>Endowment Transparency</b>	<b>C</b>	Information about the college's endowment holdings is available in the investment office and is sent upon request to all members of the school community. While there have been no requests for information regarding the college's proxy voting records, the policy regarding transparency of these records is under review.
<b>Investment Priorities</b>	<b>A</b>	The college has \$2.1 million of its endowment invested in "social responsibility" funds.
<b>Shareholder Engagement</b>	<b>C</b>	The college's chief investment officer currently makes decisions on proxy voting. The president has called for the formation of a multi-stakeholder discussion group. The ad hoc committee, which will include eight students, will be charged with developing the college community's definition of "socially responsible" investing, which may include active participation in the voting of proxies.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

## DREW UNIVERSITY

D+

\$242 million

<b>Administration</b>	<b>C</b>	An environmental committee discusses sustainable practices, with an emphasis on new construction and renovations, as well as community awareness and education. A Center for the Environment, where sustainable practices can be explored, has been planned. The school purchases 30 percent recycled paper, recycled plastic picnic tables and benches, and is developing their use of green cleaning supplies.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Occupancy sensors and energy-efficient lighting sources have been installed across campus. Double-pane windows reduce heat loss by about 20 percent.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining services recently began a contract with Sodexo, which lists sustainability as one of its four priorities for dining at Drew. Through the contract, Sodexo has committed to purchasing produce from local farmers and offering fair-trade, shade-grown, and organic brands. Drew has competed in RecycleMania for the last three years, and the university's waste diversion rate averaged approximately 45 percent over that period.
<b>Green Building</b>	<b>C</b>	The Seminary Hall was built following LEED Basic certification guidelines, but did not apply for certification due to the costs associated with documentation. A new residence hall will be constructed using green design, including a geothermal field, and is intended to be LEED certified. Components of green building design will be incorporated into future renovations and construction projects when possible.
<b>Transportation</b>	<b>C</b>	In 2004, Drew began replacing its fleet with electric utility carts. To date, seven carts have been purchased and more will be purchased as gas-powered vehicles are retired. Hybrid cars are available for rent to students through Zipcar. There is a bus stop in front of the university and the town's train station is within walking distance.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## DREXEL UNIVERSITY

**C-**  
\$638 million

<b>Administration</b>	<b>C</b>	Drexel University has established a sustainability commitment and efforts are underway to assemble a university-wide committee on environmental sustainability that will have student, faculty, and staff representation. An energy manager, who is a certified sustainable development professional, oversees all energy conservation and integration of new energy technologies.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Drexel has implemented direct digital controls in renovations and new building construction, as well as variable-frequency drives for mechanical equipment. In 2006, Drexel entered into a contract with PECO Wind to purchase wind energy directly linked to the PECO energy grid, supplying Drexel with 1.5 megawatts, or 4.4 million kilowatt-hours per year. This translates into approximately 10 percent of Drexel's total annual electric use.
<b>Food &amp; Recycling</b>	<b>B</b>	Drexel purchases from a local produce supplier as well as a local dairy. Fair-trade coffee is served at all dining locations, as are certain organic items such as cereals and soymilk. University members receive a discount on beverages when purchased with a reusable mug.
<b>Green Building</b>	<b>C</b>	The planning, design, and construction department is developing standards for construction that will incorporate green architectural and mechanical systems specifications for all new construction projects. Green building initiatives already implemented include using locally sourced materials, occupancy-sensor lighting controls in academic buildings, and use of recycled and rapidly renewable materials for interior finishes.
<b>Transportation</b>	<b>C</b>	Drexel has six hybrid vehicles as part of their fleet. In addition, public safety officials use bikes, as well as battery-powered Chariots and Segways to patrol campus. Facilities management travels throughout campus with battery-powered golf carts. Beginning in the fall of 2007, Drexel will subsidize transit and rail passes for students with a 10 percent discount.
<b>Endowment Transparency</b>	<b>F</b>	The university discloses a list of its endowment holdings to members of the board of trustees.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

DUKE UNIVERSITY 

**B+**  
 \$5.9 billion

<b>Administration</b>	<b>A</b>	Duke senior administrators signed a comprehensive campus environmental policy in 2005 and President Brodhead has signed the Presidents Climate Commitment. The university employs a sustainability coordinator and has groups that work on a variety of issues concerning sustainability, including construction, recycling, energy management, and purchasing. Efforts of sustainability staff include maintaining a comprehensive website as a clearinghouse for sustainability initiatives and producing a bimonthly electronic newsletter.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Duke is the fifth largest higher education purchaser of green power in the country, supplying 31 percent of its needs through small hydro and wind power. The facilities management department coordinates a campus energy management program. The university conducted a comprehensive greenhouse gas inventory in 2004.
<b>Food &amp; Recycling</b>	<b>A</b>	A graduate student conducted an inventory of the environmental impacts of Duke's eateries. The university chef writes menus seasonally, and the main food service provider on campus purchased 16.5 percent of food locally this year. All campus eateries are required to purchase fair-trade coffee, recycled content napkins, as well as recycle and compost in their facilities. The university's recycling program has a 33 percent diversion rate.
<b>Green Building</b>	<b>A</b>	In 2003, Duke adopted the policy that all new buildings will be LEED-certified at a minimum, with every effort being made towards a Silver or higher rating. Duke currently has 17 LEED projects that are certified or registered for certification, and is in the planning stages of a 200-acre redevelopment of its Central Campus that will integrate ecological sustainability initiatives into all aspects of the project.
<b>Transportation</b>	<b>A</b>	There are over 35 alternative-fuel vehicles in the campus fleet. The university operates over ten campus bus routes. In fall 2006, Duke Bike Advocates, a campus student group, with funding from Duke's Green Grant Fund, initiated the first campus Bike Station.
<b>Endowment Transparency</b>	<b>C</b>	Duke makes information on endowment holdings available on the school website with password protection. Information on its proxy voting record is available at the investment office or similar office on campus, but not made public.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy and community development loan funds. In 2006, the university announced a \$5 million investment in the Latino Community Credit Union based in Durham, NC. This investment is in addition to an initial investment of \$400,000, which made Duke one of the credit union's first and largest investors.
<b>Shareholder Engagement</b>	<b>D</b>	Duke provides its investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

 Higher Grade Than Last Year

 Campus Sustainability Leader

## EARLHAM COLLEGE

C+

\$350 million

<b>Administration</b>	<b>D</b>	A comprehensive environmental plan was approved by the faculty and the board of trustees in 2005. The plan addresses issues of campus sustainability and environmental education.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Earlham College installed a 1-kilowatt wind turbine and 20 solar panels on campus as part of an energy project in 2005. Compact fluorescent lighting is commonplace throughout campus, as are motion sensors. In 2006, the Earlham Energy Awareness Program was initiated to encourage and provide incentive to students residing in college-owned houses to reduce energy use. The program allows students to share in subsequent cost savings. The college lacks a formal commitment to emissions reduction.
<b>Food &amp; Recycling</b>	<b>B</b>	Earlham makes purchases from between 5 and 15 local farms and offers fair-trade coffee, cage-free eggs, and some organic products. The college replaced Styrofoam to-go containers with reusable, plastic containers in 1998. Earlham has a comprehensive recycling program, much of which is student-led. The college initiated a food waste-composting program in 2002 through an agreement with Earlham's food service provider.
<b>Green Building</b>	<b>C</b>	The college is committed to meeting the standards of LEED certification in construction of any new facilities, but Earlham has not sought certification to date. In renovation projects, the college does its best to incorporate green building design. For example, in the recent renovation of Olvey-Andis (a residence hall), Earlham chose to reuse and renovate existing masonry. Energy-efficient windows, new carpeting with recycled content, and more energy-efficient lighting systems were also installed.
<b>Transportation</b>	<b>D</b>	Earlham's fleet includes hybrid vehicles, and the college is committed to reducing the number of over-sized vehicles and purchasing hybrids when possible. Earlham provides subsidized loans for faculty who purchase residences within a quarter mile of campus. The college also has reduced rent programs for faculty and staff who rent college-owned houses, all of which are in close proximity to the school.
<b>Endowment Transparency</b>	<b>B</b>	As of this year, information about endowment holdings and/or proxy voting records is available to all members of the school community, including faculty, staff, students, and alumni.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is also exploring renewable energy funds or similar investment vehicles. Earlham's investment policy provisions avoid investments with persistent misuse of natural resources.
<b>Shareholder Engagement</b>	<b>A</b>	A committee with three trustees, three faculty members, and three student representatives deliberates, and makes recommendations or decisions, on proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## EMORY UNIVERSITY

↑ **B-**  
\$5.6 billion

<b>Administration</b>	<b>A</b>	Emory University has identified sustainability as a top priority in its current strategic plan. The university has a sustainability advisory committee and a sustainability scholar-in-residence, has developed a sustainability vision statement, and has created an office of sustainability initiatives. Emory purchases Energy Star appliances; low-emission, hybrid, or electric vehicles; and energy efficient-lighting; as well as offering a Sustainability Incentives Fund that supported approximately 30 campus projects last year.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Emory has an energy conservation plan to reduce energy use throughout its campuses by 25 percent by 2015, which includes building retrofits and an awareness campaign. In addition, the university has instituted HVAC shutdowns from midnight to 6:00 a.m. in seven buildings, realizing large energy savings and \$500,000 in reduced costs. Emory will build its first solar array on campus as part of its construction of two new residence halls this year.
<b>Food &amp; Recycling</b>	<b>B</b>	The university has contracted with a local nonprofit to increase the availability of locally produced and organic food, which will help Emory reach its goal of sourcing 75 percent of food sustainably by 2015. Dining services sponsors educational programs to reduce waste, and the university hopes to achieve a diversion rate of 65 percent by 2015 through increased recycling efforts.
<b>Green Building</b>	<b>A</b>	Emory has more square feet of LEED-certified green building than any other campus in America. The university's trustees have made a commitment that all new construction will be LEED-certified, usually to the Silver level. Emory is also constructing housing close to campus as one of the national pilot projects for LEED for Neighborhood Development. Twenty percent of the rental units will be allocated for workforce housing. As part of this innovative project, all residents of the development will give up their parking passes and walk or bike to work.
<b>Transportation</b>	<b>A</b>	Emory has a free shuttle bus service through campus and surrounding neighborhoods that is 100 percent alternatively-fueled, mainly on biofuel made from used cooking oil from the campus cafeterias and hospitals. Members of the campus community who take transit, bike, or walk to work may use university hybrid flex-cars for errands throughout the day, free of charge. Emory has a bike program of giveaways, incentives, a mobile bike repair station, and loaner bike fleets.
<b>Endowment Transparency</b>	<b>F</b>	The university does not make its proxy voting record or information on endowment holdings public.
<b>Investment Priorities</b>	<b>A</b>	Emory aims to optimize investment return and is currently invested in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

# FLORIDA STATE UNIVERSITY

**C-**  
\$523 million

<b>Administration</b>	<b>C</b>	The Sustainable Campus Committee is a grassroots organization founded by concerned faculty, staff, and students that is working to raise awareness and bring about sustainability on the FSU campus. They will host the Second Annual Campus and Community Sustainability Conference in October 2007. The student Environmental Club also works on various sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	FSU recently entered into a contract to audit their usage and make energy-efficiency improvements such as upgrading light fixtures. The FSU Energy Conservation Initiative is a research group of 42 faculty and staff that researches various renewable energy options. A graduate student is completing a carbon emissions inventory for the university.
<b>Food &amp; Recycling</b>	<b>C</b>	Food waste is composted and the recycling program includes glass, aluminum, plastic, paper, cardboard, and electronics. The university's dining services does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>B</b>	The new Off-Grid Zero Emission Building (OGZEB) is completely solar-powered, with excess electricity being used to produce hydrogen for energy storage. The OGZEB will make use of hydrogen appliances and feature high-efficiency water and electrical systems, and is designed to achieve LEED Platinum certification. A new materials research building, scheduled to be completed in the fall of 2008 will be LEED-certified. New construction is designed with LEED points in mind.
<b>Transportation</b>	<b>C</b>	FSU students can ride buses for free and efforts have been made to improve bike paths. The hope is to eventually change the culture of the university to be conducive to responsible transportation choices.
<b>Endowment Transparency</b>	<b>F</b>	The university and the Florida State University Foundation have no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the Florida State University Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the Florida State University Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# FORDHAM UNIVERSITY

# D

\$513 million

<b>Administration</b>	<b>D</b>	While Fordham University has no known campus-wide sustainability policies, the administration has addressed the pressing issue of climate change by making a commitment to emissions reduction.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Fordham is one of nine New York City universities to commit to reducing their greenhouse emissions by 30 percent over the next ten years, matching Mayor Bloomberg's commitment for the city of New York. The facilities management department has taken on a multi-tiered program to reduce energy use. The university has not made public any investment in renewable energy.
<b>Food &amp; Recycling</b>	<b>B</b>	Fordham sources food from eight to ten local producers and offers fair-trade coffee in all restaurants. The university has a new organic and fair-trade restaurant located on its Rose Hill campus. In addition to recycling traditional office materials, the university recycles fluorescent lightbulbs, batteries, paints, lab chemicals, and used vehicles. The Green Space Stewardship Initiative within facilities management sends fallen leaves to a botanical garden for composting. Dining services also cosponsors events with student groups promoting sustainability.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>D</b>	The facilities management fleet includes three electric vehicles. The university has not made public any programs or practices that encourage or facilitate the use of other alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



# FRANKLIN & MARSHALL COLLEGE

# C

\$321 million

<b>Administration</b>	<b>B</b>	President Fry has signed the Presidents Climate Commitment. The Campus Sustainability Committee, comprised of students, faculty, and a part-time sustainability coordinator, is charged with making recommendations to the college president regarding sustainability initiatives on campus. In the spring of 2007, the president chartered the Taskforce for the Environment and Sustainability. The main responsibility of the taskforce is to prepare a five-year strategic plan for college sustainability initiatives. The taskforce has also drafted policies for green buildings and Energy Star purchasing.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The president has committed the college to eventual climate neutrality. In the meantime, the college purchases renewable energy certificates for 6 percent of its electricity consumption. A solar array, voted upon as the class gift of the class of 2007, will be installed in the coming year.
<b>Food &amp; Recycling</b>	<b>B</b>	The college sources food locally from 12 farms, including a local dairy. Dining services sponsors a campus-wide event during the year at which local food is offered. The college has a comprehensive recycling program that includes batteries and cardboard in addition to office waste. A student-created plan to increase recycling coverage in the residence halls has been approved, and the college has recently ordered new recycling containers for each of the residence halls.
<b>Green Building</b>	<b>C</b>	In the past year, sustainable practices have been implemented into all projects, but LEED certification has not been sought. The college implemented a number of sustainable features into the new Barshinger Life Sciences and Philosophy Building. This fall, a proposed sustainable building policy will be submitted for approval; This would set LEED Silver certification as the baseline for major new construction and renovations.
<b>Transportation</b>	<b>C</b>	Because the college recently became a four-year residency school, and almost all students live within walking distance of the college, student transportation has not been a focus of sustainability efforts. The campus itself is oriented towards foot traffic, and bicycle racks are available throughout the campus. The college runs an evening shuttle service for students and faculty between campus properties and the surrounding neighborhood, and campus facilities and operations utilizes electric carts for transportation.
<b>Endowment Transparency</b>	<b>F</b>	Information on endowment holdings is made available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is exploring, but not currently invested in, renewable energy funds.
<b>Shareholder Engagement</b>	<b>—</b>	The college does not have the ability to vote proxies, as the majority of the endowment is invested in commingled instruments.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# FRANKLIN W. OLIN COLLEGE OF ENGINEERING

**D-**  
\$483 million

<b>Administration</b>	<b>F</b>	The Franklin W. Olin College of Engineering has a student organization dedicated to campus sustainability, but has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The college has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The college dining services department does not offer any notable amount of local or organic foods, and does not run a composting or recycling program.
<b>Green Building</b>	<b>F</b>	The college has no known green buildings or a green building policy.
<b>Transportation</b>	<b>D</b>	Greening Olin, a student environmental organization, manages a program through which it loans bicycles to students. The college has a shuttle system that takes students from the Olin College campus to Wellesley College.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# FURMAN UNIVERSITY

# B-

\$545 million

<b>Administration</b>	<b>A</b>	President Shi has signed the Presidents Climate Commitment. In June 2007, a diverse group of Furman constituents was selected to serve on the Sustainability Planning Group charged with plotting the course of carbon neutrality by 2025 to 2030. The university plans to hire a full-time sustainability coordinator in 2008.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Furman is an EPA Green Power Partner, in part due to a \$7,000 purchase of renewable energy credits. The physical activities center has had a 60-panel solar thermal unit since 1984. The Eco Cottage is an eight-person residence that employs energy-saving features and uses alternative energy sources. On average, it uses 70 percent less energy than a standard residence.
<b>Food &amp; Recycling</b>	<b>B</b>	Furman has provided its primary food supplier with a list of sustainability requests. The partnership with the provider is leading to increasingly more sustainable practices, but being in a region where few other schools have such demands, it is hard for the supplier to meet such requests when they come from just one school. Furman has been able to procure some locally grown produce from FreshPoint of Charlotte, NC. An on-campus organic garden was created in 2006.
<b>Green Building</b>	<b>A</b>	LEED requirements were mandated by the board of trustees in 2001 for all new construction and building renovations. Hipp Hall is the only LEED Gold building in South Carolina. Five buildings are currently registered for LEED certification, in addition to Cliffs Cottage, a residence under construction that will be carbon neutral and LEED Platinum-certified.
<b>Transportation</b>	<b>B</b>	The campus operates over 30 electric vehicles and expects to lease/purchase a natural gas-powered bus in the near future. In the past few years, Furman has spent over \$35,000 expanding its trail network, and will soon tie the trails system with a 13-mile rail/trail connecting the school to the city center. A biodiesel facility makes fuel for the lawn machines.
<b>Endowment Transparency</b>	<b>D</b>	The university makes its list of endowment holdings available to trustees, senior administrators, and other select members of the school community. This information is available at the investment office. The investment office is currently creating a process for maintaining proxy voting records.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# THE GEORGE WASHINGTON UNIVERSITY

↓ **D+**  
\$1.1 billion

<b>Administration</b>	<b>C</b>	The George Washington University has been working on campus sustainability issues since it signed a partnership with the Environmental Protection Agency in 1994 to jointly “green” the university. Six separate committees composed of faculty, staff, and students work to address issues on campus.
<b>Climate Change &amp; Energy</b>	<b>D</b>	More than 15 years ago, the university began efforts to upgrade both lighting and mechanical systems to be more energy efficient. Other retrofits include window and appliance replacement. The university is also looking to incorporate energy efficiency into the design of future campus development projects. GW currently does not produce any renewable energy on campus. However, as part of the New Building Development Standards, which are currently under development, the use of photovoltaics will be evaluated as an alternative energy source.
<b>Food &amp; Recycling</b>	<b>C</b>	The university’s vendor for food services, Sodexo, provides local produce from various farms in both Maryland and Virginia whenever possible. Also, Sodexo purchases other food items from local businesses, including Bread and Chocolate (pastries), Asmar’s (kosher foods), and Anadolla (breads). In addition, Sodexo recycles mixed paper, glass, and aluminum cans as part of the recycling program. There is no known composting program.
<b>Green Building</b>	<b>C</b>	The university is exploring sustainability and green building efforts; however, GW has no known green building policy. Duques Hall and Potomac House both opened in 2006 and achieved a number of LEED points without certification. Among the green building features incorporated in these projects were operable windows, low-emission building materials and finishes, and daylight-maximizing design. For future campus projects, the university intends to evaluate additional green building features, including high-efficiency mechanical systems, green roofs, and photovoltaics.
<b>Transportation</b>	<b>D</b>	The university has its own metro stop, giving students access to public transportation. However, GW has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↓ Lower Grade Than Last Year

# GEORGETOWN UNIVERSITY

↑ **B-**  
\$1.6 billion

<b>Administration</b>	<b>B</b>	Georgetown University is in the process of developing a comprehensive sustainability policy. There is a director for sustainability initiatives as well as an active sustainability advisory committee that includes senior administrators, faculty, staff and students. The Georgetown Center for the Environment was established in 1996 as a forum for addressing environmental issues.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has a 300-kilowatt photovoltaic array on a roof of a seven-story academic building in the heart of the campus. It is the longest running project of its scale still operating in the country. Georgetown has also run the lowest emission high-pressure plant in the District of Columbia since 1997, and utilizes a 2.2 million gallon thermal storage tank located under a parking garage to reduce power demand and cost. The university is in the process of conducting a carbon emissions inventory and plans to purchase green power or renewable energy credits. While Georgetown is a member of the Ivy Plus Sustainability Working Group, which has identified emissions reduction as a goal, no formal commitment has been made.
<b>Food &amp; Recycling</b>	<b>B</b>	A new contract with Aramark is expected to bring more local, organic, and sustainable foods to the dining halls. Dining services purchases from a local dairy and uses cage-free eggs and organic field greens. Used cooking oil is recycled and excess food is donated to a local shelter. Georgetown has a comprehensive recycling program that includes construction waste and sheet metal. Landscaping waste is composted off-site.
<b>Green Building</b>	<b>B</b>	As of 2007, all new construction and major renovation projects utilize the LEED and Labs21 certification programs. In addition, Georgetown is updating design guidelines for existing buildings. Standards include motion sensors, Energy Star appliances, and low-flow plumbing in all construction and renovation.
<b>Transportation</b>	<b>B</b>	The university provides free shuttle service between major subway stations and the campus. Carpoolers park on campus free of charge and free or discounted parking rates are offered to faculty and staff who park in satellite locations and ride the shuttle to campus. As part of a research program managed by the university, Georgetown houses two of the six fuel cell buses in existence in the country. Bike racks are located throughout campus.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>C</b>	Georgetown's Committee for Social Responsibility in Investing, comprised of administrators and faculty, determines proxy votes for separately managed accounts.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

# GEORGIA INSTITUTE OF TECHNOLOGY

**.C**  
\$1.6 billion

<b>Administration</b>	<b>C</b>	President Clough has signed the Presidents Climate Commitment and Georgia Tech has set explicitly stated goals to reduce material consumption, water runoff, and the use of natural resources. The Institute for Sustainable Technology and Development works on both curriculum and campus initiatives to promote sustainability.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The president has committed the institute to climate neutrality and the operations department has embraced sustainability by applying a multitude of energy conservation efforts. Inefficient energy equipment and systems are being replaced, and energy audits have been performed for selected buildings. The aquatic center has a solar array, and researchers are developing an offshore wind farm.
<b>Food &amp; Recycling</b>	<b>C</b>	The institute composts yard waste and has an award-winning recycling program. The program includes a regional recycling day, during which more than 74 tons of used equipment were collected in 2005; an annual student move-in/move-out collection and re-use program; and the publication of "The Green Purchasing Guide." Georgia Tech offers some fair-trade coffee and encourages its food service provider to purchase products locally. They are currently running a biodiesel pilot program with used cooking oil from dining services.
<b>Green Building</b>	<b>B</b>	The institute relies on the principles of sustainability in its campus strategic plan and its campus and landscape master plans. The new management building is LEED Silver, a new construction project is seeking LEED Silver certification, and ten other buildings were designed following LEED standards.
<b>Transportation</b>	<b>B</b>	Georgia Tech operates its own transportation system that annually carries 2.1 million people and supplements the city of Atlanta's Metro Atlanta Rapid Transit Authority (MARTA) mass transit system. All eight of the Tech Trolley vehicles are powered by natural gas and provide free ridership in the midtown area to members of the Georgia Tech community and its neighbors. Fourteen percent of the motor pool is electric and 20 percent of the vehicles use some form of alternative fuel.
<b>Endowment Transparency</b>	<b>F</b>	The institute has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>A</b>	The institute aims to optimize investment return and has also made several investments in alternative energy, most of which are in venture capital funds.
<b>Shareholder Engagement</b>	<b>F</b>	The institute has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the institute and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

- Unchanged Grade From Last Year

# GETTYSBURG COLLEGE

# D-

\$234 million

<b>Administration</b>	<b>F</b>	Gettysburg College has no known policy relating to campus-wide sustainability initiatives. The student-run Gettysburg Environmental Concerns Organization focuses its work both on and off campus and the Green Book offers information and suggestions about green living.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Compact fluorescent lightbulbs and motion sensors have been installed across campus. Community members can take a voluntary light pledge.
<b>Food &amp; Recycling</b>	<b>C</b>	The dining hall offers organic granola. Preconsumer food waste and used napkins are collected from the dining halls and composted for use on the Gettysburg College Student Garden. The garden is also working to provide produce to dining services. The recycling program has been running since 1989 and includes an end-of-the-year Give It Up for Good program during which students may donate unwanted items to charity. Although Pennsylvania law requires institutions to recycle 25 percent of their waste stream, Gettysburg only estimates an 8 to 12 percent diversion rate, despite accepting a wide range of recyclable items.
<b>Green Building</b>	<b>F</b>	The college has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The college has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college prioritizes a risk-adjusted rate of return that equals its spending policy plus inflation. It has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## GRINNELL COLLEGE

↑ **B**  
\$1.7 billion

<b>Administration</b>	<b>B</b>	The Campus Advisory Committee on Environmental Concerns has been very successful in initiating campus sustainability efforts, including the campus building policy and a Statement of Environmental Responsibility. The environment and safety officer is responsible for coordinating and implementing various environmental initiatives. The Student Environmental Committee is trying to establish student environmental coordinators in each dorm.
<b>Climate Change &amp; Energy</b>	<b>C</b>	In January 2007, construction was completed on a 50-kilowatt wind turbine at the Conrad Environmental Research Area, which is also heated and cooled by geothermal energy. The turbine meets over 90 percent of the center's energy needs and offsets about 200,000 lbs. of carbon per year. A 20 percent biodiesel blend is also used in the campus boiler instead of natural gas.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services uses local, organic products for many staple ingredients, including flour, milk, eggs, herbs, pork, and some fruits and vegetables. Pre- and postconsumer food waste is composted using a pulping machine and donated to a local farm, diverting approximately seven tons of waste each month.
<b>Green Building</b>	<b>A</b>	According to the college's building policy, all new buildings must have features equivalent to a LEED-certified building. The Environmental Education Center is Gold-certified. Planning for expansion of the athletics and fitness center includes geothermal energy and a rainwater storage tank for irrigation.
<b>Transportation</b>	<b>B</b>	A Toyota Prius was added to the carpool fleet and an electric truck was purchased by facilities. Nearly all students live on campus, which decreases use of vehicles for commuting. The town of Grinnell is bike-friendly and students can rent bikes from the public bicycle program.
<b>Endowment Transparency</b>	<b>B</b>	The college makes available on its website the "Annual Report of the Investment Committee," which summarizes asset allocation, manager mix, and performance, and highlights key strategic and tactical decisions. In addition, the college makes a list of the endowment's direct holdings in public companies available to all members of the school community including faculty, staff, students, and alumni. This information is available in the Office of the Treasurer.
<b>Investment Priorities</b>	<b>A</b>	The college invests its endowment to produce long-term real growth of capital. It selects investments and investment managers whose conduct is consistent with the core values of the college. The college is currently invested in renewable energy investment funds or similar investment vehicles as well as community development organizations.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year



# HAMILTON COLLEGE

↑ **C** +  
\$780 million

<b>Administration</b>	<b>C</b>	President Stewart has signed the Presidents Climate Commitment. Student groups and the administration have been working toward sustainability in areas such as LEED certification, green energy and local food. Graduates for a Greener Hamilton is an alumni organization dedicated to environmental responsibility within the Hamilton College community.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The college purchases enough renewable energy to power the entire renovated Skenendoe Hall, which earned the college partner status with the U.S. EPA's Green Power Leadership Club. Other retrofitting efforts have reduced greenhouse gas emissions, such as green roofs and improved insulation, along with smart energy management that allows the college to have more control over utilities.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services has joined the Farm to College program, bringing local and organic foods to the dining halls through local farmers and cooperative markets. Sustainably raised fish, certified cage-free whole eggs, and fair-trade organic coffees are also offered. Only seafood that is sustainable, as recommended by the Monterey Bay Aquarium, is served. A comprehensive recycling program reduces the campus's waste stream.
<b>Green Building</b>	<b>B</b>	The college's renovation of the Skenendoe House residence hall earned LEED Silver certification and is the first historic building in New York State to be LEED-certified. The college's ongoing utility analysis shows that the Skenendoe building uses 60 percent less energy per square foot than a comparable building renovated in 2000. Geothermal technology is used to heat and cool Skenendoe and the Science Center atrium. The Kirner-Johnson social science center that is under construction is being built to LEED specifications.
<b>Transportation</b>	<b>B</b>	The bicycle guild maintains bikes that are available to students free of charge, and the bicycle co-op offers maintenance. The college has a housing program that allows faculty to buy houses on college land that is within walking distance of the campus. Ninety-eight percent of Hamilton students live on the central campus, which is designated a pedestrian zone and designed and built as an arboretum. Public bus service is offered on campus.
<b>Endowment Transparency</b>	<b>D</b>	The college makes its proxy voting records and a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. This information is available at the investment office or similar office on campus.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The college asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of May 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

# HARVARD UNIVERSITY

**A-**  
\$34.9 billion

<b>Administration</b>	<b>A</b>	The Harvard Green Campus Initiative (HGCI) is responsible for implementing Harvard's campus-wide sustainability principles. It maintains a staff of 20 full-time professionals and 40 part-time student interns and offers an extensive website and a revolving \$12 million Green Campus Loan Fund. The HGCI is responsible for more than 12 university committees and steering groups established to promote sustainability initiatives on campus and encourage student involvement.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Harvard was recognized by the EPA as one of the top Ivy League purchasers of renewable energy credits in the country, accounting for 7 percent of its energy use. Three behavioral change programs encourage students to reduce energy and water use and waste production. Harvard is establishing a university-wide greenhouse gas emissions reduction commitment with specific targets.
<b>Food &amp; Recycling</b>	<b>A</b>	Harvard dining services purchases from approximately seven local farms in addition to almost 60 local producers. Depending on the season, 35 to 70 percent of produce provided in the dining hall is grown locally. Dining services successfully established a farmers market on campus. Half of the dining halls compost postconsumer food waste.
<b>Green Building</b>	<b>A</b>	Harvard has LEED-certified 7 projects, registered 21, and has 3 in the planning stages. Recently, a building was awarded the LEED Platinum designation. Harvard has also made a commitment to achieve LEED Gold certification for all buildings on the new Allston campus.
<b>Transportation</b>	<b>B</b>	Harvard's Commuter Choice program offers subsidized public transit passes at a 50 percent discount, preferred parking for carpools, and other incentives. As a result of this program and many other efforts, the university's single-occupant vehicle trips have been reduced by 10 percent in the last six years.
<b>Endowment Transparency</b>	<b>C</b>	The university publishes an annual financial report that includes information about Harvard's endowment. Information about specific endowment holdings, however, is only available to the board and senior administrators. Detailed proxy voting records on issues of social responsibility are available to the public upon request.
<b>Investment Priorities</b>	<b>A</b>	In 1999 Harvard announced a \$20 million investment in local community development loan funds and community development financial institutions focused on making low-interest loans to support affordable housing in Boston and Cambridge.
<b>Shareholder Engagement</b>	<b>A</b>	Harvard has two committees to assist the university in addressing its ethical responsibilities as a large institutional investor: the Corporation Committee on Shareholder Responsibility (CCSR) and the Advisory Committee on Shareholder Responsibility (ACSR), which includes students. The CCSR publishes an annual report that provides details on the work of the two committees.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was A-.

■ Unchanged Grade From Last Year

 Overall College Sustainability Leader

 Campus Sustainability Leader

## HAVERFORD COLLEGE

C

\$540 million

<b>Administration</b>	<b>B</b>	President Tritton signed the Presidents Climate Commitment. The Haverford Committee for Environmental Responsibility is comprised of students, faculty, staff, and an administrator appointed by the president. The committee successfully created the Vision for a Green Haverford, a set of environmental policies that became official college policy in 2003.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The college's Green Plan policy dictates that energy should be sourced from solar or geothermal power where possible. Haverford is presently in the process of including a geothermal system in its renovation of the residence for the new president. On September 21, 2006, PennFuture recognized Haverford College as a Green Power Educational Institution for having purchased 664 megawatt-hours of wind power.
<b>Food &amp; Recycling</b>	<b>B</b>	The dining services department is working to integrate more local and organic food into the cafeteria, and currently offers fair-trade coffee, cage-free eggs, and some local produce. The dining halls have eliminated the use of Styrofoam, have switched to biodegradable corn cups and recycled paper products, and are working to replace plastic cutlery with biodegradable corn or wheat products. Dining services is actively involved in the college's Committee for Environmental Responsibility and is working with the committee to bring composting to the dining halls. In addition, dining services is working with the facilities department to determine the feasibility of using waste cooking oils to make biodiesel fuel for campus generators.
<b>Green Building</b>	<b>C</b>	The college's athletic center was one of the first to be certified as LEED Gold in the country. The current college policy states that all new construction will be "green."
<b>Transportation</b>	<b>D</b>	Alternative energy vehicles are an area of interest within the college's sustainability plan. Haverford recently partnered with PhillyCarShare, a local nonprofit car-sharing company, and will have a hybrid car available on campus as part of the program fall 2007.
<b>Endowment Transparency</b>	<b>F</b>	The college has no policy of disclosure of endowment holdings and does not receive proxies for stockholder resolutions; therefore, proxy voting records are not available.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is exploring investment options in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>—</b>	Haverford's domestic and international equity investments are indexed, and the college does not receive proxies for stockholder resolutions. However, the Committee on Investments and Social Responsibility—which has four trustee members, four students, two faculty, and two administrators—considers issues such as sweatshops and sustainability.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# HOWARD UNIVERSITY

# F

\$537 million

<b>Administration</b>	<b>F</b>	Howard University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting or recycling program.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy to date.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# ILLINOIS INSTITUTE OF TECHNOLOGY

# D

\$338 million

<b>Administration</b>	<b>D</b>	According to its sustainability principles, the Illinois Institute of Technology strives for zero waste through conservation and reinvestment of cost-reduction savings into continual improvement. However, the institute does not have an active sustainability council, nor has it hired staff charged with overseeing sustainability initiatives on campus.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Two new higher efficiency boilers will reduce emissions and the beginning phase of an HVAC modernization project has just been completed. In April 2006, and again in March 2007, the institute received a grant to reduce electrical usage on campus through lighting retrofits. The institute has begun replacing all lights on the main campus to make them more energy efficient. Occupancy sensors will be installed throughout campus.
<b>Food &amp; Recycling</b>	<b>D</b>	In 2005, the institute introduced a recycling program; in the past year, the program diverted approximately 160 tons of paper material. In the fall of 2007, the program will be expanded to include other recyclables, including glass, cans, and batteries. The recycling effort is projected to reduce landfill waste by about 750 cubic yards per year.
<b>Green Building</b>	<b>D</b>	The institute has no known green building policy, but has incorporated some green building principles into new construction and renovations. A 135,000-square-foot chemistry building was retrofitted in 2005 and was designated for LEED certification. Landscaping around Crown Hall is projected to help reduce energy expended on cooling the building. Approximately 90,000 square feet is being added to a residence village with a strong emphasis on LEED elements.
<b>Transportation</b>	<b>C</b>	The institute provides shuttles between campuses and other locations. The Transit Program allows employees to deduct transit costs from their pre-tax earnings. The institute's main campus also participates in the I-Go car-sharing program.
<b>Endowment Transparency</b>	<b>F</b>	The institute has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The institute aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The institute has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## INDIANA UNIVERSITY

↑ C  
\$1.6 billion

<b>Administration</b>	<b>C</b>	The Indiana University administration has formed a task force on campus sustainability consisting of faculty, staff, and students. It is currently conducting an assessment of campus sustainability, including both academic and operational issues. Interns worked on a series of initiatives over the summer and continue to work into the semester. A Volunteers in Sustainability project is being initiated by the students that will engage student-community collaboration on sustainability issues.
<b>Climate Change &amp; Energy</b>	<b>D</b>	IU is in the process of upgrading their central heating plant so that it is fuel flexible and more energy efficient by replacing two old coal boilers with a high-efficiency gas boiler, and adding pollution control equipment. The university has been working on other plans for energy reduction, including a comprehensive lightbulb exchange program for the students in the residence halls.
<b>Food &amp; Recycling</b>	<b>C</b>	IU has begun a local foods program in one of the dorms, as well as an Eat Local publicity campaign. They are working with local farmers to determine how much local food is actually available. The recycling program, with collection bins across campus, accepts paper, aluminum, glass, and plastic. Surplus stores process used computers and furniture so they can be either sold or disposed of properly.
<b>Green Building</b>	<b>C</b>	The Multidisciplinary Science Building Phase II will be a LEED-certified research building. The Griffy Woods research building, the Teaching Preserve laboratory building, and the School of Public and Environmental Affairs building, all in the planning and design stages, will be LEED-certified. The task force plans to recommend that IU change its building standards so that all new buildings are LEED-certified.
<b>Transportation</b>	<b>C</b>	Universal access to both the university and the city bus systems has been available for all students, staff, and faculty for the past three years. Subsequently, ridership has increased significantly in that period. The university has also started offering incentives to faculty and staff to carpool, and is working with the city to create better bike and pedestrian pathways to campus.
<b>Endowment Transparency</b>	<b>C</b>	Endowment holdings are available primarily to the university community, but are also available to the public, and are accessible at the treasurer's office by request. The university has not made proxy voting records available since there have been no requests for this information.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and currently holds investments in renewable energy initiatives.
<b>Shareholder Engagement</b>	<b>D</b>	Both the treasurer and the foundation will consider input from groups in terms of investments. However, there is no formal engagement process or policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

↑ Higher Grade Than Last Year

## IOWA STATE UNIVERSITY

C

\$592 million

<b>Administration</b>	<b>C</b>	Iowa State University is in the process of adopting a formal sustainability policy. A steering committee of faculty, staff, and students meets monthly to discuss sustainability-related activities on campus and develop plans for educational and outreach programs. The Council on Sustainability, which began meeting in 2003, is in the process of working with the university administration to establish the President's Office of Sustainability, which will consist of a director and at least one full-time support staff.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The new dairy farm buildings include insulation, energy-efficient windows, better use of daylighting, heat-recovery systems, and sensors on lights. An energy task force has completed recommendations for university administration on energy conservation measures in existing buildings. Facilities planning and management has imposed strict temperature settings for most campus buildings.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services purchases a high percentage of organic and local items. The Farm to ISU program, funded by the Leopold Center for Sustainable Agriculture, includes a five-year plan, which aims to have 35 percent of food purchases be sustainable, local, and organic, in addition to raising community awareness and establishing connections with Iowa farmers. ISU composts landscape waste at an on-campus compost site, in operation since 1993.
<b>Green Building</b>	<b>B</b>	The recently renovated Morrill Hall is expected to achieve LEED Silver certification. The College of Design Foundations Pavilion, not yet under construction, will be a model of sustainability on the ISU campus and is designed to achieve LEED Platinum certification. Two additional buildings in the early stages of design are intended to achieve a LEED Silver rating and various other projects have incorporated elements of green building, including geothermal heating and cooling, and rapidly renewable materials.
<b>Transportation</b>	<b>C</b>	The university has provided substantial operating funds to the city of Ames Transit System (CyRide) for approximately 20 years for the purpose of providing free bus service for ISU students. Paved bike paths are present throughout the campus.
<b>Endowment Transparency</b>	<b>C</b>	Open records law requires that a list of endowment holdings be available to the public. This information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## JOHNS HOPKINS UNIVERSITY

↑ **B-**  
\$2.4 billion

<b>Administration</b>	<b>A</b>	The Johns Hopkins Sustainability Initiative has six full-time employees, including a manager of energy and environmental stewardship, who directs initiatives. The President's Sustainability Committee includes representatives from each of the university's ten academic divisions and major offices.
<b>Climate Change &amp; Energy</b>	<b>B</b>	On July 23, 2007, the JHU president announced a new climate change policy that sets a vision of carbon neutrality as an overarching goal for the university. A Task Force on Climate Change will be created to develop emissions reduction strategies that can be rolled out into the greater Baltimore region. The university intends to work with wind power developers and with a local dairy farm that converts food and farm wastes into green electricity through anaerobic digestion. Plans are being developed to install solar thermal panels on the recreation center.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services managers prioritize the purchasing of locally sourced produce, seafood, and dairy. Dining services also provides organic, shade-grown coffees, cage-free eggs, and herbs from the university's garden. Styrofoam to-go containers and plastic bags are being eliminated in favor of biodegradable, recyclable containers.
<b>Green Building</b>	<b>B</b>	The university is currently pursuing LEED certification for eight new and existing buildings and considers the feasibility of LEED programs for all new projects. Upgraded fluorescent lighting has reduced the lighting load on one campus by over 40 percent, and many buildings have been retrofitted with energy- and water-saving appliances. The university recently completed the largest green roof in Maryland—a 75,000-square-foot green space on the roof over a parking garage.
<b>Transportation</b>	<b>A</b>	JHU has the second largest bus service in the state of Maryland. The shuttles are free to all students, faculty, and staff. As of fall 2007, the shuttles will run on a biodiesel blend and will be retrofitted with diesel oxidation catalysts to reduce emissions. The university offers bike commuting workshops, bike tune-ups, and incentives for participating in the bike program.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor a list of endowment holdings public. This information is only available to trustees and senior administrators upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring renewable energy investment funds and similar strategies.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year



# THE JUILLIARD SCHOOL

# F

\$664 million

<b>Administration</b>	<b>F</b>	The Juilliard School has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The school has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The school's dining services department does not offer any notable amount of local or organic foods, and does not run a composting or recycling program.
<b>Green Building</b>	<b>F</b>	The school has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The school has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The school has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The school aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The school has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## KANSAS STATE UNIVERSITY

D+

\$335 million

<b>Administration</b>	<b>C</b>	While there are no full-time staff responsible for sustainability, several staff members in the planning office work to ensure that sustainability concepts are considered in campus planning and projects. The Stewardship Subcommittee of the Campus Development Advisory Committee proposes strategies, principles, and guidelines for environmental stewardship, and focuses mostly on construction and campus planning. A representative of the student group, Students for Environmental Action, sits on the subcommittee.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has retrofitted all lighting and plumbing fixtures, and all outdated cogeneration plants, boilers, and chillers have been replaced with energy-efficient units. However, the university has not yet committed to reducing its emissions, nor has it explored renewable energy options.
<b>Food &amp; Recycling</b>	<b>D</b>	For the past ten years, the university has operated a comprehensive recycling program and recently purchased a new truck that is used exclusively for recycling. However, no notable amount of local or organic food is available through the university's dining services, and there is not yet a composting program in place.
<b>Green Building</b>	<b>D</b>	All new construction and major renovation projects must meet energy conservation guidelines. The university's College of Human Ecology is currently planning an addition that will meet LEED specifications. The new leadership studies building, which is currently in the planning stages, will be constructed with consideration of green principles.
<b>Transportation</b>	<b>B</b>	The university fleet has been utilizing E85 fuel since 2003 and a hybrid vehicle was added to the fleet in 2006. Two shuttle buses are powered by biodiesel. The remaining buses use E85 and are projected to be replaced with biodiesel vehicles. The campus has been designed to be pedestrian- and bike-friendly.
<b>Endowment Transparency</b>	<b>F</b>	The university and the KSU Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the KSU Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the KSU Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## LAFAYETTE COLLEGE\*

↓ **D-**  
\$780 million

<b>Administration</b>	<b>D</b>	The college's student-run Lafayette Environmental Awareness and Protection (LEAP) group uses an operating budget to fund sustainability initiatives and research, and works with members of the administration to manage campus recycling efforts and energy conservation issues.
<b>Climate Change &amp; Energy</b>	<b>F</b>	A team of faculty and students is researching the feasibility of devoting the college's 200-acre farm to the production of crops for use as biofuel in the campus's steam plant. Three acres are already being used for this purpose.
<b>Food &amp; Recycling</b>	<b>C</b>	The college's produce supplier purchases from within 75 miles of its distribution center. Fair-trade coffee is available throughout campus and biodegradable to-go materials are used. A dining services representative recently joined a campus sustainability committee. The college's student-run LEAP group manages the recycling program and has expanded its efforts to include ink cartridges and other items. There is no composting; however, there is a program being implemented to convert oil to biodiesel.
<b>Green Building</b>	<b>F</b>	The college has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The college has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>D</b>	The college has never had a request for its proxy voting record. Its list of endowment holdings is generally made available to trustees and senior administrators, but also to other campus constituencies as needed.
<b>Investment Priorities</b>	<b>C</b>	The investment committee of the board of trustees investigates all asset classes as they become attractive, followed by investment, if appropriate. It is unclear whether the college is currently invested in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college votes with management on shareholder proxies and has the custodian bank handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey (for the *Report Card 2007*), a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

\*Information and grades for Lafayette College are currently under review and subject to change. An updated profile will be posted soon.

↓ Lower Grade Than Last Year

## LEHIGH UNIVERSITY

↓ **D**+

\$939 million

<b>Administration</b>	<b>D</b>	The Environmental Initiative, a collaborative research-based program that spans multiple academic disciplines, is currently the university's only potential resource for sustainability programs. Beginning fall 2007, 15 environmentally minded students will live in the Green House, an on-campus special interest house for students pursuing a green lifestyle.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has three certified energy managers on staff and utility usage is monitored and analyzed. All major buildings are equipped with direct digital controls, have the capability for night temperature setbacks, and have had lighting retrofits that are expected to save 21,000 megawatt-hours annually. Students are also given the option to participate in a wind energy purchasing program.
<b>Food &amp; Recycling</b>	<b>B</b>	Local and organic produce is available in certain capacities and the university currently uses a local produce vendor that has contracts with several local farmers. Fair-trade coffee is also served. The university has a comprehensive recycling program and 100 percent corn-based packaging products are available in most retail locations on campus. Dining services is exploring the possibility of converting waste oil from kitchen facilities into a fuel product.
<b>Green Building</b>	<b>C</b>	The university is committed to adhering to Standard 90.1 of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) regarding energy efficiency for new construction and major renovation projects. A new science and environmental building, which will house the Environmental Initiative, is intended to achieve LEED certification when completed in 2010.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey (for the *Report Card 2007*), a dining services survey (for the *Report Card 2007*), and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↓ Lower Grade Than Last Year

## LOUISIANA STATE UNIVERSITY

C-

\$593 million

<b>Administration</b>	<b>D</b>	Louisiana State University maintains an energy policy specifying design and construction guidelines that target conservation. The purchasing department buys Energy Star appliances, green cleaning products, and recycled paper.
<b>Climate Change &amp; Energy</b>	<b>C</b>	LSU has been awarded the Association of Energy Engineers Project of the Year Award for the Gas Turbine Driven Chiller Project, and received the EPA and DOE Combined Heating and Power Award in its initial year. The university has received over \$5 million in federal and state grants for energy audits and the implementation of energy conservation measures. There is a campus-wide building automation system to monitor and efficiently control energy production and consumption, among many other efforts to promote energy efficiency.
<b>Food &amp; Recycling</b>	<b>D</b>	Dining halls serve local, hormone-free milk. This year, dining services began using reusable dishware instead of disposable containers for summer camps. The university recycles paper, plastic, and aluminum at an 8 percent diversion rate. The Baton Rouge Recycling Foundation donated 800 green recycle bins, which were distributed to campus dorm rooms.
<b>Green Building</b>	<b>D</b>	The university does not have a green building policy or any plans to pursue LEED certification. However, building systems with more efficient insulation have been installed. All new construction requires a tree preservation plan to insure minimal damage to existing trees and green spaces on campus.
<b>Transportation</b>	<b>B</b>	LSU has recently increased the use of electric vehicles and high-efficiency carts for transportation. At least one university vehicle will begin using biodiesel soon. LSU Recreation has established a bicycle rental program to encourage bicycle use, and is implementing "Easy Streets," which will facilitate easier bicycle transportation in and around campus.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings are made available as per open records laws and are on the university's website.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# LOYOLA MARYMOUNT UNIVERSITY

**D+**  
\$306 million

<b>Administration</b>	<b>C</b>	President Lawton recently signed the Presidents Climate Commitment. An online petition was created to urge the president to appoint a sustainability committee.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Loyola Marymount has the largest solar electric rooftop of any university in the world. The solar roof system generates 868,000 kilowatt-hours annually, providing 26 percent of total energy used at the university. While the university has committed to climate neutrality, it has not made public any steps taken to address energy efficiency or conservation possibilities.
<b>Food &amp; Recycling</b>	<b>C</b>	To-go containers are available by request only in the dining halls in order to reduce waste. The university has a comprehensive recycling program that includes 100 percent of its landscaping waste.
<b>Green Building</b>	<b>C</b>	The new library currently under construction will be LEED-certified. Two other buildings on campus have already been LEED-certified.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# LOYOLA UNIVERSITY OF CHICAGO

# C-

\$306 million

<b>Administration</b>	<b>C</b>	Loyola University of Chicago signed the Illinois Sustainable University Compact in June 2007, through which it will pledge to accomplish several goals by the end of 2010. There is currently a campus sustainability committee, and there is a possibility that sustainability staff will be hired within the next year.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has made considerable investments in energy-efficient equipment such as high-efficiency boilers and chillers. Lighting retrofits have been performed across campus and there is a pilot solar power cell on the Lake Shore Campus library.
<b>Food &amp; Recycling</b>	<b>D</b>	Loyola dining services purchases coffee from a local vendor and uses 100 percent fair-trade coffee. The university recycles glass, cans, plastic, and cardboard, but is currently in the midst of overhauling its recycling program to make improvements.
<b>Green Building</b>	<b>B</b>	The university currently intends to seek LEED certification for all new academic buildings and, as part of the Illinois Sustainable University Compact, pledges that all new buildings be LEED-certified. The new Information Commons building will be certified LEED Silver. Multiple buildings have green rooftops, including a renovated building that is on the national registry of historic places.
<b>Transportation</b>	<b>B</b>	In fall 2007, the university will begin a pilot biodiesel lab and expects to use the fuel that it produces in its campus recycling vehicle. Part of the Illinois Sustainable University Compact requires Loyola to promote sustainable transportation options. Students are all provided U-PASS cards for use on the Chicago Transportation Authority buses and trains and there is a bike corral on campus. Loyola hosts two I-GO car-sharing vehicles at the Lake Shore campus and I-GO offers a discount to Loyola customers.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# LOYOLA UNIVERSITY OF NEW ORLEANS

**D-**  
\$326 million

<b>Administration</b>	<b>F</b>	Loyola University of New Orleans has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	According to the Statement on Environmental Responsibility, the physical plant department prioritizes energy conservation. Examples of conservation initiatives include high-efficiency lighting and building automation system upgrades. Approximately 75 percent of classrooms currently have motion sensors, and the physical plant department is in the process of retrofitting the entire campus with energy-efficient lighting. The university has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	The university has a nonprofit institute based on campus that organizes a farmers market in town, but local food is not yet available in the cafeteria. The food service department encourages students to purchase “Recycle Mugs” and offers discounted prices for refills of coffee and carbonated soft drinks when these mugs are used. In addition, dining services prioritizes the purchasing of containers made from recycled materials. The university has a food service recycling program and conducts a waste stream audit.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.



# MACALESTER COLLEGE

↑ **B**

\$675 million

<b>Administration</b>	<b>B</b>	President Rosenberg is a signatory to the Presidents Climate Commitment. The college is seeking to hire a full-time director of sustainability in the coming year. Business services employs a student assistant who is responsible for researching green purchasing opportunities. A student group works to make sure the college fulfills its Talloires Declaration requirements.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Energy reduction measures such as occupancy sensors and fume hood controls in the science building have produced over \$50,000 in savings this year. A 10-kilowatt urban wind turbine was installed on campus in 2003. A campus group focused on renewable energy, MacCARES, is petitioning the administration to purchase a utility-scale turbine. Students and administration have created the Clean Energy Revolving Fund to be used to fund energy reduction and efficiency projects.
<b>Food &amp; Recycling</b>	<b>A</b>	The college is a participant in the Farm to College program and spends roughly 20 percent of its annual food budget locally. The college buys from the Macalester Urban Land and Community Health Garden located on campus, as well as a local dairy. Macalester has contracted with a local waste management nonprofit to pilot a composting program and improve the recycling program.
<b>Green Building</b>	<b>C</b>	The Macalester Athletic and Recreation Center includes such sustainable elements as increased building envelope insulation, lighting controls, and energy-efficient electrical and mechanical systems. Currently, the college is in the design stage for a new academic building to house the Institute for Global Citizenship, and the goal is to seek LEED Platinum certification.
<b>Transportation</b>	<b>C</b>	MacCARES has been developing ways to make biodiesel with waste cooking oil and incorporate its use as emission-free, inexpensive fuel for college-owned vans. Macalester is a member of the HOURCAR car-sharing program. MacBike focuses on teaching riders how to repair their bikes, planning rides through the greater Twin Cities, and working to increase bike advocacy.
<b>Endowment Transparency</b>	<b>C</b>	A list of endowment holdings and the proxy voting record is available to trustees, senior administrators, and the social responsibility committee upon request.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>B</b>	A social responsibility committee is charged with identifying issues to be addressed by proxy, and has the authority to recommend specific proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

## MARQUETTE UNIVERSITY\*

**D-**  
\$360 million

<b>Administration</b>	<b>F</b>	Marquette University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university's dining services department does not offer any notable amount of local or organic foods; however, it participates in the Campus Kitchen Project, bringing leftover food from the dining halls to low-income families, seniors, and youths. Marquette has a full-scale program with desk-side and area recycling.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting records nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

\*Information and grades for Marquette University are currently under review and subject to change. An updated profile will be posted soon.

# MASSACHUSETTS INSTITUTE OF TECHNOLOGY

 **B+**  
\$10 billion

<b>Administration</b>	<b>A</b>	MIT has an administrative program dedicated to campus sustainability, including one full-time director, one half-time professional staff member, and two full-time positions to advance the implementation of sustainable practices and energy efficiency measures on campus. Sustainability policies include an environment, health, and safety policy that embraces comprehensive environmental stewardship and pollution prevention; and a recycled product purchasing policy.
<b>Climate Change &amp; Energy</b>	<b>A</b>	MIT's Energy Initiative program includes investment in a mix of energy conservation, facilities retrofits and system enhancements, behavioral change campaigns, and a 40-kilowatt expansion of MIT's solar photovoltaic power program. The institute has undertaken a carbon emissions inventory and continues to update the inventory as part of the campus's energy management program. After MIT's 20-megawatt cogeneration power plant was installed in 1996, carbon emissions were reduced by 32 percent. The institute actively supports the city of Cambridge's Climate Protection Plan goal of reducing emissions 20% below 1990 levels by 2010.
<b>Food &amp; Recycling</b>	<b>B</b>	The primary dormitory food service provider is committed to integrating sustainable food practices in its operations. MIT currently makes purchases from 19 local producers and offers an array of organic products. Preconsumer food waste from major dining facilities is composted.
<b>Green Building</b>	<b>A</b>	According to campus policy, all new buildings and major renovations must meet or exceed LEED Silver standards. In 2007, MIT registered three new construction projects for LEED certification, including the new Sloan School of Management building that is expected to achieve a LEED Gold rating. Renovation programs focused on extensive retrofitting of heating, lighting, and water systems improve efficiency and conservation. Since 1990, MIT's water use was reduced by 60 percent through low-flow plumbing and other efficiency installations.
<b>Transportation</b>	<b>A</b>	MIT has deployed several alternative-fuel vehicles, including campus utility vehicles powered by compressed natural gas and a gas-electric hybrid. Programs such as the MIT subsidized public bus, subway, and commuter rail passes; free rideshare and vanpool services; discounted car-sharing and eco-taxi memberships; free campus bus shuttles; and ample bike racks have significantly reduced the passenger miles driven by the MIT community.
<b>Endowment Transparency</b>	<b>F</b>	The institute does not disclose its endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>A</b>	The institute aims to optimize investment return and is currently invested in renewable energy funds or similar investment vehicles, in addition to community development financial institutions or community development loan funds.
<b>Shareholder Engagement</b>	<b>B</b>	MIT's Advisory Committee for Shareholder Responsibility reviews and recommends positions.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

 Higher Grade Than Last Year

 Campus Sustainability Leader

# McGILL UNIVERSITY

↑ **B-**  
\$863 million

<b>Administration</b>	<b>B</b>	McGill University has shown a commitment to sustainability by signing the Talloires Declaration, as well as by instituting its own environmental policy. An environmental officer is assisted by students in paid and volunteer positions, and the senate subcommittee on the environment draws representation from a variety of stakeholders on campus. The purchasing department has developed a sustainable purchasing policy, which is currently undergoing review.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has invested more than \$6 million to reduce energy consumption by replacing chillers, steam traps, and other infrastructure. An engineering student has completed a greenhouse gas inventory. Although the majority of McGill's energy comes from hydroelectric sources, the university has not made a formal pledge to reduce greenhouse gas emissions.
<b>Food &amp; Recycling</b>	<b>B</b>	An environmental clause is included in the food services mission statement, including requirements that contracted companies must meet in order to do business with the university. During the growing season, over 90 percent of the fruits and vegetables used by food and dining services comes from farms within a 100-mile radius. Dining services participates in a student-run program that composts waste from food venues around campus. The university has a comprehensive recycling program.
<b>Green Building</b>	<b>B</b>	The university incorporated green building practices into its environmental policy in 2006. The new Bellini Life Sciences Building is intended to be LEED certified. The Barton Library has been renovated using low-emitting materials and sustainably sourced wood products.
<b>Transportation</b>	<b>B</b>	The Transportation Demand Project is working on improving transit to and from McGill, although about 95 percent of respondents to a survey of the university community indicated they use public transport. A free bicycle loan program has a fleet of 10 bikes, and 220 bike parking spaces were added to campus in 2006. Gault Estate vehicles operate on a 50 percent biodiesel blend in the summer and the purchase of an electric shuttle is being explored.
<b>Endowment Transparency</b>	<b>C</b>	A list of the university's endowment holdings is available as per open records laws. Proxy voting records are made available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university invests in private equity funds of funds, some of which may hold interests in renewable energy companies.
<b>Shareholder Engagement</b>	<b>B</b>	The board of governors has a multi-stakeholder Committee to Advise on Matters of Social Responsibility (CAMSR), whose six members include one student. CAMSR receives expressions of concern from members of the university community on matters of social responsibility and, if warranted, recommends actions. Recommendations may result in divestment decisions by the board.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

# MIAMI UNIVERSITY (Ohio)

# D+

\$404 million

<b>Administration</b>	<b>C</b>	Miami University created a position in its facilities department that focuses on energy efficiency and sustainability initiatives. The Sustainability Committee is comprised of faculty, staff, and students. Miami University, along with Ohio University, helped found the RecycleMania program in 1999–2000; It has since become a national competition.
<b>Climate Change &amp; Energy</b>	<b>D</b>	University efforts have focused on energy efficiency projects, which include energy-efficient lighting, variable frequency drives, and reduction of building-centric, low-efficiency heating and cooling systems in favor of campus-centric, high-efficiency central systems. The university is currently conducting a carbon emissions inventory of its utility systems. Miami has no formal commitment to emissions reduction.
<b>Food &amp; Recycling</b>	<b>D</b>	The Office of Recycling maintains a comprehensive recycling program. Miami, along with Ohio University, founded the RecycleMania program in 1999–2000; It has since become a national program. Miami diverts 60 percent of its traditional waste stream to recycling. The university has not made public any attempts to incorporate local food into campus cafeterias.
<b>Green Building</b>	<b>C</b>	The Farmer School of Business is being constructed to achieve LEED Silver certification, at a minimum. Miami has had a practice of including energy efficiency features in all of its new buildings and building renovations over the past 15 years. An informal study showed that many of the existing building renovations would have achieved LEED certification had Miami pursued such certification.
<b>Transportation</b>	<b>C</b>	The university provides a scheduled bus service to give students an alternative to driving. The bus service extends off-campus into the neighborhoods with concentrations of student housing. A bike and pedestrian workshop and study was held three years ago, and the results were incorporated into recent projects to make the campus more pedestrian-friendly. A significant percentage of the university vehicles, particularly sedans, are alternative fuel vehicles.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not currently invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university does not have an active proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## MICHIGAN STATE UNIVERSITY

↑ **B**  
\$1 billion

<b>Administration</b>	<b>B</b>	Michigan State University has identified environmental stewardship as one of the university's Boldness by Design Initiatives. An environmental stewardship team will make recommendations on projects that will reduce the campus's material and energy consumption. Numerous projects have been implemented based on research done by students, staff, and administrators.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university joined the Chicago Climate Exchange in February 2007, committing to a 6 percent reduction of carbon emissions by 2010. A commissioning team has been developed to identify buildings that would result in energy savings and reductions through recommissioning, retrocommissioning, or commissioning. Summer pilot projects have further defined additional reductions that could be made in HVAC running times.
<b>Food &amp; Recycling</b>	<b>B</b>	A campus food systems committee works to incorporate more local and organic foods in the dining halls. Twenty Sparty Stores on campus offer exclusively fair-trade coffees. Drinking cups for athletic events are corn-based for biodegradable breakdown. An anaerobic digester research study is underway using food waste from the residence halls in anticipation of developing a permanent digester that would result in the use of methane as an alternative energy source.
<b>Green Building</b>	<b>B</b>	Campus construction standards ensure that all renovations, additions, and new buildings meet LEED certification standards. A chemistry building is registered with the U.S. Green Building Council, and a new football building and weight room meet LEED standards. Among other initiatives, a green roof was installed on the plant and soil sciences building.
<b>Transportation</b>	<b>A</b>	MSU supports a pedestrian- and bike-friendly campus that includes wide sidewalks and bike paths. In 2006, the university opened MSU Bikes, which has leased more than 400 bikes to the campus community, offers weekly bike repair clinics, and provides professional bike repair services. All university-owned diesel trucks and farm equipment use biodiesel fuel and the vehicle fleet includes 17 hybrids. The bus system that operates on campus has invested in hybrid buses.
<b>Endowment Transparency</b>	<b>A</b>	The university makes a list of its investment holdings available to the public on the Office of the Controller's website. Proxy voting records are sent to individuals upon request.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy funds. MSU's investment policy states, "Within the context of its fiduciary responsibilities, the Board will exhibit social conscience in the administration of the university's investment portfolio."
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

# MIDDLEBURY COLLEGE

 **A-**  
\$936 million

<b>Administration</b>	<b>A</b>	President Liebowitz signed the Presidents Climate Commitment. Sustainability principles are outlined in the mission statement and are currently being integrated into the new master plan. Middlebury employs a sustainability coordinator and six student interns, as well as a recycling coordinator. The college has a standing environmental council that advises the president.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Middlebury has committed to carbon neutrality by 2016 and plans to build a biomass facility that will reduce carbon emissions by 12,500 tons per year. The college has a solar array on campus and has built a 10-kilowatt wind turbine that is currently supplying power to the grid. Thermostats in residence halls were lowered two degrees at the request of students. Biofuel is used in heating furnaces.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services spends just under \$1 million per year on local food products from over 40 local farms, orchards, and manufacturers. Thirty percent of the college's food budget is spent on food from within Vermont, and 15 organic products are regularly incorporated into the menu. Strong recycling efforts contribute to a solid waste diversion rate of about 60 percent, including food waste composting, which comprises 20 percent of recycled materials.
<b>Green Building</b>	<b>A</b>	Green building standards, which incorporate innovative design practices and the use of green-certified wood, have been used in the past five major campus construction projects. The historic renovation of the Hillcrest Environmental Center was completed in June 2007 and will be the first LEED-certified building at the college.
<b>Transportation</b>	<b>A</b>	Support from Middlebury helped the regional transit service put biodiesel-fueled buses into operation, and students and employees may use the service free of charge. The college's fleet includes some alternative vehicles and hybrid Zipcars were made available to students fall 2007.
<b>Endowment Transparency</b>	<b>C</b>	Endowment holdings are made available to select members of the school community such as the Advisory Committee on Socially Responsible Investment. Proxy voting records are available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles. The college has established a green fund as part of its current capital campaign to which the class of 2007 and other donors have directed gifts.
<b>Shareholder Engagement</b>	<b>A</b>	In 2006, the college created the Advisory Committee on Socially Responsible Investment, which includes three students and one alumni, faculty, and staff representative. The committee is charged with making recommendations to the investment committee of the board of trustees in regard to proxy voting and related matters of shareholder engagement.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B+.

 Higher Grade Than Last Year

 Overall College Sustainability Leader

 Campus Sustainability Leader

## MISSISSIPPI STATE UNIVERSITY

D

\$287 million

<b>Administration</b>	<b>F</b>	Mississippi State University has no known policies relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university hosts a 15-kilowatt photovoltaic array, owned and maintained by the Tennessee Valley Authority. The array supplies 25,000 kilowatt-hours directly to the grid every year. The Resource Efficiency Plan makes recommendations about developing renewable sources of energy specifically for campus use, but this has not yet been achieved. Energy conservation tips are posted on the university's website and a student energy committee has been proposed to develop student energy conservation initiatives.
<b>Food &amp; Recycling</b>	<b>D</b>	The university's dining services department does not offer any notable amount of local or organic foods. Recycling is overseen by the business management office, which maintains recycling bins.
<b>Green Building</b>	<b>C</b>	According to the campus master plan, utility planning should use LEED standards as guidelines for building. A LEED team was formed in January 2007. The new agricultural and biological engineering building is being built following LEED guidelines and is projected to receive LEED certification when completed.
<b>Transportation</b>	<b>D</b>	The campus is pedestrian-friendly, with limited vehicular access. It is the intention of the university that construction of new buildings intended for high-volume use will be built in the central campus area in order to keep the campus compact and reduce the need to commute.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting records nor its list of endowment holdings public.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.



## MOUNT HOLYOKE COLLEGE

**B-**

\$510 million

<b>Administration</b>	<b>B</b>	The Mount Holyoke College Plan for 2010 calls for the community to accelerate progress toward sustainability in such areas as green building, energy conservation, and waste reduction and recycling. Each focus area has an established working group, and a steering committee establishes campus-wide goals and objectives. Included in the plan is an environmental management system “to integrate environmental stewardship into daily life at Mount Holyoke.”
<b>Climate Change &amp; Energy</b>	<b>B</b>	A greenhouse gas inventory has been conducted going back to 1990. In 2006, the president launched “The Big Turnoff,” an energy conservation campaign; among the initiatives was a green computing pledge. In early 2007, an energy recovery loop was installed in the science complex to reclaim heating and cooling energy from the building exhaust, which is projected to save enough energy to offset the load of the new residence hall under construction. Facilities management operates many conservation programs including the long-running Kill-a-Watt Competition.
<b>Food &amp; Recycling</b>	<b>A</b>	Mount Holyoke purchases local produce, honey, and maple syrup, and locally produced granola, hummus, and ice cream. The college buys directly from 15 local producers and spends approximately 4 percent of its annual budget on local products. Additionally, Mount Holyoke purchases seafood from a local fishery. This fall the college will begin buying from the student garden. Mount Holyoke has established a compost program for both pre- and postconsumer waste.
<b>Green Building</b>	<b>A</b>	Campus building projects are designed and constructed using adopted environmentally responsible principles and guidelines. The Science Center and Blanchard Campus Center are LEED-certified buildings. The new residence hall to open in 2008 is also designed to achieve LEED Silver certification. Many buildings have undergone lighting retrofits and heat recovery systems, and low-flow fixtures have been installed across campus.
<b>Transportation</b>	<b>C</b>	Since 2003, the fleet has had two hybrid sedans. Facilities management uses a 20 percent biodiesel blend in all their off-road, diesel-fueled equipment. The college supports the Five College transportation system, which allows students easy access among the Five Colleges and surrounding communities.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and has \$10,000 of a separate fund, composed of donor money, invested in the Cooperative Fund of New England, a local community development loan fund.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# NATIONAL UNIVERSITY

**D-**  
\$283 million

<b>Administration</b>	<b>F</b>	National University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	A comprehensive recycling program was established in 2005.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## NEW YORK UNIVERSITY



↑ C+  
\$1.8 billion

<b>Administration</b>	<b>A</b>	President Sexton has signed the Presidents Climate Commitment. In 2006, NYU formed the Sustainability Task Force, a university-sanctioned body of 45 students, faculty, and administrators from across the university's multiple schools and divisions. NYU currently employs three staff whose primary responsibilities are to implement sustainability projects, and is hiring three more full-time personnel. The departments of energy, recycling, environmental health and safety, purchasing, and planning and construction, as well as other staff are regularly involved with sustainability projects.
<b>Climate Change &amp; Energy</b>	<b>A</b>	As part of New York City's PlaNYC 2030 Initiative, NYU has pledged to reduce greenhouse gas emissions by 30 percent over the next ten years. The university expects to meet this commitment ahead of schedule, once its highly efficient cogeneration facility goes online. In October 2006, NYU purchased 118 million kilowatt-hours of wind energy—the largest such purchase by any U.S. university—equal to all the power the university buys from the grid.
<b>Food &amp; Recycling</b>	<b>B</b>	NYU contracts with 20 producers within 150 miles of the city. Eco-friendly to-go containers are expected to be available in fall 2007. The university has instituted a pilot project in one dining hall, serving organic and natural products. If successful, ten more operations dedicated to serving sustainable foods will be opened. NYU has one of New York City's longest-running recycling programs, achieving a higher diversion rate than the city as a whole.
<b>Green Building</b>	<b>B</b>	NYU is in the process of developing comprehensive green building guidelines that will draw upon LEED standards. The guidelines will cover everything from materials to energy and water use to interiors and furnishings. The Gallatin School is currently pursuing LEED Silver certification in its renovations, and other NYU building projects are planning a wide range of green design features.
<b>Transportation</b>	<b>B</b>	NYU has begun to identify additional bike storage locations and plans to replace old vehicles with newer, more efficient ones. The university has a program to collect and repair abandoned bicycles and conduct a study of bicycle use on campus. More than 92 percent of students either live within walking distance of class, or commute using bicycles, the subway, the city or university bus systems, and other alternative transit options.
<b>Endowment Transparency</b>	<b>F</b>	NYU has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

# NORTH CAROLINA STATE UNIVERSITY

# D

\$535 million

<b>Administration</b>	<b>B</b>	North Carolina State University strives to be a model for sustainability in the state and incorporates sustainability into its master plan. The board of trustees approved several guiding principles of sustainability in 1999. The University Environmental Sustainability Task Force, coordinated by a sustainability officer, continues to submit guidelines to the administration. In its effort to meet the North Carolina governor's executive order relating to acquiring goods and services, the university prioritizes sustainable purchasing of recycled products.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has a solar house equipped with solar panels and other energy-efficient features that serves as a resource for education and research related to renewable energy. The university also has a 5-kilowatt stationary fuel cell installed at the agricultural school. NC State prioritizes energy conservation and is working to reduce usage by 20 percent.
<b>Food &amp; Recycling</b>	<b>D</b>	The university sponsors a residence hall environmental education program and a recycling program. The diversion rate for 2005–2006 was 39 percent. The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting program.
<b>Green Building</b>	<b>D</b>	While the university has not sought LEED certification for new projects, the facilities management department follows guidelines for green building related to site and water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university and North Carolina State Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and North Carolina State Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and North Carolina State Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundations. For information on data collection and evaluation, please see the Methods section on page 228.

# NORTHEASTERN UNIVERSITY

# ↑ B

\$596 million

<b>Administration</b>	<b>B</b>	President Aoun has signed the Presidents Climate Commitment. A sustainability committee was established in 2006. This fall, the university will have a “town meeting” on sustainability, which will engage all student environmental groups on campus, including the Husky Energy Action Team and Students for Environmental Action. The university’s standard practice is to use green-certified cleaning products in all campus buildings. A website is currently under development.
<b>Climate Change &amp; Energy</b>	<b>A</b>	A carbon emissions inventory is in progress. The university’s total energy usage has decreased by 9 percent since 2005 when the energy conservation action plan was launched. The university has spent \$5.4 million to pursue energy efficiency, equipping over 2,000 rooms with occupancy sensors, among other things. The student center features a 90-panel solar array that produces over 21 kilowatts of power.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services buys local food when available from its distributor, and serves fair-trade coffee and cage-free eggs. The director of dining services hosts the Food User’s Committee for students, which includes student participants from the Students for Environmental Action. Last year, 90 tons of food waste and 318 tons of yard waste were composted. The university began recycling in 1989 and now recycles 13 different categories of items, including asphalt and construction materials.
<b>Green Building</b>	<b>A</b>	Northeastern has adopted a policy for LEED certification for all new buildings and major renovations. Three current projects, two under construction and one in the design stage, are targeting LEED Silver certification. These projects comprise over 500,000 square feet, or 9 percent of the campus. All renovations now include a full assessment of the project’s environmental impact.
<b>Transportation</b>	<b>A</b>	Northeastern owns 22 electric vehicles. As of July 2007, all diesel vehicles use ultra-low sulfur biodiesel. The university implements and publicizes vanpools and carpools and provides preferential parking for vanpools. Sixty-seven bike racks were installed this year. Since 1998, the number of single-occupant commuters to campus has been reduced by over 37 percent.
<b>Endowment Transparency</b>	<b>F</b>	Endowment holdings are made available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and currently invests in renewable energy investment funds or similar investment vehicles. Investment managers consider environmental sustainability, among other factors, when making investments.
<b>Shareholder Engagement</b>	<b>—</b>	The university does not have the ability to vote proxy, as the entire endowment is invested in mutual funds. Investment managers consider environmental sustainability, among other factors, when making investments.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

 Campus Sustainability Leader

## NORTHWESTERN UNIVERSITY

**C+**  
\$6.5 billion

<b>Administration</b>	<b>C</b>	Northwestern University has a comprehensive sustainability policy and has made significant strides towards a sustainable future. Efforts include renewable energy purchases, a LEED building policy, an Energy Star program, and a sustainability website. The university employs a manager of recycling.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university is one of the top ten largest purchasers of renewable energy credits in higher education, supplying 20 percent of its energy needs with wind power. Facilities management has initiated a third-party Energy Cost Savings Measures (ECSM) audit of its facilities on the Evanston and Chicago campuses that will identify areas for improved energy efficiency. Northwestern also retained the services of a professional illumination consultant to evaluate the potential for de-lamping on campus and switching older, inefficient bulbs to more efficient models.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services works with five local producers and sources about 10 percent of farm produce locally. Many organic products from national companies, are available on campus. Dining services has a sustainability committee and is working to create its own green label, the nuGreen brand, to support sustainability efforts. Cooking oil from dining operations is recycled by a local company for animal feed, and also donated to a campus group for biodiesel research. Dining services works with Campus Kitchens to donate unused portions of food to those in need in the Evanston area.
<b>Green Building</b>	<b>A</b>	The university strives to make all new buildings LEED Silver-certified, a goal that was achieved on the first building constructed under the new policy, and major renovations will also follow LEED guidelines whenever possible. Both new and renovated buildings will achieve, at a minimum, 20 percent improved energy efficiency over the building code when feasible.
<b>Transportation</b>	<b>B</b>	The university currently has eighteen dual-fuel E85 ethanol vehicles, five Prius hybrids for the student SafeRide service, and four natural gas vehicles used by the facilities management department. Northwestern offers the college community free rides on seven separate bus routes, and has a pretax transit program to encourage use of public transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university does not make available information on endowment holdings or shareholder voting records.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is invested in, and exploring further investment in, renewable energy funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

- Unchanged Grade From Last Year

# OBERLIN COLLEGE

 **B+**  
\$695 million

<b>Administration</b>	<b>A</b>	Former Oberlin College president, Nancy Dye, signed the Presidents Climate Commitment. The college's environmental policy statement, created by the Environmental Policy Advisory Committee, outlines principles for college energy production and use, as well as for transportation, construction, and purchasing issues. The Office of Environmental Sustainability has a sustainability coordinator and a detailed website. Oberlin's strategic plan identifies sustainability as one of its key directives.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Since 2004, Oberlin has purchased all of the available green attributes from its local utility, which is estimated to be about 50 percent of the college's annual electricity consumption. The largest photovoltaic array in Ohio, totaling 4,671 square feet, is located on the roof of the Center for Environmental Studies. The Oberlin Wind Power Initiative has begun research into the feasibility of constructing commercial-scale wind turbines in the Oberlin area.
<b>Food &amp; Recycling</b>	<b>A</b>	The Farm to Fork program and the Eat Local Challenge have organized local farmers and suppliers to provide organic, local foods to the college. Both initiatives are managed by the Bon Appétit Management Company. Dining services composts food scraps and recycles leftover cooking oil as biodiesel for the college's use. A comprehensive recycling program is also in place.
<b>Green Building</b>	<b>A</b>	In June 2006, the trustees adopted a policy stating that all new buildings must be built to LEED Silver standards. The first new facility being designed under the policy is on track to earn LEED Gold certification. The college's Center for Environmental Studies was selected by the Department of Energy as one of the 30 "milestone" buildings of the twentieth century, and would be LEED Platinum-certified had it not been built before the advent of the LEED system. An innovative "living machine" provides a closed-loop water use, cleansing, and re-use system.
<b>Transportation</b>	<b>C</b>	The Office of Safety and Security uses two hybrid vehicles, and an electric mail delivery vehicle has also been purchased. There is a bike co-op that provides rentals and repairs. The college also offers financial support to Lorain County Transit, the regional public-transit authority that offers bus service in Oberlin and neighboring communities, as well as to the airport in Cleveland.
<b>Endowment Transparency</b>	<b>D</b>	The college makes its proxy voting records and a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. This information is available at the investment office on campus.
<b>Investment Priorities</b>	<b>A</b>	Oberlin aims to optimize investment return and, since March 2001, the college has offered two Calvert funds that take into account environmental and social factors as alternative investment vehicles for donors making leadership gifts.
<b>Shareholder Engagement</b>	<b>A</b>	The Campus Committee on Shareholder Responsibility—consisting of students, faculty, and staff—deliberates and makes recommendations or decisions on proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

 Higher Grade Than Last Year

 Campus Sustainability Leader

# OCCIDENTAL COLLEGE

# D+


\$377 million

<b>Administration</b>	<b>D</b>	Occidental College signed the Talloires Declaration in 2001. The Sustainable Oxy Program offers an environmental stewardship class that allows students to study and contribute to campus greening priorities.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Occidental has made no commitments to carbon emissions reductions or renewable energy purchases. However, the college has an extensive history of improving energy efficiency on campus, including construction of a central chiller plant with thermal storage capacity, as well as installation of three cogeneration units and motion light detectors. The Sustainable Oxy Program is gathering data for a carbon audit that could provide a baseline for future commitments.
<b>Food &amp; Recycling</b>	<b>B</b>	Campus dining purchases from a local growers' collaborative, an ice cream maker, and a bakery. Local and organic food items are incorporated into the salad and potato bars, and organic coffee, juice, milk, and other items are sold. Reusable dishware is used in the main dining facility and financial incentives are offered to students for utilizing reusable containers for take-out food. Materials recycled at Occidental include paper, cardboard, glass, plastic, metal, computers, batteries, furniture, mattresses, and waste cooking oil. Green waste from campus is mulched and returned to campus for use as groundcover. Food is donated to local shelters.
<b>Green Building</b>	<b>C</b>	Occidental's proposed 20-year campus master plan, now undergoing comprehensive environmental review by the city of Los Angeles, includes the creation of green buildings as one of its five major principles. Construction is nearing completion on a 273-bed residence hall that has been built to LEED Silver standards.
<b>Transportation</b>	<b>D</b>	Among the five basic principles of Occidental's proposed campus master plan is "pedestrianizing" the academic campus by converting selected roads into service roads and by adding to, and improving, existing pedestrian spaces. Two students are currently working with a physics professor to convert a college vehicle to biodiesel.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.



## OHIO STATE UNIVERSITY



↑ C+  
\$2 billion

<b>Administration</b>	<b>A</b>	The university's sustainability plan, the Principles and Practices for a Sustainable Ohio State University, commits OSU to placing sustainability at the core of its mission. A new Office of Energy Services and Sustainability Initiatives has six full-time staff members and was established in February 2006 to provide leadership for campus sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>C</b>	In fall 2007, a project will be undertaken to establish a carbon footprint for the university. In the meantime, the installation of four new high-efficiency boilers and an undertaking of conservation efforts has resulted in an emission reduction of 79.1 percent in 2006 over a baseline year of 2003. The university is also considering cogeneration and alternative energy sources as a way to save money on energy costs and promote sustainability.
<b>Food &amp; Recycling</b>	<b>C</b>	A new comprehensive recycling program will be implemented in all campus residence halls this fall, and a recycling program at home football games was launched in September 2007. Landscaping waste is used as mulch for groundskeeping. During 2006, an estimated 650 tons of compost was produced and used in campus operations. The university's dining services department does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>B</b>	The university's new 4-H center, student services building, and Ohio Union building will be designed to meet LEED standards. Additionally, the OSU Medical Center is embarking on a major renovation project that will include sustainable design features. There is a plan to incorporate LEED standards into all future buildings as well as the OSU Building Design Standards.
<b>Transportation</b>	<b>C</b>	All diesel fuel dispensed on campus is B20 biodiesel. The university has a new car-sharing program, made possible through an agreement with FlexCar, in addition to a vanpool program. Students receive discounts on monthly bus passes.
<b>Endowment Transparency</b>	<b>B</b>	The state of Ohio's open records laws require disclosure of investment holdings and proxy voting records to the public if requested. This information is available at the investment office or the vice president's office.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	A member of the university administration determines proxy votes based on policy approved by the Investment Committee.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

# OKLAHOMA STATE UNIVERSITY

# D+

\$382 million

<b>Administration</b>	<b>D</b>	Oklahoma State University recently formed a campus-wide sustainability task force charged with proposing an agenda to stimulate sustainability research, incorporate sustainability into educational programs, and expand the application of sustainability principles on campus. Additionally, a committee has been established to look at sustainability initiatives on campus, but there are no full-time positions devoted entirely to sustainability.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has adopted an energy conservation policy. OSU has retained the services of Energy Education, Inc., to implement a multi-year conservation education program. The program's aim is to implement standardized best practices and programs to promote responsible energy management by students, administrators, faculty, and staff. In addition, the university is the largest consumer of wind power from its utilities provider.
<b>Food &amp; Recycling</b>	<b>D</b>	The university does not currently offer organic products or source food from local producers. Dining services offers refillable beverage mugs to students and recycles paper products. The university is looking into the possibility of converting cooking oil into biodiesel.
<b>Green Building</b>	<b>C</b>	The university's building policy requires that project teams consider LEED certification for all construction. The U.S. Green Building Council's LEED Silver criteria have been incorporated into several of the university's building design standards.
<b>Transportation</b>	<b>C</b>	Carpooling is encouraged through discounts on parking permits and other incentives. OSU BUS runs routes within the city of Stillwater and between campuses to reduce the need for students, faculty, and staff to use individual automobiles. The campus master plan restricts vehicular traffic on the interior of the campus, making it more pedestrian friendly.
<b>Endowment Transparency</b>	<b>F</b>	The university and OSU Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and OSU Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and OSU Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

OREGON STATE UNIVERSITY **B-**

\$434 million

<b>Administration</b>	<b>A</b>	According to its strategic plan, Oregon State University will prioritize academic resources and investments based on an understanding of sustainability. President Ray has signed the Presidents Climate Commitment and the provost has established the Provost's Sustainability Council, comprised of students, faculty, and staff, which makes recommendations for future sustainability initiatives. OSU employs a full-time sustainability coordinator and maintains a campus sustainability website.
<b>Climate Change &amp; Energy</b>	<b>B</b>	OSU has completed a draft greenhouse gas inventory, over a year ahead of schedule, for the Presidents Climate Commitment. A highly efficient cogeneration plant is being designed that will reduce campus carbon emissions by 38 percent. OSU will purchase 100 percent renewable electricity starting this fall, reducing current greenhouse gas emissions by about 60 percent.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services estimates that roughly a quarter of its budget is spent on food from numerous local producers each year. The university is a member of the Oregon Food Alliance, through which it buys locally grown, organic produce whenever possible. Dining services also purchases beef from local ranchers who practice sustainable farming. Food waste from kitchen waste is composted in an Earth Tub and rice oil is recycled into biodiesel for use in catering vans. The university's recycling program includes shoes and computers.
<b>Green Building</b>	<b>A</b>	All future capital construction at OSU will be LEED Silver equivalent or higher. The university is home to the Kelley Engineering Center, one of the "greenest" academic engineering buildings in the country, which has achieved LEED Gold certification. The university has an active program to upgrade lighting systems in all buildings.
<b>Transportation</b>	<b>A</b>	OSU has been designated as one the EPA's Best Workplaces for Commuters for its efforts in offering alternative transportation options. The university's vehicle fleet has 12 hybrid and 6 electric vehicles. A free campus shuttle moves the campus community around the immediate campus area. Corvallis, Oregon, has been awarded the Gold designation for bicycle friendliness by the League of American Bicyclists, one of only four communities nationwide to receive such designation.
<b>Endowment Transparency</b>	<b>F</b>	Information on endowment holdings is made available to trustees and senior administrators only. Proxy voting records are not made available.
<b>Investment Priorities</b>	<b>C</b>	Oregon State aims to optimize investment return and is not currently invested in or exploring investment options in renewable energy funds or similar investment vehicles. The university is considering a policy to review socially responsible investments.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

# PENNSYLVANIA STATE UNIVERSITY

↑ **B**  
\$1.3 billion

<b>Administration</b>	<b>A</b>	The Environmental Key Initiative, part of Pennsylvania State University's finance and business strategic plan, aims to incorporate sustainable practices into all operations and to make the university a leader in environmental stewardship. Members of the initiative team ensure that environmental stewardship is integrated into all units. Penn State is in the middle of an aggressive awareness campaign that calls upon all members of the institution to do their part.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Penn State has finalized its greenhouse gas inventory and has committed to make a 17 percent reduction in greenhouse gas emissions by 2012, dropping its emissions to below 1996 levels. The emissions reduction plan includes annual purchases in excess of 20 percent of their electric power from renewable resources, making it the third largest university purchaser of renewable energy.
<b>Food &amp; Recycling</b>	<b>A</b>	A farm-to-college program maintains ties between local farms and the university. Much of the food for the dining commons, including 70 percent of the milk, 100,000 pounds of cheese, mushrooms, and ice cream, come from university and local farms. Preconsumer kitchen waste, leftover food, and napkins are captured as part of the composting operation.
<b>Green Building</b>	<b>A</b>	Penn State requires LEED certification for all new buildings and major renovations. The School of Architecture building achieved a Gold rating and the forest resources building achieved a Silver rating. The Rec Hall Fitness Center project will achieve a Silver rating and Penn State's Lubrano Park will be the first-ever LEED-certified baseball stadium.
<b>Transportation</b>	<b>B</b>	The university offers incentives including free bus service. The master planning process has resulted in a more pedestrian-friendly campus. The campus fleet includes hybrid vehicles, as well as vehicles that run on biodiesel and other alternative fuels.
<b>Endowment Transparency</b>	<b>A</b>	While the Office of Investment Management has not received any requests for a proxy voting record, this information would be made available upon request. The university provides a list of all investment holdings each year, available to the university community and also to the public in the investment office.
<b>Investment Priorities</b>	<b>C</b>	A number of the university's venture and private equity managers or funds may have investments in companies with renewable energy strategies. The university has not ruled out opportunities in this area, but is not actively exploring these investment vehicles, as the investment managers have discretion.
<b>Shareholder Engagement</b>	<b>D</b>	Currently, the university asks that its investment managers handle the details of proxy voting. However, the Penn State Investment Council has approved proxy-voting guidelines and the university is in the process of implementing these guidelines for its investment managers.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

 Campus Sustainability Leader

## PEPPERDINE UNIVERSITY

**D-**  
\$538 million

<b>Administration</b>	<b>F</b>	The university has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	Facilities has performed some retrofits of lighting systems, but the university has not made a formal commitment to reduce emissions or made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university's dining services department does not offer any notable amount of local or organic foods. Pepperdine has a contract with a recycling company that collects and sorts all garbage; forty percent of the waste stream is recycled.
<b>Green Building</b>	<b>F</b>	Facilities has performed some retrofits of lighting systems, but the university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# POMONA COLLEGE

↑ **B**  
\$1.5 billion

<b>Administration</b>	<b>B</b>	The administration recently adopted an environmental policy, which makes a public commitment toward sustainability, and President Oxtoby has signed the Presidents Climate Commitment. The president appointed a sustainability committee during the 2006–2007 academic year to assess current campus operations and recommend opportunities to implement more sustainable ways and means for support operations.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Photovoltaic generation equipment was installed at the Lincoln and Edmunds buildings and the college has invested in an alternative energy green tag program to provide 100 percent of the electrical power requirements for these buildings for one year. Students undertook a major program to replace incandescent lamps in dormitories with energy-efficient fluorescent lamps. Student dorms participated in an energy conservation competition during the past year, resulting in energy savings in excess of 10 percent for most dorms.
<b>Food &amp; Recycling</b>	<b>B</b>	A student-run organic garden produces food that is cooked for events open to the school community and educates the community as to the importance of eating locally. Food waste from the dining hall is composted at the college farm.
<b>Green Building</b>	<b>B</b>	Green design is one component of Pomona's sustainability policy. The college has built three buildings according to LEED standards that have, or are in the process of receiving, LEED Silver certification. The Edmunds and Lincoln buildings include extensive daylighting measures and interior lighting controls. These two buildings incorporate photovoltaic power generation in their design.
<b>Transportation</b>	<b>B</b>	Pomona is working on increasing the proportion of low-emission vehicles in their fleet. The college sponsors a home loan program that encourages faculty to live near campus, and incentives are offered for carpooling. In addition to a Green Bikes Initiative, students operate a basic bicycle repair shop. The college recently renovated a storage facility in one of its dormitories to provide summer storage for returning student bicycles.
<b>Endowment Transparency</b>	<b>D</b>	The president's decisions are made known to the Ad Hoc Committee on Social Responsibility and are available to any trustees or senior administrators who ask. A list of endowment holdings is made known only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>A</b>	The Ad Hoc Committee on Social Responsibility, consisting of three students, three staff, and three faculty members, makes recommendations to the president, who then makes the decisions in regard to proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

## PRINCETON UNIVERSITY

**.B-**

\$14.8 billion

<b>Administration</b>	<b>B</b>	Sustainability is being addressed in areas of operations, as well as education, research, citizenry, and communications. The purchasing department has an Energy Star purchasing policy and supports the purchase of recycled products. Students and faculty are part of the Campus Sustainability Committee, which coordinates the campus-wide sustainability effort together with the Office of Sustainability.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A Princeton class has conducted a carbon emissions inventory; a 400-kilowatt solar panel system is being installed on a campus-owned warehouse facility; and actions are underway to deliver live dorm energy performance data to students on LCD screens located in all dining facilities. The data will facilitate dorm energy competitions to coincide with national competitions such as RecycleMania. Geothermal technology, already utilized by one graduate student building, is currently being assessed for main campus use.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services works with over 20 local producers to provide as much local, sustainably grown food as possible, including an entrée at each meal, and has set goals to increase this amount each year. The university uses reusable dishware in all dining halls, and containers at retail locations are biodegradable. Food waste is sent to a local farm for pig feed and provides green material for compost to the student-run, organic campus garden.
<b>Green Building</b>	<b>B</b>	The university has established sustainable building guidelines that employ LEED criteria as benchmarks for assessment in the design process. A notable feature of Princeton's guidelines is that all new buildings and major renovations are required to be a minimum of 30 percent more energy efficient than code requires.
<b>Transportation</b>	<b>B</b>	The university has several hybrid and electric vehicles in its fleet in addition to an internal shuttle bus system. As part of campus planning, a comprehensive process is underway to assess all aspects of transportation associated with the university. The goals of the plan are to reduce the university's carbon footprint and encourage a lesser dependence on single-occupancy vehicles.
<b>Endowment Transparency</b>	<b>D</b>	Princeton's proxy voting record is available in the investment office only to the University Resources Committee (URC), a subcommittee of the Council of Princeton University Community. After the fiscal year audit is completed, members of the URC can also view endowment holdings at the investment office.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>D</b>	Princeton currently asks that their investment managers handle the details of proxy voting. For mutual funds and proxies with social issues, a university administrator will vote.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of March 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

- Unchanged Grade From Last Year

## PURDUE UNIVERSITY



\$1.8 billion

<b>Administration</b>	<b>C</b>	Several staff, as well as a campus task force, work part time in coordinating sustainability efforts. The Purdue Sustainability Council, with representation from physical facilities, housing and food services, faculty, undergraduate and graduate students, and the Discovery Park Energy Center, began meeting in June 2007.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has embarked on an energy conservation initiative that includes retrocommissioning existing buildings for energy efficiency and metering of campus buildings for electricity, chilled water, and steam. The university plans to install a new co-firing boiler that will make use of such alternative fuel sources as switchgrass, as well as byproducts of ethanol production and a local corn syrup processing plant. A class, "Carbon Neutrality at Purdue," worked with faculty and administrators to produce an inventory of the university's emissions. Solar panels designed by students in a class competition heat water for one building.
<b>Food &amp; Recycling</b>	<b>B</b>	A locally grown apple pilot program was met with minimal customer acceptance, and thus was discontinued. Organic milk from a small Indiana dairy is sold on campus, and a new Urban Market in the Memorial Union will highlight locally grown, natural, and organic food items. Fair-trade coffee is available in the Memorial Union retail area. The university continues to compost yard waste.
<b>Green Building</b>	<b>C</b>	Purdue currently has four LEED-accredited professionals who will begin to incorporate additional sustainability principles into building design. Though there is no formal policy in place, the university uses green building design principles included in the Consultant Handbook, which is used for every design project. Construction on a recently completed project closely followed LEED standards and came within ten points of certification.
<b>Transportation</b>	<b>C</b>	Purdue is replacing all vehicles in its rental car fleet with flex-fuel vehicles. All diesel-powered vehicles use a biodiesel blend. In 2006, the university purchased two hybrid vehicles and is considering adding more. Members of the police, fire, and radiological and environmental management use bikes and compact utility vehicles, instead of cars, for some of their transportation needs.
<b>Endowment Transparency</b>	<b>C</b>	A list of the university's endowment holdings, but not proxy voting record, is made available to both the university community and the public. This information is emailed to individuals upon request.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	Purdue's custodian bank votes proxies on the university's behalf.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of May 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

- Unchanged Grade From Last Year



# QUEENS UNIVERSITY

# C

\$660 million

<b>Administration</b>	<b>D</b>	Queen's University has initiated a green cleaning system that includes environmentally preferred chemicals and recycled paper. A full-time sustainability manager position is currently being established to lead sustainability efforts, in addition to a sustainability intern. Students are involved in the Canadian Unified Student Environmental Network.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Approximately \$330,000 of energy-efficient lighting retrofits are underway. The Queen's University Environmental Management System schedules fans and cooling equipment to run only when spaces are occupied, and is installed in every new building. In 2006, a cogeneration plant began operation, producing steam heat and electricity at 80 percent efficiency. A 20-kilowatt photovoltaic array was installed in 2003 and generates 2 percent of the power requirement for Goodwin Hall.
<b>Food &amp; Recycling</b>	<b>B</b>	Queen's food services purchases local food seasonally and supports a farmers market on campus a few times a year. Students are given a free mug and generous discounts are given on beverages purchased with any reusable mug. The Tea Room is a student-operated café that incorporates sustainability into all aspects of operation. The Lazy Scholar and Stauffer Café offer exclusively fair-trade, organic coffee, tea, and sugar. While leaf and yard waste is composted, the program does not accept food waste. Food services is reviewing the possibility of introducing cage-free eggs.
<b>Green Building</b>	<b>B</b>	The \$230 million Queen's Centre, the largest capital building project undertaken by a Canadian university, will be LEED-certified. The School of Physical Health and Education within the centre will be LEED Silver. There are two LEED-accredited professionals within physical plant services. Green roofs have been installed on six buildings. Policy requires all motors installed to be high-efficiency.
<b>Transportation</b>	<b>C</b>	The West Campus-Main Campus shuttle program was developed as an alternative to the creation of more surface parking. The university offers incentives for employees to carpool and parking on the main campus is restricted to those employees that live outside the core zone.
<b>Endowment Transparency</b>	<b>B</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. This information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a dining services survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of March 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# REED COLLEGE

# C+

\$462 million

<b>Administration</b>	<b>D</b>	Reed College faculty and the board of trustees approved an environmental policy statement for the college in 2006, highlighting the school's commitment to environmental stewardship. There are no full-time positions devoted entirely to sustainability, but the facilities department works on sustainability initiatives in coordination with residence life and the environmental health and safety departments.
<b>Climate Change &amp; Energy</b>	<b>D</b>	A study of carbon emissions on campus was conducted by a student, who subsequently recommended that the college purchase carbon credits. Reed invests in energy-efficient appliances and is researching solar options. To date, however, there is no record of renewable energy purchases.
<b>Food &amp; Recycling</b>	<b>A</b>	The college contracts with Bon Appétit food service, whose philosophy emphasizes sustainability, using organic products, and harvesting products from local farmers. Food is sourced locally from eight to ten farms. Fair-trade coffee, organic local produce, and cage-free eggs are offered. Dining services uses reusable dishware in its operations. To-go containers are compostable, and the college composts approximately 135 tons per year.
<b>Green Building</b>	<b>A</b>	The college is constructing four new residence halls, to be completed in 2008, that will be LEED-certified. The campus facilities master plan incorporates guidelines for sustainability, including the use of LEED criteria and other green building standards.
<b>Transportation</b>	<b>B</b>	Biodiesel is used in grounds tractors, and other maintenance and grounds vehicles are primarily electric. Reed subsidizes bus passes for faculty, students, and staff, and provides bike racks throughout campus.
<b>Endowment Transparency</b>	<b>B</b>	Information regarding investment holdings and proxy voting records is made available to all members of the campus community through the investment office.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not currently invest in community development financial institutions or renewable energy funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college does not typically vote proxies unless an investment will be impacted directly.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# REGENT UNIVERSITY

# F

\$258 million

<b>Administration</b>	<b>F</b>	Regent University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting or recycling program.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# RENSSELAER POLYTECHNIC INSTITUTE

**C-**  
\$813 million

<b>Administration</b>	<b>D</b>	Rensselaer Polytechnic Institute employs a senior program administrator of recycling and solid waste, as well as a student conservation coordinator, when funds are available. The Department of Ecological Economics, Values, and Policy encourages students to develop greening initiatives to be implemented on campus, and several such student projects have been the impetus for the institute's sustainability programs.
<b>Climate Change &amp; Energy</b>	<b>D</b>	A solar array provides power to 25 computers and a 10-kilowatt wind turbine was installed in 2003. The institute has upgraded many of the lighting systems on campus. Vending misers have been installed and several energy-savings programs have been conducted by conservation coordinators. However, the institute has not formally committed to reducing greenhouse gas emissions nor has it made any renewable energy purchases.
<b>Food &amp; Recycling</b>	<b>B</b>	Fair-trade coffee and organic produce, pasta, yogurt, and other items are served in dining halls. The institute purchases from six local producers, spending \$75,000 locally per year. Milk comes from a local cooperative, and cooking oil from the dining halls is recycled for use as biodiesel. The institute recently introduced corn-and sugar-based compostable to-go containers on campus, accounting for 30 percent of such products.
<b>Green Building</b>	<b>C</b>	The biotechnology building is LEED-certified and the Electronic Media Performing Arts Center is striving to attain LEED Silver certification. The institute consistently reuses and recycles items from construction. For example, renovations of the Folsom Library generated three tons of lighting fixtures that have been reused, and surplus furniture is reused on campus or donated to schools and nonprofits.
<b>Transportation</b>	<b>D</b>	The Bikeworks program promotes bicycle use around campus.
<b>Endowment Transparency</b>	<b>F</b>	Information about endowment holdings and proxy voting records are available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The institute aims to optimize investment return and is currently invested in renewable energy funds or similar investment vehicles. The institute also uses investment managers that consider environmental and sustainability factors.
<b>Shareholder Engagement</b>	<b>D</b>	The institute uses proxy-voting services provided by Institutional Shareholder Services.

Data compiled from independent research as well as through a dining services survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

- Unchanged Grade From Last Year

# RHODE ISLAND SCHOOL OF DESIGN

# C

\$364 million

<b>Administration</b>	<b>C</b>	Rhode Island School of Design has developed the unique ARTS (Active commitment, Reduction of pollution, Training, and Stewardship) model of environmental principles from which it will create a sustainability policy. The provost has created and chairs a sustainability committee. There are two student groups devoted to the environment and recycling, and a green initiatives website is under construction.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The school has made a variety of efforts to make the campus more energy efficient by installing motion sensors, compact fluorescent lightbulbs, and variable-speed motors in mechanical systems, among other things. However, no commitment to reduce emissions or purchase renewable energy has been made.
<b>Food &amp; Recycling</b>	<b>A</b>	RISD purchases from six to twelve local producers, including items such as dairy, eggs, produce, gelato, cheese, deli meats, and granola. Fair-trade coffee and bananas are offered, as are local, organic fruit and vegetables. To-go containers are biodegradable and discounts or refills are offered for using reusable mugs or cold beverage containers. There is a comprehensive recycling program that includes making recycled items available for students to use in art projects.
<b>Green Building</b>	<b>C</b>	A new 43,000-square-foot facility will be LEED-certified. An existing 35,000-square-foot dorm building is under consideration for LEED-EB certification.
<b>Transportation</b>	<b>B</b>	The school has purchased two hybrid vehicles for the public safety department, although many officers patrol on bikes. RISD has a plug-in rechargeable electric car in the facilities maintenance department. All employees, staff, and students receive free public transit passes. There is a carpool program for staff and faculty.
<b>Endowment Transparency</b>	<b>C</b>	Investment holdings and proxy voting records are made available to select members of the campus community. This information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>C</b>	The school aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The school asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## RHODES COLLEGE


C-

\$246 million

<b>Administration</b>	<b>B</b>	In 2001, the Environmental Planning Cooperative (EPC), a sustainability advisory committee composed of student, faculty, and staff members, was incorporated into the administration and charged with exploring ways to institutionalize sustainable practices at Rhodes College. Funding for the EPC has remained steady or increased since its creation. Recently, President Troutt signed the Presidents Climate Commitment.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Rhodes purchases green energy from Memphis Light Gas and Water, although less than 1 percent of all electricity on the grid comes from green power. Faculty and staff are encouraged to buy green power in their homes and are given one compact fluorescent lightbulb for every unit of green power they purchase. On campus, lightbulbs have been replaced with compact fluorescents in many dorm rooms, and the college has installed Energy Star equipment, motion sensors, and high-efficiency boilers, chillers, and pumps. A solar panel project has been proposed.
<b>Food &amp; Recycling</b>	<b>C</b>	Local and organic produce is purchased when available. Most fish is obtained from closely regulated farms that are environmentally responsible, except when cost is prohibitory. Dining services has been exploring alternatives to Styrofoam, and a reusable mug program offers beverage discounts. The college spent \$40,000 to overhaul the recycling program last year. The comprehensive recycling program is supported by a paid recycling staff.
<b>Green Building</b>	<b>D</b>	While Rhodes does not have a green building policy, the newest building, the Paul Barret, Jr. Library, was constructed using “environmentally friendly measures,” including sunlight-sensitive lighting controls that respond to the amount of natural light in a room.
<b>Transportation</b>	<b>D</b>	The award-winning Rhodes College Bike Program, established in 2005, which lends bikes at no cost to students, has recently acquired more bikes due to its popularity. A work-study position oversees the Bike Shop.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>C</b>	The comptroller is responsible for voting proxies, while following certain guidelines—for example, voting in favor of disclosure of a company’s policies and practices in areas such as ecology and human resources policies—and keeps the Committee on Investments informed of proxy issues involving moral and social concerns. On particular issues where the college community has strong concerns, individual members are invited to express their views to the Committee on Investments.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## RICE UNIVERSITY



↑ C+  
\$4.7 billion

<b>Administration</b>	<b>B</b>	A former Rice president signed the Talloires Declaration in 1995 and the board of trustees adopted a sustainability policy in 2004. The university employs a full-time director of sustainability, two energy managers, and a recycling coordinator. From becoming eco-reps in dormitories to conducting carbon inventories in class, students are frequently involved in campus sustainability efforts. The 2007 summer common reading, <i>Field Notes from a Catastrophe: Man, Nature, and Climate Change</i> , by Elizabeth Kolbert, marks the beginning of a year-long series of activities devoted to the themes of humans, nature, and climate change.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Rice is one of the only universities in the country that uses a weather-normalized model for energy consumption, a tool developed by the university's energy managers that allows the school to understand variations in energy consumption that are not weather-driven. The tool is useful in managing programs such as the 2007 conservation initiative in the university's most energy-intensive laboratory.
<b>Food &amp; Recycling</b>	<b>B</b>	The housing and dining department is working to incorporate more local and organic products into residential dining areas and a farmers market operates weekly on campus. Rice has a comprehensive recycling program that includes items such as cell phones, shoes, and electronics. Recycled cooking oil is used in campus lawnmowers, and landscaping wastes are reused on campus grounds.
<b>Green Building</b>	<b>A</b>	As part of broad campus sustainability initiatives, all of the university's future buildings will meet some level of LEED certification. Currently, LEED certification is being pursued for a laboratory tower, a child-care center, a recreation center, and renovation of an engineering laboratory. Rice recently announced plans to construct a LEED Gold dormitory. The university will increase its built space by almost one million square feet, almost all of which will be "green."
<b>Transportation</b>	<b>C</b>	Students and faculty work together to convert waste cooking oil from university kitchens into biodiesel for use in the campus fleet. Students also receive discounted rates when they use the light rail system. The administration plans events along the rail lines to encourage students to become familiar with the city and methods of public transportation.
<b>Endowment Transparency</b>	<b>D</b>	The university makes information on endowment holdings available to trustees, senior administrators, and other select members of the school community, and is sent to individuals upon request. Proxy voting records are made available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy funds.
<b>Shareholder Engagement</b>	<b>F</b>	Rice asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

# ROCHESTER INSTITUTE OF TECHNOLOGY

**D-**  
\$569 million

<b>Administration</b>	<b>F</b>	The institute has no known policy relating to campus-wide sustainability initiatives. The Student Environmental Action League works to promote environmental awareness on campus.
<b>Climate Change &amp; Energy</b>	<b>D</b>	In construction and renovation, facilities management services implements appropriate energy savings such as efficient control of space temperature.
<b>Food &amp; Recycling</b>	<b>C</b>	There is no locally grown food on campus. Pastries at the library café are bought from two local bakeries and some of the coffee is fair-trade. The RIT recycling program currently has a 27.5 percent diversion rate and intends to increase this number to 35 percent. Glass, plastic, and aluminum are recycled. The program is working to increase the number of receptacles around campus. RIT safely dismantles and recycles electronic waste. The Student Environmental Action League holds an annual Electronic Waste Recycling Day.
<b>Green Building</b>	<b>F</b>	The institute has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The institute has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The institute has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The institute aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The institute has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.



# THE ROCKEFELLER UNIVERSITY

↑ **C**  
\$2.1 billion

<b>Administration</b>	<b>C</b>	The Rockefeller University has a green task force that identifies areas for improvement in conservation of resources and sustainability, and acts as an advisory group to the administration. The university is developing an environmental management system that will work to improve the environmental compliance and stewardship program. Additionally, the university reuses packing materials, purchases recycled and green products, and takes innovative measures to conserve water.
<b>Climate Change &amp; Energy</b>	<b>C</b>	A central boiler and chiller plant maximize efficiency of operation and individual building meters monitor electricity use. Lighting upgrades will reduce lighting loads by almost 50 percent and the installation of occupancy sensors around campus will further decrease energy use. The university re-burns exhaust gas to reduce emissions and anticipates a 770 ton annual reduction in greenhouse gas emissions. A building management system optimizes air changes, temperature, and operating times for best efficiency, and the university implements night and holiday setbacks to reduce energy use during low occupancy periods.
<b>Food &amp; Recycling</b>	<b>B</b>	During peak season, 50 percent of produce purchased from distributors comes from farms within 150 miles of New York City. The university is evaluating composting options, including partnering with other institutions in a composting program, and is exploring options for donation of excess prepared foods. The dining service employs reusable dishware and cutlery, eco-friendly, non-bleached napkins, biodegradable to-go containers, and eco-friendly cleaning products, and is developing plans for the elimination of Styrofoam food containers.
<b>Green Building</b>	<b>C</b>	All construction and renovation project designs incorporate strategies for sustainable site development, water savings, energy efficiency, materials selection, indoor environmental quality, and promoting integrated whole-building design practices. The university's Collaborative Research Center, currently under construction, is registered for LEED certification.
<b>Transportation</b>	<b>B</b>	The Rockefeller University is a 15-acre pedestrian campus, located in Manhattan. Over 90 percent of personnel commute to work via public transportation, bicycle, or on foot. For the few individuals who commute by personal vehicles, the university encourages carpooling and offers reduced parking rates for hybrid vehicles.
<b>Endowment Transparency</b>	<b>F</b>	The proxy voting record and information about endowment holdings is only made available to trustees and senior administrators upon request.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and also invests with a number of external managers with initiatives in green and/or clean energy technology.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides its investment managers with guidelines that determine its proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

↑ Higher Grade Than Last Year

# ROLLINS COLLEGE

# D+

\$373 million

<b>Administration</b>	<b>D</b>	Rollins College is a signatory of the Talloires Declaration and the facilities staff prioritizes the integration of sustainable practices in all operations and projects.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The college continues to upgrade campus infrastructure utilizing the most efficient chillers available to produce air conditioning for the campus. The most recent chilled water plant makes use of waste heat to provide domestic hot water for the residence halls. A 2-kilowatt photovoltaic solar array was recently installed. A preliminary analysis has been conducted to consider geothermal energy and deep-well water cooling.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services spends about one-sixth of its budget on locally produced foods. A new organic station will feature cage-free eggs and organic produce and poultry. Fair-trade coffee is served at certain venues and biodegradable containers were set to be introduced in the fall of 2007. Beverage discounts will soon be available to students using a reusable mug. Additionally, leftover food is now donated to a local food bank.
<b>Green Building</b>	<b>D</b>	Rollins attempts to incorporate green design features into the construction of its facilities.
<b>Transportation</b>	<b>D</b>	The college recently adopted a gasoline hybrid vehicle as the standard issue for campus personnel requiring a car for off-campus use. Electric carts are standard for on-campus transportation.
<b>Endowment Transparency</b>	<b>D</b>	Endowment holdings are made available to select members of the school community at the investment office.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>—</b>	Rollins does not have the ability to vote proxies, as its entire endowment is invested in mutual funds.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of May 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## RUSH UNIVERSITY

**D-**  
\$388 million

<b>Administration</b>	<b>F</b>	Rush University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting or recycling program.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>C</b>	Although the university generally does not disclose results of proxy voting as voted by investment managers, the information can be requested and made available as needed. Information about endowment holdings is accessible to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not currently invest in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

# C

\$550 million

<b>Administration</b>	<b>C</b>	A green purchasing policy states that Rutgers is committed to the use and purchase of environmentally and socially responsible materials and products. In 2005, Rutgers established the University Committee for Sustainability; membership includes students, faculty, and staff. The committee will release the first baseline report of sustainable performance at the university. Student interns in the purchasing department work on sustainability initiatives. Rutgers won an <i>thinkMTV</i> competition granting \$10,000 to eco-reno-vate one of the student centers as a result of student efforts.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The Facilities Energy Conservation Program reinvests utility rebates and verified electrical savings into further conservation projects. Installations include lighting retrofits and variable frequency drives. The utilities department has been replacing underground hot water heating pipes; this will result in almost \$2.5 million in fuel savings for the university. A 1.4-megawatt solar farm is being installed on the Livingston campus, which will generate over 2 million kilowatt-hours per year.
<b>Food &amp; Recycling</b>	<b>B</b>	Rutgers purchases Jersey Fresh produce when in season and offers fair-trade coffee on campus. Dining hall food scraps are pulped and picked up by a nearby cattle farmer for use as feed.
<b>Green Building</b>	<b>B</b>	Environmentally conscious practices have been incorporated into the university's design and construction policies. All new buildings at Rutgers must comply with LEED Silver standards or above. The university mandates that construction materials such as concrete, soil, and carpeting be recycled.
<b>Transportation</b>	<b>B</b>	All university-owned, diesel-powered vehicles run on biodiesel fuel, and the fleet includes 18 natural gas vehicles. Within the next year, as the contract with the bus company is renewed, there will be buses using a variety of alternative fuels. The New Brunswick campus has a bike library that recycles bikes to be sold to the community and loans bikes, as well.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# SAINT LOUIS UNIVERSITY

**D-**  
\$825 million

<b>Administration</b>	<b>F</b>	Saint Louis University has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not announced any plans for the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The Campus Kitchen Project brings leftover food from the dining halls to low-income families, seniors, and youths. Plastic, glass, cardboard, and aluminum are recycled in residence halls. A paper recycling program for facilities was recently launched.
<b>Green Building</b>	<b>D</b>	The new biomedical research building is expected to receive LEED certification.
<b>Transportation</b>	<b>D</b>	The new biomedical research building features bike lockers and showers.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# SAMFORD UNIVERSITY

# F

\$301 million

<b>Administration</b>	<b>F</b>	Samford University has no known policy relating to campus-wide sustainability initiatives. An active student organization, Restoring Eden, raises awareness of environmental issues and rallies recycling efforts on campus.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>F</b>	The university's dining services department does not offer any notable amount of local or organic food and does not run a composting program. A student group promotes recycling efforts on campus.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

SANTA CLARA UNIVERSITY **B-**

\$698 million

<b>Administration</b>	<b>A</b>	President Locatelli has signed the Presidents Climate Commitment. The university has a sustainability policy, a task force, and a sustainability coordinator. There is a monthly e-newsletter that highlights the campus's achievements in sustainability. Campus Sustainability Day is celebrated yearly, showcasing campus projects and research. Additionally, a workshop titled "Green Practices in the Workplace" educates staff about sustainability. There are several active student groups and programs, including the Sustainable Living Undergraduate Research Project.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The university has pledged to reduce its carbon dioxide emissions to 20 percent below 1990 levels by the end of 2010. In July 2007, the university amplified its commitment to renewable energy by increasing its annual wind power purchase to 8,040 megawatt-hours. The university recently dedicated a 50-kilowatt solar array.
<b>Food &amp; Recycling</b>	<b>A</b>	Eighty percent of the produce served in the dining halls comes from local farms. Fair-trade coffee, cage-free eggs, and hormone-free milk are served. Students can use their meal points to buy locally grown produce at the campus farmers market. The university is in the process of developing an in-house food waste composting program. There is a comprehensive, university-wide recycling program, including green waste and the majority of construction materials.
<b>Green Building</b>	<b>B</b>	All new projects and major renovations follow LEED standards, including the new business school and library. The newly opened Commons at Kennedy Mall is a sustainable design demonstration building. Older buildings are being retrofitted to improve energy efficiency.
<b>Transportation</b>	<b>B</b>	The university has replaced SUVs once used by campus gardeners with electric golf carts. Campus safety uses gas and electric vehicles. Altogether, more than 30 electric vehicles are used by various departments on campus. Carpools receive free parking. Public transportation passes are available at a 25 percent discount. The campus is designed to be pedestrian- and bike-friendly.
<b>Endowment Transparency</b>	<b>D</b>	The university makes its proxy voting records and a list of endowment holdings available to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is currently exploring renewable energy investment funds or similar investment vehicles. Environmental factors are included in the socially responsible investment guidelines.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# SEWANEE: THE UNIVERSITY OF THE SOUTH

# C

\$315 million

<b>Administration</b>	<b>B</b>	President Cunningham has signed the Presidents Climate Commitment and the Talloires Declaration. The dean sponsors EcoDomain sustainability coordination meetings. A full-time coordinator oversees the Environmental Resident Program, which charges students with promoting sustainable practices in the residence halls.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has completed a carbon emissions inventory. Energy audits on all major buildings were performed in the 1990s and are currently being updated. Since August 2005, \$15 per student has gone towards the purchase of renewable energy to supply the university with 15 percent of its needs.
<b>Food &amp; Recycling</b>	<b>B</b>	Although there are few local producers near Sewanee, dining halls serve local, organic beef and pork, as well as fair-trade coffee. The university recycles paper, aluminum, and plastics, and composts landscaping waste.
<b>Green Building</b>	<b>C</b>	The new science building addition will be LEED certified. LEED-equivalent designs have been used in several new and renovated buildings since 2000, including green parking lot features. The university has no known green building policy.
<b>Transportation</b>	<b>C</b>	Physical plant services is in the process of converting its fleet to electric vehicles. In the year 2000, the university adopted a campus master plan that promotes pedestrian traffic, and rules have been made to limit student parking in the central campus area. A bike week was held in 2006 to encourage the use of bicycles.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.



## SMITH COLLEGE

↓ **B-**  
\$1.4 billion

<b>Administration</b>	<b>B</b>	In 2004, President Christ signed a voluntary agreement with Clean Air–Cool Planet to reduce campus greenhouse gas emissions. An energy manager is shared with the other schools of Five Colleges, Incorporated, and an on-campus Green Team works to further initiatives on campus. Recent successes have included a large wind power purchase, a 5+ star rating from Energy Star for a new housing project, and an extensive lighting retrofit program.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Efforts on campus have included an ongoing lighting retrofit project, a temperature setback program, and the Million Monitor Drive. Smith is also part of the Massachusetts Renewable Energy Purchasers, a group of eight colleges that bought 20,500 megawatt-hours of wind energy in January 2006. Energy use at Smith has recently experienced a 4 percent reduction through efficiency and conservation efforts, including alternative boiler fuels and student energy conservation campaigns. A cogeneration facility currently under construction will effectively cut the campus's emissions in half.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services purchases organic produce, in addition to local dairy and honey, from 18 local farms. The college has removed bottled water from one to-go location and, instead, will distribute polycarbonate bottles to be refilled and reused by students. Produce from the college's larger supplier comes in large plastic totes to eliminate packaging waste. Food scraps are brought to a local farm to be composted. Twenty-two tons of food was composted last year.
<b>Green Building</b>	<b>C</b>	The new Ada Comstock Scholar Housing Project received a 5+ star rating from Energy Star for energy efficiency. The new engineering and molecular sciences building, tentatively scheduled for groundbreaking in 2007, is set to meet LEED Silver standards.
<b>Transportation</b>	<b>C</b>	The Green Team is exploring the possibility of purchasing hybrid vehicles for the fleet and procuring biodiesel for physical plant vehicles. Beginning in September 2007, every employee will have the option of receiving \$200 per year in exchange for an agreement not to drive to work. Parking fees have been increased as further incentive to not drive.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>A</b>	The Committee on Investor Responsibility (CIR), created in 1979, formulates guidelines for Smith's money managers to follow when voting proxies. The CIR consists of two students, two faculty, two administrators, and two members from the board of trustees.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

↓ Lower Grade Than Last Year

# SOUTHERN METHODIST UNIVERSITY

↓ **C-**  
\$1.3 billion

<b>Administration</b>	<b>C</b>	An energy programmer is responsible for optimizing the energy management system, and the Energy Management Team was formed to lower energy use and cost. The university is considering a permanent environmental committee made up of students, faculty, staff, and local community members, as well as signing the Presidents Climate Commitment.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Efforts of the Energy Management Team have included managing the HVAC system to be energy efficient, installing vending misers on all campus soda machines, and supplying 3 percent of the campus electrical usage from wind power. The team has also posted a long list of suggestions for individual energy stewardship online. The university has not made public any administrative commitment to reducing greenhouse gas emissions on campus.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining services purchases local produce from a regional supplier in season and an in-house herb garden is used by the catering, deli, and retail locations. A local dairy produces over half of the dairy products served. The university has also adopted a single-stream recycling plan that currently diverts 67 percent of waste from the landfill.
<b>Green Building</b>	<b>B</b>	The university recently completed the J. Lindsay Embrey Engineering Building, designed and built to the LEED Gold standard. SMU dining services recycled 5,140 pounds of stainless steel and aluminum during this year's renovation of the dining facility. All structures are built to be energy efficient, which has saved 33 percent more energy than code requires.
<b>Transportation</b>	<b>C</b>	A carpool program offers free parking for carpool participants and plug-in electric hybrid vehicle assigned parking offers free electricity to the vehicle owner. SMU has entered into an agreement with the Dallas Area Rapid Transit that provides convenient bus service within the university and the surrounding area. SMU community members can ride public transportation for free after purchasing a \$5 transit pass.
<b>Endowment Transparency</b>	<b>F</b>	The university's U.S. equity allocations are in separate accounts. The investment managers vote the proxies and report their votes to trustees, senior administrators, and members of the Investment Committee. A list of endowment holdings is available only to trustees, senior administrators, and Investment Committee members.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds. However, some of the university's private equity funds have portfolio companies that are involved in renewable energy activities.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↓ Lower Grade Than Last Year

## SOUTHWESTERN UNIVERSITY

D+

\$314 million

<b>Administration</b>	<b>C</b>	Southwestern University made its most significant commitment to sustainability to date when it signed the Talloires Declaration in April 2007. The university's first sustainability coordinator, a recent graduate working through the Americorps program, began fall 2007. A sustainability committee comprised of students, staff, and faculty is also being formed.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The physical plant department worked together with students to develop the ConServe program, which promotes energy conservation in residence halls. The university has not made public any steps taken to address energy efficiency, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university has applied for a grant to purchase a compost bin. Paper, aluminum, and newspaper are recycled throughout campus and the university sponsored an e-waste recycling event in 2007.
<b>Green Building</b>	<b>C</b>	Southwestern will strive for the Charles and Elizabeth Prothro Center for Lifelong Learning to become the university's first LEED-certified building when construction begins in 2008. The new admissions center is also being built to achieve LEED certification. Several additional buildings on campus have already been built to green standards, although there is no green building policy in place.
<b>Transportation</b>	<b>C</b>	The Pirate Bikes program provides free communal bikes for people to use around campus. The campus master plan has always focused on making the campus pedestrian friendly. There is no public transportation available.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## SPELMAN COLLEGE

**D-**  
\$340 million

<b>Administration</b>	<b>D</b>	Spelman College has signed a Memorandum of Understanding with the Environmental Protection Agency to collaborate on environmental initiatives, and an EPA staff member is currently working at Spelman to help with sustainability projects. Students have formed an environmental task force and there are plans to form a campus-wide sustainability task force during the fall of 2007. The college has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The college recently converted over 500 light fixtures to more energy-efficient models. The college has not made public any steps taken to address energy conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The college is in the process of implementing a campus-wide, single-stream recycling program to include paper, aluminum, and plastics. A grant will allow two student interns to focus on implementing recycling in ten residence halls. The college's dining services department does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>D</b>	A residence hall that is currently under construction is registered for LEED certification. Spelman has no known green building policy.
<b>Transportation</b>	<b>D</b>	The new residence hall that is currently under construction will have preferred parking for alternatively fueled vehicles.
<b>Endowment Transparency</b>	<b>F</b>	The college makes neither its proxy voting records nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college asks that its investment officers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# ST. JOHN'S UNIVERSITY (New York)

# C-

\$305 million

<b>Administration</b>	<b>C</b>	St. John's University has partnered with the mayor's office in committing to the PlaNYC program, designed to reduce the greenhouse gas footprint of institutions in New York City. The university has plans to establish a sustainability office this year with one full-time and two part-time employees.
<b>Climate Change &amp; Energy</b>	<b>C</b>	As part of the PlaNYC program, St. John's has committed to reducing its greenhouse gas emissions by 30 percent over the next 10 years. A greenhouse gas emissions inventory will be conducted by the end of this year. In addition, the university is in the process of upgrading the central mechanical plant for energy efficiency.
<b>Food &amp; Recycling</b>	<b>C</b>	Many food items are purchased from farms in the tri-state area, including 27 percent of all produce and all liquid dairy products and yogurts. Discounts are offered on coffee when a reusable mug is used, and Styrofoam has been nearly eliminated. An existing recycling program involving only the residence halls on the Queens campus has been expanded to include the entire Queens campus plus the Staten Island and Manhattan campuses, creating a single, unified system for the entire university.
<b>Green Building</b>	<b>C</b>	In addition to new construction, all new renovation projects will incorporate green building design practices. The university is a new member of the U.S. Green Building Council.
<b>Transportation</b>	<b>C</b>	All campuses will have dual-fuel vehicles. The university provides shuttle service between the Manhattan and Queens campuses.
<b>Endowment Transparency</b>	<b>D</b>	The university makes a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. Proxy voting records are available only to trustees and senior administrators. This information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## ST. LAWRENCE UNIVERSITY

**B-**

\$269 million

<b>Administration</b>	<b>A</b>	The Environmental Resolution, approved by the trustees in 2006, commits St. Lawrence University to operate following sustainability principles, and an environmental action plan is being developed. Two staff members work on campus sustainability, one of whom does so full-time. A policy to purchase only Energy Star-certified appliances was recently announced by President Sullivan, who has also signed the Presidents Climate Commitment.
<b>Climate Change &amp; Energy</b>	<b>B</b>	As part of its commitment to climate neutrality, the university has initiated a greenhouse gas inventory. Half of the new science complex will be powered with renewable energy for the next two years and the student government has purchased enough renewable energy to run 50 percent of the student center for the next year. Compact fluorescent lightbulbs are distributed to first-year students and the SLU Green Guide offers suggestions for how to live sustainably.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services makes purchases from 26 local vendors, including maple syrup, honey, milk, eggs, bison burgers, pastries, bagels, sushi, goat cheese, and seasonal produce. Fair-trade coffee and a handful of organic options are available. Dining services will participate in the university-wide recycling and composting programs to be implemented by 2008. The current recycling program diverts a quarter of the waste stream.
<b>Green Building</b>	<b>B</b>	Green design standards were implemented during the construction of several buildings on campus, and the president recently announced that all buildings will be built to LEED Silver standards. LEED certification is currently being sought for the new Johnson Hall of Science complex. Any buildings constructed for the Coming Home Initiative, a local redevelopment program, must feature certain green design characteristics.
<b>Transportation</b>	<b>C</b>	Green Bikes have been available for loan to the entire university community since 2004. There are three hybrid vehicles in the university fleet and facilities operations has a no-idle policy for their vehicles. While the university offers transportation to major airports during breaks, there is no known campus shuttle.
<b>Endowment Transparency</b>	<b>C</b>	Information regarding endowment holdings is sent to all members of the school community upon request. The university does not make any proxy voting records available.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not investigated or invested in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	Much of the university's investments are in mutual funds. Where security holdings are with the university's manager of managers, they have been given the authority to vote proxies. Where there are separately invested holdings, a member of the university's administration votes the proxies.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## ST. OLAF COLLEGE

C-

\$319 million

<b>Administration</b>	<b>D</b>	St. Olaf has a sustainability task force and a website devoted to sustainability, but does not adhere to a sustainability policy.
<b>Climate Change &amp; Energy</b>	<b>D</b>	A 1.65-megawatt wind turbine installed in one of the college's farm fields in 2005 generates about one-third of the college's energy. St. Olaf has completed a carbon emissions inventory for the main campus.
<b>Food &amp; Recycling</b>	<b>A</b>	St. Olaf purchases 100 percent of the produce grown on the campus farm, as well as a wide variety of local foods, such as beef, produce, dairy, and fish, from local producers through the Farm to Fork program. In addition, the college composts hundreds of pounds of food per day and returns it to the crops used for the Farm to Fork program.
<b>Green Building</b>	<b>C</b>	Sustainable design guidelines are incorporated into construction contracts. The new science complex is being constructed to LEED Gold standards.
<b>Transportation</b>	<b>A</b>	All of the college's diesel vehicles run on a 20 percent biodiesel fuel blend. The Green Machine Free Bike Program encourages the use of bicycles on campus. Starting in the fall of 2008, St. Olaf will be implementing some preferred parking for carpoolers and alternative-fuel vehicles. Parking restrictions limit the number of students permitted to have vehicles on campus. The college contracts with the city of Northfield to provide free local bus service for students, and subsidizes the cost of bus services for students to the Minneapolis/St. Paul metro area.
<b>Endowment Transparency</b>	<b>F</b>	St. Olaf makes neither its proxy voting records nor its list of endowment holdings public.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and does not invest in renewable energy funds or community development loan funds through its endowment. In cooperation with Carleton College and two local banks, St. Olaf formed the Northfield (MN) Community Investment Fund, LLC; however, St. Olaf will not be funding its share with endowment assets.
<b>Shareholder Engagement</b>	<b>F</b>	The college asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## STANFORD UNIVERSITY

↓ **B+**

\$17.2 billion

<b>Administration</b>	<b>B</b>	Sustainability Working Group acts as advisor to the president and provost, and is charged with the preparation of policy and program recommendations designed to further sustainability initiatives. The university has adopted a master plan related to water conservation, reuse, and recycling. Stanford is hiring a campus sustainability executive director and sustainability programs manager.
<b>Climate Change &amp; Energy</b>	<b>B</b>	In December 2006, Stanford joined the California Climate Action Registry and is currently undertaking an inventory of its greenhouse gas emissions. The university's Energy Retrofit Program (ERP) projects during this last decade are estimated to have saved 158 million kilowatt-hours of electricity. Currently, the university has three on-campus photovoltaic solar arrays.
<b>Food &amp; Recycling</b>	<b>A</b>	Stanford dining services has an extensive program focused on sourcing local and organic products. Thirty-five percent of all produce purchases are organic and local. Last year, the university composted over 75 tons of food waste, and in 2006, it diverted 61 percent of its waste through recycling efforts.
<b>Green Building</b>	<b>A</b>	Since 2002, all new buildings and most major renovations have conformed to Stanford's Guidelines for Sustainable Buildings, which adapt the LEED system and the U.S. government's Labs21 guidelines to the university environment. Stanford's Green Dorm, to open in two to three years, will house 47 students, emit no net carbon, and generate more electricity than it uses.
<b>Transportation</b>	<b>B</b>	Stanford's award-winning transportation demand management program includes incentives for employees who agree not to drive alone to work, such as "Clean Air Cash"—cash payments for not driving, free passes for local transit, and reserved parking spaces for carpools. As a result of the program, the number of individuals who drive alone to work decreased from 72 percent in 2002 to 52 percent in 2007.
<b>Endowment Transparency</b>	<b>C</b>	Current endowment holdings information is available only to members of the Stanford Management Company Board of Directors and investment office staff, although any member of the Stanford community may request consideration of issues that could be related to any potential university public security.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is also invested in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>A</b>	All proxies are voted in-house by the manager of investment responsibility according to set guidelines. Voting is driven first by "shareholder best interest" based on current corporate governance and social issue proxy voting guidelines. Guidelines are updated as issues evolve based on recommendations from the Advisory Panel on Investment Responsibility, which includes four student and two alumni representatives.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of August 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was A-.

↓ Lower Grade Than Last Year



# SWARTHMORE COLLEGE

# .B-

\$1.4 billion

<b>Administration</b>	<b>C</b>	Swarthmore College is currently engaged in a long-range planning effort in which sustainability is a major consideration. The college, aided by the Organization for Sustainability, has several projects being implemented, including a wind power purchase equaling 35 percent of campus needs, participation in the Pennsylvania Farm-to-College program, and a new science center that was recently LEED-certified.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The college has made efforts to conserve energy through schedule monitoring and the installation of energy-efficient lighting, heating, and cooling equipment. A student group works to identify waste and communicate conservation strategies to students. Swarthmore has committed to purchasing 35 percent of its total energy use from wind power sources.
<b>Food &amp; Recycling</b>	<b>A</b>	The college is a participant in Pennsylvania's Farm-to-College program. They offer a variety of local and organic items. The Good Food Project, a student-run garden and co-op, sells produce to dining services in the summer and fall and is in talks to begin a compost project. The college has a campus-wide recycling program and most yard waste is composted. Corn- and sugar-based disposables have replaced the use of Styrofoam in cash operations.
<b>Green Building</b>	<b>B</b>	The new science center is LEED-certified. The college is completing a large capital project that architects have designed to LEED standards, although it is not certified. Funds were used to provide 5,000 square feet of vegetated roof and an additional 5,000 next year. Energy-efficient lighting, heating, and cooling equipment continues to be installed.
<b>Transportation</b>	<b>C</b>	The Swarthmore campus is a pedestrian zone with parking lots limited to the perimeter of the campus. Just over 100 student parking permits are issued each year, limiting the number of cars on campus. The college has purchased two electric vehicles for its maintenance operations.
<b>Endowment Transparency</b>	<b>B</b>	The proxy voting decisions made by the Committee on Investor Responsibility are available to the school community and also to the public, and are accessible on the college website. A list of endowment holdings is only available to trustees, senior administrators, and the investment office staff.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>A</b>	The Committee on Investor Responsibility (CIR) serves as advisor to the Investment Committee of the board of managers, and consists of four students, three staff, and two members of the board's Investment Committee. The CIR prepares proxy recommendations on social and environmental issues and has filed several shareholder resolutions. The college's investment managers vote governance issues.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

- Unchanged Grade From Last Year

## SYRACUSE UNIVERSITY

↑ **B-**  
\$908 million

<b>Administration</b>	<b>A</b>	Chancellor Cantor has signed the Presidents Climate Commitment. The university has several committees addressing campus sustainability issues, including the Energy Council, the Utility Committee, and the Building Sustainability Committee. Students spread awareness across campus through the University Sustainability Action Committee. The Division of Sustainability was created in July 2007 and supports seven full-time staff.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Syracuse purchases renewable energy (generated from small-hydro and wind energy) for 20 percent of its energy needs, or 22,000 megawatt-hours. All renewable energy is derived from local producers in New York State. A variety of efforts to increase energy efficiency have reduced the university's energy usage by 15 to 20 percent.
<b>Food &amp; Recycling</b>	<b>B</b>	Local foods served at Syracuse include turkey, dairy products, and a limited amount of produce. Organic offerings include fruit, cereal, and burgers. A partial switch to environmentally friendly PLA plastic to-go containers has been made, and a composting program is in the beginning stages. The university diverts approximately 250 tons of recyclables from landfills each year. A recycling program for electronic waste has recently been developed.
<b>Green Building</b>	<b>B</b>	All new buildings, additions, and renovations totaling over \$10 million must seek LEED certification. The university has targeted 16 buildings on campus that it is currently preparing for LEED-EB certification.
<b>Transportation</b>	<b>B</b>	Out of 602 weekday bus trips entering campus, 577 are powered by clean natural gas. In addition, all students, staff, and faculty have access to free public transportation. There is no bicycle program.
<b>Endowment Transparency</b>	<b>D</b>	Information about endowment holdings is available only to trustees and senior administrators; however, information about proxy voting records is provided annually to the Campus Sustainability Committee. No information is made available to the general public.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>C</b>	The treasurer's office subscribes to Social Issues Service, through Institutional Shareholder Services. The treasurer, along with the executive vice president and chief financial officer, makes decisions on proxy votes and communicates the decisions to the Campus Sustainability Committee.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

# TEXAS A&M UNIVERSITY

↓ **C-**  
\$5.6 billion

<b>Administration</b>	<b>C</b>	Texas A&M supports campus sustainability in its master plan. The university Office of Energy Management works with the Energy Conservation Committee to look into energy savings on university campuses. Additionally, the office maintains a website that promotes energy and water conservation, allows reporting of energy or water waste, and informs the campus community about energy conservation.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university adopted an energy conservation plan in 2005. As part of this plan, the Office of Energy Management engages the campus community in conservation awareness. A pilot energy conservation competition was conducted in the spring of 2007. Significant investments have been made to improve energy efficiency at the university, resulting in a 33 percent reduction in energy consumption per gross square foot over the last eight years.
<b>Food &amp; Recycling</b>	<b>C</b>	Texas A&M's dining services organized a farmers market with organic, locally grown produce in March 2007. The market will be expanded to a weekly event beginning this year. Dining services also recently opened a venue on campus that serves meals made from organic ingredients. Cooking oil is recycled into biodiesel and powers the delivery truck.
<b>Green Building</b>	<b>B</b>	The campus master plan stipulates that buildings should qualify for LEED Silver certification whenever possible. The \$95 million Interdisciplinary Life Sciences Building, currently under construction, will be the first university facility to be certified as LEED Silver. Two other facilities, currently under construction, will also qualify for the LEED Silver rating. Lighting retrofits have been implemented in 42 of 139 campus buildings.
<b>Transportation</b>	<b>C</b>	Biodiesel is used in all 79 of the campus transit buses and in some other campus vehicles. The university provides a free shuttle system for all students, faculty, and staff. A new rideshare web page is being implemented by transportation services that will give students and employees wishing to carpool or rideshare the opportunity to communicate.
<b>Endowment Transparency</b>	<b>D</b>	The university makes its proxy voting record available only to trustees and senior administrators. Investment managers must be posted on the website per statute, while individual holdings are generally shared only within the treasurer's office.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundations. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↓ Lower Grade Than Last Year

# TEXAS CHRISTIAN UNIVERSITY

↑ **D+**  
\$1.2 billion

<b>Administration</b>	<b>D</b>	Texas Christian University is taking preliminary measures to address issues pertaining to sustainable development, particularly in the fields of green building and energy conservation. However, there is not yet a formal policy addressing sustainability, nor is there a sustainability coordinator at the university.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Since 1996, the university has pursued an aggressive energy conservation and retrofit program, spending in excess of \$30 million to replace all chilled water production systems, pumping systems, air handling units, and boilers with high-efficiency units. Lighting was retrofitted with energy-efficient lamps, electronic ballasts, and motion sensors. However, the university has not made any attempt to purchase or utilize renewable sources of energy.
<b>Food &amp; Recycling</b>	<b>C</b>	The Main Grain, a university dining hall, offers some organic items. A few campus locations offer fair-trade coffee. In response to student feedback, TCU food service has switched to utensils made of potato starch, as well as straws and to-go containers made from paper pulp. The grounds crew composts yard waste, and although no official recycling program exists, a moderate amount of recycling takes place.
<b>Green Building</b>	<b>C</b>	The university has a stated goal to design new buildings and major retrofits for LEED certification. The most recent new building currently under design, a 145,000-square-foot university union, will be registered for LEED certification. Additionally, the university has four LEED-certified engineers and architects.
<b>Transportation</b>	<b>B</b>	TCU's new Purple Bike Program was created in an effort to reduce the number of vehicles on campus by encouraging students to ride bicycles free of charge. The facilities master plan moved parking to the perimeter of the campus to support a pedestrian- and bike-friendly campus. Buses and trains can be used free of charge with a valid university ID.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

↑ Higher Grade Than Last Year

# TEXAS TECH UNIVERSITY

# D

\$540 million

<b>Administration</b>	<b>F</b>	The university has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university's dining services department does not offer any notable amount of local or organic foods; however, a recycling program is in place.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>B</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. This information is available at the investment office or similar office on campus.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in community development loan funds or similar financial institutions.
<b>Shareholder Engagement</b>	<b>—</b>	The university does not have the ability to vote on proxies.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# TRINITY UNIVERSITY (Texas)

**.D-**  
\$815 million

<b>Administration</b>	<b>F</b>	Trinity University has no known policies relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university's physical plant department maintains a restricted range for heating and cooling temperatures. Many chillers have been replaced with more energy-efficient models.
<b>Food &amp; Recycling</b>	<b>D</b>	Dining services has not been involved with any local or organic food initiatives. The university has encouraged student research on the possibilities for a campus composting plan and an expanded recycling program. Styrofoam and paper to-go containers are still used, but there is an effort being made to reduce the amount of waste generated by their use. Some plastic recycling occurs in the dining halls, but the capacity of the program is limited due to spatial constraints.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy. The university reroutes grey water for use in campus irrigation and water features.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D-.

- Unchanged Grade From Last Year

## TUFTS UNIVERSITY

↑ **B+**  
\$1.5 billion

<b>Administration</b>	<b>A</b>	Tufts University had one of the first sustainability policies in an institution of higher education and is an original signatory of the Talloires Declaration. Tufts has committed to meeting or exceeding emissions standards set by the Kyoto Protocol, as well as the New England Governors Climate Change Action Plan, and has an Office of Sustainability staff that works closely with the Division of Operations.
<b>Climate Change &amp; Energy</b>	<b>A</b>	A combination of energy efficiency, renewable energy, and a new electricity contract is reducing the university's emissions to close to 1990 levels, 21 percent below the New England average. The new Get Clean! Power Your Room Green program gives students the opportunity to purchase renewable energy credits to offset their room's electricity consumption.
<b>Food &amp; Recycling</b>	<b>A</b>	Food Education and Action for Sustainability at Tufts (FEAST) educates the university community about food production and promotes the benefits of local farms, organic growing methods, and fair trade. Dining services purchases local apples, squash, pears, and tomatoes, as well as numerous organic items. The university composts in three locations, which has helped divert 62 percent of waste from landfills.
<b>Green Building</b>	<b>C</b>	A \$500,000 grant from the Massachusetts Renewable Energy Trust enabled Tufts to register the Sophia Gordon residence hall for LEED Silver certification. The building, which opened in September 2006, includes photovoltaics, solar hot water, high-efficiency heating and cooling, bamboo flooring, water-saving devices, and native plantings.
<b>Transportation</b>	<b>C</b>	Five electric vehicles are used on campus by mail services and public safety. Students receive discount rates on the Zipcar car-sharing program and employees can purchase mass transit passes tax-free. The Office of Sustainability is pilot testing a ride-matching program to reduce vehicle miles traveled.
<b>Endowment Transparency</b>	<b>C</b>	The university makes its proxy voting records and a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. This information is available on a password-protected website.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and, if it invests in renewable energy funds or community development funds, this information is not made public. In 2005, the university announced the creation of a \$100 million Omidyar-Tufts Microfinance Fund.
<b>Shareholder Engagement</b>	<b>A</b>	In the select cases that Tufts is able to vote on proxies, a subcommittee of the board of trustees deliberates and makes recommendations on proxy votes. As of fall 2007, the TCU Senate, the Tufts student governing body, will appoint a student committee to review and recommend how proxies should be voted. These students will provide recommendations to the board.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

↑ Higher Grade Than Last Year

# TULANE UNIVERSITY

**C**  
\$1 billion

<b>Administration</b>	<b>B</b>	Tulane has an Office of Environmental Affairs that employs an environmental coordinator with a student staff of seven. As curbside recycling has not returned since Hurricane Katrina, Tulane service-learning students produced a guide to area businesses and nonprofits that accept recycled materials. The guide was distributed to every New Orleans household by the Department of Sanitation. Additionally, the university has reopened an Energy Star Showcase Dorm Room, which teaches students about energy efficiency as they begin college.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has performed a campus environmental audit and a greenhouse gas emissions inventory, as well as several lighting retrofits. A cogeneration plant offers a more efficient alternative to the standard boiler plant. An energy management company is currently implementing numerous facility improvement measures on campus that will reduce annual campus greenhouse gas emissions by a projected 8,000 tons. However, no formal commitment to emissions reductions has been made.
<b>Food &amp; Recycling</b>	<b>B</b>	Food services has partnered with Earthbound Organics to provide organic produce, salads, and snacks. The university annually spends \$15,000 locally, purchasing from one local farm and a local dairy. The composting program has been temporarily suspended due to Hurricane Katrina, but a great effort has been made to keep recycling strong on campus.
<b>Green Building</b>	<b>C</b>	The newly opened Lavin-Bernick Center for University Life has innovative natural ventilation and daylighting features, and preserved the original concrete and steel skeleton to reduce waste. A student-designed building for Tulane's A Studio in the Woods, an artist's retreat, is participating in the pilot LEED for Homes Program with a target of Platinum certification. In addition, many students, staff, and faculty are engaged in projects that promote sustainable building, design, and neighborhood planning in the city's recovery from Hurricane Katrina.
<b>Transportation</b>	<b>B</b>	With the absence of many public transit options due to Hurricane Katrina, Tulane has coordinated grocery shopping and entertainment shuttles and a new student-oriented car rental program. Bike Tulane provides strong community support for the use of bicycles. The university is currently undertaking a major project to improve pedestrian access on McAlister Place, the campus's central corridor.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

- Unchanged Grade From Last Year



# UNION COLLEGE (New York)

# C+

\$316 million

<b>Administration</b>	<b>B</b>	President Ainlay has signed the Presidents Climate Commitment. The college has made sustainability an important aspect of its most recent strategic plan and has implemented a sustainability committee made up of representatives from across campus. There are several active student groups on campus, including one that implemented the college's first recycling program.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Union's energy consumption is one of the lowest of its 17 peer colleges in the Northeast. The college received Honor Roll status in the mid-1990s for heavy participation in the EPA Green Lights Program. All motors have been replaced with models that are 22 percent more efficient. Union purchases 15 percent of its energy from wind power and has committed to climate neutrality.
<b>Food &amp; Recycling</b>	<b>A</b>	Union sources food from 15 to 20 local farms and uses herbs grown on campus. The college recently opened a new café that serves local and organic food. The café is a result of collaboration between dining services and students from a sustainability theme house. In addition to selling prepared food, the café sells whole fruits and vegetables. During winter, when locally grown food isn't available, the café will serve all organic food. The college purchased an Earth Tub and began composting in the summer of 2007.
<b>Green Building</b>	<b>B</b>	Union has adopted a green building policy and all renovation specifications are now required to include green building practices and materials. New building projects are required to meet LEED Silver certification standards, at a minimum. Three buildings are qualified as Energy Star buildings. Additionally, the college has renovated one of its apartment houses as a sustainable living lab, including water reclamation, solar power, green construction and plant material, low-flow toilets, and computer-monitored metering for students to use for energy use comparison.
<b>Transportation</b>	<b>D</b>	Union is in the process of developing a pilot program for biodiesel vehicle use within the facilities department. Residence halls have bike racks and the campus plan is based upon pedestrian access.
<b>Endowment Transparency</b>	<b>D</b>	The college makes a list of endowment holdings available to trustees, senior administrators, and other select members of the school community. Proxy voting records are not made available.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The college asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# UNIVERSITY AT BUFFALO & SUNY (THE STATE UNIVERSITY OF NEW YORK)

# B-

\$500 million

<b>Administration</b>	<b>A</b>	President Simpson of the University at Buffalo–State University of New York has signed the Presidents Climate Commitment. Three full-time sustainability professionals staff the UB Green Office and the Environmental Task Force consists of approximately 25 staff, faculty, and students who evaluate campus environmental impacts and propose and promote new campus environmental policies and programs.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Since the late 1970s, UB has been a leader in energy conservation, completing hundreds of projects designed to increase energy efficiency, leading to savings estimated to be over \$100 million. Since 2003, UB has purchased 12 million kilowatt-hours of wind energy. A photovoltaic array on the roof of Norton Hall produces 73,000 kilowatt-hours of electricity annually. The UB Climate Action Initiative includes an inventory of greenhouse gas emissions and recommendations for reducing their impact. UB also uses a 120-kilowatt combined heat and power system to produce energy and heat its swimming pools.
<b>Food &amp; Recycling</b>	<b>C</b>	The UB Green Office established a composting program in 2006 in which preconsumer food waste is collected from campus kitchens. The recycling program diverts 30 percent of the waste stream; the university is aiming for a 50 percent diversion rate.
<b>Green Building</b>	<b>B</b>	In 2004, the university published the UB High Performance Building Guidelines in order to prioritize energy sustainability and guarantee a commitment to high performance and green building principles. The university's sustainable energy policy states that it will "strengthen its commitment to the principles of environmentally sustainable green building design for all new construction and major renovations." Constructed in 2002, the Creekside Village Apartments Community Center at UB was the first LEED-certified building in western New York.
<b>Transportation</b>	<b>C</b>	UB's fleet has 3 hybrid vehicles and 58 compressed natural gas vehicles. Several diesel vehicles use B20 biodiesel and a hydrogen fueling station has been installed for use by two modified hydrogen-fueled Toyota Prius vehicles. "Bicycling at UB" is an initiative designed to improve bike riding among UB's three campuses. It includes the university's first on-campus, bicycle-borrowing program as part of a partnership with Buffalo Blue Bicycles, the city-wide, bicycle-lending program.
<b>Endowment Transparency</b>	<b>B</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. Information is available at the SUNY investment office.
<b>Investment Priorities</b>	<b>C</b>	SUNY aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	SUNY asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and combines the SUNY Pooled, University at Buffalo, and related foundation funds. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF ALABAMA

↑ **D**+

\$849 million

<b>Administration</b>	<b>D</b>	The administration has not formally committed to sustainability; however, the master plan includes several guidelines to ensure energy efficiency and responsible resource use on campus. A student organization, Homegrown Alabama, has worked with dining services to implement local purchasing priority guidelines, though a comprehensive sustainability advisory council or sustainability staff has yet to be instated.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university's energy policy encourages energy conservation and states that the energy efficiency guidelines set forth in Standard 90.1 of the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) will be followed as closely as possible. Lighting retrofits were completed in 2005, and the installation of motion sensors will take place where economically feasible. The university has completed a master plan for centralized energy plants, and 5 percent of electricity is received from hydroelectric sources through the local utility provider.
<b>Food &amp; Recycling</b>	<b>C</b>	All Bama Dining locations are required to purchase local produce and supplies first, if available. Dining services is also very involved with Homegrown Alabama, a student group that promotes the support of local farmers. The Homegrown logo is posted where local produce is used. Organic and natural food items are available at on-campus convenience stores. Leftover perishable foods are donated to local charities. Some to-go containers are made of recycled materials and a "Recycle Mug" program, providing discounts on beverages, will begin fall 2007.
<b>Green Building</b>	<b>C</b>	While the university does not pursue LEED certification, the current master plan specifically acknowledges and adheres to LEED-compliant sustainable design principles, including the use of local and recycled materials, and life-cycle analysis. The university arboretum is in the process of building a cob building with a living roof.
<b>Transportation</b>	<b>C</b>	This year, the campus has implemented a mass transit system utilizing buses that run on low-sulfur diesel fuel. In addition, the master plan encourages a pedestrian core campus and the use of bike paths and racks.
<b>Endowment Transparency</b>	<b>D</b>	Per state law, all investment committee meetings are open to the public. Interested parties may receive prior notification of items to be considered. However, detailed information regarding endowment holdings or proxy voting records is not made publicly available.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	Investment managers are responsible for voting proxies after carefully assessing the issues involved.

Data compiled from independent research as well as through a campus sustainability policy survey (for the *Report Card 2007*), a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

↑ Higher Grade Than Last Year

## UNIVERSITY OF ALASKA

C-

\$266 million

<b>Administration</b>	<b>B</b>	Chancellor Maimon of the Anchorage campus has signed the Presidents Climate Commitment, as well as the Talloires Declaration. The Anchorage and Fairbanks campuses have sustainability committees, and Fairbanks also has a specialist and program assistant to improve sustainability at the university and in the surrounding community. The Anchorage campus maintains a sustainability website.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The Anchorage campus has an energy policy, has completed an energy audit, and is in the process of completing a carbon emissions inventory. Approximately 59 percent of energy use for the Juneau campus buildings is provided by renewable hydroelectric power. The first campus solar collection facility will be installed at the Fairbanks campus by the end of 2007.
<b>Food &amp; Recycling</b>	<b>C</b>	Given its location, the university's dining services department does not offer any notable amount of local or organic foods. Recycling programs for paper, bottles, and cans are student-run on the Southeast and Fairbanks campuses. Metal, glass, and furnishings are recycled by the university when possible.
<b>Green Building</b>	<b>C</b>	All construction projects on the Anchorage campus incorporate green building features and strive for LEED certification. The Fairbanks campus intends to seek LEED certification on its next major construction project. The 2003 master plan for the Southeast campus addresses sustainable development.
<b>Transportation</b>	<b>B</b>	All campuses are well served by public transit systems, and two campuses have shuttles of their own. The Fairbanks campus uses hybrid vehicles in its fleet, and the Anchorage campus uses a biodiesel truck for recycling operations. The Fairbanks and Southeast campuses use planning methods to create pedestrian-friendly areas.
<b>Endowment Transparency</b>	<b>F</b>	The university and the University of Alaska Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the University of Alaska Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the University of Alaska Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF ALBERTA

C

\$723 million

<b>Administration</b>	<b>C</b>	The Environmental Coordination Office of Students facilitates projects aimed at reducing the environmental impact of the university. Facilities and operations is currently completing a sustainability review with proposals to address the issue from a campus-wide perspective. Within facilities and operations, a director and senior engineer dedicate a substantial percentage of their time to sustainability. A sustainability policy is expected to be approved and implemented in 2008.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The north campus operates a cogeneration plant and a chilled water thermal energy storage system, resulting in 20 to 30 percent energy savings. The university is in the fifth year of a seven-year, \$25 million energy management program, with estimated annual savings of \$3.3 million upon completion. The university has not made public any commitment to emissions reduction or investment in renewable energy.
<b>Food &amp; Recycling</b>	<b>B</b>	The university purchases meat locally, and all campus vendors offer fair-trade coffee. Dining services uses biodegradable containers and napkins for takeout. In some locations the university offers a discount on hot beverages with a reusable cup. Dining services is currently in the process of adding a compost program in the kitchens, and plans to eventually add postconsumer waste. The compost will be brought back to campus and used in flower beds and agriculture fields. Yard waste is composted.
<b>Green Building</b>	<b>B</b>	The university employs four LEED-accredited professionals and is in the process of modifying design standards to ensure green building principles are incorporated into all new projects. Numerous projects in the design stages are intended to be built to LEED Silver standards. A project due to be completed in December 2007 will seek LEED certification.
<b>Transportation</b>	<b>B</b>	All students receive a transit pass for the city transit system. During the warmer half of the year, the Bike Library rents bikes to campus community members. Parking rates will be increased over the next three years to develop and fund the Travel Demand Management initiative. Fleet services are investigating the potential for adding hybrid vehicles and the university is at the initial stages of implementing an anti-idling campaign, which is expected to reduce campus vehicle emissions by up to 30 percent.
<b>Endowment Transparency</b>	<b>B</b>	The university makes a list of endowment holdings available to the public. This information is available via the web. Its proxy voting record is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF ARIZONA

C+

\$467 million

<b>Administration</b>	<b>B</b>	In 2003, the University of Arizona adopted a campus comprehensive plan for its physical development that emphasizes sustainability principles. More recently, President Shelton signed the Presidents Climate Commitment. A paid student intern helps coordinate the overall campus sustainability program, in collaboration with the coordinator of sustainability education and a campus sustainability administrator. There is a plan to implement a core sustainability committee fall 2007.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Energy-efficiency initiatives include the installation of motion sensor lighting, as well as higher efficiency lightbulbs. UA has made preliminary renewable energy investments in the form of solar panels on the Visitor's Center and a recently completed photovoltaic system feasibility study for a parking garage.
<b>Food &amp; Recycling</b>	<b>B</b>	The University of Arizona offers fair-trade coffee, cage-free eggs, and small amounts of organic produce. The university sells organic products in its convenience stores and purchases dairy from nearby Phoenix. The university holds a weekly farmers market to encourage purchasing of organic produce from local farmers.
<b>Green Building</b>	<b>C</b>	The new McClelland Park and the new Recreation Center are intended to be LEED-certified. LEED-accredited staff are employed by UA. Three new residence halls, now in construction, will be LEED Silver-certified. Furnishings include furniture made from North American hardwoods and certified from renewable forests. Green building elements include waterless urinals in several buildings and solar panels on the Visitor Center.
<b>Transportation</b>	<b>A</b>	The facilities management fleet runs on E85 ethanol fuel and also includes hybrid electric vehicles. Campus shuttles run on biodiesel. Students and employees who carpool can register for reduced-price parking permits and have access to preferred parking. Members of the university community may obtain a discounted bus pass for the city of Tucson's transit service. UA offers high-security bicycle parking spaces and bike lanes throughout campus, but does not have a bike rental program.
<b>Endowment Transparency</b>	<b>D</b>	The university provides an annual report to its endowment holders, which includes a list of all managers used/funds owned. This list is updated and made available to internal users each month.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF ARKANSAS



\$877 million

<b>Administration</b>	<b>A</b>	Chancellor White has signed the Presidents Climate Commitment. The university, with a grant from the Wal-Mart Foundation, has established the Applied Sustainability Center in the Sam M. Walton College of Business. Cochairs have been appointed to lead a sustainability stewardship council that is actively developing a comprehensive sustainability stewardship mission. In addition, the university has just announced the formation of the Green Team: a group of students, faculty, and staff who are working to institute sustainability initiatives on campus, including expanding campus recycling efforts. There are multiple active student groups.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university is conducting a greenhouse gas emissions inventory to be completed in 2008. Two lighting retrofit projects have been completed in buildings totaling 184,000 square feet. The campus is implementing two energy service performance contracts projects that are projected to reduce carbon emissions by 3,584 tons annually.
<b>Food &amp; Recycling</b>	<b>C</b>	Small quantities of organic food are purchased and fair-trade coffee is available on campus. A cage-free egg program is being explored and dining services is in the process of selecting eco-friendly disposables to be introduced in 2008. The university's food service vendor has a delivery truck that runs on recycled frying oils. The campus also has a comprehensive recycling program with a 28 percent diversion rate.
<b>Green Building</b>	<b>B</b>	New campus facilities or full-building renovations of more than \$1 million are required to achieve a level equivalent to a LEED Silver rating or the two globes rating using the Green Globes system. Design and construction guidelines are being revised to include more requirements for sustainable materials and energy efficiency. The university's Innovation Center was the first building in the state of Arkansas to achieve LEED certification. The campus has installed a green roof on two small buildings to test the viability of green roofs on a larger scale.
<b>Transportation</b>	<b>B</b>	The university provides free transit to all students, staff, and faculty. Six new, more efficient buses will reduce tailpipe emissions by 95 percent, and the costs and benefits of using B20 fuel in the campus fleet are being examined. The university is expanding the number of bicycle racks on campus and is developing a program to make bicycles available for campus use at no charge.
<b>Endowment Transparency</b>	<b>F</b>	Endowment holdings are made available only to trustees and senior administrators. Proxy voting records are not made available to anyone.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides its investment managers with guidelines for proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

↑ Higher Grade Than Last Year

# UNIVERSITY OF BRITISH COLUMBIA

 **B+**  
\$772 million

<b>Administration</b>	<b>A</b>	The University of British Columbia has a sustainability office with seven permanent staff and four to five student positions, as well as a president's sustainability advisory committee with 14 members of senior management. In addition, 145 sustainability coordinators and 50 student residence coordinators promote sustainability across campus. The university has signed the Talloires Declaration and released its own sustainability strategy in 2006 with 68 targets to be completed by 2010.
<b>Climate Change &amp; Energy</b>	<b>A</b>	UBC has reduced its energy use by 23 percent and its carbon emissions by 25 percent since 2000, despite a 46 percent increase in building area. The university plans to work with other institutions of higher education to set up a Canadian University and College Climate Alliance. The university also purchases some green energy certificates and has introduced alternative energy solutions, including geothermal at the Okanagan campus.
<b>Food &amp; Recycling</b>	<b>A</b>	Food services works with the UBC farm to maximize organic produce offered on campus, and fair-trade, organic coffee is standard at all non-franchise food service outlets. The purchasing policy stipulates preference for local and sustainable suppliers and includes a policy for sustainable seafood. All organics—including paper plates and containers—are sent to an on-site composter. Each year 1,700 students receive reusable containers. The composting and recycling programs divert 46 percent of annual operational waste from the landfill.
<b>Green Building</b>	<b>A</b>	UBC's campus features an array of green buildings, some of which have been LEED Gold-certified. All new buildings are expected to be able to meet or exceed LEED Silver-level requirements. The UBC Renew program renovates buildings, extending their life by 40 years and reducing construction waste.
<b>Transportation</b>	<b>A</b>	Carpool, shuttle, and car-sharing options are available, and the U-Pass provides students with unlimited access to public transportation. Automobile traffic to the university is 22 percent below 1997 levels, despite a 28 percent growth in the student body. Diesel fleet vehicles use a blend of 10 to 20 percent biodiesel fuel.
<b>Endowment Transparency*</b>	<b>C</b>	According to the university's policy, endowment holdings are available to interested parties on a transparent and timely basis. The security custodian's quarterly report, detailing manager names and segregated assets where applicable, is available online.
<b>Investment Priorities*</b>	<b>B</b>	New investment managers are asked about their understanding of the social, ecological, and economic consequences of their investment decisions in order to clarify their approach and values in making investments on behalf of the university.
<b>Shareholder Engagement*</b>	<b>D</b>	The endowment's investment managers conform to the principle of voting in favor of measures that promote good corporate governance and voting against measures that do not appear to create value for shareholders.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-. \*Information and grades in these categories are under review and subject to change.

 Higher Grade Than Last Year

 Campus Sustainability Leader



UNIVERSITY OF CALIFORNIA 

 **B+**  
\$6.7 billion

<b>Administration</b>	<b>A</b>	The UC system president has signed the Presidents Climate Commitment, as well as an updated Policy on Sustainable Practices. The new version adds sections on climate protection, sustainable operations, waste reduction, and purchasing. The policy is overseen by a system-wide sustainability steering committee and each campus has an advisory committee on sustainability in addition to sustainability staff. Several campuses have complementary policies of their own.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Eight campuses have joined the California Climate Action Registry to track their greenhouse gas emissions. The university has committed to achieving climate neutrality as soon as possible, as well as to purchasing 20 percent of its grid-purchased electricity from renewable energy sources by 2010, and to producing 10 megawatts of onsite renewable energy by 2014. The Alliance to Save Energy manages student-run conservation programs on six campuses.
<b>Food &amp; Recycling</b>	<b>A</b>	The California Student Sustainability Coalition is working to bring local, organic food to cafeterias system-wide. UC–Santa Cruz purchases more than 25 percent of its produce from local, organic, and socially responsible sources, and UC–Berkeley has 100 percent organic salad bars in all of its dining halls. To-go containers and utensils are made from biodegradable materials on several campuses. The Policy on Sustainable Practices sets an ultimate goal of 100 percent waste diversion by 2020.
<b>Green Building</b>	<b>A</b>	All new buildings and renovations must meet the LEED-certified level rating at a minimum and strive to achieve a Silver rating. A new section of the Policy on Sustainable Practices requires that the university develop a plan to operate and maintain buildings at a minimum standard equivalent to a LEED-certified rating for existing buildings. Each campus is required to submit one building for LEED-EB certification by July 2008.
<b>Transportation</b>	<b>A</b>	UC–Riverside was recognized as having one of the top 100 alternatively fueled fleets in the country, while San Diego has a fleet with over 225 electric vehicles and 30 hybrids. UC–Irvine uses 100 percent biodiesel in all of its campus shuttles; Santa Barbara and Davis students receive free public transportation; and Santa Cruz has a bicycle shuttle program.
<b>Endowment Transparency</b>	<b>B</b>	Per Regents' policy, the Office of the President makes a detailed list of endowment holdings accessible online. The university does not have a policy addressing disclosure of its endowment shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The Office of the Treasurer provides its managers with guidelines for proxy voting. For all shares in external managers' portfolios, the office appoints a third party organization to vote all proxies in accordance with the guidelines, and to provide an annual written report of all proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

 Higher Grade Than Last Year

 Campus Sustainability Leader

## UNIVERSITY OF CHICAGO



↑ C-  
\$6.1 billion

<b>Administration</b>	<b>C</b>	The University of Chicago has begun to address sustainability by integrating the Sustainability Council, created by students in 2004, into the administration. The university operates an environmental center to host four different undergraduate organizations pursuing sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has joined Clean Air Counts, a Chicago-based coalition of schools and businesses committed to reducing emissions by five tons per day. U-Chicago has fulfilled a portion of its energy needs by purchasing wind energy since 2004, and facilities services funded a new unit, the Department of Energy and Utilities Management, in 2006 in order to develop more sustainable approaches to both supply- and demand-side energy management. Various student initiatives, such as Battle of the Bulbs and the Uncommon Turbine Project, have focused campus attention on conservation.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services currently purchases 11 percent of its products from local women/minority-owned businesses. Organic, fair-trade coffee is also available in the residence halls. Postconsumer food waste is composted at all residential dining locations. Facilities services operates several specialized recycling programs devoted to automotive batteries, motor oil, and other automobile-related fluids; fluorescent bulbs; waste paint; and other materials.
<b>Green Building</b>	<b>C</b>	The university has two renovation projects in progress and one in the design phase for which it is seeking LEED certification. The university also reviews every major project to assess the possibility of energy- and water-use reduction, and waste minimization. U-Chicago is currently developing a policy for implementing green principles throughout the operations and maintenance of its physical plant.
<b>Transportation</b>	<b>C</b>	The university has an agreement with the Chicago Transportation Authority under which it subsidizes six different bus routes in order to encourage use of public transportation. In addition, the university offers a 50 percent discount in the cost of parking to carpools of three or more people, and 70 carpool groups currently participate in the program. The university is currently working with a neighborhood organization to explore use of a bike fleet to meet intra-campus transportation needs.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

↑ Higher Grade Than Last Year

## UNIVERSITY OF CINCINNATI



\$1.2 billion

<b>Administration</b>	<b>B</b>	President Zimpher has signed the Presidents Climate Commitment. The President's Advisory Committee on Environmental Sustainability, composed of faculty, staff, and students, drafted a sustainability policy that was approved in 2006. The Office of Campus Planning and Design also has a sustainability work group focused on campus buildings and facilities.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has undertaken significant projects in both academic and utility areas to reduce emissions, and has been a Green Lights Partner since 1994. A project to build a 46.8-megawatt combined-cycle plant began in 2001. Residence hall energy challenges promote conservation and responsible behavior.
<b>Food &amp; Recycling</b>	<b>C</b>	The university composts yard and grounds waste for use as mulch, and actively recycles in 43 of its campus buildings. The dining services department does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>A</b>	The university has two LEED-certified buildings and two in the process of certification. All major construction projects are required to meet LEED Silver certification standards, at a minimum. Over \$1 million has been saved as a result of lighting and steam trap retrofits and motor upgrades, and a new round of energy-savings projects will save the university an estimated \$2 million in utilities.
<b>Transportation</b>	<b>B</b>	All members of the school community may use the local bus system at no cost, as well as a shuttle system offered by the university that makes trips throughout campus. Additionally, the university fleet runs on an 85 percent ethanol fuel blend.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>A</b>	The primary investment objective of the university's endowment is to produce long-term real growth in assets net of expenses, spending, and inflation. The endowment currently has a significant investment in neighborhood development loans.
<b>Shareholder Engagement</b>	<b>F</b>	The university delegates to its investment advisors the authority to vote shareholder proxies in accordance with the advisor's best judgment.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

UNIVERSITY OF COLORADO **B-**

\$730 million

<b>Administration</b>	<b>A</b>	The chancellors at all three University of Colorado campuses have signed the Presidents Climate Commitment. In 2002, the CU–Boulder vice chancellor for administration adopted a target to reduce energy use 5 percent per year, per square foot. CU–Boulder’s newly established Chancellor’s Committee on Energy, Environment, and Sustainability advises the university on all environmental matters. In January 2007, CU–Boulder’s student union became the first student government to approve the Presidents Climate Commitment for student-run buildings.
<b>Climate Change &amp; Energy</b>	<b>A</b>	CU has enhanced its ongoing carbon emissions inventory as part of its emissions reduction plan. CU–Boulder compensates for 10 percent of the campus’s electricity use by purchasing renewable energy credits. CU–Boulder has committed to spending an additional \$50,000 per year for the purchase of renewable wind energy, and students, faculty, and staff can sign up to purchase wind power. In March 2007, CU–Boulder’s student government funded a \$500,000 energy and climate revolving fund for energy projects in student-run buildings.
<b>Food &amp; Recycling</b>	<b>A</b>	CU–Boulder buys local produce when it is available, primarily from May through September. Dining services also purchases products from local suppliers, including ground beef and dairy. Some of their operations use 100 percent organic produce. One dining operation offers 80 percent organic and 40 percent local items. Three out of five dining halls have postconsumer composting.
<b>Green Building</b>	<b>A</b>	Campus design standards require all future construction to be built to LEED Silver-equivalent standards. The recently completed ATLAS and Wolf Law School buildings are LEED Gold-certified. Two additional buildings are pending certification for LEED Gold.
<b>Transportation</b>	<b>A</b>	CU–Boulder has committed to shifting a majority of its diesel fuel use to biodiesel. Students may ride Regional Transportation District (RTD) buses under the nation’s first pre-paid bus pass program, which began in 1991. The CU–Boulder Bicycle program includes rentals and repairs. Eighty percent of CU–Boulder students walk, bus, and/or bike to campus every day. The Master Plan states that walking is the highest priority for reconstruction and campus planning.
<b>Endowment Transparency</b>	<b>F</b>	The university and the CU Foundation have no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the CU Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the CU Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

## UNIVERSITY OF CONNECTICUT

C

\$336 million

<b>Administration</b>	<b>B</b>	The University of Connecticut has an environmental policy advisory council and an environmental policy statement, which has active working groups for each subtopic. There is a system-wide director of environmental policy and several environmental compliance analysts, plus student interns and a part-time sustainability coordinator. The EcoHusky student group is active, as well.
<b>Climate Change &amp; Energy</b>	<b>C</b>	A greenhouse gas emissions inventory has been conducted from 2004–2007. President Austin signed the New England Governor’s Campus Climate Change Action Pledge, and over 3,100 lightbulbs have been replaced across campus to be more efficient. The EcoMadness dorm competition aims to reduce energy and water usage.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services partners with Local Routes, which buys from Connecticut- and New England-based suppliers, and holds educational events. One dining hall features a sustainable dining program and purchases cage-free eggs and food from the UConn organic garden. The university has recently received budgetary approval to construct a \$600,000 campus compost facility that will begin with manure and leaves, and possibly using food in the future. There is a comprehensive recycling program, including electronics and sneakers.
<b>Green Building</b>	<b>A</b>	A university sustainable design and construction policy calls for LEED Silver certification for all projects worth more than \$5 million. The Campus Sustainable Design Guidelines augment LEED policies and will apply to over \$1 billion in scheduled construction projects over the next eight years. The university is the home to the first LEED-certified NCAA athletic facility, which achieved a Silver rating and includes many innovative features.
<b>Transportation</b>	<b>B</b>	The campus has its own biodiesel production lab that processes 6,000 gallons per year, which supplies fuel for university shuttles. The UConn Fleet Fuel Efficiency Workgroup is currently studying fuel alternatives for the university’s fleet. The Campus Bicycle Network Plan was adopted in 2005.
<b>Endowment Transparency</b>	<b>F</b>	The university and the University of Connecticut Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the University of Connecticut Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the University of Connecticut Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF DAYTON

D+

\$410 million

<b>Administration</b>	<b>C</b>	The 2006 University of Dayton Strategic Plan includes a statement on environmental responsibility. Stated objectives include monitoring energy use, green purchasing, creating a pedestrian-friendly campus, and incorporating LEED design principles. The university recently hired a full-time sustainability coordinator and an active student organization is dedicated to sustainability on campus.
<b>Climate Change &amp; Energy</b>	<b>D</b>	University officials have raised awareness of energy use among students by offering incentives for energy conservation. Occupancy sensors have been installed, and building temperatures are regulated. The computerized energy management system has reduced natural gas consumption by as much as 25 percent. The university is also a member of the University Clean Energy Alliance of Ohio, and will work together with other members to research and increase awareness of clean energy technologies.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining services has incorporated organic produce on the salad bar in the board plan dining room, and purchases Ohio-grown produce when available from the produce prime vendor. Dining services does not have access to composting, but does recycle all cardboard, bottles, and cans collected in the dining facilities. The university has a comprehensive program for recycling office waste, as well as printer ink cartridges, metal, and glass.
<b>Green Building</b>	<b>D</b>	The university follows LEED building guidelines where possible, but does not typically seek certification for construction or renovation projects.
<b>Transportation</b>	<b>D</b>	The campus master plan incorporates a “green way” for pedestrian and bicycle traffic. The University Statement on Environmental Responsibility has provisions that include improved facilities for pedestrians and cyclists.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>C</b>	The university sets guidelines for voting proxies. Student workers review proxies each year and vote according to these guidelines.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF DELAWARE

**C-**  
\$1.2 billion

<b>Administration</b>	<b>D</b>	A multidisciplinary Environmental Concerns Committee works on environmental initiatives along with Students for the Environment. The university, however, has not made any public commitment to sustainability.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Under contract, the university purchases electricity from the city of Newark, Delaware, which buys renewable energy for 2 percent of its electricity needs. UD also purchases the maximum allowable renewable energy credits through the city's existing program. Facilities has an energy conservation committee that explores potential efficiency programs. Energy-efficient lighting and higher efficiency replacement equipment has been installed.
<b>Food &amp; Recycling</b>	<b>C</b>	Several local, organic vendors provide products for campus convenience markets and dining services is exploring further action. Kitchen oil and grease is recycled among other efforts to reduce waste in dining facilities. The university operates a comprehensive recycling program.
<b>Green Building</b>	<b>C</b>	The university has no green building policy; However, design principles, utilized by the university since before the LEED program began, incorporate pragmatic methods aimed at reducing resource consumption. Projects have included tightening building envelopes and retrofitting HVAC systems.
<b>Transportation</b>	<b>B</b>	Several hybrid vehicles have been added to the campus fleet with plans to purchase more. UD operates a free shuttle system for the university and city residents. A hydrogen fuel cell bus has just been added to the shuttle fleet as part of a research program with the College of Engineering. The university, in conjunction with the city of Newark, has developed designated bike paths and has expanded the bike path system to join the campus and the local community.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy, although students at UD have been working to increase student involvement in investment decisions.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

■ Unchanged Grade From Last Year

UNIVERSITY OF FLORIDA 

↑ **B-**  
\$996 million

<b>Administration</b>	<b>A</b>	President Machen signed the Presidents Climate Commitment and the university is currently working to draft plans to achieve carbon neutrality by 2030. The Office of Sustainability, as well as the Sustainability Committee, coordinates task forces on zero waste, energy and climate change, education, and research. Students serve on the Student Government Environmental Affairs Cabinet.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university is working on a second, more expansive version of its greenhouse gas inventory. Students initiated a dormitory energy conservation contest in 2006. Planning for the 2007 competition is underway. The university is performing lighting, centralized chiller, window, water pump motor, and other retrofits to improve energy efficiency. Plans are underway to install a solar array demonstration to power a campus vending machine.
<b>Food &amp; Recycling</b>	<b>B</b>	UF sources a portion of their produce, meat, and dairy locally. Dining services began using some biodegradable containers, but is holding off on procuring more until a biodigester is purchased, so that materials can be disposed of appropriately. The Fresh Food Challenge, held annually, brings together local chefs in a cook-off with all local ingredients.
<b>Green Building</b>	<b>A</b>	The university has five LEED-certified buildings, two of which have achieved Gold certification. The facilities planning and construction department requires that all new building be LEED-certified. Currently, 17 new buildings and 35 existing buildings are seeking LEED certification.
<b>Transportation</b>	<b>A</b>	The university's master plan includes pedestrian- and bicycle-friendly planning for the city of Gainesville. Students, faculty, and staff can ride the Regional Transit buses for free with a Gator ID. The university promotes carpooling with reduced-rate parking decals for registered members. To support those who use alternative modes of transportation, the university offers eight low-emissions vehicles for hourly rental.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

 Campus Sustainability Leader



## UNIVERSITY OF GEORGIA

D

\$619 million

<b>Administration</b>	<b>D</b>	The University of Georgia physical plant department plans to hire an energy engineer. One of the energy engineer's chief duties will be developing and overseeing a campus education and information program on energy conservation. An energy conservation committee is already in place.
<b>Climate Change &amp; Energy</b>	<b>D</b>	There are plans to put a \$2.5 million filtering system on the coal-fired boiler, which will cut emissions. In 2006, \$395,000 was allocated for energy conservation initiatives. The university will conduct energy audits on campus buildings and install equipment to reduce waste. It will also install equipment to better monitor and control utility usage in buildings, and investigate use of renewable fuels in campus vehicles and the central steam plant. The energy management office conducts lightbulb exchanges.
<b>Food &amp; Recycling</b>	<b>C</b>	All dining halls use permanent dishware, so no to-go containers are used. Reusable mugs are available for sale and customers receive a discount for using one. Glass, plastic, and metal is recycled in all dining locations. Dining services does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>D</b>	Money saved from energy conservation will be used to research alternative fuels for campus vehicles; however, the university has not made public any programs involving campus planning, incentives, or public transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university and the University of Georgia Foundation have no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the University of Georgia Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the University of Georgia Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF HOUSTON

D

\$521 million

<b>Administration</b>	<b>F</b>	The university has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	Recycling is retrieved weekly from 98 sites on campus and includes paper, aluminum, and scrap metal. The university's dining services department does not offer any known amount of local or organic foods, and does not run a composting program.
<b>Green Building</b>	<b>D</b>	The University of Houston's sustainable design guidelines require that projects take sustainability into consideration to the maximum extent possible, given the project scope and budget available. The Burdette Keeland Jr. Design and Exploration Center has some sustainable design features, such as a green roof.
<b>Transportation</b>	<b>D</b>	The University of Houston Office of Parking and Transportation Services offers some alternative transportation programs in the form of car- and vanpools.
<b>Endowment Transparency</b>	<b>B</b>	Information on endowment holdings is made available on the school website and is accessible to the public as per open records laws. Information on proxy voting records is available upon request.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return. It is neither exploring nor currently invested in renewable energy vehicles or community development loan funds or institutions.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting, and they are asked to take into consideration the general positions of the board of regents.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF ILLINOIS

↑ **B-**  
\$1.5 billion

<b>Administration</b>	<b>B</b>	The president of the University of Illinois has made sustainability a priority for the institution's three campuses. The university's Blue Illinois campaign is a comprehensive effort in partnership with the Environmental Council to promote sustainability initiatives on campus. The president appointed an energy task force to minimize energy consumption. There is a director of energy conservation and the Urbana campus recently appointed its first sustainability coordinator. Chancellor Sylvia Manning of the University of Illinois at Chicago has signed the Presidents Climate Commitment.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university is pursuing the purchase of three utility-scale wind turbines to install on one of the first university-owned, multi-turbine, on-campus wind farms in the nation. The \$5.7 million project will provide roughly 2.7 percent of the university's energy needs. Also, students at the Urbana campus pay a \$2 per semester energy fee to support energy-saving initiatives.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services purchases from approximately seven local producers and supports a local dairy. A pilot program at the Urbana campus to compost all organic waste is being investigated. Recycling efforts have increased in recent years and residence hall cooking oil is recycled into fuel.
<b>Green Building</b>	<b>A</b>	The university's facilities and services staff is implementing the president's call for increased sustainability on the campuses. All new construction and major renovation projects greater than \$1 million will use the LEED rating system as a guideline. All projects will be considered for LEED certification and LEED-accredited professionals are on staff. The Springfield campus is requiring that all new buildings meet LEED Silver certification and the Business Instructional Facility at the Urbana campus—which features solar panels, triple-paned windows, and a green roof—is expected to achieve Gold certification.
<b>Transportation</b>	<b>D</b>	Blue Illinois and the Campus Energy Policy Committee intend to work with the campus to promote alternatives to single-occupancy vehicle use.
<b>Endowment Transparency</b>	<b>A</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. Information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

## UNIVERSITY OF IOWA

↑ **B-**  
\$833 million

<b>Administration</b>	<b>B</b>	The University of Iowa's operations manual contains a long-standing environmental policy, which defines specific guiding principles and commitments. Multiple advisory councils exist, including the Energy Advisory Council, the Green Power Task Force, and the Recycling Task Force. The university has included faculty and students in crafting renewable energy and conservation strategies, and employs five LEED-accredited professionals and three energy engineers.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has committed to reducing its baseline emissions through the Chicago Climate Exchange. To achieve this, oat hulls, purchased from nearby Quaker Oats, are used as biofuel for the campus boiler, reducing campus emissions by 20 percent. The Energy Conservation and Management Plan commits the university to reliance upon renewable resources for up to 15 percent of its energy and a 10 percent reduction in energy use per square foot by 2013. The university currently runs on about 11 percent renewable energy.
<b>Food &amp; Recycling</b>	<b>B</b>	The Sustainable Food Systems Task Force, comprised of multiple stakeholders, was recently formed to enhance the sustainability of the university's food systems. Residential dining began serving cage-free, organic, locally produced eggs on a permanent basis this fall. In early 2007, facilities management, dining services, and the city of Iowa City facilitated a student-proposed composting project, which has already turned 35 tons of campus food waste into compost to be used for campus landscaping. There is a comprehensive recycling program that diverted 22 percent of the university's waste in 2006.
<b>Green Building</b>	<b>B</b>	The university has developed campus design standards that include practices for energy and water efficiency as well as regional and low-emitting materials. There are currently three buildings registered for LEED certification.
<b>Transportation</b>	<b>A</b>	Out of 544 fleet vehicles, 214 are powered with flex-fuel engines, consuming 110,000 gallons of E85 in 2007. The diesel fleet runs on 10 percent biodiesel and there are eight hybrids in use, as well. The university offers free shuttle service on campus, servicing over 3.7 million riders annually, and operates 75 vans transporting 805 staff members to work. Students and staff receive discounted bus passes and the university funds campus bike programs.
<b>Endowment Transparency</b>	<b>B</b>	A list of endowment holdings is made available to the university community and also to the public, and is accessible on the university website. The university does not maintain a record of its proxy voting.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

## UNIVERSITY OF KANSAS

**.C-**  
\$1.1 billion

<b>Administration</b>	<b>B</b>	The provost appointed a sustainability task force in 2004. One result has been the creation of the Center for Sustainability in February 2007. The center is aided by an advisory board comprised of three faculty, two staff, and two students. The student senate has a standing environmental advisory board and the university has also adopted an environmental policy. The Environmental Stewardship program works with campus organizations to educate students, faculty, and staff about waste reduction.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Energy performance contracting, which involves energy audits, efficient maintenance, and utilities upgrading, has provided the university with \$2.5 million annually in energy savings. The student union's energy management system was recently upgraded, as were the motor drives, A/C units, and lighting fixtures in many student residences. A geothermal heating and cooling system was also installed in one student residence. The student senate is investigating the possibility of purchasing green energy.
<b>Food &amp; Recycling</b>	<b>C</b>	KU is pursuing opportunities to purchase organically grown foods and participate in farm-to-market programs to bring locally grown foods to the dining centers. KU dining uses napkins from recycled paper and will be utilizing biodegradable to-go bags beginning in fall 2007. Additionally, waste cooking oil is supplied to the biodiesel generation project, which will eventually produce fuel for campus equipment.
<b>Green Building</b>	<b>D</b>	A review committee met and proposed changing the standards to be more stringent than the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 90.1 for energy efficiency. The committee also called for reviewing the design, construction, and operational process to ensure energy efficiency.
<b>Transportation</b>	<b>C</b>	The university's parking and transit department recently began operating newer, more environmentally friendly buses, with a plan to replace these with even more efficient models. All diesel vehicles on campus are fueled with a 5 percent biodiesel blend. A shuttle service allows students to travel between KU campuses without using a car.
<b>Endowment Transparency</b>	<b>F</b>	The Kansas University Endowment Association has no policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>A</b>	The Kansas University Endowment Association aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The Kansas University Endowment Association asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

- Unchanged Grade From Last Year

## UNIVERSITY OF KENTUCKY


  
 \$958 million

<b>Administration</b>	<b>C</b>	The University of Kentucky's Sustainability Task Force is now an administrative committee that reports to the president and the administrative staff. The task force is charged with coordinating at least one campus-wide public interest activity annually to increase public awareness. A campus sustainability coordinator position is being established and the university maintains a sustainability website. The Green Thumb student environmental club has been an active force on campus.
<b>Climate Change &amp; Energy</b>	<b>D</b>	In spring 2006, student government voted in favor of a fee increase to help fund renewable energy purchases for the university. The university has performed extensive lighting retrofits around campus and recently installed more efficient chillers. It has also committed to perform an energy audit of campus buildings.
<b>Food &amp; Recycling</b>	<b>C</b>	A pilot program implemented in the fall of 2006 introduced local produce to all 20 dining areas on campus. About one-third of the campus's waste is recycled, including paint, batteries, wood, and metals. A full-time recycling coordinator was hired for residence halls.
<b>Green Building</b>	<b>C</b>	The university has no LEED-certified projects, although the new College of Law building is currently being designed to seek LEED certification. While there is no formal green building policy, hospital and pharmacy projects are being designed following LEED principles. The university purchases GreenGuard Certified furniture, which is part of the LEED for Commercial Interiors Program.
<b>Transportation</b>	<b>A</b>	Biodiesel is used in campus shuttles and electric golf carts are used by staff whenever possible. The Live Where You Work program provides assistance for home buyers who live near campus. Carpoolers receive reduced parking permit rates. A comprehensive bike program provides bikes and storage areas for students and employees. A campus bike circulation system is integrated with Lexington's bike path, connecting to parks and other off-campus destinations.
<b>Endowment Transparency</b>	<b>B</b>	While the majority of the endowment is in commingled funds, the university keeps a record of the proxy voting done by its endowment managers that have separate accounts with investment, which is made available to the public as per open records laws. The investment holdings are available to the school community and are included in reports discussed at quarterly Investment Committee meetings, which are open to the public.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	In cases where the university has the ability to vote, proxy voting is delegated to investment managers who are required to vote all proxies in the best interest of the endowment.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey (for the *Report Card 2007*), and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

## UNIVERSITY OF LOUISVILLE



\$732 million

<b>Administration</b>	<b>C</b>	In 2004, the University of Louisville established the Partnership for a Green City with Louisville Metro Government and the Jefferson County Public Schools to work collaboratively on sustainability issues. This year, the university hopes to establish a campus sustainability council focused on business operations, research, and curriculum, as well as a statewide higher education sustainability group. The university is home to the Kentucky Institute for the Environment and Sustainable Development.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has gone to great lengths to improve energy efficiency across campus. New chillers and air handlers in the central plant save \$150,000 per year. In addition, several boilers and HVAC systems have been replaced or upgraded. Energy audits have also been performed. However, there has been no formal commitment to reduce emissions or to purchase energy from renewable sources.
<b>Food &amp; Recycling</b>	<b>B</b>	The university currently buys dairy products locally and features a rotating organic menu, with plans to expand local and organic food options in the future. The university has a goal of providing 10 percent local produce. Dining services has almost finished phasing out the use of Styrofoam throughout campus.
<b>Green Building</b>	<b>D</b>	The university is building a regional biosafety laboratory (RBL), which is slated to meet LEED Silver certification. Once complete, it will be one of only 17 RBL laboratories built to LEED standards.
<b>Transportation</b>	<b>B</b>	All university vehicles run on a blend consisting of 10 percent ethanol. Some electric vehicles and golf carts are also used. Many safety officers patrol by foot, bike, or Segway. There is a free shuttle and public transportation for students. The university has worked with the state and city to improve pedestrian access on campus.
<b>Endowment Transparency</b>	<b>B</b>	The proxy voting record and a list of endowment holdings are made available to the public as per open records laws. They are distributed upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also invested in community development financial institutions or loan funds on a very small scale.
<b>Shareholder Engagement</b>	<b>D</b>	For managed portfolios, the university asks that its investment managers handle the details of proxy voting. For direct investments, a member of the university administration determines the university's proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

## UNIVERSITY OF MARYLAND



\$675 million

<b>Administration</b>	<b>A</b>	President Mote has signed the Presidents Climate Commitment. The university's Environmental Stewardship Committee conducted a comprehensive assessment of environmental initiatives and produced the first campus sustainability report and website. The committee also developed environmental stewardship guidelines that were unanimously approved by the Facilities Council. An Office of Sustainability has been approved with the first full-time staff to begin in fall 2007.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A greenhouse gas inventory is currently being conducted by an on-campus research center and a climate action task force will be convened to develop a plan for reducing emissions. The university has an Energy Star-certified combined heat and power plant that generates most of the electricity used by the campus. Lighting retrofits have taken place across campus and the university uses a thermal energy storage system to increase efficiency.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining services has implemented a composting program for pre- and postconsumer food waste that averages 20 tons per month. Recycling participation has increased to nearly 35 percent throughout campus, and dining services requires suppliers to reuse packaging. Currently, no local or organic foods besides coffee are offered.
<b>Green Building</b>	<b>C</b>	All new construction and renovation projects are designed to take into account building orientation, materials, and energy and water efficiency. However, LEED criteria are not necessarily followed. The university's Inn & Conference Center is LEED-certified and another project is registered for LEED certification.
<b>Transportation</b>	<b>A</b>	All buses in the shuttle fleet run on a biodiesel mix and have been outfitted with bike racks. Participants in the Smart Park Carpool program pay a reduced fee for parking permits and there is a car-sharing program for students and staff. The campus master plan won an award from the National Wildlife Federation in 2003 for its sustainability efforts.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year



# UNIVERSITY OF MASSACHUSETTS

**C+**  
\$260 million

<b>Administration</b>	<b>A</b>	President Wilson signed the Presidents Climate Commitment, as did the chancellors at the Boston, Lowell, and Dartmouth campuses. The president is also involved with various state agencies to develop leadership in energy efficiency programs. Each campus has an advisory committee to oversee sustainability initiatives, with staff, faculty, and student participation. Furthermore, each campus has designated coordinators to lead sustainability efforts.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A new central heating plant, which will supply almost all needed electricity to the Amherst campus using cogeneration and pollution control technology, is projected to help reduce emissions when completed in 2008. UMass–Lowell purchased renewable energy to cover 13 percent of its energy use and has three wind turbines that collectively generate 2.3 kilowatts, as well as a 2.5-kilowatt solar panel system.
<b>Food &amp; Recycling</b>	<b>B</b>	UMass–Amherst is involved with a program that emphasizes the sustainability of local farmers, purchasing 20 percent of its produce locally. The campus hosts the annual “Tastes of the World Chef Culinary Conference,” featuring chefs that emphasize sustainable food. All of the UMass campuses have recycling programs, which accept paper, cans, and cardboard. Furthermore, the Dartmouth and Lowell campuses have established vermiculture composting programs.
<b>Green Building</b>	<b>B</b>	Each UMass campus is dedicated to including green building features in its plans for construction and renovations following its own policies. Amherst has a green building design policy and follows green building guidelines based on the LEED system. Specific projects that have green features include a new science building at Amherst that will feature a roof garden and a rainwater collection system, and a facility at Boston that utilizes seawater to cool the campus.
<b>Transportation</b>	<b>B</b>	The Rideshare Program at UMass–Amherst has reduced single-occupancy commuting by 13 percent since 1999 through discounted parking permits and preferred parking spaces. Each campus provides access to public transportation and vanpools. Amherst has three hybrid vehicles and 30 electric vehicles in its fleet; the Boston campus has several hybrid buses for local transportation.
<b>Endowment Transparency</b>	<b>F</b>	The UMass Foundation website offers annual reports that describe endowment performance and total assets, but does not provide detailed information regarding specific endowment holdings or shareholder voting records.
<b>Investment Priorities</b>	<b>C</b>	The UMass Foundation aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	Students at UMass–Boston have been working to increase student involvement in investment decisions.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF MIAMI

C+

\$620 million

<b>Administration</b>	<b>B</b>	President Shalala has signed the Presidents Climate Commitment and the university is also a signatory to the Talloires Declaration. The Green U program collaborates with students, faculty, and staff to make the university more sustainable, and maintains a detailed website. A sustainable task force was formed to implement the initiatives and the purchasing department has added a sustainability clause to all requests for proposals.
<b>Climate Change &amp; Energy</b>	<b>C</b>	A university-wide greenhouse gas inventory and a pilot program for solar lighting have been implemented. Most university buildings have been retrofitted with energy-efficient lighting.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services purchases from 12 to 15 local farmers and producers, including a local dairy. Sustainable seafood, fair-trade coffee, and cage-free eggs are offered. The university is currently developing plans for a Planet U Marketplace, which will emphasize all aspects of sustainability from facility design to product offerings. There is a comprehensive university-wide recycling program, but no composting program.
<b>Green Building</b>	<b>B</b>	The university is in the process of modifying the building and facility standards to address sustainability. The new Biomedical Research Institute and the Clinical Research Institute buildings will be LEED certified. Buildings slated for future construction and major renovations are currently being registered for LEED certification or will follow sustainable standards.
<b>Transportation</b>	<b>B</b>	The university is currently using the Global Electric Motorcar for on-campus travel. Several employees from various departments use Segways to get around campus. The university recently launched a pilot program to use B20 soy-based biodiesel fuel in half of its shuttle buses. Additionally, parking services offers a 50 percent discount to drivers of hybrid vehicles; discount Metrorail passes are available; and “green parking meters” offer free on-campus parking for hybrid vehicles.
<b>Endowment Transparency</b>	<b>D</b>	The university discloses endowment holdings and shareholder voting records to trustees, senior administrators, and other select members of the school community upon request.
<b>Investment Priorities</b>	<b>B</b>	The university’s investment strategy takes account of opportunities to maximize profit while also pursuing strategies that are socially responsible and beneficial, not only to the local community, but globally, as well. The university is either invested in or exploring renewable energy funds or similar investment vehicles at any given time, as investment managers have the authority to invest in these areas.
<b>Shareholder Engagement</b>	<b>D</b>	The university’s proxy voting, which is conducted by its investment managers, is designed to exercise shareholder responsibilities in terms of encouraging corporations to act in a prudent manner.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

UNIVERSITY OF MICHIGAN **B+**

\$7.1 billion

<b>Administration</b>	<b>A</b>	The University of Michigan has several full-time employees who work on sustainability initiatives, including an environmental stewardship coordinator, four energy reduction management engineers, an energy management liaison, a recycling coordinator, and a recycling program assistant. Additionally, the housing department has one part-time sustainability coordinator. The Office of the President works as a member of the Environmental Task Force, which includes faculty, staff, and students.
<b>Climate Change &amp; Energy</b>	<b>B</b>	U-M has replaced old lighting technology and is conducting audits of most campus buildings to ensure top efficiency. The university has realized significant emission reductions by using natural gas in its cogeneration power plant. The housing department sponsors an “Ecolympics” competition to involve students in energy conservation programs. For its energy conservation efforts, the university was designated as the EPA’s 2004 Energy Star Partner of the Year.
<b>Food &amp; Recycling</b>	<b>A</b>	The Fresh Michigan program incorporates fresh, local produce in many of its menus, including herbs from student gardens. A number of fair-trade and organic products are available, including coffee, apples, vegetables, and cage-free eggs. The recycling program covers roughly 30 percent of the waste stream and was recognized by the National Recycling Coalition as the best campus recycling program in the country in 2004.
<b>Green Building</b>	<b>B</b>	The university has a LEED Gold standard building on its Ann Arbor campus. The new Children’s and Women’s Hospital, currently under construction, will be the largest LEED-certified health care institution in the nation. Energy-efficient lighting and mechanical systems are incorporated into every new construction or renovation project as part of the university’s master design guidelines.
<b>Transportation</b>	<b>A</b>	U-M has the largest active, alternative-fuel vehicle fleet in the state and one of the largest in the country, with 87 percent of the university’s passenger-vehicle fleet using alternative fuels exclusively. The university operates its own free bus system and had partnered with the Ann Arbor Transportation Authority to provide free transportation for faculty and staff. The Ann Arbor campus is bike-friendly and can accommodate over 4,700 bicycles.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings are made available to the public. This information can be accessed at the investment office or the vice president’s office. The university has not made proxy voting records available because there has not been a request for this sort of information.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides their investment managers with guidelines to determine their proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B+.

■ Unchanged Grade From Last Year

 Campus Sustainability Leader

## UNIVERSITY OF MINNESOTA

↑ **B**  
\$2.8 billion

<b>Administration</b>	<b>C</b>	The University of Minnesota has adopted a sustainability and energy efficiency policy. A sustainable campus initiative coordinator was hired and a website outlines the initiatives being taken throughout the university system to tackle global warming.
<b>Climate Change &amp; Energy</b>	<b>B</b>	In December 2004, the university became a member of the Chicago Climate Exchange. The university has reduced emissions by 29 percent from a baseline set in 1998–2001 and has reduced its energy use by more than 25 percent since 1994. Biomass, specifically oat hulls, makes up 7 percent of the total fuel burned at the university steam plant. Since 2004, the university's energy management group has administered a building commissioning and recommissioning program to investigate building performance, note deficiencies and identify energy conservation opportunities.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services has committed to serving locally grown and produced food, and currently sources about 18 percent locally. Food Dudes, student peer-to-peer marketing interns, are utilized to promote a sustainability platform across campus and to raise awareness of the programs in place to remove recyclable and biodegradable products from the waste stream. In spring 2007, all campus restaurants began a pilot program in composting.
<b>Green Building</b>	<b>B</b>	The university is pursuing LEED certification on the new 50,000-seat TCF Bank Stadium. The university follows the state of Minnesota's Sustainable Building Guidelines, which adapt the LEED building policy to specific regional issues, resulting in the equivalent of a LEED Silver rating. The university's sustainability and energy efficiency policy requires sustainable design guidelines be applied to all major new construction and renovation projects.
<b>Transportation</b>	<b>A</b>	The university employs a fleet of 30 hybrid vehicles, and another 75 vehicles that use E85 ethanol fuel. The U-Pass and Metro Pass programs offer students and faculty a low-cost, unlimited-ride transit pass that is good on every bus and rail route in the Twin Cities. The university also has innovative programs such as a low-cost bike helmet and light package, and Zipcar, a car-sharing program on campus.
<b>Endowment Transparency</b>	<b>C</b>	The university makes information on endowment holdings publicly available in its quarterly report.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not currently invest in renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>A</b>	The Social Concerns Committee annually reviews all shareholder resolutions concerning social issues for which the university holds stock and recommends votes for these resolutions. The Social Concerns Committee includes academic, alumni, civil service, faculty, and student representatives.

Data compiled from independent research as well as through a campus sustainability policy survey (for the *Report Card 2007*), a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundations. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

↑ Higher Grade Than Last Year

## UNIVERSITY OF MISSISSIPPI

**D-**  
\$495 million

<b>Administration</b>	<b>F</b>	The University of Mississippi has adopted a waste minimization policy. There is no known sustainability staff or advisory council on sustainability.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university recycles motor oil, cell phones, and batteries in addition to office waste. The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting program.
<b>Green Building</b>	<b>F</b>	The university has considered the pursuit of LEED certification for future campus buildings, but does not have a green building policy to date.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university and the University of Mississippi Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the University of Mississippi Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the University of Mississippi Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF MISSOURI



↑ C  
\$1.1 billion

<b>Administration</b>	<b>C</b>	Although the University of Missouri has no known sustainability policies, a group on the Columbia campus will be charged with developing a sustainability plan. Each year since 2003, the Environmental Affairs Committee has issued an annual report on the impacts of campus activities on the environment. The campus has several active student groups, including Sustain Mizzou. The Kansas City campus recently implemented the use of green cleaning materials.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university's power plant is replacing 2 to 4 percent of its fuel with chipped tires from waste tire dump sites and recently began using waste wood chips to source an additional 4 to 5 percent of its fuel use from biomass. The St. Louis campus has a goal to reduce energy use by 2.5 percent every year through 2010 and other campuses have similar goals. In the next year, the lighting retrofit program at the Kansas City campus will replace approximately 46,000 low-efficiency lamps with high-efficiency lamps and ballasts through an energy performance contracting project.
<b>Food &amp; Recycling</b>	<b>B</b>	The university's Farm to MU campaign is constantly increasing the availability of local foods on all campuses. Items such as produce, cage-free eggs, and milk come from in-state farms. The Kansas City campus implemented a recycling program in 2005 and the Columbia campus has over 900 recycling bins throughout campus. Last year, 19 tons of beverage containers were collected through a successful tailgater recycling program.
<b>Green Building</b>	<b>C</b>	It is the university's policy to incorporate sustainability principles and concepts in the design of all projects, while being consistent with budget constraints and appropriate life-cycle cost analysis. The Columbia campus has a number of green buildings, although LEED certification has not been pursued.
<b>Transportation</b>	<b>B</b>	A university program was implemented in 2006 requiring at least 50 percent of non-exempt fleet vehicles purchased to be alternative fuel vehicles. Currently, the university system has a total of 58 alternative fuel vehicles. The St. Louis campus offers metro passes at a discounted rate. Beginning in 2006, the Columbia campus's ad hoc Non-motorized Transportation Committee has worked closely with the city of Columbia to develop and encourage alternative modes of transportation, particularly bicycles.
<b>Endowment Transparency</b>	<b>C</b>	A list of endowment holdings will be sent to individuals upon request as per open records laws. Proxy voting records are not made available to anyone.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and does not invest in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey (for the *Report Card 2007*), and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

## UNIVERSITY OF NEBRASKA

**D+**

\$1.2 billion

<b>Administration</b>	<b>D</b>	The University of Nebraska addresses sustainability issues by actively encouraging the growth of the alternative energy industry in Nebraska, mostly through its Rural Initiative. The initiative awards grants to small farms for renewable energy purchases or energy efficiency efforts, and also helps to grow the Nebraska biofuels industry.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university's Rural Initiative is intended to encourage the growth of the biofuel industry in Nebraska and also to significantly lower the university's greenhouse gas emissions.
<b>Food &amp; Recycling</b>	<b>C</b>	The university employs a recycling coordinator and has been involved in some campus composting of yard and food wastes. The university participates in the Campus Kitchens Project, a community service initiative aimed at turning unused food from college dining halls into nourishing meals for those in need.
<b>Green Building</b>	<b>B</b>	The university integrates cost-effective energy efficiency measures into building and retrofits. By late 2007, design guidelines will meet LEED basic certification. The International Quilt Study Center, the multicultural center, and the physical sciences building at the Lincoln campus, as well as the Michael F. Sorrell Center for Health Science Education at the Medical Center campus are, or will be, designed to achieve LEED certification.
<b>Transportation</b>	<b>C</b>	As part of the university's Rural Initiative, Chancellor Harvey Perlman mandated in 2005 the Lincoln campus's fleet of 870 vehicles be powered by biodiesel or an ethanol-blend fuel. The Omaha campus fleet runs on an E10 ethanol blend. The Bike Shop offers bikes for rent and a shuttle connects campus with the airport and other Lincoln destinations for a fee.
<b>Endowment Transparency</b>	<b>F</b>	The University of Nebraska Foundation has no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The University of Nebraska Foundation aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The University of Nebraska Foundation has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

- Unchanged Grade From Last Year

# UNIVERSITY OF NEW HAMPSHIRE

# B

\$235 million

<b>Administration</b>	<b>A</b>	Former Interim President Newman signed the Presidents Climate Commitment and UNH is a signatory to the Talloires Declaration. The Office of Sustainability, established in 1997, is the oldest endowed university sustainability program in the country, and is run by a chief sustainability officer who oversees three full-time and four part-time staff. The energy task force, a multi-stakeholder coalition formed in 2005, works with the Office of Sustainability and the Energy Office to address energy and emissions concerns.
<b>Climate Change &amp; Energy</b>	<b>A</b>	UNH has been ranked in the top 5 percent of universities in its peer group for energy efficiency. In partnership with Clean Air–Cool Planet, UNH developed a greenhouse gas emissions inventory calculator, using it to document the university's emissions from 1998 through 2005. In 2008, UNH will become the first university in the nation to use renewable landfill methane gas as its primary energy source. The cogeneration plant, fueled mostly by landfill gas, will reduce the Durham campus's emissions approximately 57 percent below 1990 levels.
<b>Food &amp; Recycling</b>	<b>A</b>	UNH signed the Slow Food Principles in May 2006; purchases from 20 to 30 local and regional farms and producers, including the student Organic Garden Club site and two other on-campus farms; incorporates cage-free and fair-trade products into the menu; hosts an annual award-winning Local Harvest Dinner; and diverts approximately 90 percent of organic waste and 85 percent of recyclable waste through expansive composting and recycling programs.
<b>Green Building</b>	<b>B</b>	Eight UNH buildings were awarded the first Energy Star ratings for residence halls in the country. The university's design guidelines mandate energy efficiency and include some consideration of environmental impact both on-site and through materials acquisition, and more sustainable elements are being considered for full incorporation into building design and construction guidelines.
<b>Transportation</b>	<b>A</b>	The transportation program includes free bike rentals, a carpool lot and program, free shuttles that circulate around campus and connect to off-campus destinations and transportation hubs, a fleet of eight buses that run on a 20 percent biodiesel blend, six compressed natural gas shuttle buses, an all-electric utility van, and hybrid vehicles available for rent by the campus community.
<b>Endowment Transparency</b>	<b>D</b>	The UNH Foundation publicly offers detailed information about asset allocation and performance on its website.
<b>Investment Priorities</b>	<b>C</b>	The System and Foundation aim to optimize investment returns and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>—</b>	The Foundation is invested in funds and therefore does not have the ability to vote proxies.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader



## UNIVERSITY OF NEW MEXICO

C

\$276 million

<b>Administration</b>	<b>C</b>	President Schmidly has signed the Presidents Climate Commitment for all five campuses. The development of a sustainability policy is underway, with implementation anticipated by the end of 2007. The university has a sustainability task force.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university board of regents recently voted to support an energy services performance contract that will help develop the university's energy conservation program. The Taos campus is fully wind powered and has some solar water heating, which has reduced energy usage by 8.2 percent. In 2004 the university was awarded Project of the Year by Energy User News for its utility upgrades and retrofits.
<b>Food &amp; Recycling</b>	<b>C</b>	The university purchases a small amount of local foods from two farms. The transportation department has contacted dining services to look into producing biodiesel for campus vehicles. There is a comprehensive recycling program that includes all green waste, and outdoor recycling bins were recently installed.
<b>Green Building</b>	<b>B</b>	All new construction at UNM will be designed to achieve LEED certification. The Taos campus has several green buildings. Retrofits of older buildings to reduce energy usage have been ongoing.
<b>Transportation</b>	<b>A</b>	All of the university's new vehicles use E85 ethanol fuel. The current fleet includes vehicles powered by compressed natural gas. City buses are free for students, and faculty receive a discount. Shuttles are provided to the train station. Bike racks and lockers are available on campus, and there is also a bike shop for repairs.
<b>Endowment Transparency</b>	<b>F</b>	The university and the UNM Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the UNM Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the UNM Foundation ask that investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# UNIVERSITY OF NORTH CAROLINA

 **B-**  
\$2.2 billion

<b>Administration</b>	<b>A</b>	Chancellor Moeser has signed the Presidents Climate Commitment and the chancellor's cabinet has adopted a campus sustainability policy. The Vice Chancellor's Sustainability Advisory Committee advises on sustainability initiatives and recommends changes in university policy. An energy-efficient purchasing policy mandates purchase of Energy Star equipment and an energy-efficient lighting policy will phase out the use of most incandescent lamps by January 31, 2008.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A five-million-gallon thermal storage tank reduces the peak campus electrical demand by 10 megawatts. The energy services department is actively pursuing alternative energy sources for central plants including landfill gas, animal waste methane, and wood biomass. Students have funded a solar thermal system to heat water at a renovated residence hall.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services spends just under 10 percent of its annual budget on locally grown food from five local producers and a local dairy. However, students are advocating that dining services use more organic foods in their menus. Food scraps and yard waste are composted and used as mulch on campus. Used cooking oil is recycled into biodiesel and from 2006 to 2007, 43 percent of all waste was recycled.
<b>Green Building</b>	<b>A</b>	Guidelines require that new buildings be designed to a LEED Silver performance level. The first LEED-certified building was completed in 2005 and three buildings under design will seek LEED Platinum certification. There are 14 LEED-accredited professionals on staff. The university's new campus, Carolina North, is being designed as a carbon neutral campus with alternative energy sources, building design guidelines considerably above the LEED Silver level, and an emphasis on alternative transportation.
<b>Transportation</b>	<b>A</b>	The Commuter Alternatives program encourages individuals to use alternative modes of transportation. Vanpools are subsidized and carpools receive preferential parking. The university makes the Chapel Hill transit system free to all riders. All campus P2P Xpress shuttle buses run on biodiesel. The use of flex-fuel vehicles is being maximized, and an E-85 fuel tank will soon be installed on campus.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundations. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

 Higher Grade Than Last Year

 Campus Sustainability Leader

## UNIVERSITY OF NOTRE DAME

↑ C  
\$6.5 billion

<b>Administration</b>	<b>C</b>	The University of Notre Dame's president recently recreated the Energy and Environmental Issues Committee, comprised of administrators, faculty, and students. It exists in an advisory capacity to the university administration and is charged with raising awareness of environmental issues on campus. In its purchasing policy, Notre Dame looks to the EPA's Electronic Product Environmental Assessment Tool for computer purchasing guidelines.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university power plant has undergone a series of improvements aimed at reducing greenhouse gas emissions. For example, Notre Dame's combined heat and power plant provides 68 percent efficient use of fuel energy input, resulting in emissions reductions of 69,000 tons. Low-emitting burners have been added to several boilers, reducing emissions further, and plans are underway to continue installing low-emissions equipment.
<b>Food &amp; Recycling</b>	<b>C</b>	The university provides local food in its dining areas when it is available. Additionally, food services focuses on offering sustainably produced seafood and coffee. As part of the department's extensive recycling program, cooking oil is sent to a facility for recycling, and unused food is donated to local organizations for the homeless.
<b>Green Building</b>	<b>C</b>	The university's Office of the Architect recently pledged that LEED certification will be sought for all new buildings, when possible. The new engineering building is seeking LEED certification and will have many environmentally friendly design features addressing water efficiency, energy efficiency, and conservation of resources.
<b>Transportation</b>	<b>C</b>	The university has purchased a hybrid vehicle for its motor pool, which is a collection of vehicles that can be rented. The campus community has access to fare-free public transportation. The Eddy Street Commons, a community development to break ground this spring, will include a series of bicycle lanes to facilitate biking to campus.
<b>Endowment Transparency</b>	<b>D</b>	Information on endowment holdings and proxy voting records is made available to trustees, senior administrators, and other select members of the school community upon request.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy funds.
<b>Shareholder Engagement</b>	<b>D</b>	A committee of administrators and/or trustees deliberates and makes decisions on proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D-.

↑ Higher Grade Than Last Year

## UNIVERSITY OF OKLAHOMA



↑ C  
\$1.1 billion

<b>Administration</b>	<b>B</b>	President Boren has signed the Presidents Climate Commitment. The University of Oklahoma joined the Chicago Climate Exchange in 2004, committing to reduce its emissions to 6 percent below 1998–2001 baseline emissions by 2010. The Environmental Concerns Committee and the student-led Our Earth organization work to promote campus sustainability issues, and the university is collaborating with Oklahoma State University to lead the Oklahoma Wind Power Initiative.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university is a founding partner in the Oklahoma Wind Power Initiative, which is working to establish the state of Oklahoma as a leading source of wind energy. The university has contracted with Oklahoma Gas and Electric to purchase 100 percent of its electricity from wind-generated sources.
<b>Food &amp; Recycling</b>	<b>B</b>	With the abundance of farms in Oklahoma, the university is able to purchase many items locally, such as pizza crusts from a farmer's co-op and organic beef. Food services is working with the Oklahoma Department of Agriculture to identify and contract with local produce growers. The university purchases cage-free eggs and offers organic fair-trade coffee. Food services is in the development stage of a compost program.
<b>Green Building</b>	<b>C</b>	LEED principles are incorporated in project design and construction on all projects. Many design and material selection decisions are made on the basis of life-cycle cost and longevity characteristics. Many green features are also being incorporated into buildings, including water-free urinals and motion sensor lighting. The university requires that energy efficiency be an integral part of design and engineering specifications.
<b>Transportation</b>	<b>B</b>	The parking and transportation department uses 24 compressed natural gas vehicles, 23 ethanol-capable vehicles, and 42 electric vehicles. The university's vehicle alternative fuels policy states that any new vehicles purchased must be capable of using an alternative fuel, and any small utility vehicles purchased must be electrically powered. The student association offers a free bicycle library that restores used bicycles and checks them out to students to use for the semester. The university is in the process of constructing a network of bicycling, walking, and jogging trails, and has formed a committee to help enhance the bicycle-friendly nature of the campus.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

UNIVERSITY OF OREGON **B-**

\$566 million

<b>Administration</b>	<b>A</b>	The University of Oregon was one of the first schools in the country to have a campus environmental issues committee (1991), a comprehensive environmental policy (1997) and a recycled paper policy (1995). More recently, President Frohnmayer signed the Presidents Climate Commitment and created a new position, the director of sustainability. The Facilities Services Sustainability Team draws together administrators from six offices who meet quarterly. The university's long-standing Environmental Issues Committee has broad-based, campus-wide membership. Three campus positions currently include sustainability in their associated job descriptions.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The university has committed to climate neutrality and recently completed a carbon emissions inventory. The "Use Wisely, Every Watt Counts" campaign encourages energy conservation on campus. Students recently voted in favor of a tuition increase to purchase green power. Twenty-two percent of energy used on campus comes from carbon-neutral sources, including 1.3 percent from solar arrays and wind power.
<b>Food &amp; Recycling</b>	<b>A</b>	The university purchases food from at least 12 local businesses and receives most of its beef, milk, and flour from local farms. Seventy-five percent of coffee sold by campus vendors is fair-trade. Fryer oil is collected and refined into biodiesel and 50 tons of preconsumer food scraps and coffee grounds are composted annually.
<b>Green Building</b>	<b>A</b>	Campus sustainable development guidelines and a campus environmental policy require adherence to LEED Silver certification criteria and guide the university in energy-efficient design, construction, renovation, and operations of campus buildings. The LEED Silver-certified Lillis Business Complex has been called one of the greenest business schools in the nation. Two additional LEED Silver buildings exist on campus.
<b>Transportation</b>	<b>B</b>	The University of Oregon instituted a bicycle program as early as the 1970s. In 2005, 69 percent of students and 30 percent of faculty used alternative forms of transportation. All students, faculty, and staff receive free bus passes, and 4,000 bicycle parking spaces currently exist on campus. Some biofuels are used by the facilities services and recycling vehicle fleets.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

 Campus Sustainability Leader

## UNIVERSITY OF PENNSYLVANIA

**.B**

\$6.6 billion

<b>Administration</b>	<b>A</b>	President Gutmann signed the Presidents Climate Commitment. Senior staff in the facilities and business services divisions work together to coordinate sustainability initiatives across campus, including greenhouse gas reduction, energy efficiency, waste management, and sustainable food and dining operations. The newly formed faculty, staff, and student Environmental Sustainability Advisory Committee will meet regularly to address campus-wide issues.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The university sources approximately 30 percent of its electricity from wind-generated power, making it the second-largest university purchaser of wind power in the nation. The purchase was funded in part through aggressive conservation efforts that improved energy efficiency by 18 percent and made possible the construction of a new 12-turbine, 20-megawatt wind farm in Pennsylvania.
<b>Food &amp; Recycling</b>	<b>A</b>	The university purchases from 15 to 20 local producers and offers fair-trade and organic products. Students can use their meal plans to purchase local produce at a farmers market on campus, supporting regional farmers and reducing food miles. Biodegradable to-go containers have replaced Styrofoam in the dining halls and reusable bags are offered in retail locations. Penn operates an EarthTub composting program and will begin sending preconsumer food waste to a composting facility this year.
<b>Green Building</b>	<b>C</b>	As a decentralized institution, the university has not yet mandated a LEED standard for each of the 12 schools and numerous centers on campus. However, several ongoing building projects are targeting LEED Silver certification, and one, the Horticulture Center at the Morris Arboretum, is anticipating LEED Platinum certification. This fall, the university is replacing the first of several conventional dormitory roofs with a green roof.
<b>Transportation</b>	<b>B</b>	The heavily subscribed PennPass transit program allows students to take unlimited rides on Philadelphia buses and subways for a per-semester fee. The university also provides free shuttle service throughout campus. Penn has partnered with a local biodiesel supplier and manufacturer, The Energy Cooperative, to investigate and promote the use of biodiesel in the campus fleet.
<b>Endowment Transparency</b>	<b>D</b>	The university makes information on endowment holdings and shareholder voting records available to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring, but not currently invested in, renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>A</b>	A committee with four students, four faculty members, two alumni representatives, and two staff makes recommendations to the proxy subcommittee of the board of trustees on votes involving social issues.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

- Unchanged Grade From Last Year

## UNIVERSITY OF PITTSBURGH

↑ C-  
\$2.3 billion

<b>Administration</b>	<b>C</b>	The University of Pittsburgh was one of twenty universities internationally to draft and sign the Talloires Declaration in 1991. In 2003, the Mascaro Sustainability Initiative was created as a center for sustainable engineering, focusing on the design of sustainable communities and green building techniques. The university senate's Plant Utilization and Planning Committee instituted a Sustainability Subcommittee, which works actively with facilities management and other departments to promote sustainability initiatives on campus.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Over the past ten years, energy conservation initiatives have resulted in over \$21 million in energy cost avoidance. The university was recognized with an EPA Energy Star Award in 2004 for its "Computer to Sleep" program. Extensive energy conservation initiatives and retrofits are commonplace throughout campus, and the university is currently commissioning a new steam plant that is expected to reduce annual carbon emissions by 46 percent.
<b>Food &amp; Recycling</b>	<b>B</b>	All seasonal produce is locally grown, and some organic and fair-trade options are available. Over 2,500 meals per day are now served on reusable dishware. The university has a comprehensive recycling program that accepts yard waste, batteries, fluorescent lamps, computer monitors, and carpet. This has resulted in approximately 28 percent of the waste from educational and general buildings being diverted from the landfill.
<b>Green Building</b>	<b>B</b>	The university's McGowan Institute for Regenerative Medicine was certified as LEED Gold in November 2005, making it the first university in Pennsylvania to receive this rating. The university has incorporated many green building features into its design standards, which professionals are required to comply with for both new construction and renovation projects. LEED-accredited professionals work as part of project teams.
<b>Transportation</b>	<b>C</b>	The university has negotiated a contract with the Port Authority of Allegheny County to allow all students, faculty, and staff to access public transportation by showing their university ID card. Reduced-fee parking permits are offered for carpools, with savings increasing for each additional carpool member, and preferred carpool/vanpool parking spaces are available in selected lots and garages. Bicycle racks and lockers are available in over 50 locations across campus.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

↑ Higher Grade Than Last Year

## UNIVERSITY OF RICHMOND



↑ C  
\$1.6 billion

<b>Administration</b>	<b>B</b>	In 2003, the University of Richmond became a signatory to the Talloires Agreement, pledging to incorporate sustainability in all aspects of operations and teaching. The Environmental Awareness Group, run by students, faculty, and staff, encourages and monitors the university's sustainability efforts. Procurement services has adopted the green purchasing definition put forth by the National Association of Educational Procurement.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has made some effort toward energy conservation on campus, but has not yet pursued renewable energy. A central plant improvement project will accomplish a 15 percent improvement in operating efficiency when producing steam for campus-wide consumption. Student laundry operations were remodeled in summer 2007 with the installation of new energy-efficient machines.
<b>Food &amp; Recycling</b>	<b>B</b>	The university works with a supplier to obtain produce from eight to ten local farms, and buys milk from a Virginia dairy cooperative. Dining services has made a commitment to sustainability in its practices, specifically in relation to resource use, by encouraging more dining in, purchasing environmentally friendly products, purchasing food through a primary vendor to reduce transportation, and recycling cooking oil. In addition, dining services donates used equipment, outdated supplies, and food products to the Virginia Food Bank.
<b>Green Building</b>	<b>B</b>	On October 4, 2004, Weinstein Hall became the first building in Richmond, and the second building of higher education in Virginia, to receive LEED certification. The campus master plan includes points pertaining to LEED certification and sustainable building practices. Four projects are registered for LEED certification.
<b>Transportation</b>	<b>C</b>	The University Forum Project has vacated a central-campus road and parking lot to facilitate pedestrian circulation and create green space. Biodiesel is being used for all non-highway uses and equipment. Additionally, conventional service trucks are selectively being replaced with small utility service carts, some of which are running an alternative fuel demonstration project utilizing propane gas.
<b>Endowment Transparency</b>	<b>B</b>	The university makes its proxy voting records and a list of endowment holdings available to all members of the school community, including faculty, staff, students, and alumni. This information is sent to individuals upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university has most of its investments in hedge funds that do not allow investors to vote on proxies.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year



## UNIVERSITY OF ROCHESTER


  
 \$1.5 billion

<b>Administration</b>	<b>C</b>	The University of Rochester has established a sustainability task force that is developing recommendations to increase focus on sustainability matters, including energy efficiency and environmental impact. The student group Grassroots is working with the administration to draft a sustainability policy. Dining services has a sustainability coordinator on staff to implement its environmental sustainability policy.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The conversion of the central plant in 1998 from coal to natural gas was followed by the completion of a cogeneration facility in 2006. The facility satisfies a portion of the university's electricity load. Ongoing programs continue to replace old windows to improve overall building performance.
<b>Food &amp; Recycling</b>	<b>B</b>	Dining services works with local partners to support the surrounding community, as well as to incorporate environmentally oriented programs into dining on campus such as a "Sustainability Dinner" and an on-campus farmers market. The university is renovating a coffee location that will offer only local products, and will open a sustainable café in fall 2007. Dining services has adopted an environmental sustainability policy and has a sustainability coordinator on staff to promote the goals of this policy.
<b>Green Building</b>	<b>B</b>	A university-wide task force is in the process of developing sustainable design standards to be applied to renovation and new construction projects. The recently completed Goergen Hall and a university health services building that is under construction meet LEED requirements, but are not certified. A building on the medical center campus in the design phase is intended to be registered as LEED Silver.
<b>Transportation</b>	<b>B</b>	In fall 2006, Zipcar was introduced on campus, and the City Cycles program, which provides free bicycles to the university community, continues to be successful. In fall 2007, the university will begin using a fleet of ultra-low sulfur diesel buses to more efficiently connect the individual campuses.
<b>Endowment Transparency</b>	<b>D</b>	The university has not requested proxy voting information from its managers and a list of endowment holdings is made available only to trustees and senior administrators. The university investment office will communicate with any member of the university community when the office receives an inquiry on a specific holding.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides its investment managers with guidelines that determine its proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

# UNIVERSITY OF SOUTH ALABAMA

**D-**  
\$308 million

<b>Administration</b>	<b>F</b>	The University of South Alabama has a Faculty Senate Environmental Quality Committee, but does not have any known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made headway toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	The university purchases 10 percent of its food from local food producers and supports a local dairy. Dining services has a 30 percent diversion rate for recycled materials, but has yet to find an alternative to using Styrofoam containers. The Faculty Senate Environmental Quality Committee has worked to improve the campus recycling program.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university and the University of South Alabama Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and the University of South Alabama Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and the University of South Alabama Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of March 31, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# UNIVERSITY OF SOUTH FLORIDA

**D-**  
\$330 million

<b>Administration</b>	<b>F</b>	The University of South Florida has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>D</b>	The university recycling program includes standard office waste as well as mobile phones, batteries, ink cartridges, and computer parts, which are recycled by the Office of Campus Computing. The university's dining services department does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>F</b>	The university has no known green buildings or a green building policy.
<b>Transportation</b>	<b>F</b>	The university has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>C</b>	Information on endowment holdings is available to the public by request, as per open records laws. The university does not make proxy voting records available.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring investment in renewable energy funds.
<b>Shareholder Engagement</b>	<b>F</b>	Investment managers handle the details of proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# UNIVERSITY OF SOUTHERN CALIFORNIA

↑ **C**+

\$3.1 billion

<b>Administration</b>	<b>C</b>	The University of Southern California has established a sustainability task force made up of 11 members from a wide range of departments on campus. The task force began meeting in January for the purpose of recommending a “general strategic planning element” concerning sustainability. The strongest institutional commitment to sustainability exists in academic and research programs. USC has not yet established a sustainability coordinator position.
<b>Climate Change &amp; Energy</b>	<b>C</b>	USC employs a full-time director of energy services to manage energy programs, which include lighting retrofits, equipment upgrades, and a recent retrofit of chillers, cooling towers, and pumps throughout the university. During 2006, 7 percent of energy consumed by USC came from renewable sources, including biomass and waste, geothermal, and small hydroelectric power generation.
<b>Food &amp; Recycling</b>	<b>C</b>	While local produce can be difficult to come by in metropolitan Los Angeles, USC is able to source some fruit locally. Dining services serves 1,800 meals a day on reusable dishware. Among the monthly averages of waste recycled primarily from food service operations are 1.04 tons of aluminum cans, 16.81 tons of cardboard, and 1.68 tons of glass and plastic.
<b>Green Building</b>	<b>B</b>	USC is currently engaged in two projects that will be designed and built using LEED green building guidelines. It is expected that the projects will apply for LEED certification. The university actively incorporates energy saving and water conservation methods in new construction projects and building retrofits. Buildings have been retrofitted to include more efficient lightbulbs and low-flow showerheads in addition to Energy Star appliances. Features such as occupancy sensors and updated HVAC systems are commonplace in new projects on campus.
<b>Transportation</b>	<b>A</b>	USC counts on the services of a full-time rideshare coordinator to ensure that transportation programs are available to all members of the university community. In 2006, USC achieved an Average Vehicle Ridership of 1.69, exceeding the target of 1.50 established by the South Coast Air Quality Management District. The facilities management department’s fleet is made up of electric vehicles and hybrid cars.
<b>Endowment Transparency*</b>	<b>F</b>	Information on endowment holdings and proxy voting records is made available only to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is exploring, but not currently invested in, renewable energy funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>—</b>	The university does not have the ability to vote proxies, as the entire endowment is invested in mutual funds.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

\*Information and grade in this category are under review and subject to change. An updated profile will be posted soon.

↑ Higher Grade Than Last Year

# UNIVERSITY OF ST. THOMAS (Minnesota)

# C-

\$300 million

<b>Administration</b>	<b>F</b>	The University of St. Thomas Green Team, a student organization, sponsors an annual environmental symposium and various events and initiatives around campus.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university retrofitted all gymnasium and field house lighting from metal halide to T5 fluorescent lighting in 2007, as well as retrofitting lighting systems from T12 fluorescent lighting to T8. St. Thomas, along with 15 other Minnesota colleges, participated in “Campus Wars,” a month-long program to reduce energy and heat consumption. The university purchases some renewable energy credits, as well.
<b>Food &amp; Recycling</b>	<b>C</b>	The university, which currently offers organic coffee and rice and supports a local dairy, is looking into providing more organic foods. A local farmer picks up food waste that is then fed to his stock. The university recycles a wide variety of materials, totaling 400.7 tons in 2006.
<b>Green Building</b>	<b>D</b>	The university will use LEED certification standards in the construction of its new student center, slated to begin in 2010. However, there have not been any efforts to upgrade existing buildings for efficiency or to create a green building policy.
<b>Transportation</b>	<b>D</b>	Discounted bus passes are available to students and staff.
<b>Endowment Transparency</b>	<b>B</b>	The investment office will provide information regarding endowment holdings upon request by any member of the UST community. The individual will then be added to the office’s distribution list that includes approximately 40 individuals, both internal and external to the university.
<b>Investment Priorities</b>	<b>B</b>	The university uses strong “social responsibility” standards when making investments. Two private equity funds held in the university’s portfolio invest in companies that are involved in renewable energy and oil recovery from ruptured pipelines.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides guidelines to its investment managers to determine proxy votes and asks for quarterly reports. According to the university, these guidelines include social responsibility standards.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## UNIVERSITY OF TENNESSEE

**C+**  
\$811 million

<b>Administration</b>	<b>B</b>	Chancellor Crabtree of the Knoxville campus has signed the Presidents Climate Commitment and the Talloires Declaration. The university adopted an environmental policy in 2004. The Committee on the Campus Environment published a comprehensive environmental progress report in 2005 and will submit a 25-year energy plan in the fall of 2007.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The Make Orange Green campaign educates students, faculty, staff, and the community on ways to reduce energy consumption. A conservation competition between residence halls has resulted in energy savings. A Knoxville student recently completed an emissions inventory through Clean Air–Cool Planet, which will serve as the foundation for the campus’s plan to go climate neutral. The Martin campus has committed to fuel a new power plant exclusively with biodiesel produced from soybeans. For three years, the student environmental fee has facilitated the purchase of renewable energy to account for 2.6 percent of the Knoxville campus’s energy.
<b>Food &amp; Recycling</b>	<b>C</b>	Organic coffee is available at the Knoxville campus and a Green Dining Day, featuring local and organic items, is held during Earth Month. Recycling programs exist at every campus and most campuses mix composted landscaping waste with horse manure for use as campus mulch. Facilities services at Knoxville is exploring the possibility of collaborating with dining services to compost food waste as well, and some coffee grounds are already composted. In addition, waste vegetable oil is collected on campus and turned into biodiesel fuel by students for use in university diesel vehicles.
<b>Green Building</b>	<b>B</b>	The Knoxville campus just announced a policy to require new construction over \$5 million and any major renovations to pursue LEED certification. The new building for the Howard H. Baker Jr. Center for Public Policy is expected to achieve LEED certification when it opens in early 2008. The possibility of certifying current buildings under LEED-EB is being discussed.
<b>Transportation</b>	<b>C</b>	Facilities uses hybrid and electric vehicles and all facilities services diesel vehicles use a 20 percent biodiesel blend. Public transportation is subsidized by the university and a free shuttle connects the campus to off-campus destinations.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings are made public as per open records laws via an annual report. Proxy voting records, to the extent that they are available from investment managers, are available to the public at the investment office.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>D</b>	The university provides its investment managers with broad guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey (for the *Report Card 2007*), a dining services survey (for the *Report Card 2007*), and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

- Unchanged Grade From Last Year

## UNIVERSITY OF TEXAS

↑ **B-**  
\$13.2 billion

<b>Administration</b>	<b>B</b>	President Powers appointed the Task Force on Sustainability in April 2007, with representation from faculty, staff, and students. The University of Texas Medical Branch (UTMB) has adopted an environmental policy statement that sets goals for waste minimization and green purchasing. The Arlington campus is launching the President's Sustainability Committee, with broad university and community representation, to develop a sustainability strategy. The University of Texas–Austin employs a full-time sustainability coordinator.
<b>Climate Change &amp; Energy</b>	<b>B</b>	UT–Austin has completed 134 distinct energy conservation projects in 44 buildings, including modifications to heating and air conditioning systems, and lighting systems. UT–Arlington has conducted a comprehensive energy audit of campus buildings and committed \$17.8 million to energy efficiencies based on this audit. Other major energy conservation measures are ongoing. Three photovoltaic systems produce 100,000 kilowatt-hours of energy annually at the Health Science Center campus. UTMB installed 240 80-watt solar panels that light the parking garage.
<b>Food &amp; Recycling</b>	<b>C</b>	The Austin, Arlington, and Health Science Center campuses have comprehensive recycling programs for office waste. In Austin, 40 percent of paper, cardboard, cans, bottles, and other materials are diverted from landfills annually. In Arlington, 400 tons of such waste is recycled and 27 tons of landscape and food waste are composted. The Sustainable Food Center at UT–Austin is continuing to investigate food purchases that are locally grown or produced.
<b>Green Building</b>	<b>C</b>	The Research Office Complex is the first building to be LEED-certified at UT–Austin, and two additional buildings are pursuing certification. UT–Arlington is pursuing LEED certification for its new Engineering Building Complex and other building projects, and its facilities management expects to hire a LEED-accredited staffer.
<b>Transportation</b>	<b>A</b>	UT students, faculty, and staff may ride mainline buses free of charge by presenting a valid UT photo ID. The university encourages the use of carpools and vanpools as alternative transportation. UT–Arlington has set up bicycle lanes with the city of Arlington on roads within the campus. The university purchases alternative fuel vehicles as mandated by Texas state law.
<b>Endowment Transparency</b>	<b>A</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. This information is emailed to individuals upon request.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

## UNIVERSITY OF TORONTO

↑ **B**  
\$1.8 billion

<b>Administration</b>	<b>A</b>	The University of Toronto has committed to integrating energy conservation into all of its activities and capital projects. The university's sustainability office has a long list of projects, and has integrated the student work-study program, as well as numerous course projects and student internships, into the office infrastructure in order to increase an already burgeoning staff.
<b>Climate Change &amp; Energy</b>	<b>B</b>	A carbon emissions inventory has been completed, and a campus energy plan with emissions reduction targets is being developed. There are solar arrays installed on the Mississauga campus, and groups are researching the feasibility of installing wind power on the St. George campus. A solar audit of that campus is underway with the hope that a solar hot water project will be implemented in the next year.
<b>Food &amp; Recycling</b>	<b>A</b>	The university is partners with Local Flavour Plus, a nonprofit organization that certifies local farmers and links them with purchasers. Dining services is currently putting a plan in place to offer as many sustainable and organic items as possible. Food waste from the dining hall is composted. The St. George campus boasts a diversion rate of nearly 60 percent and intends to increase this rate to 70 percent by 2012.
<b>Green Building</b>	<b>B</b>	The university is in the process of drafting a new building policy that mandates more sustainable design features, and the new budget model gives strong incentive to invest in resource-efficient design. The Mississauga campus's new McCallion Library is LEED Silver-certified. The Scarborough and St. George campuses have begun incorporating LEED standards into their construction projects as well.
<b>Transportation</b>	<b>B</b>	The Mississauga campus has completed, and the St. George campus is developing, a transportation demand management plan involving public transit and carpooling. Bikechain, a student-run educational bike repair, maintenance, and active transportation promotion center, was given an annual operating budget of \$20,000. The St. George campus is involved in a plug-in hybrid electric vehicle pilot project.
<b>Endowment Transparency</b>	<b>A</b>	The university makes its proxy voting records and a list of endowment holdings available to all members of the school community, including faculty, staff, students, and alumni. It is available to the public on the website of the university's investment management subsidiary, UTAM.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds. However, investment managers may explore these options if a fund fits their mandate.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of April 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

↑ Higher Grade Than Last Year



## UNIVERSITY OF TULSA

↑ **D**  
\$915 million

<b>Administration</b>	<b>C</b>	The University of Tulsa established a sustainability committee in April 2007 on which there currently sits 12 members, including students, faculty, and staff. The committee is working on a Green Campaign to encourage residents, students, and staff to use central locations for recycling. The coordinator of physical plant safety and recycling services spends approximately 10 to 15 percent of his time on sustainability measures, and another staff member assists this position.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university utilizes a centralized energy management system to ensure optimum operation of cooling towers, chillers, and boilers. Energy-efficient equipment is used to furnish residence halls and all new computer purchases are Energy Star-rated. Employees receive three paid “energy conservation” holidays in order to reduce campus energy use.
<b>Food &amp; Recycling</b>	<b>D</b>	Fair-trade coffee is sold on campus; however, the university is not currently purchasing local or organic food. Approximately 15 to 20 percent of recyclable waste is diverted from traditional waste disposal, and the university recycles a variety of items, including batteries and fluorescent lights. Dining services recycles used cooking oil and the dining services director is a registered member of Partners for a Clean Environment.
<b>Green Building</b>	<b>D</b>	Recent construction projects implement energy-efficient designs with regard to daylight and energy usage. New construction projects follow American Society of Heating, Refrigerating and Air-Conditioning Engineers principles as pertaining to building envelope and air conditioning design.
<b>Transportation</b>	<b>C</b>	Changes in parking regulations were implemented to restrict residents from parking in lots other than at their dorm or apartment. Shuttles utilizing compressed natural gas provide students and employees with an alternative mode of transportation. A bike program implemented in 2006 now has 268 free bicycles.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D-.

↑ Higher Grade Than Last Year

## UNIVERSITY OF UTAH

C

\$611 million

<b>Administration</b>	<b>C</b>	In its pilot year, the Office of Sustainability will develop a strategic plan that will outline approaches for implementing green purchasing policies, engaging the campus in sustainability initiatives, and proposing targets for reducing energy/water use and waste. In fall 2007, President Young will announce members of the President's Sustainability Advisory Board.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has purchased 36 million kilowatt-hours of renewable energy credits, and has been named one of the EPA's Top 10 Green Power Partners. In 2005, students at the University of Utah established a fund, approved by the board of trustees, that allows the carbon emissions from 10 percent of the university's electricity to be offset by wind-generated sources. A consultant began an awareness program in 2004 that resulted in reduced energy consumption with net savings of approximately \$400,000 annually.
<b>Food &amp; Recycling</b>	<b>C</b>	An upgraded and comprehensive recycling program was implemented in June 2007 and includes paper, cardboard, and aluminum. The university expects that it will divert 40 percent of waste. Chartwells, the dining services provider, purchases 30 percent of its produce from local sources during the growing season.
<b>Green Building</b>	<b>B</b>	The university subscribes at a minimum to the state of Utah's Building Energy Efficiency Program, which promotes energy efficiency in state-owned buildings. The recently completed Warnock Engineering Building was a pilot project for developing the standards. The Health Sciences Building is LEED-certified and four other projects still in construction will seek LEED certification.
<b>Transportation</b>	<b>A</b>	The university is developing a comprehensive master plan that partially aims to reduce the number of single-occupant vehicles on campus. A comprehensive shuttle bus program includes vehicles that run on compressed natural gas (CNG), waste vegetable oil, and biodiesel. The motor pool includes such alternative technologies as CNG, hybrid, flex-fuel, and biodiesel. Students, faculty, and staff ride public transportation free through the Utah Transit Authority Education Pass Program. The university has experienced increased mass transit ridership recently due to expanded public transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in community development loan funds. A TIAA-CREF managed social/environmental investment is available to donors.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

UNIVERSITY OF VERMONT 

A-

\$283 million

<b>Administration</b>	<b>A</b>	President Fogel has signed the Presidents Climate Commitment. There is an active environmental council and the sustainability staff members include a full-time environmental coordinator and a green building coordinator. In June 2007, the president and provost convened the deans, senior leaders, and state officials in a two-day strategy session with Rocky Mountain Institute about creating sustainable enterprise in Vermont.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The energy management office's program won the 2006 Vermont Governor's Award for Environmental Excellence and the environmental council has been tracking carbon emissions since 2002. Eco-Reps based in each residence hall promote environmental literacy.
<b>Food &amp; Recycling</b>	<b>A</b>	The university, which is a member of Farm to College and the Vermont Fresh Network, purchases 30 percent of its food from Vermont-based producers, including syrup, chicken, cheese, and other foods. Approximately 5.2 tons of pre- and postconsumer waste is composted each week at a nearby farm that provides local produce to the university. UVM diverts about 35 percent of its waste stream from the landfill and recently won the Outstanding College or University Award given by the National Recycling Coalition. In addition, dining services employs a sustainability intern.
<b>Green Building</b>	<b>A</b>	The president has signed a policy that requires all new buildings and major renovations to be LEED Silver-certified, and to aspire to LEED Gold. The new student center, which was recently opened, is expected to achieve LEED Silver certification and a new 800-bed residence hall has been awarded LEED Gold. There are several other projects underway that will also strive for LEED certification.
<b>Transportation</b>	<b>A</b>	The university's shuttles have all run on biodiesel since 2002, and six of ten buses have been replaced to run on clean natural gas. Many incentives to use public transportation are provided, including the use of local buses for free and free parking at shuttle stops. The 2006 Campus Master Plan declares the intention to become a "model for environmental sustainability," and prescribes a pedestrian-friendly campus with less land used for parking.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings and proxy voting records are made available to the public as per open records laws. Voting records are accessible in the investment office, while a list of endowment holdings is sent to individuals upon request.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is currently exploring investing in community funds.
<b>Shareholder Engagement</b>	<b>A</b>	The university has a committee composed of two staff, faculty, alumni, students, and trustees, plus one administrator, that makes recommendations to the Budget, Finance, and Investment Committee of the board of trustees. The committee's recommendations have always been accepted by the board.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

 Overall College Sustainability Leader       Campus Sustainability Leader

## UNIVERSITY OF VIRGINIA

↑ **B-**  
\$4.8 billion

<b>Administration</b>	<b>B</b>	The University of Virginia signed the Talloires Declaration in 1991 and enacted an updated energy and sustainability policy in 2006. UVA has an energy program manager whose explicit task is to reduce energy use on campus, and the university also plans to hire a sustainability manager in 2007. The Office of the Architect chairs the Sustainability Advisory Committee comprised of students, faculty, and staff.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university won the 2001 Energy Star Partner of the Year award and has made a concerted effort toward energy conservation in its buildings. Aspects of the program include specific goals for reducing heating, cooling, electricity, and water usage that are annually reviewed and documented. Ninety percent of the campus's lighting systems have been retrofitted with energy-efficient models.
<b>Food &amp; Recycling</b>	<b>B</b>	UVA dining is the first dining program in the Commonwealth of Virginia certified by the Virginia Department of Environmental Quality in the Virginia Environmental Excellence Program. Some local fruits, vegetables, meat, and most dairy products are made available to students. Dining services has a comprehensive recycling program and is planning a pilot composting program.
<b>Green Building</b>	<b>A</b>	The university recently adopted a policy that all new campus building and renovation projects will meet LEED certification criteria. Currently, nine major projects in Charlottesville and five major projects at UVA's College at Wise are seeking a minimum of LEED certification. The Office of the Architect incorporates an array of sustainability initiatives into all aspects of campus planning.
<b>Transportation</b>	<b>B</b>	The parking and transportation department uses 20 percent biodiesel fuel in its bus fleet. Ninety-five percent of undergraduate students are serviced by fare-free university transportation, and a fare-free program providing access to local transit was established in 2007. The university has updated its bike plan and has developed a Bike Smart Map.
<b>Endowment Transparency</b>	<b>F</b>	The University of Virginia Investment Management Company (UVIMCO) makes information about both endowment holdings and proxy voting records available to the board, including trustees and administrators. Information is available at the investment office.
<b>Investment Priorities</b>	<b>A</b>	UVIMCO aims to optimize investment return and currently invests in funds that make renewable energy investments. The university maintains an active dialogue with donors and may request that UVIMCO offer a fund that considers environmental/sustainability factors.
<b>Shareholder Engagement</b>	<b>D</b>	The UVIMCO Investment Committee makes decisions on proxy votes involving environmental, social, and governance issues.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D+.

↑ Higher Grade Than Last Year

# UNIVERSITY OF WASHINGTON

 **A-**  
\$2.1 billion

<b>Administration</b>	<b>A</b>	President Emmert signed the Presidents Climate Commitment and has created an Environmental Stewardship Advisory Committee (ESAC), an environmental stewardship coordinator position, and has formalized a policy on environmental stewardship to give full institutional support to the cause of campus sustainability. The ESAC subcommittees focus on energy, a green building policy, and green purchasing.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The university is a founding member of the original Seattle Climate Partnership. All of the Seattle campus electrical purchases are 100 percent renewable. The university has implemented energy conservation projects, which are saving more than 43 million kilowatt-hours per year, and continues to implement more complex projects through reinvestment of energy cost savings.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services spends several million dollars annually on locally produced, organic, and natural foods. The department works toward a zero-waste goal, composting postconsumer food waste and offering compostable dishware and to-go packaging. The university's recycling rate is 44 percent.
<b>Green Building</b>	<b>A</b>	In compliance with the state of Washington's High Performance Building legislation, the university declared that all state-funded new building and major renovations would be LEED Silver-certified at a minimum. The university has achieved one LEED-certified, two LEED Silver-rated projects, and one LEED Gold-CS Pilot Certification, totaling over 450,000 square feet.
<b>Transportation</b>	<b>A</b>	In addition to encouraging the campus community to use alternative transportation, UW maintains a fleet of over 300 alternative fuel, hybrid, electric, and biodiesel-powered vehicles and trucks. The university also offers U-CAR, a car-sharing program that makes vehicles throughout campus available for hourly, short-term rentals.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings and proxy voting records are available to faculty, staff, students, and the general public upon request as per open records law. The investment office typically meets with parties interested in the investment program to provide additional context and research support.
<b>Investment Priorities</b>	<b>A</b>	The university is currently invested in renewable energy funds and energy-conscious real estate funds. The investment policies follow a set of ethical considerations, which state that due consideration shall be given to the degree of corporate responsibility exercised by the companies in which investments are made.
<b>Shareholder Engagement</b>	<b>B</b>	The university delegates proxy voting to its investment managers with the proviso in its ethical guidelines that due consideration be given to corporate responsibility. Shareholder engagement also includes letter-writing campaigns and sponsorship of shareholder resolutions.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B-.

 Higher Grade Than Last Year

 Overall College Sustainability Leader

 Campus Sustainability Leader

## UNIVERSITY OF WISCONSIN

↑ **B+**  
\$1.4 billion

<b>Administration</b>	<b>B</b>	In accordance with the governor's executive order, all campuses must cut their energy use per square foot by 10 percent by 2008. Eight of the system's chancellors have signed the Presidents Climate Commitment. Numerous campuses employ sustainability coordinators and have sustainability task forces that investigate initiatives such as renewable energy purchasing.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Both the state and the university system have committed to procuring 20 percent of their power from renewable sources by 2011, and the governor has set a goal of making four of the university's thirteen campuses energy independent by 2012. The Green Bay campus has agreed to buy credits to supply 10 percent of its energy needs with renewable energy.
<b>Food &amp; Recycling</b>	<b>A</b>	The university regularly purchases locally grown and organic items. Twice a year, they hold a dinner of virtually all organic ingredients, and local when possible. The Center for Integrated Agricultural Systems is working to connect local farmers to universities. The university has proposed building a waste management laboratory that will include composting facilities.
<b>Green Building</b>	<b>B</b>	The state of Wisconsin, under the governor's executive order, is developing green building standards for all state facilities based on LEED and LEED-EB standards. UW-Whitewater is designing a LEED-certified residence hall that will replace two older halls. UW-Superior is designing a LEED-certified student union to replace its outdated union.
<b>Transportation</b>	<b>A</b>	UW-Madison is a leader across Dane County in providing alternative modes of transportation. Over 50 percent of faculty and staff, and over 90 percent of students use alternative modes of transportation to commute to campus. All faculty, staff, and students, receive a free bus pass. The university's fleet includes vehicles running on biodiesel and electric vehicles. Several units on campus have implemented a bicycle sharing program, as well as a loan program with a local bicycle shop. The university actively constructs and maintains pedestrian and bicycle paths, as well as bicycle lanes.
<b>Endowment Transparency</b>	<b>A</b>	Open records law requires that proxy voting records and a list of endowment holdings be available to the public. This information is accessible via the web.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return. Regent policy states, "For donors who place a high priority on socially responsible investing, use of special investment vehicles will be explored."
<b>Shareholder Engagement</b>	<b>B</b>	A member of the university administration determines proxy votes based on guidelines. The University of Wisconsin System Trust Funds consider social responsibility criteria in voting shareholder proxy proposals and seek student and public comment on issues of significant social concern.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006 and is for the University of Wisconsin Foundation. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

↑ Higher Grade Than Last Year

## UNIVERSITY OF WYOMING

C

\$304 million

<b>Administration</b>	<b>C</b>	On February 17, 2006, President Buchanan formed the UW Campus Sustainability Committee (CSC), made up of students, faculty, and staff. The CSC is currently working to develop a directory of green products and vendors for the purchasing department and is pushing to obtain funding for a student internship position.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Students have the option to purchase wind energy credits through Rocky Mountain Power and the university is listed as a purchaser of green energy on the Green Power Partnership website. The purchasing department encourages the purchase of Energy Star-rated appliances and equipment. Occupancy sensors and energy-efficient lighting are installed in all new facilities and retrofits.
<b>Food &amp; Recycling</b>	<b>C</b>	Due to the university's geographical location, purchasing locally is difficult. However, an on-campus farm is being established, which may supply the dining hall with local produce in the future. Dining services is establishing a program with the farm to provide food scraps it can use as compost. Organic, fair-trade coffee is offered; reusable mugs are distributed to students who are on a meal plan; and eco-friendly soap is used in the dishwashers. Styrofoam products are being eliminated and compostable paper plates, bowls, cups, and bags are being introduced. The dining services director sits on the sustainability committee.
<b>Green Building</b>	<b>B</b>	The use of LEED principles is required during building design, and though obtaining certification is optional, the university aspires to achieve at least a Silver-level rating on many new construction projects. Reconstruction on the Kendall House has begun, which is intended to meet LEED standards, and the College of Business, currently in the design stage, will pursue at least a Silver rating.
<b>Transportation</b>	<b>D</b>	Since 1991, when it was proposed that the campus become more pedestrian-friendly, central streets have been converted to walkways and bicycle paths. Currently, the transportation system utilizes large shuttle buses that are filled to capacity only 3 percent of the time. While alternative fuels continue to be considered as a mass transit fuel source, they are currently not readily available in the immediate area.
<b>Endowment Transparency</b>	<b>B</b>	Information about endowment holdings is sent upon request to members of the school community and the public. The university has no known policy of disclosure of its shareholder voting record.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is also invested in renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

## VANDERBILT UNIVERSITY



↑ C+  
\$3.5 billion

<b>Administration</b>	<b>B</b>	Vanderbilt University has several sustainability-related policies and is currently developing an overall environmental policy framework. The administration, including the campus sustainability coordinator, is actively working with a number of student groups to implement sustainability projects across campus, including composting and energy conservation programs. The Environmental Affairs Committee currently acts in an advisory capacity for all environmental management programs at the school.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Four buildings were included in a pilot energy efficiency project conducted on VU's central campus this year, resulting in an average 15 percent reduction in annual energy consumption for each building. The program is now being expanded systematically to each academic building on campus and will be coupled with an energy conservation educational campaign targeting faculty, staff, and students that will launch in fall 2007. Substantial facility upgrades throughout the Vanderbilt University Medical Center, such as lighting retrofits and chiller/heating upgrades, have reduced energy consumption by 44 million kilowatt-hours per year.
<b>Food &amp; Recycling</b>	<b>A</b>	The university dining service's Eat the World, Save the Earth program offers local and organic foods along with a vegetarian entrée at every meal. VU currently sources from 11 local producers, including a local dairy. It also encourages the use of recyclable and reusable products by designating them with labels. In fall 2007, food preparation waste from the new LEED-registered Commons Dining Center will begin to be composted.
<b>Green Building</b>	<b>B</b>	The university's new residential college system, known as The Commons, is currently under construction and is the largest LEED-registered project in the state of Tennessee. VU achieved LEED Silver certification for two residence halls, and has five more buildings awaiting certification.
<b>Transportation</b>	<b>A</b>	The university received the 2006 Governor's Environmental Stewardship Award in Pollution Prevention for its "Free Ride to Work" program, through which it provides fare for faculty and staff who take public transportation to work. The university provides bike racks and showers throughout campus and powers a portion of the plant operations fleet on biodiesel.
<b>Endowment Transparency</b>	<b>F</b>	The university does not maintain a record of its proxy voting and does not disclose its endowment holdings to anyone.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	Most of the fund is in commingled vehicles where the university does not have the right to vote. In cases where it does, that responsibility is delegated to investment managers.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year



# VASSAR COLLEGE

↓ **B-**  
\$869 million

<b>Administration</b>	<b>B</b>	The College Committee on Sustainability is a group of faculty, staff, students, and administration that works on several fronts to address campus sustainability issues. In past years it has hired student interns to cover specific topics, such as composting, recycling, and local food purchases. Vassar adopted an energy policy in spring 2007 and has had a history of various initiatives to conserve energy dating from the 1980s.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The college has performed several energy audits to find ways to reduce energy use. The class of 2007 purchased a 6-kilowatt photovoltaic system for the college center and the new roof on the barn at the Vassar Farm will feature photovoltaic materials. Meters were installed in residence halls to facilitate the collection of information on consumption and to support inter-dormitory conservation competitions.
<b>Food &amp; Recycling</b>	<b>A</b>	The college has a Farm-to-Vassar program through which it purchases food from about 20 local producers and supports three local dairies. Local produce, hormone-free milk, strictly cage-free eggs, and fair-trade coffee are served. All food waste from the dining halls is composted at the Vassar Farm and used fryer oil is donated to be made into biodiesel.
<b>Green Building</b>	<b>C</b>	The college does not currently have a green building policy nor any LEED-certified or registered projects. However, new construction and renovation projects are subject to a review for green building standards and LEED certification. A green planning seminar was held for faculty, students, and staff to review options for a major upcoming renovation.
<b>Transportation</b>	<b>C</b>	Several departments have switched from golf carts to electric vehicles. The college is evaluating biodiesel fuel vehicles for new purchases within its fleet. The sophomore class gift in 2007 went to reinstating a bicycle sharing program starting in the 2007-08 school year.
<b>Endowment Transparency*</b>	<b>D</b>	Vassar does not typically release investment holdings, although voting records or holdings may be shared with others from the campus community upon request, subject to limitations imposed by some investment manager agreements. Members of the Campus Investor Responsibility Committee do receive information on holdings as part of their annual research work.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return. Vassar does invest in a socially responsible investment fund.
<b>Shareholder Engagement</b>	<b>A</b>	The Campus Investment Responsibility Committee includes two students, two alumni, two faculty members, and two administrators. It makes recommendations to a trustee investor responsibility committee on shareholder resolutions, policy statements, and other actions as appropriate. This process is recognized in the college's by-laws and has been in existence for many years.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of October 23, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B.

\*Information and grade in this category are under review and subject to change. An updated profile will be posted soon.

↓ Lower Grade Than Last Year

## VILLANOVA UNIVERSITY

C

\$336 million

<b>Administration</b>	<b>B</b>	President Donohue has signed the Presidents Climate Commitment. Villanova has a campus sustainability policy that stresses conservation and education, and a green purchasing policy. In addition, the Environmental Team, formed in 2000, remains active; the team consists of students, faculty, administrators, and staff, and is committed to implementing the Presidents Climate Commitment, as well as recycling and paper reduction, environmental audits, community education, environmental education, and green purchasing.
<b>Climate Change &amp; Energy</b>	<b>C</b>	The university has an Energy Star purchasing policy. The facilities management office is creating an energy conservation competition between four residence halls, and wind power is being investigated for future purchase.
<b>Food &amp; Recycling</b>	<b>B</b>	The university purchases 10 percent of its produce locally and supports a local dairy. Organic, fair-trade coffee and teas, as well as fair-trade rice and chocolate, are available. In March 2007, dining services began serving organic fruit, among other organic items. All pre- and postconsumer food is composted, and Villanova has a comprehensive recycling program that includes a full-time recycling coordinator and student representatives. Excess food is donated to local food shelters.
<b>Green Building</b>	<b>C</b>	Villanova's two newest buildings for the College of Nursing and School of Law are being designed for LEED certification. The university is part of the EPA's Energy Star and Green Lights program. The university is also incorporating sustainable design principles into each of its renovations throughout campus, with a focus on sustainability in renovations and renewal of its residence halls.
<b>Transportation</b>	<b>C</b>	The university has recently purchased electric-powered golf carts for use by facilities, mail operations, and dining services. The university recently implemented the Commuter Benefit Plan, which allows members of the campus community to pay for eligible transit expenses through pre-tax payroll deductions. The new law and nursing buildings will feature bike racks and shower areas.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record.
<b>Investment Priorities</b>	<b>C</b>	The university has adopted a social responsibility investment policy that endorses the principles espoused in the investment guidelines issues by the United States Conference of Catholic Bishops.
<b>Shareholder Engagement</b>	<b>D</b>	A resolution by the senate for the university to adopt a more affirmative stance toward socially responsible investing was passed in October 2006. The senate will annually assess and report on the level of Villanova's investing. The university's Investment Committee of the Board of Trustees adopted a social investment policy that includes voting proxies of a socially responsible nature.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of May 31, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

# VIRGINIA COMMONWEALTH UNIVERSITY

**D-**  
\$329 million

<b>Administration</b>	<b>D</b>	Virginia Commonwealth University has signed the Talloires Declaration, committing to act as a world leader in developing, creating, supporting, and maintaining sustainability.
<b>Climate Change &amp; Energy*</b>	<b>F</b>	The university has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling*</b>	<b>D</b>	As a public university, Virginia Commonwealth is required to recycle at least 25 percent of its waste. The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting program. However, yard waste is recycled.
<b>Green Building*</b>	<b>D</b>	A new environmental outreach building will be LEED-certified. The university has no known green building policy.
<b>Transportation</b>	<b>D</b>	Students and staff have access to discounted bus passes. The university has not made public any practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

\*Information and grades in these categories are currently under review and subject to change. An updated profile will be posted soon.

# VIRGINIA POLYTECHNIC INSTITUTE & STATE UNIVERSITY

**C-**  
\$525 million

<b>Administration</b>	<b>B</b>	Virginia Tech has adopted a water and energy policy, which outlines procedures for operations that are consistent with the institute's energy goals. In addition, the Committee for Energy and Sustainability acts in an advisory capacity to the administration and is composed of students, faculty, and staff. Virginia Tech recently created a sustainability coordinator position.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Virginia Tech plans to work with the town of Blacksburg in support of the Cool Cities Initiative, a town-wide commitment to reduce greenhouse gas emissions. The installation of occupancy sensors, commissioning of HVAC systems, and lighting retrofits on campus have increased energy efficiency. Much of Virginia Tech's climate change efforts have been focused on campus transportation, not renewable energy purchases.
<b>Food &amp; Recycling</b>	<b>D</b>	Virginia Tech's diversion rate was approximately 22 percent in 2006. The dining services department does not offer any notable amount of local or organic foods.
<b>Green Building</b>	<b>C</b>	According to policy, all new projects in 2008 and beyond will be designed to LEED Silver-level standards. Decisions to apply for LEED certification are made on a case-by-case basis. If a project fails to meet certification criteria, as many green design standards are incorporated as possible. Virginia Tech registered its first LEED project in 2007.
<b>Transportation</b>	<b>A</b>	Virginia Tech's alternative transportation program is supported by a full-time manager who serves to encourage members of the campus community to bike, walk, or use public transit. Faculty, staff, and students can use public transit fare-free by showing their university ID card, in addition to other incentives for use of alternative modes of transportation. Virginia Tech has received over \$400,000 in federal enhancement grants to build bike trails, bike lanes, and provide other bicycling amenities on campus. The Institute plans to convert 20 vehicles in the campus fleet to biodiesel fuel in 2007.
<b>Endowment Transparency</b>	<b>F</b>	Virginia Tech and the Virginia Tech Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	Virginia Tech and the Virginia Tech Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	Virginia Tech and the Virginia Tech Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the institute and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# WABASH COLLEGE

# D-

\$364 million

<b>Administration</b>	<b>F</b>	Wabash College has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The college utilizes a central heating and cooling plant and benefits from the efficiencies inherent in that type of system. Over a decade ago, Wabash switched the central campus boilers from coal to natural gas and now maintains boiler efficiencies over 80 percent. The college has installed an exhaust-air energy recovery system in the HVAC system of one building. In a campus science building, the HVAC system reuses tempered office air as supply for the lab space that must then be 100 percent exhausted. While there is not an energy recovery system in the building, the dual use of the air reduces energy expenditures.
<b>Food &amp; Recycling</b>	<b>C</b>	The dining services department provides cage-free eggs from a local farmer and fair-trade, organic coffee in campus cafeterias. The college facilitates the recycling of office waste and contracts with GreenDisk to recycle technology products. Used fluorescent lamps, batteries, fouled motor oil, and other controlled wastes are removed from campus by a controlled waste contractor.
<b>Green Building</b>	<b>F</b>	The college has no known green buildings or a green building policy.
<b>Transportation</b>	<b>D</b>	Students for Sustainability, a student-run campus group, maintains a bicycle rental program. The college has not made public any programs or practices that encourage or facilitate the use of other alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# WAKE FOREST UNIVERSITY

# .D

\$1 billion

<b>Administration</b>	<b>D</b>	Wake Forest University is embarking on a comprehensive campus master planning process. A new assistant vice president for facilities management has extensive experience in sustainability issues. New initiatives and policies are expected to emerge in the coming year as a result of the president's recommendation that departments focus more intently on issues of sustainability.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Facilities management works toward the more efficient functioning of campus utilities. Examples of energy efficiency measures include re-lamping of approximately 70 percent of buildings with energy-efficient ballasts; installation of variable-speed drive equipment; and installation of building automation systems around campus. The nano-sciences group has been working on new technology for solar cells, which has been licensed as a city start-up venture and could potentially be deployed on campus.
<b>Food &amp; Recycling</b>	<b>C</b>	The Student Environmental Action Coalition's Food Services Committee is working to encourage dining services and Aramark to buy local foods, to phase out food and beverage containers for perishable items, and to establish a food-share program with a local charity. Reusable mugs are now available for purchase in campus dining halls as an effort to reduce waste. The university participates in the Campus Kitchens Project, a community service initiative aimed at turning unused food from college dining halls into nourishing meals for those in need.
<b>Green Building</b>	<b>D</b>	Wake Forest has used a number of components that meet LEED standards in renovations and new buildings. The university uses extensive energy analysis to guide system designs and has installed insulated windows and exterior doors, energy-efficient HVAC and lighting equipment, and more.
<b>Transportation</b>	<b>C</b>	The residential campus, by nature, encourages pedestrian and bike traffic, and the university provides free shuttle buses for students. The university is embarking on a comprehensive campus master planning process, which will address encouraging foot and bicycle traffic on campus, as well as ways to enhance public transportation access.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D.

- Unchanged Grade From Last Year

# WASHINGTON AND LEE UNIVERSITY

↑ **B-**  
\$693 million

<b>Administration</b>	<b>A</b>	President Ruscio signed the Presidents Climate Commitment and the university's Environmental Planning and Management Committee has been working to promote sustainability initiatives on campus. A full-time position for environmental sustainability has been established, and the university's efforts have made it the first institution of higher education to win Virginia's Environmental Enterprise designation.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has completed a comprehensive environmental audit as well as a greenhouse gas emissions inventory. A \$2.5 million energy performance contract helped implement a wide variety of energy and water conservation measures. The university has been researching the feasibility of installing a solar panel array on campus, which is likely to occur fall 2007.
<b>Food &amp; Recycling</b>	<b>A</b>	Washington and Lee purchases some local food, as well as cage-free eggs and organic produce. Uncooked food is composted on-site and the compost is then used on campus. Dining services uses biodegradable to-go containers and offers discounts with a reusable mug. Waste grease is used as biodiesel for the campus motor fleet, and the recycling program has a 45 percent diversion rate. The university participates in the Campus Kitchens Project, a community service initiative aimed at turning unused food from college dining halls into nourishing meals for those in need.
<b>Green Building</b>	<b>B</b>	The university has adopted a policy of seeking LEED certification on major renovation projects and major new buildings. The first project that will receive LEED accreditation is the renovation of historic Newcomb Hall. The Elrod Student Commons, completed in 2003, and the Wilson Art and Music Building, completed in 2006, also included significant green design elements. The university has installed a number of rain gardens, a filterra system, and a bioretention pond as part of various construction projects.
<b>Transportation</b>	<b>C</b>	The university runs its entire fleet of vehicles on biodiesel fuel. Fall 2007, the university will be implementing the Blue Bike Program, through which students, faculty, and staff can share common bicycles.
<b>Endowment Transparency</b>	<b>D</b>	The university makes a list of endowment holdings available to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>A</b>	The university aims to optimize investment return and is currently invested in renewable energy funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

# WASHINGTON STATE UNIVERSITY

↑ **C** +  
\$651 million

<b>Administration</b>	<b>B</b>	President Floyd has signed the Presidents Climate Commitment. Washington State University's Sustainability Initiative has a volunteer coordinator and an active workgroup that tackles sustainability issues and conducts an annual sustainability forum. The sustainability workgroup has drafted formal policies that will be included in the university's Business Policies and Procedure Manual. A policy on recycling has been adopted and a paper-use policy is under review.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university's facilities operations department and environmental health and safety office have worked diligently to reduce energy use on campus and to find more efficient ways to provide the same level of utilities services. The university has a program encouraging the growth of renewable energy in the state of Washington and is investigating the feasibility of installing a small wind generator.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services spends approximately 40 percent of its annual food budget on local products ranging from produce to beef and chicken. Some local produce comes from the on-campus orchard and farm. Dining services pulps and composts all food and paper waste to be used by the compost facility. The Waste Wise–Shared Responsibility recycling program recycles 57 percent of the waste stream from approximately 1,500 collection areas throughout campus, and when a campus-wide cookout hosted 5,400 students, only 13 pounds of waste were not recycled or composted.
<b>Green Building</b>	<b>B</b>	Any state-funded major building or renovation projects must meet LEED Silver standards, at a minimum, per the governor's order. Thirteen project managers within the university's capital planning and development department are LEED-accredited. The Compton Union Building will be WSU's first certified LEED Silver building.
<b>Transportation</b>	<b>B</b>	The university fleet currently has five hybrid vehicles and plans to add another five this fall. A student-led project is in the process of collecting waste fryer-oil from the dining centers in order to filter and refine it; the heavy equipment unit will use the refined oil. Approximately 3,800 gallons of biofuel will be produced. The university provides a free commuter bus and public transportation system.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year



# WASHINGTON UNIVERSITY IN ST. LOUIS

↑ **C**  
\$4.7 billion

<b>Administration</b>	<b>C</b>	The Committee on Environmental Quality, formed in 2000 in response to student pressure, consists of faculty, students, and staff. The university has hired its first assistant vice chancellor for campus sustainability to lead a campus-wide effort to establish a sustainability policy, strategic plan, and goals.
<b>Climate Change &amp; Energy</b>	<b>D</b>	Six solar modules were installed on the roof of Olin Library in 2006. The university will be establishing its carbon baseline in order to determine its greenhouse gas emission reduction goal. As part of this effort, the university will begin researching which additional renewable energy technologies will be most appropriate for its campus.
<b>Food &amp; Recycling</b>	<b>B</b>	The food service department attempts to incorporate locally produced food as often as possible, based on demand and the growing season. All pork and cage-free eggs are purchased from local growers, and meat and chicken is antibiotic-free. Recyclable plastics and paper boxes are used instead of Styrofoam to-go containers, and the university has a comprehensive recycling program. The new University Center will include an energy- and water-efficient dishwasher to enable the use of reusable dishware.
<b>Green Building</b>	<b>B</b>	The university's first LEED-certified building opened in 2004. The new University Center, currently under construction, is targeting LEED Gold certification. Additionally, design for the new engineering campus is underway and the university plans to seek LEED Platinum certification. The university is also undertaking an initiative to enhance campus facilities standards to align with LEED standards.
<b>Transportation</b>	<b>B</b>	Washington University provides free access to both university transportation and municipal buses, and light rail transport. The university will be offering low-emission, alternative flex-fuel cars to faculty, staff, and students to reduce the number of cars on campus. The campus is reviewing its transportation policy to identify further opportunities to encourage more pedestrian and bicycle traffic, including connecting with the Great Rivers Greenway bike trail project.
<b>Endowment Transparency</b>	<b>D</b>	Information on endowment holdings is made available to trustees, senior administrators, and other select members of the school community. The university does not make proxy voting records available.
<b>Investment Priorities</b>	<b>A</b>	Washington University aims to optimize investment return and is exploring renewable energy funds. The university is invested with managers whose mandates include renewable energy, and has also invested in and loaned funds to others to invest in real estate for neighborhood revitalization in several local areas.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C-.

↑ Higher Grade Than Last Year

## WELLESLEY COLLEGE



\$1.7 billion

<b>Administration</b>	<b>B</b>	In February 2007, Wellesley's president approved a campus sustainability mission statement. The Sustainability Advisory Committee advises the president on establishing priorities related to sustainability issues and works to increase community awareness through events such as Sustainability Month. The committee coordinates its efforts with campus groups including the student-run Energy and Environmental Defense.
<b>Climate Change &amp; Energy</b>	<b>C</b>	Wellesley's cogeneration plant runs at 85 percent efficiency and generates all of the electricity needed for the campus. Energy-reduction competitions have helped increase awareness about energy usage. Wellesley has made no commitment to emissions reduction, but is currently investigating the feasibility of wind or solar power.
<b>Food &amp; Recycling</b>	<b>B</b>	Wellesley offers select local produce seasonally. Through the Meet the Farmer program, farmers are brought to campus to discuss the importance of local food. All coffee offered on campus is certified fair-trade or organic, and cage-free eggs are offered in residence hall dining at certain meals. Efforts by Wellesley Energy and Environmental Defense have led to campus-wide recycling services. Some food scraps are composted for the science department greenhouse.
<b>Green Building</b>	<b>C</b>	Wellesley has committed to initiating a sustainability review for all new construction and renovation projects utilizing LEED standards as a guide. In order to increase energy efficiency in the science center, upgrades are being made to many mechanical and lighting systems, including new, highly efficient windows on the north side. Other renovations include installing green roofs on multiple buildings and dual-flush toilets in the chapel.
<b>Transportation</b>	<b>B</b>	Wellesley is experimenting with electric vehicles and using a 20 percent biodiesel blend in their fleet. A contracted bus service provides mass transit to Boston and nearby destinations. A parking facility completed in 2004 has helped Wellesley move closer to fulfilling their landscape master plan by removing cars from the core of campus.
<b>Endowment Transparency</b>	<b>F</b>	The college makes neither its proxy voting record nor a list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>A</b>	A college committee deliberates, and makes recommendations or decisions, on proxy votes. The Proxy Voting Subcommittee is composed of four trustees, two faculty members, several students, and the president of the college.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C.

↑ Higher Grade Than Last Year

## WESLEYAN UNIVERSITY

\$620 million

<b>Administration</b>	<b>B</b>	Wesleyan University is participating with the city of Middletown in an initiative that aims to have 20 percent of the state's energy needs come from renewable sources by 2010. The Wesleyan University Sustainable Advisory Group recommends sustainable practices to senior staff for consideration. The student Environmental Organizing Network works with the advisory group on environmental issues.
<b>Climate Change &amp; Energy</b>	<b>A</b>	The university has committed to the Campus Climate Pledge with a goal to reduce measurable greenhouse gas emissions to 1990 levels by 2010, to 10 percent below 1990 levels by 2020, and to 75 to 80 percent below current levels in the long term. An energy policy has been in place since 2004, and energy conservation efforts have already lowered emissions to below 1990 levels. The university's athletic center runs on 100 percent renewable energy. A new 2,490-kilowatt cogeneration system should be installed within the next two years.
<b>Food &amp; Recycling</b>	<b>A</b>	Thirty-three percent of food products are purchased from within 150 miles of the university. All eggs are cage-free and all coffee is fair-trade. The university's dining services composts 49,000 pounds of food scraps each year, and is currently expanding the program to include postconsumer waste. Last year, Wesleyan placed in the top ten colleges in several categories of RecycleMania.
<b>Green Building</b>	<b>B</b>	The university incorporates green building standards in all renovation and construction projects and the Fauver Field residence hall recently achieved LEED certification. Wesleyan purchases recycled and recyclable building materials, uses products with low volatile organic compounds (VOCs), and recycles most demolition debris.
<b>Transportation</b>	<b>C</b>	The university has purchased two electric cars and has ordered two electric DYMAC trucks for use as waste management vehicles on campus. The public safety department is considering the use of a hybrid vehicle for patrols on campus. A student group has designed and expects to implement a bicycle repair program to distribute abandoned bikes to students, faculty, and staff.
<b>Endowment Transparency</b>	<b>B</b>	Endowment holdings are available to students, faculty, staff, and alumni via a secure website maintained by the treasurer's office. The university provides links to the Securities and Exchange Commission's website where proxy statements are posted.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>C</b>	Wesleyan invites members of the university community to share their opinions about shareholder questions and will disclose any positions they take on them.

Data compiled from independent research as well as through a campus sustainability policy survey and a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was C+.

↑ Higher Grade Than Last Year

## WEST VIRGINIA UNIVERSITY

C-

\$471 million

<b>Administration</b>	<b>B</b>	A sustainability position statement has been issued by the vice president of administration and finance, and the faculty senate has adopted a resolution supporting green building and recycling initiatives, among others. The university has created a full-time staff position within the facilities and services office whose partial duties include acting as the sustainability advocate for the university. A sustainability committee was formed within the facilities management division to assess the current status of sustainability at WVU and make recommendations for future initiatives.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The university has implemented an energy-saving performance plan through a contract with Siemens Building Technologies, Inc. The plan includes the installation of several energy-saving retrofits, in addition to educational campaigns about energy use that engage students.
<b>Food &amp; Recycling</b>	<b>D</b>	WVU currently recycles paper, plastic, aluminum, toner cartridges, fluorescent tubes, electronics, and scrap metal. As of January 22, 2007, the university began providing its own recycling services, rather than outsourcing, by purchasing a recycling truck and hiring full-time staff. Weekly recycling averages total 10 tons of paper and 150 pounds of plastic diverted from the waste stream. The university's dining services department does not offer any notable amount of local or organic foods, and does not run a composting program.
<b>Green Building</b>	<b>C</b>	A recent \$28.8 million renovation adapted several green building features, including a vegetated roof and an energy-efficient heating, ventilation, and air-conditioning system. The university is targeting LEED Silver certification for its renovation of Oglebay Hall.
<b>Transportation</b>	<b>B</b>	Ridership in the university's Personal Rapid Transit program is approximately 2.25 million per fiscal year. Additional public transportation is provided to the campus community through a partnership with the local transit authority. Students, faculty, and staff can ride for free. The Transportation and Planning Committee has been formed to expand these programs.
<b>Endowment Transparency</b>	<b>F</b>	The university and WVU Foundation have no known policy of disclosure of endowment holdings or shareholder voting records. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university and WVU Foundation aim to optimize investment return and have not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university and WVU Foundation have not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a campus sustainability policy survey. Endowment size in upper right corner is as of June 30, 2007 and combines the university and related foundation. For information on data collection and evaluation, please see the Methods section on page 228.

# WHEATON COLLEGE (Illinois)

# C-

\$313 million

<b>Administration</b>	<b>C</b>	Wheaton College's Environmental Stewardship Advisory Committee meets monthly to make recommendations to members of the senior administration. The Wheaton student chapter of A Rocha, a Christian conservation organization, hosted a summit of about 50 student leaders to discuss the evangelical community's involvement in environmental issues.
<b>Climate Change &amp; Energy</b>	<b>D</b>	The president has signed the Evangelical Climate Initiative; however, no commitment to emissions reductions has been made. Energy-efficient lighting has been installed across campus and the physical plant department is currently examining options for purchasing renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	Dining services acquires approximately 10 percent of its food from local farms during the growing season; The small percentage is due to the limited capacity of suppliers. All campus buildings have recycling bins for paper, metal, glass, and plastic. The diversion rate is approximately 15 percent.
<b>Green Building</b>	<b>C</b>	Though the college does not currently have a green building policy, an extensive draft of proposed sustainable facilities construction and operation policies was submitted by the college's Environmental Stewardship Advisory Committee for review by the administration. LEED certification standards have been included in the specifications for renovations that are presently underway on a central academic building, and LEED Silver certification standards are in the specifications for a proposed new \$60 million sciences building.
<b>Transportation</b>	<b>C</b>	The physical plant department recently purchased its first all-electric, plug-in vehicle and may purchase more in the future. One of two public safety patrol vehicles is a hybrid, and the athletics department replaced their trainers' gasoline-powered ambulance with an all-electric model. The human resources department offers a pre-tax paycheck deduction for purchase of commuter train and bus passes.
<b>Endowment Transparency</b>	<b>D</b>	The college makes its proxy voting records and a list of endowment holdings available to trustees, senior administrators, and other select members of the school community.
<b>Investment Priorities</b>	<b>B</b>	The college aims to optimize investment return and is exploring renewable energy investment funds or similar investment vehicles.
<b>Shareholder Engagement</b>	<b>F</b>	The college asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

# WHITMAN COLLEGE

# C-

\$391 million

<b>Administration</b>	<b>C</b>	Whitman College has adopted a set of environmental principles encouraging recycling, eco-friendly purchasing, and energy efficiency. The college has a conservation committee of faculty, staff, and students, which addresses a broad array of sustainability issues.
<b>Climate Change &amp; Energy</b>	<b>B</b>	Whitman has 65 wind turbines on college-owned property that are operated by Florida Power and Light. The electricity generated goes directly into the grid, but is the equivalent of twice the amount of energy that Whitman consumes in a typical year. Whitman purchases over 20 percent of its electricity through the Pacific Power Blue Sky program, which supports sustainable energy sources. Whitman is also a party to the Northwest Regional Climate Action Initiative, which sets regional greenhouse gas emissions reduction targets. The Whitman Campus Climate Challenge is a group of students, faculty, and staff that works to reduce the school's climate footprint.
<b>Food &amp; Recycling</b>	<b>A</b>	Dining services are provided by Bon Appétit, a company committed to sourcing sustainable, local foods. Local food options from 25 producers are available on the cafeteria menu in addition to many organic products, cage-free eggs, and sustainably produced meat. Students provide their own to-go containers, which reduces waste. Bon Appétit will soon implement its "Low Carbon Diet" program, designed to educate students about the connection between food choices and climate change. As part of the program, dining services will reduce the amount of beef it purchases by 25 percent.
<b>Green Building</b>	<b>C</b>	The two most recent buildings constructed on campus were designed to meet LEED-certification standards. A third building that uses LEED criteria is currently under construction. However, Whitman has no known green building policy.
<b>Transportation</b>	<b>F</b>	The college has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The college has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The college aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The college has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228.

## WILLAMETTE UNIVERSITY

C+

\$234 million

<b>Administration</b>	<b>A</b>	Willamette University's commitment to sustainability is characterized by the "Four E's": equity, environment, economics, and education. The university's definition of sustainability extends beyond environmental issues to include social justice, demonstrated by the institution of a living wage standard for every one of its employees. In 2004, the Sustainability Council was formed to oversee sustainability initiatives. A green purchasing policy requires the use of paper products and carpets with recycled content and green cleaning products. President Pelton has signed the Presidents Climate Commitment.
<b>Climate Change &amp; Energy</b>	<b>B</b>	The university has committed to climate neutrality, and a carbon emissions inventory will be conducted in the next year. The university has signed a green power purchasing commitment and installed photovoltaic panels on Kaneko Hall. A 100-kilowatt photovoltaic system will be installed on the new Ford Academic Building. Small-scale hydroelectric generation on the campus stream is also being explored. Energy-efficient installations include motion sensors, high-efficiency lighting, and systems monitoring on most buildings.
<b>Food &amp; Recycling</b>	<b>A</b>	Food items such as meat and vegetables are purchased from local, organic farms using socially just labor practices whenever possible. Local food accounts for 35 percent of the food budget and is sourced from 12 local producers, including a dairy. Biodegradable to-go containers are being introduced and all vegetable food waste is composted during the school year. Items are baked and cooked from scratch using ingredients from local mills.
<b>Green Building</b>	<b>B</b>	In 2003, the board of trustees endorsed green building guidelines to be used for all new construction and renovations. The Kaneko Residential Commons, will be LEED Gold when commissioned. A second project, the Ford Academic Building, is also pursuing LEED Gold. Double-glazed windows and low-flow plumbing are used in renovations; waterless urinals are being used in a pilot project in two buildings.
<b>Transportation</b>	<b>B</b>	Gas-powered work vehicles are being replaced with electric vehicles, and hybrids are used for campus security vehicles. A campus bike shop provides free services to the community. A car-sharing program is open to all students, faculty, and staff. A rideshare webpage connects carpoolers.
<b>Endowment Transparency</b>	<b>F</b>	The university has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

## WILLIAMS COLLEGE \$

↓ **B+**  
\$1.9 billion

<b>Administration</b>	<b>B</b>	The Trustees of Williams College passed a resolution in January 2007, committing to reduce greenhouse gas emissions to 10 percent below 1990 levels by 2020 and to adopting the principles of sustainability as an institutional priority. A sustainability committee has been formed to manage climate action initiatives primarily focusing on energy- and emissions-related projects. The recently launched Zilkha Center for Environmental Initiatives has plans to hire a full-time director.
<b>Climate Change &amp; Energy</b>	<b>B</b>	In December 2006, Williams completed a carbon emissions inventory and committed to updating this inventory annually. The college's strategy for reducing emissions will include investing in renewable energy either directly or indirectly through the purchase of renewable energy credits, reducing energy consumption on campus through building and lighting retrofits, and switching to cleaner fuel options.
<b>Food &amp; Recycling</b>	<b>A</b>	The college spends 17 percent of its annual food budget on local purchases from numerous local producers. Purchases include grass-fed beef and pork, fair-trade coffee and bananas, cage-free eggs, and organic produce. Williams has begun using reusable dishware and utensils for larger outdoor picnics. Dining services composts its food waste.
<b>Green Building</b>	<b>B</b>	The college is currently pursuing LEED certification on a number of buildings in the design or construction phases. Many features of green building design have been incorporated in standard design practices, including life-cycle costing, energy modeling, low-flow toilets, construction waste management, and low-emitting materials.
<b>Transportation</b>	<b>C</b>	Williams has four electric vehicles that are used by custodial and facilities maintenance personnel on campus. Campus parking areas are gradually being located to the perimeter of campus to discourage on-campus driving. The college fleet also includes several hybrid cars.
<b>Endowment Transparency</b>	<b>B</b>	The college's proxy voting record is available on a password-protected website, and both the voting record and a list of investment holdings are available to members of the college community at the investment office or the vice president's office.
<b>Investment Priorities</b>	<b>A</b>	The college aims to optimize investment return and is invested in community development financial institutions or loan funds. Additionally, the college is exploring renewable energy investment funds or similar investment vehicles. The Williams Social Choice Fund allows individuals to direct donations to a special endowment fund that screens investments based on environmental and social criteria.
<b>Shareholder Engagement</b>	<b>A</b>	The Advisory Committee on Shareholder Responsibility at Williams deliberates on and makes recommendations or decisions on proxy votes. The committee is comprised of two members from the following groups: faculty, administrators, students, and alumni.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey. Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was A-.

↓ Lower Grade Than Last Year

\$ Endowment Sustainability Leader



# WORCESTER POLYTECHNIC INSTITUTE

**D-**  
\$354 million

<b>Administration</b>	<b>F</b>	Worcester Polytechnic Institute has no known policy relating to campus-wide sustainability initiatives.
<b>Climate Change &amp; Energy</b>	<b>F</b>	A class installed a small solar array on campus in order to raise awareness of green energy options. The institute has not made public any steps taken to address energy efficiency or conservation possibilities, and has not made progress toward the use of renewable energy.
<b>Food &amp; Recycling</b>	<b>C</b>	The institute contracts with two local producers, including a local dairy. Dining services provides reusable dishware to students and has eliminated the use of Styrofoam products. Cooking oil is recycled through the institute's "Fry-o-Later" program.
<b>Green Building</b>	<b>D</b>	The institute dedicated its first LEED-certified building in 2006, but has no known green building policy.
<b>Transportation</b>	<b>F</b>	The institute has not made public any programs or practices that encourage or facilitate the use of alternative forms of transportation.
<b>Endowment Transparency</b>	<b>F</b>	The institute has no known policy of disclosure of endowment holdings or its shareholder voting record. Therefore, there is no known ability to access this information.
<b>Investment Priorities</b>	<b>C</b>	The institute aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The institute has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research as well as through a dining services survey. Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228.

<b>Administration</b>	<b>A</b>	The Office of Sustainability consists of a director, an education and outreach coordinator, and 12 student research assistants during the school year. The Yale Procurement Office website has many resources for the campus community related to green purchasing. Yale is committed to partnering with peer institutions in the region and internationally, and has multiple advisory councils dedicated to sustainability.
<b>Climate Change &amp; Energy</b>	<b>A</b>	Yale has committed to reducing its greenhouse gas emissions to 10 percent below 1990 levels by the year 2020—a 43 percent reduction from 2005 levels. Through the Yale Greenhouse Gas Reduction Initiative, student reductions in energy usage are rewarded with the purchase of renewable energy certificates for residential halls. Recently, photovoltaic cells were installed at the Yale Divinity School. The university has committed to reducing energy consumption in the residential colleges by 15 percent by 2008.
<b>Food &amp; Recycling</b>	<b>A</b>	The Yale Sustainable Food Project initiated the introduction of local, organic vegetables, fruits, and beef to all residential college dining halls. There are a number of active programs overseen by the recycling department that range from a desk-side recycling program to a comprehensive spring salvage and an electronics collection and recycling service.
<b>Green Building</b>	<b>A</b>	The university is making a clear effort toward green building with its University Design Standards, which incorporate principles in line with LEED Silver certification, with an emphasis on energy efficiency. Eleven campus buildings are candidates for LEED design and certification. A campus-wide retrofit of inefficient lightbulbs, windows, HVACs, and other facilities has been put into place as well.
<b>Transportation</b>	<b>B</b>	As part of its commitment to the implementation of a campus-wide transportation demand management system, Yale hired a director of sustainable transportation in the spring of 2007. Currently, the Yale shuttle fleet is running on an ultra-low sulfur diesel and 20 percent biodiesel blend. There are seven hybrid vehicles on campus, utilized by several departments including parking and transit and grounds maintenance.
<b>Endowment Transparency</b>	<b>D</b>	Basic investment information is made available in the annual report. However, the proxy voting record is not publicly accessible.
<b>Investment Priorities</b>	<b>C</b>	The university aims to optimize investment return and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
<b>Shareholder Engagement</b>	<b>A</b>	A committee composed of two students, two alumni, two faculty, and two staff recommends and implements proxy voting that is approved by the corporation. Recommendations on proxy votes are open to the Yale community, as well as to the two student committee members.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2007. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was B+.

■ Unchanged Grade From Last Year

 Campus Sustainability Leader

# YESHIVA UNIVERSITY

↑ **C-**  
\$1.3 billion

<b>Administration</b>	<b>C</b>	The Energy Task Force, with representation from multiple departments, the board of trustees, and students focuses on sustainability initiatives. In the fall of 2007, at the recommendation of the task force, the university hired an energy manager, who oversees projects recommended by an energy study that was performed in 2006 and addresses related sustainability issues.
<b>Climate Change &amp; Energy</b>	<b>C</b>	In 2006, the university performed a preliminary energy audit of their Manhattan campuses. Yeshiva University has committed to a five-year capital plan to replace/modify existing systems with energy-efficient systems. Among other work, its largest chiller, as well as two of its larger cooling towers and three sets of dual-fuel burners have been replaced with more efficient models. Energy-efficient lighting with motion sensors has been installed. The university is investigating purchasing green power and biofuels.
<b>Food &amp; Recycling</b>	<b>C</b>	The university recycles plastic, cans, cardboard, and newspapers through the New York City Department of Sanitation. The medical school campus maintains a composting site, which is used for mulch around the campus. The university's dining services department does not offer any notable amount of local or organic foods; however, they do purchase fair-trade coffee.
<b>Green Building</b>	<b>C</b>	The university has committed to increasing the efficiency of its buildings and has performed numerous renovations including improved roof insulation, direct digital controls on A/C systems, and replacement of old air handler fan motors with high-efficiency units. Yeshiva has also installed energy-efficient lighting with motion sensors in some buildings. The new research facility, the first building constructed by the university in more than a decade, features energy conservation as a prime design component.
<b>Transportation</b>	<b>C</b>	The president's office has mandated that the university's fleet be only hybrid vehicles. The university is renegotiating its inter- and intra-campus shuttle contract to include vehicles that run on alternative fuels. The shuttle offers staff an alternative to using their cars to get around the campus. The university offers its employees the TRiPP program, which provides a pre-tax benefit for the use of mass transit.
<b>Endowment Transparency</b>	<b>F</b>	The university makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
<b>Investment Priorities</b>	<b>B</b>	The university aims to optimize investment return and is also exploring renewable energy investment funds or similar investment vehicles, as well as community development financial institutions or loan funds.
<b>Shareholder Engagement</b>	<b>F</b>	The university asks that its investment managers handle the details of proxy voting.

Data compiled from independent research as well as through a campus sustainability policy survey, a dining services survey, and an endowment shareholder practices survey (for the *Report Card 2007*). Endowment size in upper right corner is as of June 30, 2006. For information on data collection and evaluation, please see the Methods section on page 228. Overall grade on the *College Sustainability Report Card 2007* was D-.

↑ Higher Grade Than Last Year

# METHODS

## SELECTION

The *College Sustainability Report Card 2008* evaluates the colleges and universities with the 200 largest endowments in the United States and Canada. The endowment ranking was determined by the 2006 NACUBO Endowment Study, published in January 2007 by the National Association of College and University Business Officers, which provides the most recent data of its kind. Endowment values listed on the 200 profile pages reflect financial figures from this study, unless more recent data from school administrators or websites were provided (as noted at the bottom of the profile page for each school).

The selection process was further refined by omitting certain institutions based on several guidelines: The *Report Card* does not assess institutions limited to a single, specialized field of graduate or professional study; institutions that do not have traditional campus facilities; or institutions that share endowments with primary or secondary schools. Furthermore, schools that are part of a state-wide university system with multiple campuses (such as the University of California) have been merged into a single system profile. The process involved taking an initial look at system-wide activities and then focusing on the flagship campus. When appropriate, activities of other schools within the system were included. While assessing endowment policies of university systems, the system's pooled endowment was reviewed. When necessary, the endowment of the flagship campus and/or an affiliated foundation was considered, but not separately-reported endowments of non-flagship campuses. As a result of applying these filters, 14 of the 214 wealthiest institutions of higher education listed in the 2006 NACUBO Endowment Study have not been included in this report.

## RECOGNITION

In order to recognize schools that have made notable achievements in various areas of sustainability, the Sustainable Endowments Institute (SEI) has created a number of leadership categories. Six schools that earned cumulative grade averages of "A-" qualified as overall College Sustainability Leaders. The Campus Sustainability Leader designation recognizes the 25 schools that received an average grade of "A-" or better on the five campus operations categories (Administration, Climate Change & Energy, Food & Recycling, Green Building, and Transportation). The Endowment Sustainability Leader designation recognizes the three schools that received an average grade of "A-" or better on the three endowment management categories (Endowment Transparency, Investment Priorities, and Shareholder Engagement). In addition, SEI has recognized all schools that received an "A" grade in a specific category with the appropriate leadership designation (e.g. Green Building Leader, Transportation Leader, etc.).

Along with profiling 200 schools in the *Report Card 2008*, SEI developed the Sustainability Innovator Award to recognize an additional small group of highly innovative schools for their leadership in sustainability. Schools already included in the *Report Card 2008* were *not* eligible to participate. Nominations were solicited by posting the announcement on the front page of SEI's website ([www.endowmentinstitute.org](http://www.endowmentinstitute.org)), as well as by sending requests for nominations to numerous listservs, websites, and sustainability coordinators. In judging the nominations, SEI used the following criteria: efficiency/reduction of resource use, educational impact, creativity, uniqueness of solution or adaptability of approach to other schools. The four award recipients were selected based on nominations received by the deadline.

## DATA COLLECTION & VERIFICATION: CAMPUS OPERATIONS

Data collection for the report took place from June through September 2007. For the five sections related to campus management (Administration, Climate Change & Energy, Food & Recycling, Green Building, and Transportation), information was gathered first from publicly available documentation. Sources included the institution's website and media coverage, as well as information from the United States Environmental Protection Agency (EPA) and the United States Green Building Council (USGBC). Data from both the public and members-only sections of the Association for the Advancement of Sustainability in Higher Education (AASHE) website were also used to compile the school profiles. SEI has been a member of AASHE since 2006.

In all, 88 percent of schools participated in at least one of the three research surveys.

## A comparison of grades in the 2007 and 2008 editions of the *Report Card* provides a readily accessible way to track progress.

After preliminary information was obtained for the campus management section, the presidents at all 200 schools were contacted via email. Each president was sent a survey that included SEI's initial findings about his or her respective school in the Administration, Climate Change & Energy, Green Building, and Transportation categories, along with a request to add to, update, or correct the data. The survey was also sent to the sustainability coordinator, or a similarly designated sustainability professional, at the schools at which such a position exists.

If individuals did not respond promptly, SEI made several additional attempts to contact each school—specifically, sending at least two separate follow-up emails and placing at least two phone calls to each school. In total, 149 of the 200 schools (74.5 percent) responded to the campus survey. If more recent information was not provided, but a school had responded to the *Report Card 2007* campus survey, this previously collected information was used and is noted at the bottom of the profile. Since dining services are often contracted to an independent vendor, a separate dining services survey was sent to the director of dining services, or equivalent professional, at each institution. Of the 200 dining services surveys sent, 130 (65 percent) were completed.

Many schools submitted extensive and detailed responses. Due to space limitations, SEI regretfully had to edit them to fit within the profile format. The points assigned for their grades, however, were based on all information submitted.

### DATA COLLECTION & VERIFICATION: ENDOWMENT MANAGEMENT

For the three endowment-related sections (Endowment Transparency, Investment Priorities, and Shareholder Engagement), a multiple-choice survey was sent via email to an official whose duties pertain to endowment management. Typically, this individual was a chief investment officer, chief financial officer, vice president for investments, vice president for finance, director of investments, or another person with similar responsibilities.

Because comparatively little information is publicly available on endowments, SEI was unable to conduct the same type of initial background research that was employed for the campus survey. Consequently, a multiple-choice survey format was chosen to accurately capture endowment policies and practices. Responses were received from 90 of the 200 schools (45 percent) after following up by both phone and email. Whenever possible, data and information collected from publicly available sources were incorporated into each school's profile and results. If more recent information was not provided, but a school responded to the *Report Card 2007* endowment survey, this previously collected information was used and is noted at the bottom of the profile.

### GRADING

For both the research and the grading processes, SEI was careful to avoid any potential bias or conflicts of interest by assigning members of the research team to schools with which they have no current or previous affiliation. Furthermore, each school's complete information was reviewed by at least two evaluators who worked independently and did not confer about their evaluations. In a small number of cases, when the resulting grades from both sources were not identical, a third evaluation was conducted independently of the first two assessments, to resolve the disparity.

All 39 indicators used for grading are described in the Indicators section of this report on page 230. Each school earned numerical points in proportion to its policies and practices for each indicator. A predetermined scale, based on points earned for the indicators, was then used to determine letter grades for each of the eight categories. To simplify grading, only full letter grades (i.e., no plus or minus) of A, B, C, D, and F were given in the five campus management categories and the three endowment-related categories. The eight equally weighted category grades were totaled to calculate a grade point average (GPA) on a 4.0 scale (where A = 4, B = 3, C = 2, D = 1, and F = 0).

The GPA was then translated into an overall sustainability grade, ranging from "A" to "F," using a standard grading scale. No school received an "F" in the Investment Priorities category because all schools were awarded a minimum grade of "C" for aiming to optimize investment return. When schools did not respond to the questionnaires or inquiries, or declined to participate, grades were derived from research of publicly available sources, as well as responses to the *Report Card 2007* surveys, if applicable.

While there is a high degree of diversity among the schools in the *Report Card*, many of the best practices can be applied to all colleges and universities, be they large or small, public or private. In the research and grading, factors that might be primarily attributed to size or geographic location were taken into account and those categories were graded accordingly. For example, in the Food & Recycling category for the University of Alaska, SEI included in its evaluation the fact that locally grown food would not be easily available because of the short growing season in Alaska.

Among the potential formats for presenting research findings, the system of assigning letter grades was thought to be appropriate for educational institutions. A comparison of grades in the 2007 and 2008 editions of the *College Sustainability Report Card* provides a readily accessible way to track progress among schools. In future years, multi-year comparisons will help provide a longer-term picture of sustainability trends in higher education.

# INDICATORS

The *College Sustainability Report Card 2008* grades are determined through the following process: Every school evaluated was awarded points according to its level of activity for each indicator within all eight categories listed in this section. When appropriate, school size and geographic setting are taken into consideration. Maximum points vary by indicator. For each category, point totals are used to determine the grade. The eight main categories are weighted equally in calculating the school's GPA on a 4.0 scale and then translated into the overall letter grade.

The following 39 indicators are based on thorough research of sustainability best practices in higher education concerning campus operations and endowment policies. While these indicators take a broad range of policies and programs into consideration, they do not encompass all college and university sustainability efforts nor do they include teaching, research, or other academic aspects concerning sustainability.

## CAMPUS OPERATIONS

Administration

Climate Change & Energy

Food & Recycling

Green Building

Transportation

## 39 INDICATORS

### ADMINISTRATION

#### Sustainability Policies

- Demonstrating a commitment to campus sustainability by the president and senior administrators.
- Adopting sustainability-related mission statements, master plans, and/or endorsements of local, national, or international agreements (e.g., American College and University Presidents Climate Commitment, Talloires Declaration).

#### Sustainability Staff

- Designating staff to help develop, facilitate, and oversee sustainability programs and policies.
- Supporting the sustainability staff, as indicated by level of authority and funding.

#### Green Purchasing Policies

- Prioritizing the purchase of reusable materials, green-certified materials, eco-friendly cleaning products, bulk items, and/or products requiring minimal packaging.

#### Advisory Council

- Integrating multiple stakeholders into an active advisory council to guide the administration on issues of campus sustainability.

#### Student Involvement

- Facilitating student involvement in institutional decision making on sustainability issues.
- Supporting active student environmental organizations.

#### Center

- Maintaining an office or center specifically focused on achieving campus sustainability goals.

#### Website

- Operating an Internet resource for community education on sustainability.
- Offering a school website to facilitate involvement in campus sustainability initiatives.

Eight main categories are weighted equally in calculating the school's GPA on a 4.0 scale and then translated into the overall letter grade.

## CLIMATE CHANGE & ENERGY

### Carbon Emissions Inventory

- Completing a campus carbon emissions inventory.

### Commitment to Emissions Reduction

- Instituting efforts to reduce carbon emissions.
- Committing to climate neutrality, either through the American College and University Presidents Climate Commitment or through another similar pledge.

### Energy Efficiency

- Using energy-efficient technology.
- Installing equipment such as vendor misers on vending machines to decrease electricity consumption, motion sensors to automatically turn off lights when a room is not in use, and compact fluorescent bulbs to replace incandescent lightbulbs.

### Energy Conservation

- Facilitating programs that provide incentives for members of the campus community to reduce energy use.

### Renewable Energy Purchase

- Purchasing electric power from renewable sources or purchasing renewable energy credits.

### Renewable Energy Investment

- Installing or planning solar, wind, geothermal, or other alternative sources of power.
- Investing in renewable energy technology with the potential to benefit the community beyond campus.

## FOOD & RECYCLING

### Local Food

- Purchasing food from local farmers and producers.
- Participating in farm-to-school programs and food production on campus.
- Geographical location and seasonal availability is taken into consideration.

### Organic and Sustainably Produced Food

- Incorporating organic, fair-trade, or other sustainably produced foods in the menu.
- Making available organic and fair-trade products in other campus food facilities such as cafés and stores.
- Supporting organic food production on campus.

### Reusable Dishware and Eco-friendly To-go Containers

- Decreasing dining hall waste by encouraging the use of reusable dishware.
- Eliminating the use of Styrofoam products.
- Offering to-go containers made from recycled, biodegradable, or eco-friendly materials.

### Food Composting

- Implementing a composting program to manage dining hall food waste. Diversion rates are noted.

### Recycling Program for Dining Halls

- Administering a recycling program for dining hall recyclables, such as bottles, cans, and cardboard. Diversion rates are noted.

### Recycling Program for Office Waste

- Providing recycling receptacles for items such as paper, printer cartridges, and batteries.
- Encouraging recycling of office materials by faculty, staff, and students. Diversion rates are noted.

### Composting of Landscaping Waste

- Composting landscaping waste.
- Recycling landscape waste into mulch for use on campus.

The Transportation category, new this year, shows significant positive activity.

## GREEN BUILDING

### Green Building Policy

- Committing through a formal policy to the use of green building criteria in all construction and renovation.

### LEED Certification

- Seeking certification by the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system.
- Requiring all new buildings to be LEED certified.

### New Construction

- Incorporating green building standards into specific new building projects.

### Renovation and Retrofits

- Renovating existing buildings in accordance with green standards.
- Installing various retrofits such as low-flow plumbing equipment to conserve water.

## TRANSPORTATION

### Alternative Vehicle Fleet

- Maintaining vehicle fleets or a campus shuttle running on clean-burning fuels or electricity, either for campus maintenance or for use/rent by faculty, staff, and students.

### Mass Transit

- Providing transportation or access to public transportation systems around campus or to local destinations.

### Incentives for Carpooling or Using Public Transportation

- Creating incentives for the campus community to carpool or to use public transportation.

### Bicycle Program

- Encouraging bike use by providing more bicycle racks and offering repair services and bicycle rental or sharing.

### Planning

- Planning and implementing a pedestrian-friendly and/or bike-friendly campus.
- Creating parking policies to encourage the use of alternative modes of transportation.



## ENDOWMENT PRACTICES

Endowment Transparency

Investment Priorities

Shareholder Engagement

### ENDOWMENT TRANSPARENCY

#### Investment Holdings

- Making lists of investment holdings available to the school community or to a wider audience.

#### Proxy Voting Record

- Making proxy voting records available to the school community or to a wider audience.

#### Accessibility

- Making investment holdings and proxy voting records available based on the following priorities:
  1. Providing information via a publicly accessible website.
  2. Providing information via a password-protected website.
  3. Sending information, upon request, via email or post.

### INVESTMENT PRIORITIES

#### Renewable Energy and Sustainable Investment

- Using environmental sustainability criteria in selecting all or part of endowment investments.
- Investing in renewable energy funds or actively investigating the option.

#### Community Investment

- Making investments in community development loan funds or other community development financial institutions or actively investigating the option.

#### Optimizing Investment Return

- Investing to optimize long-term profit—a vital aspect of maintaining endowment sustainability.

### SHAREHOLDER ENGAGEMENT

#### Proxy Vote Decisions

- Providing ways for the school to exercise its shareholder rights.
- Advising trustees on proxy voting by a proxy voting advisory committee or similar committee structure.

#### Stakeholder Involvement

- Incorporating multiple stakeholders into the investment advisory process.
- Including faculty, student, and alumni representation on an advisory committee to the trustees.

#### School Community Input

- Encouraging members of the school community to provide input via open forums or a website.

#### Sustainability Voting Record

- Voting in favor of sustainability-related shareholder proposals (when school proxy voting records are available for review).

# ACKNOWLEDGMENTS

As a project of the Sustainable Endowments Institute, the *College Sustainability Report Card 2008* would not have been possible without the commitment of many individuals and organizations. Some were a source of ongoing advice and support, while others were involved directly with bringing this initiative to fruition. Since our founding in 2005 as a Special Project of Rockefeller Philanthropy Advisors, we have benefited enormously from the visionary guidance of RPA Senior Vice President Doug Bauer.

## Rockefeller Brothers Fund V. Kann Rasmussen Foundation Nathan Cummings Foundation

As the Institute has grown, members of our outstanding board of advisors have continued to offer their expertise in many aspects of higher education, sustainable development, corporate governance, endowment policy, and fiduciary responsibility. We deeply appreciate their gracious willingness to share experience and insight that are so vital to the work of the Institute.

We especially wish to thank those who have provided generous financial support to the *Report Card*: The Rockefeller Brothers Fund, the V. Kann Rasmussen Foundation, and the Nathan Cummings Foundation. We also wish to acknowledge those who have provided financial and moral support to further the Institute's work: Energy Action, Foundation for Civic Leadership, Jessie Smith Noyes Foundation, Roy A. Hunt Foundation, and Rudolf Steiner

Foundation. In addition, the friendship and generous contributions of individual donors, including Scott McDonald and Tiffany Schauer as well as Robert A.G. Monks inspired and empowered our efforts. While these foundations, organizations, and individuals did not have direct involvement in the *Report Card* project, they have helped advance our endeavors in sustainable endowment research and outreach.

A terrific team of research fellows undertook the daunting task of researching the *Report Card*. We are grateful for the dedicated efforts of Elizabeth Ginsburg, Sarah Lang, and Samantha Weaver, who brought enthusiasm and talent to help forge a new understanding of sustainability in higher education. In addition, Elizabeth Ginsburg and Jordan Goldwarg each took on bold and important projects with great discernment and resourcefulness.

Senior Research Fellow Jenna Smith's passionate pursuit of excellence and her grace under pressure helped overcome challenges and weave together an impressive collection of data.

We also wish to thank the superb teams at the gabbegroup and the Better Days Alliance. Jennifer Robinson and Scott Addison provided invaluable advice and expertise as well as numerous hours helping with outreach about the *Report Card*. Andrée Hight Duggan and Will Duggan brought fresh ideas to the project and did a spectacular job in producing top-notch visual images.

We appreciate the hard work of the graphic designer and editors who ensured that the graphics and text were accurate and effective. Jamie Hunt's Of Balance design studio focuses on the interface between design and the environment. His creative eye and ability to ascend seemingly insurmountable obstacles produced a compelling new design. The clarity of the text was enhanced immeasurably by the knowledgeable, caring, and dedicated work of editor Lisa Goodman, as well as by the constructive criticism of wordsmiths at EcoMotiva.

Our project never would have gotten off the ground without the consistent and extraordinary behind-the-scenes assistance of Gage Weekes and Summer Greenstein at Rockefeller Philanthropy Advisors who graciously handled hundreds of administrative matters. Thank you!

We also wish to acknowledge the assistance at various important moments from Ben Bolger, Walter Corey, Annie DiMartino, Andy Eggers, Beth Fischer, Seth Fiur, Peter Hult, Jamie Hunt, Lexie Hunt, Brent Kazan, Vivian Orlowski, Billy Parish, Seth Pietras, and from Cindy Esposito at CSRwire.

We are particularly grateful to the hundreds of college and university officials who took time to respond to the Institute's emailed questionnaires and phone inquiries. Their feedback contributed tremendously to the accuracy and completeness of this report and helped to ensure the proper representation of their school's policies in the profiles.

The Institute regrets any possible omissions or misinterpretations of the data that were collected independently or that schools provided. We welcome additions or corrections to the school profiles and intend to update the *Report Card*, as posted on our website, with necessary changes and adjustments.

While the inspiration for the *College Sustainability Report Card* can be traced to many sources, we would like to acknowledge the dedication of those who are committed in their work and in their lives to making sustainability an integral part of higher education.

*Mark Orlowski*

Executive Director  
Sustainable Endowments Institute



Printed on 100% Recycled Paper  
*[www.EndowmentInstitute.org](http://www.EndowmentInstitute.org)*

© SUSTAINABLE ENDOWMENTS INSTITUTE. ALL RIGHTS RESERVED.