

# Sustainable Campus Index



**2015**  
Top Performers, Best  
Practices & Trends

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**On the cover:**  
Colorado State University became the first institution to earn a STARS Platinum rating in March 2015. Courtesy of Colorado State University.

Images throughout this publication are provided courtesy of this year's STARS rated institutions. We are grateful to the 35 colleges and universities that shared images with us and to all of the institutions that have demonstrated their sustainability commitment through STARS.



# About STARS

The Sustainability Tracking, Assessment & Rating System (STARS) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. STARS was developed by the Association for the Advancement of Sustainability in Higher Education (AASHE) with broad participation from the higher education community. STARS participants pursue credits to earn a [Bronze, Silver, Gold or Platinum rating](#), or recognition as a STARS Reporter. The credits included in STARS span the breadth of higher education sustainability and are organized into four categories: Academics, Engagement, Operations and Planning & Administration. All reports are publicly accessible on the STARS website. For more information, visit [stars.aashe.org](http://stars.aashe.org).

## STARS at a Glance

(as of 10/12/15)

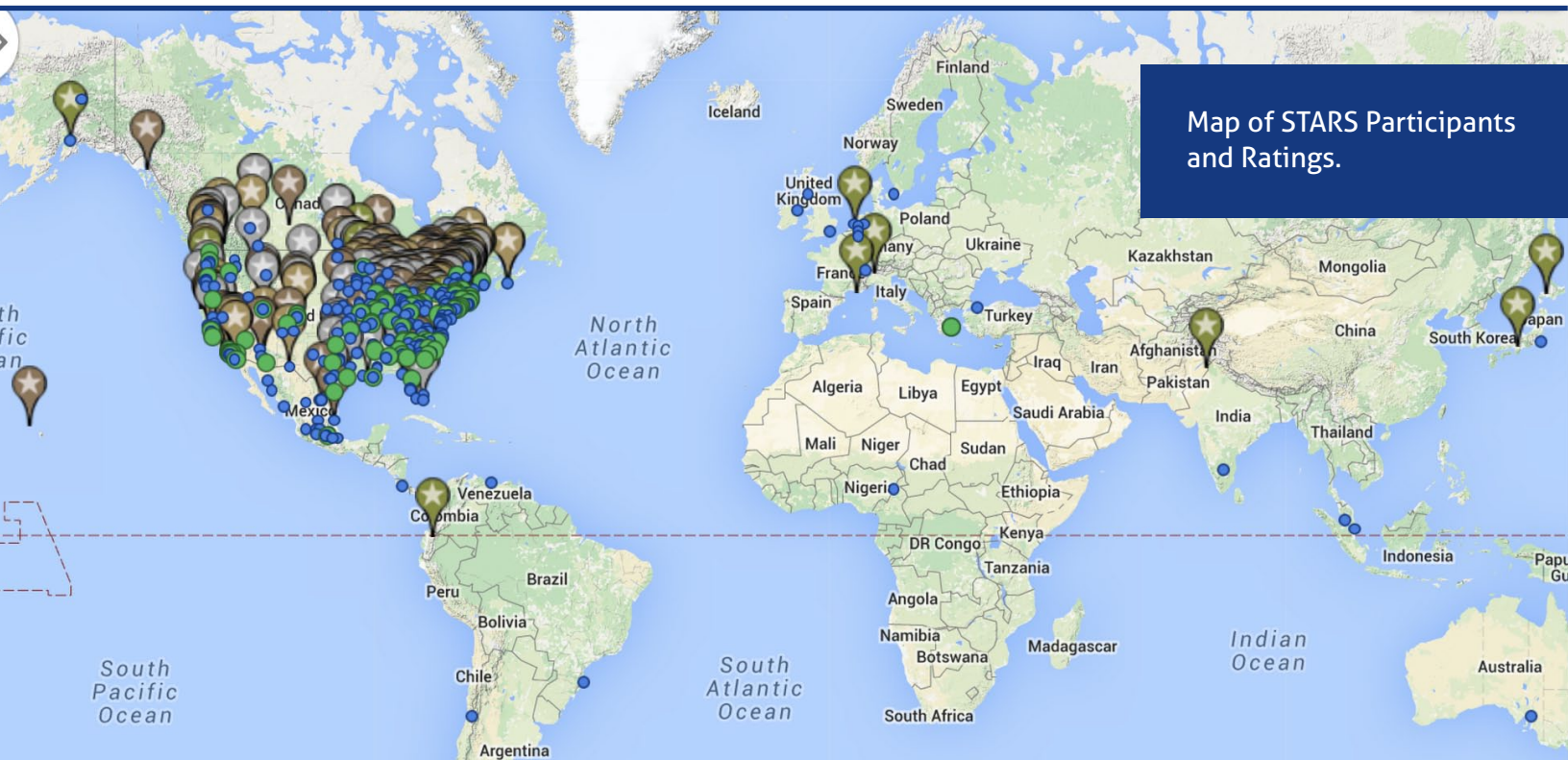
**529** reports submitted by **359** institutions in **9** countries

**725** STARS Participants in **24** countries

**7** institutions have submitted **4** reports,

**17** institutions have submitted **3** reports,

**115** institutions have submitted **2** reports



# Introduction

The 2015 Sustainable Campus Index highlights top-performing colleges and universities in 17 areas, as measured by STARS. Data submitted by top performers has been reviewed by AASHE staff to ensure that content meets credit criteria (see [page 51](#) for a detailed methodology). The report also includes trends and best practices from over 50 institutions that submitted STARS reports in the last 12 months (July 1, 2014 - June 30, 2015).

Higher education is making great strides in advancing sustainability, and STARS institutions have achieved major milestones in the last year. Participation in STARS surpassed 700 institutions in 2015, and 112 reports were submitted in the most recent year (7 percent increase over last year). In January 2015, Universidad de Monterrey ([STARS Bronze](#)) became the first institution outside the U.S. and Canada to earn a STARS rating. In addition, submissions from Canadian institutions doubled in comparison to last year.



Founding member of the University of Winnipeg Ice Riders, Andrée Forest fixes a flat tire in the UWSA BikeLab (story on [page 34](#)).



# Introduction

Average STARS scores and ratings have increased since last year, as institutions continue to implement new and impactful sustainability advancements. The proportion of Gold-rated institutions increased for a second year in a row, and in March 2015, Colorado State University became the first institution to earn [STARS Platinum](#) - the highest rating available. More institutions are submitting multiple STARS reports, and scores are higher in subsequent reports by an average of 8.6 points (see Rising STARS below for schools that saw the greatest increases). By participating in STARS, colleges and universities demonstrate significant commitment to advancing sustainability. Through this report, we hope to encourage continued progress.

## Rising STARS

The institutions below submitted reports in the last 12 months and saw an overall score increase of 15 points or more over their previous report.

Institution	Rating	Type	Location
<a href="#">Babson College</a>	Gold	Baccalaureate	Wellesley, MA
<a href="#">Colby College</a>	Gold	Baccalaureate	Waterville, ME
<a href="#">Florida Gulf Coast University</a>	Gold	Master's	Fort Myers, FL
<a href="#">Furman University</a>	Gold	Baccalaureate	Greenville, SC
<a href="#">George Mason University</a>	Gold	Doctoral	Fairfax, VA
<a href="#">Kankakee Community College</a>	Gold	Associate	Kankakee, IL
<a href="#">Simon Fraser University</a>	Gold	Doctoral	Burnaby, BC
<a href="#">Thompson Rivers University</a>	Gold	Master's	Kamloops, BC
<a href="#">State University of New York at Cortland</a>	Gold	Master's	Cortland, NY
<a href="#">University of Missouri</a>	Gold	Doctoral	Columbia, MO
<a href="#">University of North Carolina at Chapel Hill</a>	Gold	Doctoral	Chapel Hill, NC
<a href="#">Baylor University</a>	Silver	Doctoral	Waco, TX
<a href="#">Missouri State University</a>	Silver	Master	Springfield, MO
<a href="#">Northern Alberta Institute of Technology</a>	Silver	Baccalaureate	Edmonton, AB
<a href="#">Oklahoma State University</a>	Silver	Doctoral	Stillwater, OK
<a href="#">Raritan Valley Community College</a>	Silver	Associate	North Branch, NJ
<a href="#">Richland Community College</a>	Silver	Associate	Decatur, IL
<a href="#">Wilfrid Laurier University</a>	Silver	Doctoral	Waterloo, ON

# Academics

Top Performers, Best Practices & Trends



Simon Fraser University doctoral biology student Michelle Nelson spent five field seasons studying salmon and nutrients in British Columbia's Great Bear Forest (story on [page 10](#)). Photo credit: Alison Page, Simon Fraser University.



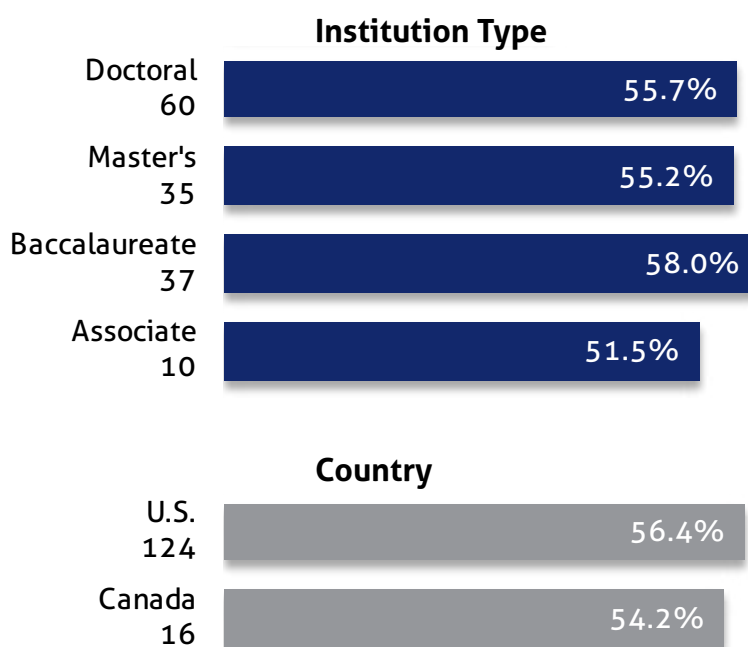
# Curriculum

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Green Mountain College</a>	99.5%	Baccalaureate	Poultney, VT
2. <a href="#">Appalachian State University</a>	95.6%	Master's	Boone, NC
3. <a href="#">Colorado State University</a>	92.3%	Doctoral	Fort Collins, CO
4. <a href="#">Babson College</a>	90.9%	Baccalaureate	Wellesley, MA
5. <a href="#">Sterling College</a>	89.8%	Baccalaureate	Craftsbury Common, VT

## Average Scores

The Curriculum subcategory recognizes institutions that have formal education programs and courses that address sustainability. Small, four-year institutions earned higher points in Curriculum on average, and this was especially the case for those institutions with an environmental focus or mission. Only four doctoral institutions were included among the top 20, and Kankakee Community College was the highest ranked associate college (15th place overall).



### Curriculum Credits:

- Academic Courses
- Learning Outcomes
- Undergraduate Program
- Graduate Program
- Immersive Experience
- Sustainability Literacy Assessment
- Incentives for Developing Courses
- Campus as a Living Laboratory

# Curriculum Highlights

**Kankakee Community College** began offering a “Greening Your Curriculum” faculty development course in 2012 as an incentive for developing sustainability courses. The course is offered online and is free to KCC employees. To date, the method has realized sustainability-related content in 67 courses ([learn more](#)).

The Environmental Liberal Arts core at **Green Mountain College** makes explicit connections between course content and sustainability learning outcomes. All undergraduate and graduate students complete programs or courses that include sustainability learning outcomes, and over half of all undergraduate and graduate courses focus on sustainability ([learn more](#)).

The Attitudes and Knowledge focus group interview series was just one of five types of sustainability literacy assessments conducted at **Thompson Rivers University** to gauge students’ awareness and opinions on the subject of sustainability. One hundred percent of students are assessed for sustainability literacy with a follow-up assessment. The results of these surveys affect the direction TRU takes regarding action on sustainability-related initiatives ([learn more](#)).



A new Aquaponics section was recently added at Kankakee Community College. Student Lyn Nitz-Mercaent displays produce from an aquaponic tank containing tilapia.



Old Main building is within the academic heart of campus at Thompson Rivers University.



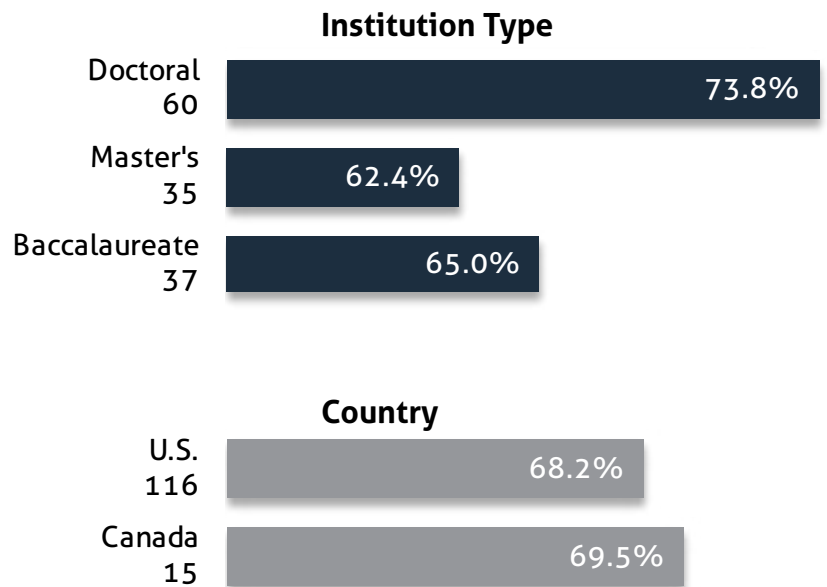
# Research

## Top Performers

Institution	Score	Type	Location
<a href="#">Colorado State University</a>	100%	Doctoral	Fort Collins, CO
<a href="#">Columbia University</a>	100%	Doctoral	New York, NY
<a href="#">Florida Gulf Coast University</a>	100%	Master's	Fort Myers, FL
<a href="#">George Washington University</a>	100%	Doctoral	Washington, DC
<a href="#">Portland State University</a>	100%	Doctoral	Portland, OR
<a href="#">Stanford University</a>	100%	Doctoral	Stanford, CA

## Average Scores

The Research subcategory recognizes institutions that conduct research on sustainability. Top performers include institutions that pursued all credits and earned 100 percent of points earned (some institutions qualify for "Not Applicable" status.) George Brown College in Toronto was the only Associate college that pursued Research credits. A strong environmental focus among many baccalaureate schools may explain why baccalaureate institutions performed slightly better than master's institutions. Fourteen institutions in the top 20 were doctoral universities.



Note: Average score for associate colleges not included due to low rates of pursued Research credits among associate colleges.

### Research Credits:

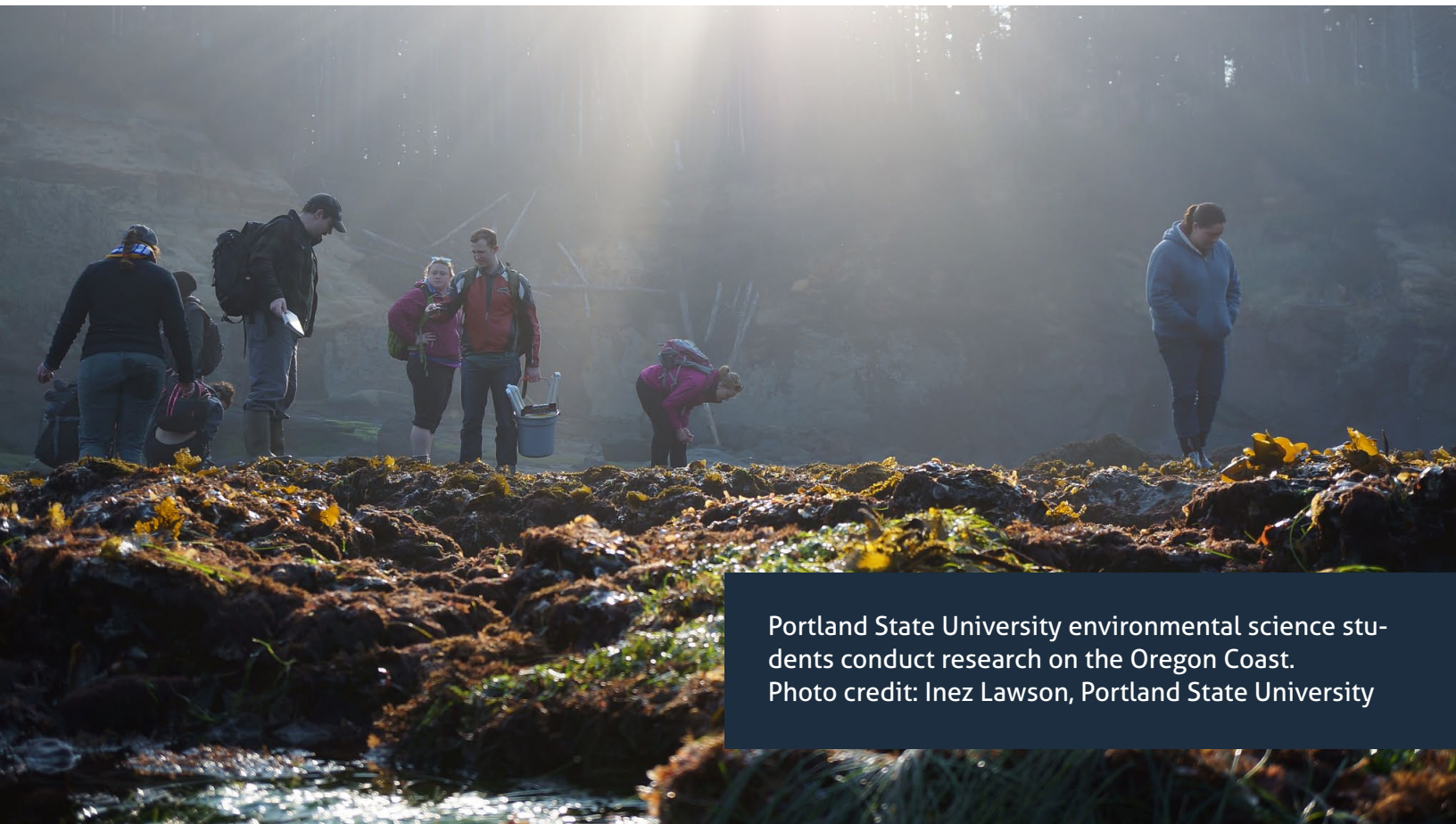
- Academic Research
- Support for Research
- Open Access to Research

# Research Highlights

Earning 100 percent in Research is **Portland State University**, whose Institute for Sustainable Solutions helps to advance urban sustainability, ecosystem services, and social determinants of health. The institute offers research funding, support for grant development, funding for student research positions and more. Seventy-eight percent of academic departments and 52 percent of faculty are engaged in sustainability research ([Learn more](#)).

With 98.4 percent of points earned, **Dickinson College** is a top performer for Baccalaureate institutions in the Research subcategory. Dickinson's Center for Sustainability Education offers student-faculty research awards to student and faculty teams working to advance understanding of sustainability or climate change. Since 2008, 44 student-faculty research awards have been granted for over \$249,800 in 15 academic departments ([Learn more](#)).

The highest ranking Canadian institution in Research, **Simon Fraser University** earned 92.6 percent of available points. The university hosts several programs that promote student and faculty research in sustainability, including the Centre for Sustainable Community Development and the Pacific Institute for Climate Solutions. Seventy-one percent of academic departments and 16 percent of faculty at SFU are engaged in sustainability research ([Learn more](#)).



Portland State University environmental science students conduct research on the Oregon Coast. Photo credit: Inez Lawson, Portland State University



# Engagement

Top Performers, Best Practices & Trends



A student volunteer bags trash during SUNY Cortland's "Big Event" in May. During this one-day celebration of service, more than 400 SUNY Cortland students went to work at 50 sites around the city, raking debris, clearing vacant lots, mulching public garden beds and performing other needed tasks (story on [page 16](#)).

# Campus Engagement

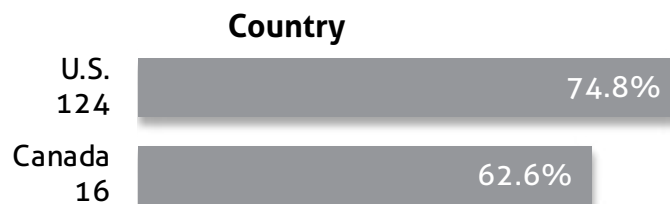
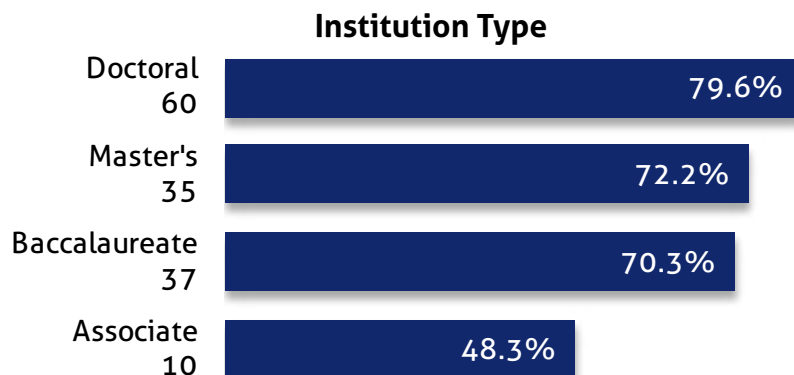
## Top Performers

Institution	Score	Type	Location
<a href="#"><u>Appalachian State University</u></a>	100%	Master's	Boone, NC
<a href="#"><u>Colby College</u></a>	100%	Baccalaureate	Waterville, ME
<a href="#"><u>Colorado State University</u></a>	100%	Doctoral	Fort Collins, CO
<a href="#"><u>Columbia University</u></a>	100%	Doctoral	New York, NY
<a href="#"><u>Emory University</u></a>	100%	Doctoral	Atlanta, GA
<a href="#"><u>Furman University</u></a>	100%	Baccalaureate	Greenville, SC
<a href="#"><u>Grand Valley State University</u></a>	100%	Master's	Allendale, MI
<a href="#"><u>Macalester College</u></a>	100%	Baccalaureate	Saint Paul, MN
<a href="#"><u>Northern Arizona University</u></a>	100%	Doctoral	Flagstaff, AZ
<a href="#"><u>Oregon State University</u></a>	100%	Doctoral	Corvallis, OR
<a href="#"><u>Santa Clara University</u></a>	100%	Master's	Santa Clara, CA
<a href="#"><u>Texas A&amp;M University</u></a>	100%	Doctoral	College Station, TX
<a href="#"><u>University of Colorado Boulder</u></a>	100%	Doctoral	Boulder, CO
<a href="#"><u>University of Illinois, Urbana- Champaign</u></a>	100%	Doctoral	Urbana, IL
<a href="#"><u>University of Minnesota, Morris</u></a>	100%	Baccalaureate	Morris, MN
<a href="#"><u>University of Wisconsin-Oshkosh</u></a>	100%	Master's	Oshkosh, WI
<a href="#"><u>Wartburg College</u></a>	100%	Baccalaureate	Waverly, IA
<a href="#"><u>Western University</u></a>	100%	Doctoral	London, ON



## Average Scores

The Campus Engagement subcategory recognizes institutions that provide students with sustainability learning experiences outside the formal curriculum, and support employee engagement, training, and development in sustainability. The 18 institutions on the previous page achieved 100 percent of points earned in the Campus Engagement section of STARS. Large institutions with well-developed sustainability programs tend to perform better under Campus Engagement. The non-residential nature of most associate colleges can make student engagement more difficult, and may explain why average scores are lower.



### Campus Engagement Credits:

- Student Educators Program
- Student Orientation
- Student Life
- Outreach Materials & Publications
- Outreach Campaign
- Employee Educators Program
- Employee Orientation
- Staff Professional Development

## Highlights

The Planet Blue Ambassador program at **University of Michigan** allows any faculty member, staff member, student or alumni to model sustainability through training and education. To become a Planet Blue Ambassador, individuals must complete five training modules related to energy, food, water, waste and community. Each module includes an interactive game with suggestions to get involved, as well as information about U-M's goals and progress to date ([learn more](#)).

# Campus Engagement Highlights

## University of Colorado Boulder

Athletics has begun using its leadership in sports sustainability to help fans become more sustainable in their own lives, homes, and workplace. Recent “Sustainable Gameday” basketball games encouraged fan behavioral change targets for water & energy conservation, recycling and composting. Post activity assessment showed an increase in recycling and composting among fans as a result of the gameday program ([learn more](#)).



Girl Scouts set up to give 2,000 basketball fans home kitchen composters. Courtesy of University of Colorado Boulder.

To promote sustainability among first-year students at **Western University** (Ontario) during student orientation, the sustainability team within facilities management collaborated with the athletics department to organize “The Amazing Race Western,” a sustainability-themed scavenger hunt. Sustainability challenges included participating in a waste sorting challenge, completing trivia for Western’s energy dashboard, and visiting LEED-certified buildings ([learn more](#)).



Western University student Cathy Chen won first place in the Sustainability Scavenger Hunt, winning a 2015 GIANT hybrid bike. Courtesy of Western University (Canada).



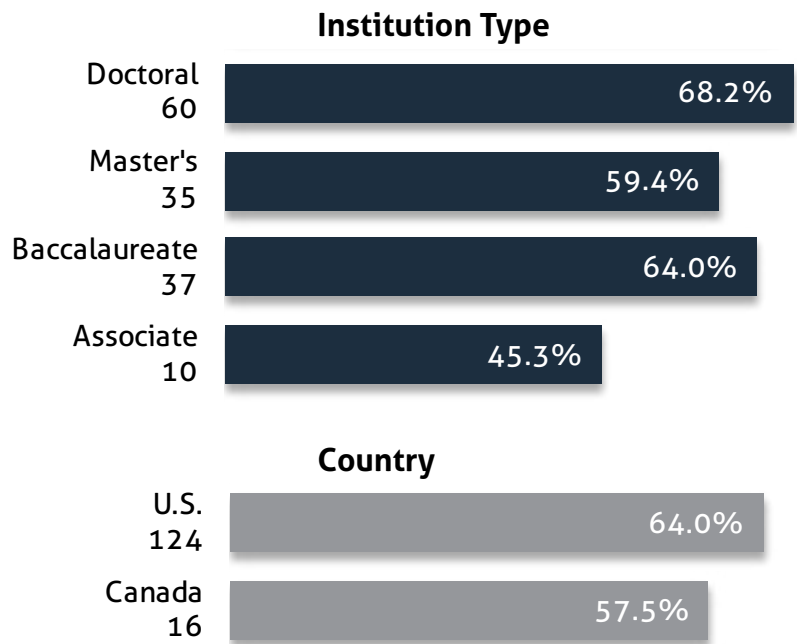
# Public Engagement

## Top Performers

Institution	Score	Type	Location
1. <u>Colorado State University</u>	97.9%	Doctoral	Fort Collins, CO
2. <u>University of North Carolina at Greensboro</u>	95.0%	Doctoral	Greensboro, NC
3. <u>University of Colorado Boulder</u>	91.5%	Doctoral	Boulder, CO
4. <u>University of Michigan</u>	91.2%	Doctoral	Ann Arbor, MI
5. <u>State University of New York at Cortland</u>	90.0%	Master's	Cortland, NY

## Average Scores

The Public Engagement subcategory seeks to recognize institutions that help catalyze sustainable communities through public outreach, community partnerships and service. Many institutions among the top 20 earned full points in most Public Engagement credits, and rate of student community service was what largely determined top performers. Eleven institutions among the top 20 were doctoral institutions.



### Public Engagement Credits:

- Community Partnerships
- Inter-Campus Collaboration
- Continuing Education
- Community Service
- Community Stakeholder Engagement
- Participation in Public Policy
- Trademark Licensing
- Hospital Network

# Public Engagement Highlights

With 91.2 percent of points earned, **State University of New York at Cortland** is a top performer for Masters institutions in the Public Engagement subcategory. Student civic engagement is an area of strength for SUNY Cortland, with 96 percent of students engaged in community service for an average of 58 hours per students. Students can also participate as interns in the *Solarize Cortland* initiative aimed at increasing solar PV use in Cortland County residences ([learn more](#)).

**Colorado State University** earned 97.9 percent of points in Public Engagement thanks in part to partnerships with the City of Fort Collins and other partners. FortZED is an initiative to transform the downtown Fort Collins and the CSU campus into a net zero energy district. Climate Wise is a partnership aimed at reducing greenhouse gas emissions which in 2013, resulted in over 171,000 metric tons of CO<sub>2</sub>e and \$15 million saved by participating businesses ([learn more](#)).

**Universidad de Monterrey** and Xignux company have partnered on an inter-campus competition for generating solutions to problems related to energy and the environment. Through the initiative, teams of students at universities in Nuevo Leon develop proposals for alternative energy systems and sustainable construction, and winning proposals are developed to benefit regional non-profit organizations ([learn more](#)).



SUNY Cortland students collect litter and debris from neighborhoods surrounding the campus. Every year, SUNY Cortland students provide more than 200,000 hours of volunteer labor to the community.



# Operations

Top Performers, Best Practices & Trends



Kelly Adlington, a junior majoring in soil and waste resources at the University of Wisconsin-Stevens Point, works in the Wisconsin Institute for Sustainable Technology's compostability lab (story on [page 32](#)). Photo courtesy of the University of Wisconsin-Stevens Point.

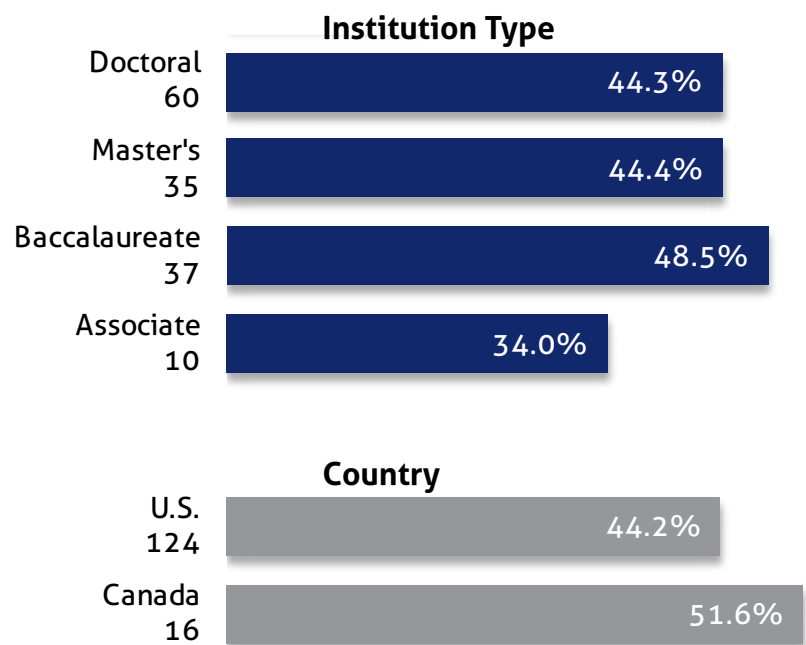
# Air & Climate

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Colby College (tie)</a>	98.5%	Baccalaureate	Waterville, ME
1. <a href="#">Green Mountain College (tie)</a>	98.5%	Baccalaureate	Poultney, VT
1. <a href="#">Haverford College (tie)</a>	98.5%	Baccalaureate	Haverford, PA
4. <a href="#">University of Victoria</a>	93.9%	Doctoral	Victoria, BC
5. <a href="#">Colgate University</a>	93.5%	Baccalaureate	Hamilton, NY

## Average Scores

The Air & Climate subcategory recognizes institutions that are measuring and reducing their greenhouse gas and air pollutant emissions. Three institutions are tied for first in this subcategory, having each earned 9.83 out of 10 points available for the greenhouse gas emissions credit. Several universities in British Columbia are among the top ten in Air & Climate, where provincial laws require public sector organizations to measure greenhouse gas emissions, reduce emissions where possible, and offset remaining emissions through verified 3rd party offsets. This may in part explain why Canadian institutions tend to perform better in Air & Climate.



### Air & Climate Credits:

- Greenhouse Gas Emissions
- Outdoor Air Quality



## Air & Climate Highlights

A top performer for Associate colleges in Air & Climate, **Raritan Valley Community College** has seen reduced emissions through upgraded HVAC equipment and lighting, recommissioning equipment, installing automated controls, running a cogeneration plant, and buying 35 percent of energy that is Green-e certified. The college is moving to 100 percent Green-e certified energy in 2015 ([learn more](#)).

After a decade of work to measure, prevent, and reduce carbon emissions, **Colby College** became one of the first colleges in the country to achieve carbon neutrality in 2013 (two years before Colby's target date). A number of campus initiatives contributed to this effort, including a move to 100-percent renewable electricity, energy-saving retrofits, use of sustainably harvested wood biomass and purchasing carbon offsets through projects across New England and beyond ([learn more](#)).

Since the 2007 baseline year, **Simon Fraser University** has reduced greenhouse gas emissions by 18.5 percent, despite an 11 percent growth of the university's building footprint in the same time period. SFU has been carbon neutral since 2010 based on the BC Government's Greenhouse Gas Reduction Targets Act, which requires all public sector organizations to measure their greenhouse gas emissions, reduce emissions as much as possible, and offset remaining emissions ([learn more](#)).



RVCC's 1.4MW cogeneration engine significantly improves overall fuel efficiency, resulting in lower operating costs and reductions in CO<sub>2</sub> emissions by 1,900 metric tons per year. Courtesy of Raritan Valley Community College.



High-efficiency boilers have replaced aging boilers in Simon Fraser University's Discovery 2 building, helping to reduce the university's GHG emissions. Photo credit: Bernard Chan, courtesy of Simon Fraser University.

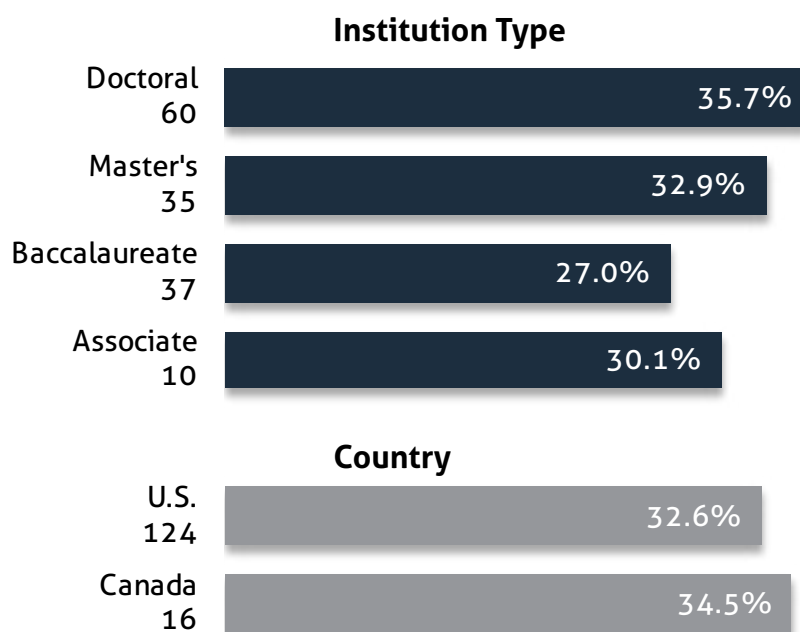
# Buildings

## Top Performers

Institution	Score	Type	Location
1. <a href="#">University of Illinois, Urbana-Champaign</a>	62.3%	Doctoral	Urbana, IL
2. <a href="#">University of Minnesota, Morris</a>	60.3%	Baccalaureate	Morris, MN
3. <a href="#">Appalachian State University</a>	59.4%	Master's	Boone, NC
4. <a href="#">University of Wisconsin-River Falls</a>	58.6%	Master's	River Falls, WI
5. <a href="#">Dickinson College</a>	57.9%	Baccalaureate	Carlisle, PA

## Average Scores

The Buildings subcategory recognizes institutions that are improving the sustainability performance of new and existing buildings. Associate colleges do well in this subcategory, with Richland Community College and Joliet Junior College in the top 20. Aging infrastructure may explain why baccalaureate institutions earned lower points on average. A notably high number of institutions from the U.S. Midwest were among the top 20.



### Buildings Credits:

- Building Operations & Maintenance
- Building Design & Construction
- Indoor Air Quality



# Buildings Highlights

**Sheridan Institute of Technology & Advanced Learning** passed a revised sustainability policy in 2014 stating that “energy performance of new or substantially-renovated buildings will exceed LEED Gold, aligning instead with German A-Rated levels”. Any RFPs should specify energy end-use to meet a 12-month average energy performance index between 70 ekWh/m<sup>2</sup> - 100 ekWh/m<sup>2</sup>. Over one-third of all new construction in the last five years has achieved a LEED Gold rating ([learn more](#)).

In 2014, **Smith College’s** 2,300 square foot Bechtel Environmental Classroom became the fifth building in the world to be certified as a Living Building. In its first year of occupancy, the center operated as a net-zero facility, generating more energy than it used. Local materials were used and all materials were certified free of carcinogenic and endocrine-disrupting chemical agents. Smith students have been involved in projects tied to the facility, such as monitoring electricity and water usage ([learn more](#)).



Sheridan’s new A-Wing building in Brampton, ON will include a new Energy Centre for district heating, allowing for energy performance of under 100 ekWh/m<sup>2</sup>/year. The Energy Centre will be used as a living lab for engineering students. Photo credit: Norm Li AG+I Inc.



## Buildings Highlights

In its newly constructed greenhouse facility, **Joliet Junior College** employs a rainwater harvesting system that captures rainwater runoff and directs it to an underground cistern used for irrigation. The system significantly reduces the demand of potable water and also reduces stormwater runoff. The greenhouse has achieved LEED certification, becoming one of two greenhouses in the U.S. to have achieved this distinction ([learn more](#)).



Joliet Junior College's Greenhouse Facility is the first among community colleges to earn LEED certification. Energy- and water-efficient systems bring the Horticultural Sciences department new ways of growing, conserving, and teaching.

All **University of Minnesota, Morris** buildings are operated and maintained in accordance with the Regent's Policy on Sustainability and Energy Efficiency. Major renovations follow the rigorous Minnesota B3 benchmarking standards, ensuring compliance with metrics regarding performance management, site, water, energy and atmosphere, indoor air quality, materials and waste ([learn more](#)).



Green Prairie Community (dorm) at University of Minnesota, Morris. Photo credit: Logan Bender '17.



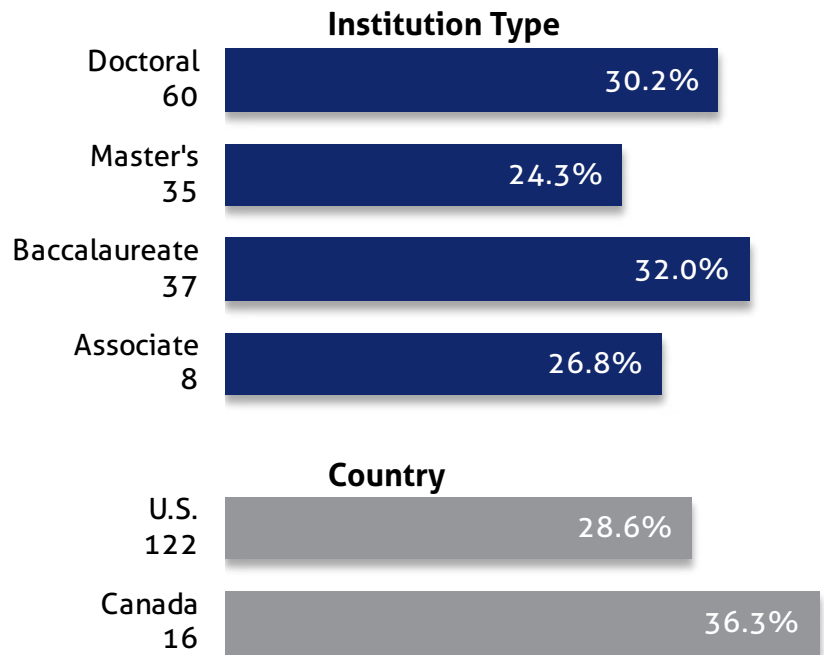
# Dining & Food

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Sterling College</a>	68.0%	Baccalaureate	Craftsbury Common, VT
2. <a href="#">University of Winnipeg</a>	65.7%	Baccalaureate	Winnipeg, MB
3. <a href="#">Central Carolina Community College</a>	60.0%	Associate	Sanford, NC
4. <a href="#">Villanova University</a>	54.6%	Master's	Villanova, PA
5. <a href="#">University of Victoria</a>	52.4%	Doctoral	Victoria, BC

## Average Scores

The Dining Services subcategory recognizes institutions that encourage sustainable food systems that promote health, support local economies, and maximize positive environmental and social impacts. Canadian institutions tend to perform better than U.S. institutions in this subcategory, with five Canadian institutions among the top 20. Most U.S. institutions in the top 20 were located in Eastern or Midwest regions.



### Dining & Food Credits:

- Food & Beverage Purchasing
- Low Impact Dining

## Dining & Food Highlights

**Sterling College** was ranked #1 by the Real Food Challenge for achieving 76 percent of food from local, sustainable, fair trade, and humane sources. The college has no vending machines, convenience stores, or franchises, and about 20 percent of food is grown and used on campus. Sterling chefs work alongside students to prepare foods seasonally from scratch, conserve energy and water, compost and recycle ([learn more](#)).



Executive Chef Simeon Bittman puts the final touches on chicken bahn mi sandwiches with house-made French bread. Photo credit: Beana Bern for Sterling College.

The **University of Winnipeg's** campus food service provider Diversity Foods undertook a voluntary audit through Leaders in Environmentally Accountable Food Service (LEAF), scoring 149 points above the minimum 300 points required for the highest level of certification. Noteworthy achievements include purchase of 65 percent of all food from local family farms within 100 km of the university, all seafood purchases that are OceanWise certified, and all coffee, tea, rice, sugar, and retail chocolate that is fair trade or direct trade ([learn more](#)).



Diversity Foods chef preparing to make a very local salad for a special event at University of Winnipeg.



# Dining & Food Highlights

**University of California Santa Barbara's** Residential Dining Services worked with local farmers to help establish the Harvest Santa Barbara distribution network. The partnership enabled UC Santa Barbara to transform its relationship with the community and purchase 41% of its produce from 53 local farms within 150 miles of the campus in 2012-2013 ([learn more](#)).



Harvest Santa Barbara image provided courtesy of University of California Santa Barbara.

The Chartwells' team at **Missouri State University** used the web-based application Carbon Footprint to reduce their dining operation footprints. After monitoring results through the Carbon Footprint dashboard, carbon output was reduced by 265,000 kilograms between January and May 2013. The University is saving close to 1 million gallons of water annually, and food waste has been reduced by 1.5 pounds per student annually ([learn more](#)).



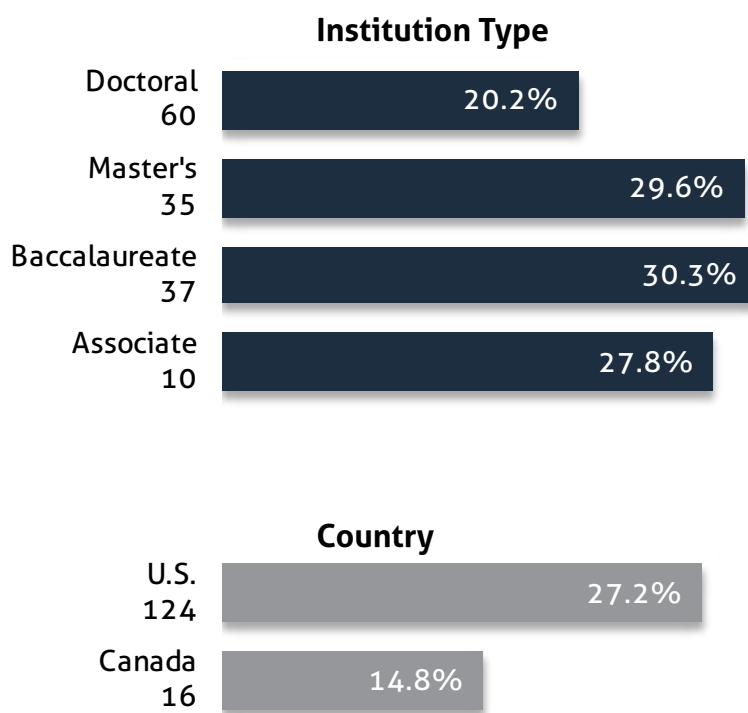
Missouri State University dining reduces its carbon footprint thanks to the Carbon Footprint application.

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Unity College</a>	53.8%	Baccalaureate	Unity, ME
2. <a href="#">Middlebury College</a>	53.5%	Baccalaureate	Middlebury, VT
3. <a href="#">Florida Gulf Coast University</a>	53.0%	Master's	Fort Myers, FL
4. <a href="#">Colby College</a>	50.8%	Baccalaureate	Waterville, ME
5. <a href="#">Santa Clara University</a>	45.9%	Master's	Santa Clara, CA

## Average Scores

The Energy subcategory recognizes institutions that are reducing their energy consumption through conservation and efficiency, and switching to cleaner and renewable energy sources. Only three doctoral institutions are included among the top 20 (Loyola University Chicago, Carnegie Mellon University, and George Mason University). Canadian institutions earn fewer points than U.S. institutions on average, and this may be explained by the fact that a large proportion of the 16 Canadian institutions that have submitted a STARS 2.0 report have high research activity and greater energy intensity.



### Energy Credits:

- Building Energy Consumption
- Clean & Renewable Energy



# Energy Highlights

**Florida Gulf Coast University's** 15-acre solar photovoltaic array produces approximately 82 percent of the energy needed to operate the Engineering and Business School buildings and the College of Arts and Sciences laboratory and classroom building. FGCU has among the largest ice thermal storage plant in Florida, resulting in over \$400,000 per year in utility savings ([learn more](#)).

**George Mason University** installed a comprehensive, integrated facility energy management system utilizing an Ethernet based system to link each facility to the energy management office. This program generated significant savings through improved monitoring and control capability. Verification of proper temperature, setpoints, setback or shutdown of systems, monitoring of real-time energy usage, and detection of degraded efficiency all contribute to more efficient operation and expected savings ([learn more](#)).



Image of 15-acre solar photovoltaic array provided courtesy of Florida Gulf Coast University.

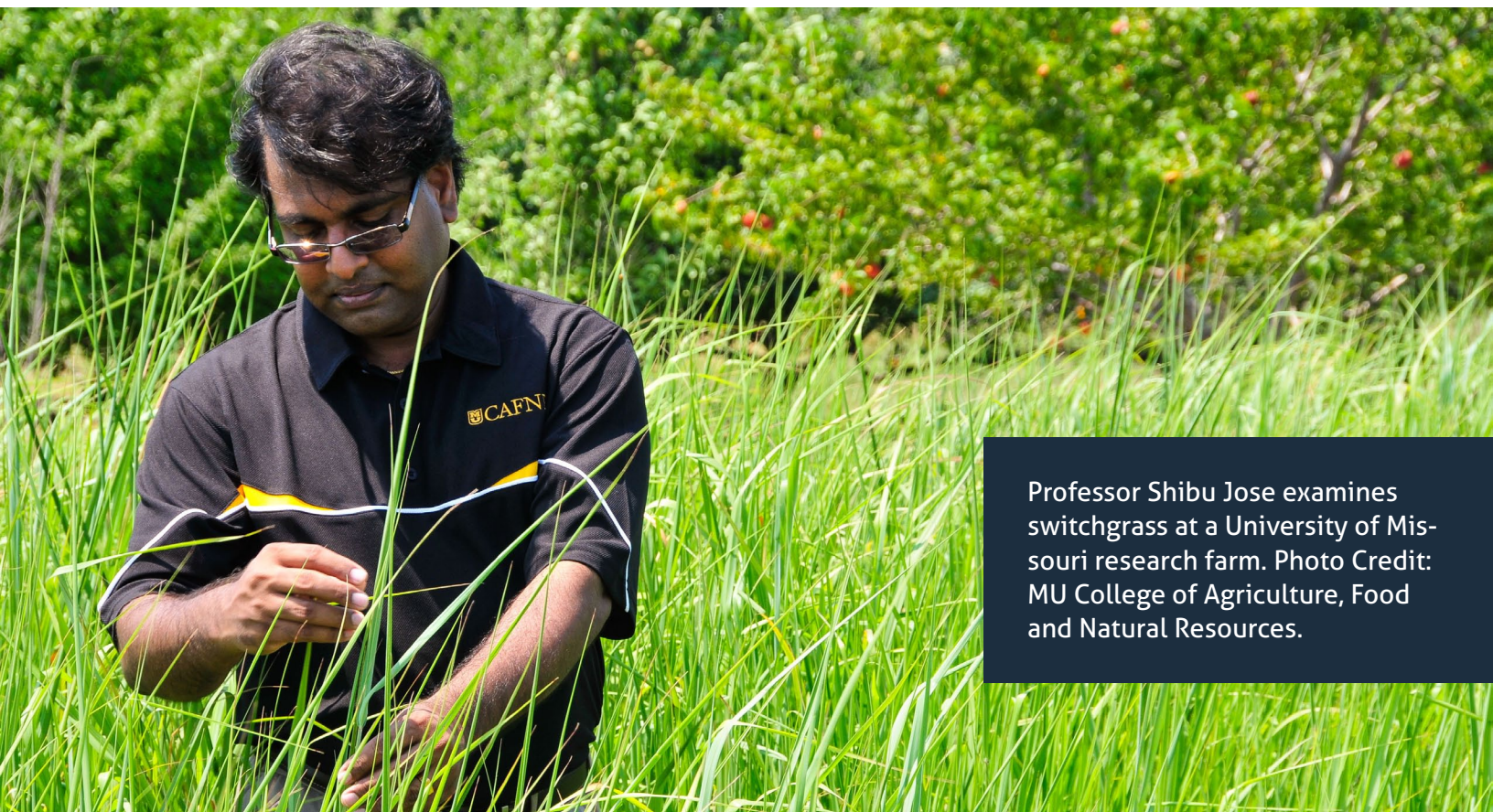


## Energy Highlights

The Renewable Energy Certificate Program at **Central Carolina Community College**, offered through the college's Career & College Promise initiative, allows local high school juniors and seniors an opportunity to earn college credits from the college's Department of Sustainability. Coursework covers the foundations of the renewable energy field, with students gaining hands-on experiences in renewable energy generation, bioenergy production, and green building ([learn more](#)).

**Furman University** reduced its energy consumption through vacancy sensors, passive solar heating, and replacing aging heat pumps with new, highly efficient geothermal ground-source heat pumps. The university's energy dashboard allows members of the Furman community to view energy use in real-time, and data are available to faculty and students for use in the classroom and in research ([learn more](#)).

**University of Missouri** is leading the Clean Energy Research Consortium, a program with over 40 academic institutions and several private sector companies working together to turn the Missouri and Mississippi rivers into a biomass corridor. The organization seeks funding to build a prototype bio-processing facility which could generate about two-thirds of the total biofuel called for in federal goals by 2022 ([learn more](#)).



Professor Shibu Jose examines switchgrass at a University of Missouri research farm. Photo Credit: MU College of Agriculture, Food and Natural Resources.



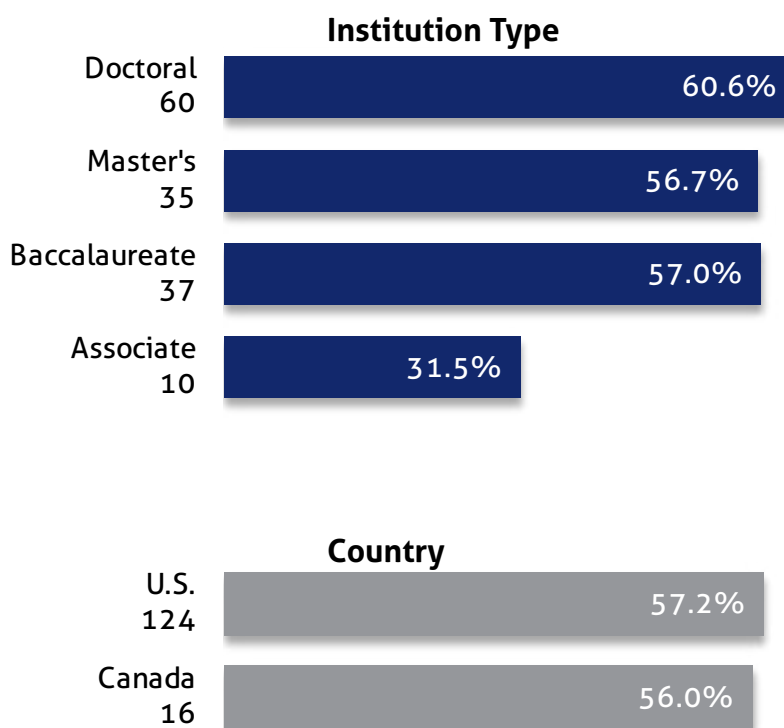
# Grounds

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Colby College</a> (tie)	100%	Baccalaureate	Waterville, ME
1. <a href="#">Sterling College</a> (tie)	100%	Baccalaureate	Craftsbury Common, VT
3. <a href="#">State University of New York at Cortland</a>	99.5%	Master's	Cortland, NY
4. <a href="#">Oregon State University</a>	98.3%	Doctoral	Corvallis, OR
5. <a href="#">Beloit College</a>	97.5%	Baccalaureate	Beloit, WI

## Average Scores

The Grounds subcategory recognizes institutions that plan and maintain their grounds with sustainability in mind by minimizing the use of toxic chemicals, protecting wildlife habitat and conserving resources. Many institutions among the top 20 were small colleges (enrollment of 5,000 students or less) in fairly rural areas. There was a relatively equal mix by institution type in the top 20, which included three Canadian institutions. Performance in this subcategory was relatively equal based on country and institution type, with the exception of associate institutions, which earned fewer points on average.



### Grounds Credits:

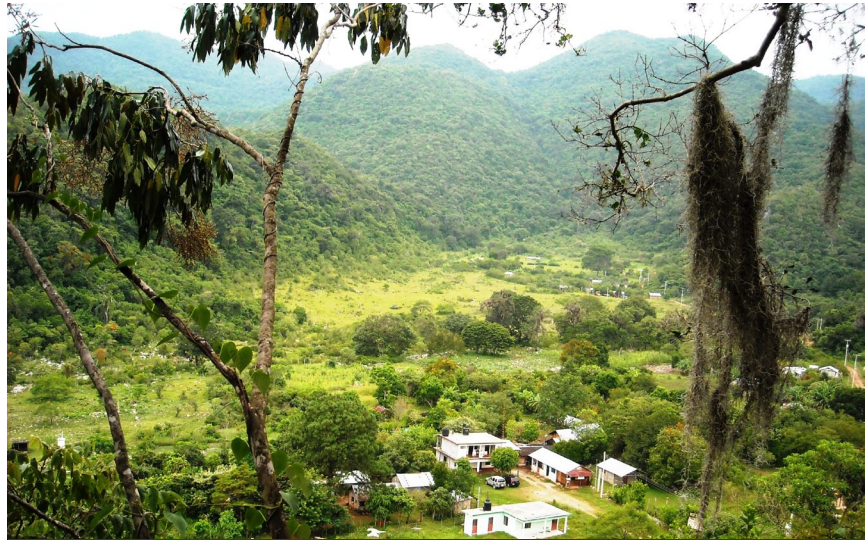
- Landscape Management
- Biodiversity

# Grounds Highlights

“El Cielo” is a Biosphere Reserve adjacent to **Universidad Autónoma de Tamaulipas** (Mexico) that is recognized by the United Nations since 1987 and is also part of the UNESCO “Man and the Biosphere Program”. The university serves on the “El Cielo” research committee and helps oversee foreign or local research within the reserve. The university has developed programs on protection, handling, restoration, knowledge, culture, and management within the reserve ([learn more](#)).

The entire 714-acre grounds at **Colby College**, less the acreage of the built environment, is a state wildlife management area. The 34-acre Colby-Marston Preserve in nearby Belgrade, Maine, was given to Colby by The Nature Conservancy for its high biodiversity value and is labeled a National Natural Landmark by the National Park Service. Colby prioritizes the use of native plant species in landscaping, and employs a scouting provision in its IPM plan to identify and remove invasive species ([learn more](#)).

**University of Colorado, Boulder** has transitioned away from using synthetic pesticides and fertilizers on campus turf and instead has implemented a health-based turf management system using organic fertilizers, hand removal of weeds, and bioassay of soil borings. The university added compost tea through its irrigation system to help inoculate the soils, resulting in a healthy soil profile which is more conducive to turfgrass health ([learn more](#)).



The Alta cima community, located in the southern end of the “El Cielo” biosphere reserve, adjacent to Universidad Autónoma de Tamaulipas (Mexico).



CU’s Norlin Quad after application of compost tea. Photo credit: Casey A. Cass, University of Colorado.



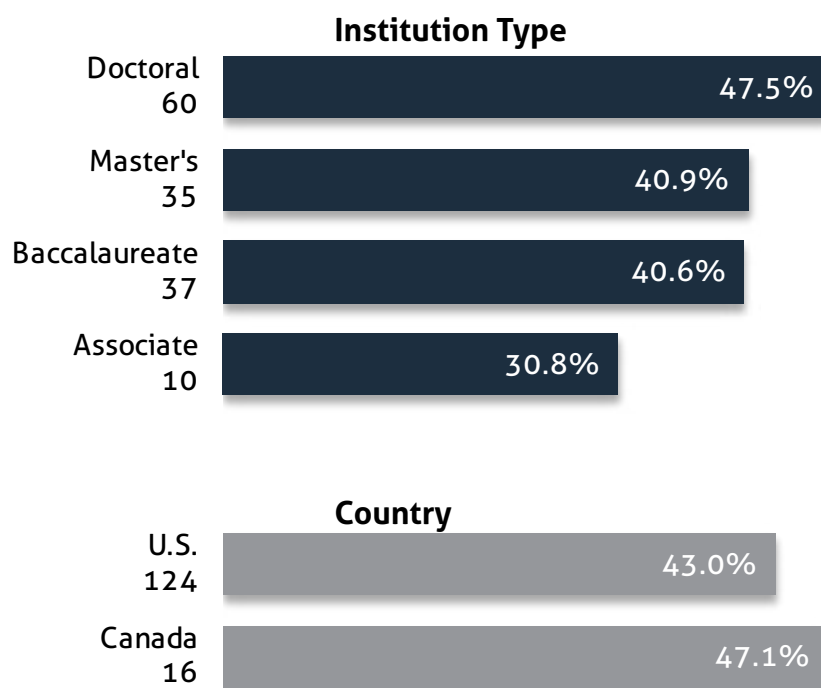
# Purchasing

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Arizona State University</a>	93.5%	Doctoral	Tempe, AZ
2. <a href="#">George Mason University</a>	89.8%	Doctoral	Fairfax, VA
3. <a href="#">University of Victoria</a>	89.3%	Doctoral	Victoria, BC
4. <a href="#">George Washington University</a>	88.2%	Doctoral	Washington, DC
5. <a href="#">Stanford University</a>	83.7%	Doctoral	Stanford, CA

## Average Scores

The Purchasing subcategory recognizes institutions that use their purchasing power to help build a sustainable economy by choosing environmentally and socially preferable products and services. Doctoral institutions tend to do well in Purchasing, representing 12 institutions in the top 20. Associate colleges tend to earn the fewest points compared to other institution types, with the highest-ranked associate college in 38th place overall. Canadian institutions perform better than U.S. institutions on average, though there are only two Canadian institutions in the top 20.



### Purchasing Credits:

- Electronics Purchasing
- Cleaning Products Purchasing
- Office Paper Purchasing
- Inclusive & Local Purchasing
- Life Cycle Cost Analysis
- Guidelines for Business Partners

## Purchasing Highlights

The Wisconsin Institute for Sustainable Technology (WIST) at **University of Wisconsin-Stevens Point** is helping packaging manufacturers meet growing demand for environmentally friendly materials. The WIST laboratory developed a protocol to test packaging and bioplastic materials that meet ASTM's rigorous global standards for compostability. This facility is one of only a handful of laboratories in the US that test to these standards ([learn more](#)).

**Green Mountain College** assessed the ecological impacts of \$14 million in purchased goods and services. Students in an Economics of the Environment class surveyed purchased goods and services using an input-output life cycle analysis model. Students' work was evaluated by faculty and researchers the following semester. Results will be used to explore options for reducing climate and ecological impacts ([learn more](#)).

**George Washington University** is a top performer in Purchasing as a result of its commitment to ethical and socially responsible procurement. The university's Supplier Code of Conduct outlines requirements related to environmental, labor, and ethical business practices, while its Supplier Diversity Initiative Program helps to increase participation of minority and women vendors. The university is transitioning to "blue cleaning" products that use electrically activated water instead of chemicals ([learn more](#)).



Junior Kelly Adlington works in the Wisconsin Institute for Sustainable Technology's compostability lab. Photo courtesy of the University of Wisconsin-Stevens Point.



GW is proud to have transitioned to "blue cleaning" products instead of chemicals for most cleaning needs. Courtesy of George Washington University.



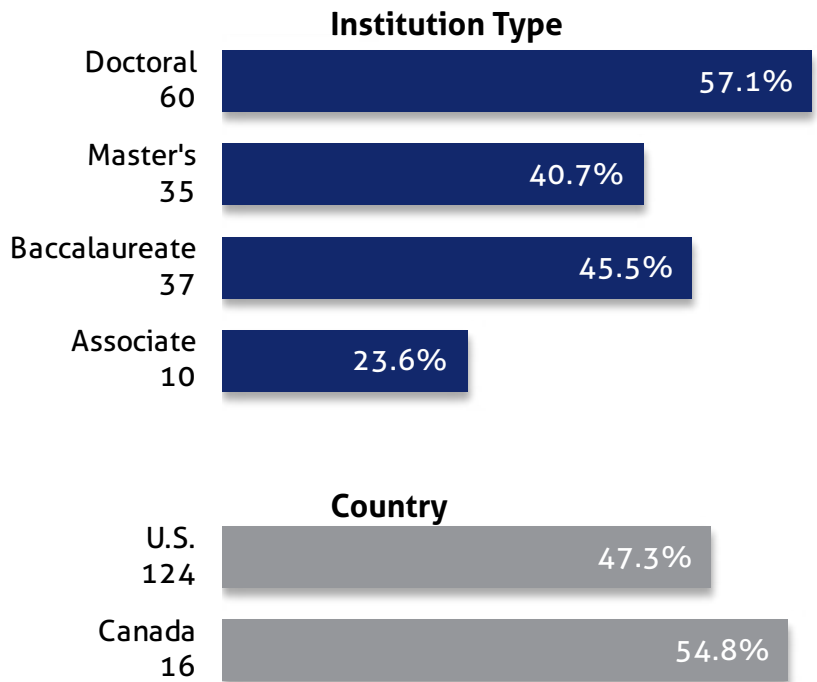
# Transportation

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Columbia University</a>	87.4%	Doctoral	New York, NY
2. <a href="#">Loyola University Chicago</a>	81.7%	Doctoral	Chicago, IL
3. <a href="#">Portland State University</a>	74.7%	Doctoral	Portland, OR
4. <a href="#">Stanford University</a>	74.6%	Doctoral	Stanford, CA
5. <a href="#">Dalhousie University</a>	73.0%	Doctoral	Halifax, NS

## Average Scores

The Transportation subcategory recognizes institutions that are moving toward sustainable transportation systems to minimize greenhouse gas emissions and promote human health. The Transportation top 20 is primarily made up of large doctoral institutions in urban settings where public transit is prevalent. Associate colleges tend to earn fewer points in this subcategory, largely due to the fact that most two-year colleges are non-residential, commuter students. The higher average score for Canadian institutions may be explained by the fact that a large proportion of these institutions are located in fairly urban areas.



### Transportation Credits:

- Campus Fleet
- Student Commute Modal Split
- Employee Commute Modal Split
- Support for Sustainable Transportation

# Transportation Highlights

At **Columbia University**, 95 percent of students and 88 percent of employees use sustainable commuting options. The university has partnered with NJ TRANSIT to offer full-time undergraduate and graduate students the opportunity to purchase a bus, rail, or light rail monthly pass at 25 percent off the regular monthly price. Columbia University's employee benefits include access to a Transit/Parking Flexible Spending Account ([learn more](#)).

The **University of Mount Union** has taken powerful steps to convert its campus from one dominated by automobiles to one that is pedestrian and bicycle friendly. Since 2012, the university eliminated automobile traffic on three internal roads and moved student residential parking to the perimeter of campus. Results of these initiatives have increased student and employee wellness by increasing walking and biking as well as reducing emissions from transportation ([learn more](#)).

The **University of Winnipeg** Student Association Bike Lab is innovative in its foundation, design and programming. A group of student winter cycling enthusiasts known as the Ice Riders partnered with the university on a student-led referendum to collect a \$2 levy from each student to fund a Bike Lab structure. The award winning structure was made affordably using two used shipping containers. The Bike Lab is open to staff and students, and also offers programming targeting local community members ([learn more](#)).



Urban transit image provided courtesy of Columbia University.



UWSA Bike Lab's award-winning design consists of two used shipping containers.

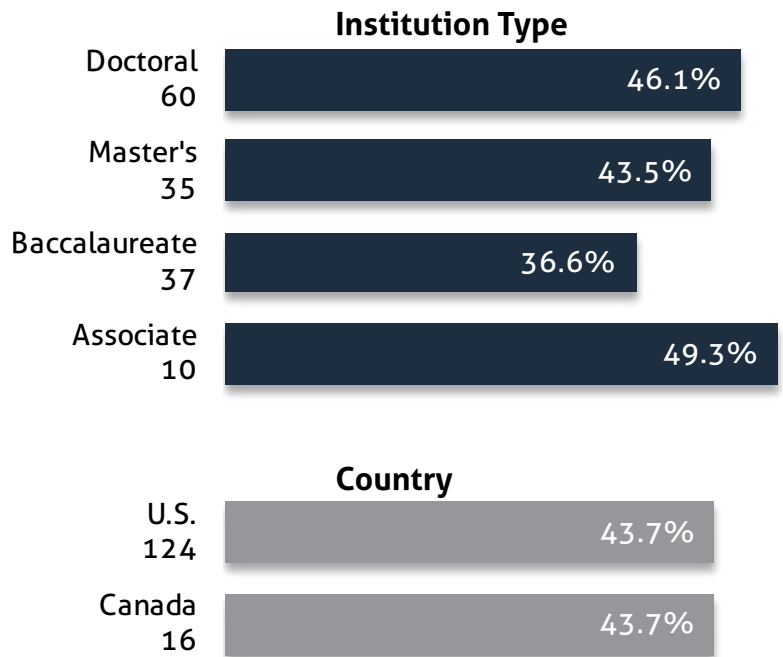


## Top Performers

Institution	Score	Type	Location
1. <a href="#">Colorado State University</a>	85.0%	Doctoral	Fort Collins, CO
2. <a href="#">California State University, Channel Islands</a>	76.9%	Baccalaureate	Camarillo, CA
3. <a href="#">University of Colorado, Colorado Springs</a>	76.2%	Master's	Colorado Springs, CO
4. <a href="#">University of Massachusetts Lowell</a>	72.8%	Doctoral	Lowell, MA
5. <a href="#">Raritan Valley Community College</a>	69.8%	Associate	North Branch, NJ

## Average Scores

The Waste subcategory recognizes institutions that are moving toward zero waste by reducing, reusing, recycling, and composting. Associate colleges earned the most points on average, while baccalaureate institutions earned the fewest points. This may in part be explained by lower student residential status at associate colleges and/or smaller enrollments at baccalaureate institutions. A relatively high number of U.S. institutions in the top 20 (seven) were located in the Rocky Mountain or West Coast regions.



### Waste Credits:

- Waste Minimization
- Waste Diversion
- Construction & Demolition Waste Diversion
- Hazardous Waste Management

# Waste Highlights

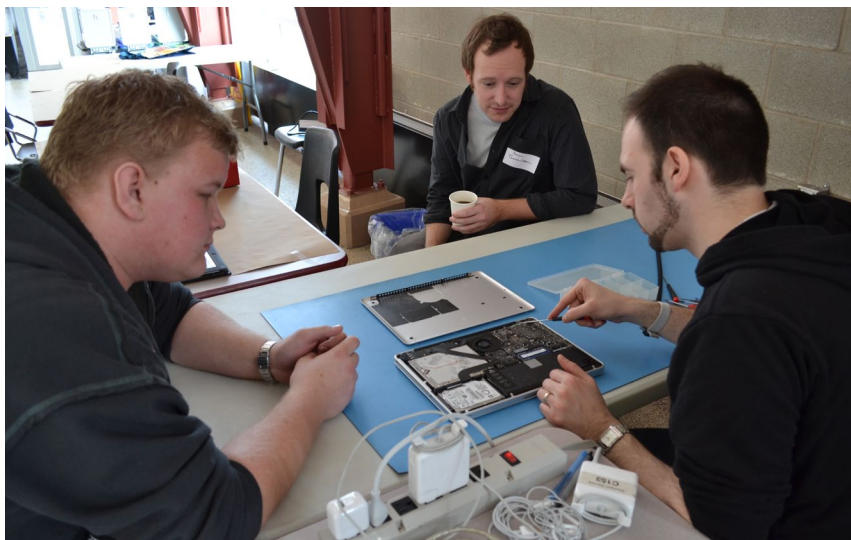
The New2U Reuse Collection and Tag Sale at **University of Massachusetts Amherst** is a student-led reuse program supported by the Sustainability, Innovation & Engagement Fund. In its first year in 2014, over 5 tons of materials were collected during move-out, generating over \$6,000 in revenue. In 2015, the program collected over six tons of materials and \$8,000 in revenue. Proceeds are returned to the Sustainability Fund to support future projects. New2U has helped raise awareness about waste issues with students and staff ([Learn more](#)).

**California State University, Channel Islands** reduced waste by 10 percent between 2009 and 2013 thanks to several reuse and reduction initiatives. The university eliminated all trays from dining centers and began offering discounts to customers who used reusable mugs for beverage purchases. During move-out week, housing staff assist students in a four-step process that includes a student swap meet, donation, recycling and disposal as a last resort ([Learn more](#)).

**Sheridan Institute of Technology and Advanced Learning** hosts Repair Cafés to promote waste diversion and counter the “use-and-throw” mindset. Through this initiative, volunteer ‘fixers’ teach product owners how to repair broken items such as clothing or electronics for free. Sheridan became the first post-secondary Canadian institution to host a Repair Café in April 2014 ([Learn more](#)).



UMass Amherst’s Chancellor, Kumble R. Subbaswamy, chats with Dawn Bond, Director of Student Services, at UMass Amherst’s New2U Tag Sale. Photo credit: John Solem/University of Massachusetts Amherst.



A volunteer fixer at the Sheridan Repair Café is explaining to the visitor how the Mac computer works while another fixer looks on. Photo credit: Chris Coutts.

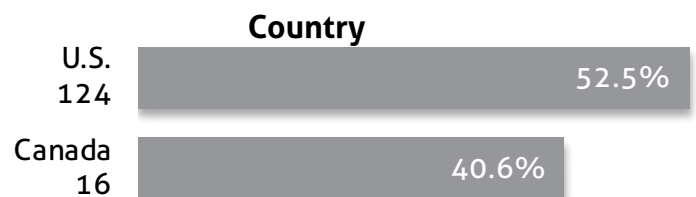
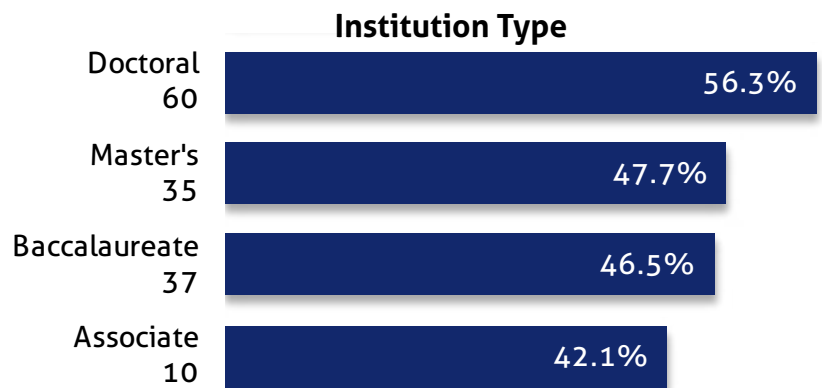


## Top Performers

Institution	Score	Type	Location
1. <a href="#">Pennsylvania State University</a>	89.1%	Doctoral	University Park, PA
2. <a href="#">University of Illinois, Urbana-Champaign</a>	88.9%	Doctoral	Urbana, IL
3. <a href="#">University of California, Santa Cruz</a>	87.5%	Doctoral	Santa Cruz, CA
4. <a href="#">University of North Carolina at Greensboro</a> (tie)	85.7%	Doctoral	Greensboro, NC
4. <a href="#">Wartburg College</a> (tie)	85.7%	Baccalaureate	Waverly, IA

## Average Scores

The Water subcategory recognizes institutions that are conserving water and making efforts to protect water quality. Doctoral institutions tend to earn higher scores in comparison to other institution types in Water, comprising 15 institutions among the top 20. Reasons for lower average scores for Canadian institutions are not clear and warrant further analysis. There was an equal mix of U.S. geographical regions represented in the top 20, with no indication of differences in performance among institutions located in drought-stricken regions.



### Water Credits:

- Water Use
- Rainwater Management
- Wastewater Management

# Water Highlights

**Emory University** has constructed a water reclamation facility that processes wastewater for non-drinking reuse in its steam plant, chiller plants and for toilet filling. The hydroponic greenhouse with outdoor tidal wetland facility can process up to 400,000 gallons per day and saves nearly 150 million gallons of potable water annually – about 40 percent of its water footprint – as well as millions of dollars in utility costs over the term of the 20-year contract ([learn more](#)).

Since 2010, **Bucknell University** students, faculty, staff and partner organizations have collaborated to restore the headwaters of Bucknell’s campus stream, Miller Run. The restored stream is expected to accommodate greater biodiversity and facilitate greater groundwater recharge through the presence of newly constructed riparian wetlands. Measurements of these and other indicators are underway and will be ongoing ([learn more](#)).

**University of California Santa Cruz** is a top performer in Water thanks in part to coordinated water conservation efforts. In response to the ongoing drought, a Water Working Group made up of “primary water users” was convened in 2014. Users proposed several water efficiency projects for their units, and over \$100,000 was awarded for projects including increased metering, piloting water re-use systems in labs, and recycling seawater for marine mammal washings ([learn more](#)).



Emory’s Rollins School of Public Health students Yvonne Kienast and Emeli Anderson collecting water samples at the Water Hub on Emory’s campus. Photo by Emory Photo/Video



The UCSC Banana Slug and Leaky Toilet mascots team up to educate students about water conservation at new student orientation, during the height of the California drought crisis in July 2014.



# Planning & Administration

Top Performers, Best Practices & Trends



Sustainability coordination in action at University of North Carolina, Greensboro (story on [page 50](#)). Pictured from left: Trey McDonald (University Sustainability Coordinator), Chad Carwein (Sustainability Education and Outreach Specialist), Sarah Manning (Biology Student and Secretary of UNCGreen), Jorge Quintal (Associate Vice Chancellor for Facilities), Dr. Olav Rueppell (Biology Professor and Secretary of the Sustainability Council) and Dr. Marianne Legreco (Academic Sustainability Coordinator and Professor of Communications Studies).

# Coordination & Planning

## Top Performers

Institution	Score	Type	Location
<a href="#"><u>Appalachian State University</u></a>	100%	Master's	Boone, NC
<a href="#"><u>Baylor University</u></a>	100%	Doctoral	Waco, TX
<a href="#"><u>Carnegie Mellon University</u></a>	100%	Doctoral	Pittsburgh, PA
<a href="#"><u>Colgate University</u></a>	100%	Baccalaureate	Hamilton, NY
<a href="#"><u>Colorado State University</u></a>	100%	Doctoral	Fort Collins, CO
<a href="#"><u>Cornell University</u></a>	100%	Doctoral	Ithaca, NY
<a href="#"><u>Dalhousie University</u></a>	100%	Doctoral	Halifax, NS
<a href="#"><u>Emory University</u></a>	100%	Doctoral	Atlanta, GA
<a href="#"><u>Florida Gulf Coast University</u></a>	100%	Master's	Fort Myers, FL
<a href="#"><u>Florida State University</u></a>	100%	Doctoral	Tallahassee, FL
<a href="#"><u>George Mason University</u></a>	100%	Doctoral	Fairfax, VA
<a href="#"><u>Green Mountain College</u></a>	100%	Baccalaureate	Poultney, VT
<a href="#"><u>Haverford College</u></a>	100%	Baccalaureate	Haverford, PA
<a href="#"><u>Kankakee Community College</u></a>	100%	Associate	Kankakee, IL
<a href="#"><u>MacEwan University</u></a>	100%	Baccalaureate	Edmonton, AB
<a href="#"><u>Madisonville Community College</u></a>	100%	Associate	Madisonville, KY
<a href="#"><u>Middlebury College</u></a>	100%	Baccalaureate	Middlebury, VT
<a href="#"><u>Northern Arizona University</u></a>	100%	Doctoral	Flagstaff, AZ
<a href="#"><u>Pennsylvania State University</u></a>	100%	Doctoral	University Park, PA
<a href="#"><u>Princeton University</u></a>	100%	Doctoral	Princeton, NJ
<a href="#"><u>Raritan Valley Community College</u></a>	100%	Associate	North Branch, NJ

Continued on next page...



# Coordination & Planning Highlights

## Top Performers (continued)

Institution	Score	Type	Location
<a href="#"><u>Richland Community College</u></a>	100%	Associate	Decatur, IL
<a href="#"><u>Slippery Rock University</u></a>	100%	Master's	Slippery Rock, PA
<a href="#"><u>State University of New York at Cortland</u></a>	100%	Master's	Cortland, NY
<a href="#"><u>Sterling College</u></a>	100%	Baccalaureate	Craftsbury Common, VT
<a href="#"><u>Thompson Rivers University</u></a>	100%	Master's	Kamloops, BC
<a href="#"><u>University of California, Santa Barbara</u></a>	100%	Doctoral	Santa Barbara, CA
<a href="#"><u>University of California, Santa Cruz</u></a>	100%	Doctoral	Santa Cruz, CA
<a href="#"><u>University of Colorado Colorado Springs</u></a>	100%	Master's	Colorado Springs, CO
<a href="#"><u>University of Illinois, Urbana-Champaign</u></a>	100%	Doctoral	Urbana, IL
<a href="#"><u>University of Kansas</u></a>	100%	Doctoral	Lawrence, KS
<a href="#"><u>University of Manitoba</u></a>	100%	Doctoral	Winnipeg, MB
<a href="#"><u>University of Massachusetts Amherst</u></a>	100%	Doctoral	Amherst, MA
<a href="#"><u>University of Michigan</u></a>	100%	Doctoral	Ann Arbor, MI
<a href="#"><u>University of Minnesota, Morris</u></a>	100%	Baccalaureate	Morris, MN
<a href="#"><u>University of Missouri, Kansas City</u></a>	100%	Doctoral	Kansas City, MO
<a href="#"><u>University of Mount Union</u></a>	100%	Baccalaureate	Alliance, OH
<a href="#"><u>University of Victoria</u></a>	100%	Doctoral	Victoria, BC
<a href="#"><u>University of Wisconsin-Oshkosh</u></a>	100%	Master's	Oshkosh, WI
<a href="#"><u>University of Wisconsin-Stevens Point</u></a>	100%	Master's	Stevens Point, WI
<a href="#"><u>Wake Forest University</u></a>	100%	Doctoral	Winston Salem, NC
<a href="#"><u>Western Kentucky University</u></a>	100%	Master's	Bowling Green, KY
<a href="#"><u>Western University</u></a>	100%	Doctoral	London, ON
<a href="#"><u>Wilfrid Laurier University</u></a>	100%	Doctoral	Waterloo, ON

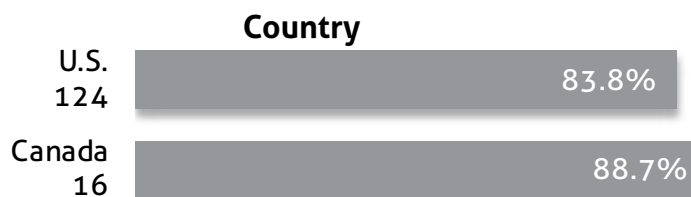
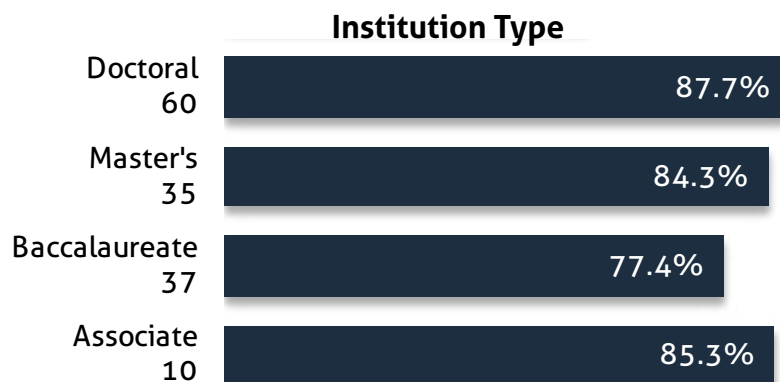
# Coordination & Planning

## Average Scores

The Coordination & Planning subcategory recognizes institutions that are dedicating resources to sustainability coordination, developing plans to move toward sustainability, and engaging the campus community in governance. Forty-three institutions achieved 100 percent of points earned in this subcategory. Results suggest that enrollment size may be a factor in how well institutions can dedicate resources to sustainability coordination.

### Coordination & Planning Credits:

- Sustainability Coordination
- Sustainability Planning
- Governance



## Highlights

**Appalachian State University's** 2014-2019 campus wide Strategic Plan, *Envisioning a Just and Sustainable Future*, fully integrates sustainability at a high level and focuses on associated metrics currently being tracked by the institution. The plan will be evaluated annually through benchmarks tied to the institution's STARS report, its sustainability literacy assessment, and its greenhouse gas emissions inventory ([learn more](#)).

The Center for Sustainability at **University of Kansas** works with several committees to implement the campus sustainability plan. Some recent accomplishments by these groups include creating a first-year sustainability leadership program, establishing campus tree and bicycle advisory boards, establishing an annual tree planting event know as "Replant Mount Oread" and launching the "Rock Chalk Recycle" waste reduction program in partnership with KU athletics ([learn more](#)).



# Coordination & Planning Highlights

The **University of Illinois, Urbana-Champaign** developed a new model to develop and evaluate sustainability policies and initiatives. Sustainability Working Advisory Teams (SWAT) were created in topical areas to recommend policies and initiatives that will help the campus reach its Climate Action Plan goals. The recommendations from the SWATeams are submitted to the new iCAP Working Group for review and to the Sustainability Council for implementation ([learn more](#)).



The University of Illinois at Urbana-Champaign's strategic planning efforts have resulted in aggressive energy goals. A new 20.8-acre solar farm is currently under development. Photo credit: Tony Mancuso, Institute for Sustainability, Energy, and Environment.

In partnership with upper-level administration, **Pennsylvania State University's** Sustainability Institute (SI) is working to integrate sustainability into teaching, research, outreach, and operations. Through the new strategic planning cycle, the University is encouraging strategic planning units to include sustainability goals in their unit-level strategic plans. The SI has produced a sustainability planning guidebook and other resources to provide guidance to units in developing their plans ([learn more](#)).



The cover of Penn State's Sustainability Planning Guidebook for Teams. Courtesy of Pennsylvania State University.

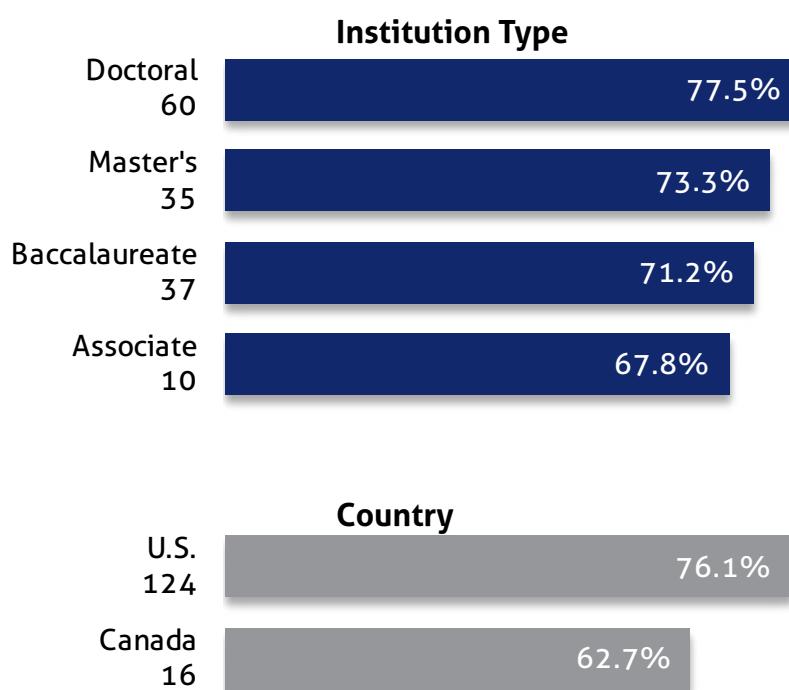
# Diversity & Affordability

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Stanford University</a>	98.3%	Doctoral	Stanford, CA
2. <a href="#">Colorado State University</a>	97.9%	Doctoral	Fort Collins, CO
3. <a href="#">Cornell University</a>	96.9%	Doctoral	Ithaca, NY
4. <a href="#">University of Virginia</a>	96.5%	Doctoral	Charlottesville, VA
5. <a href="#">University of California, Santa Barbara</a>	95.2%	Doctoral	Santa Barbara, CA

## Average Scores

The Diversity & Affordability subcategory recognizes institutions that are advancing diversity and affordability on campus, and are working to promote environmental and social justice. Many institutions among the top 20 in this subcategory earned full points in most Diversity & Affordability credits, and the ability of institutions to make college accessible and affordable to low-income students was what largely determined top performers. While U.S. institutions tend to perform better than Canadian institutions, this may be due in part to different national approaches to measuring and tracking diversity and affordability.



### Diversity & Affordability Credits:

- Diversity & Equity Coordination
- Assessing Diversity & Equity
- Support for Underrepresented Groups
- Support for Future Faculty Diversity
- Affordability & Access



## Diversity & Affordability Highlights

**University of Manitoba's** Pathways to Indigenous Achievement fosters the development of the next generation of indigenous leaders by providing an inclusive and supportive learning environment. The program focuses on supporting students, building partnerships and supporting communities, sharing indigenous knowledge and research, and celebrating First Nations, Metis and Inuit successes ([learn more](#)).

**Baylor University's** Interdisciplinary Poverty Initiative (BIPI) is designed to create a catalyst for social change around issues of poverty, social justice, and human capability. BIPI serves as the umbrella for several affiliate projects and initiatives such as the Campus Kitchens Project, the Open Table Movement, an interdisciplinary minor in Poverty and Social Justice, a community garden, an 8-10 week summer internship and fellowship program and more ([learn more](#)).



Indigenous student advisor Carl Stone (left) and U of M graduate. Photo provided by University of Manitoba.



## Diversity & Affordability Highlights

The top-performing baccalaureate institution, **Vassar College** maintains a policy of need blind admission for all domestic students. The college meets 100 percent of demonstrated financial need of students and provides only grants to students whose families make less than \$60,000 annually. As a result, 50 percent of students graduate with no interest-bearing student loan debt. The graduation/success rate for low-income students is 84 percent ([learn more](#)).



Vassar commencement, graduates throw their caps in the air in celebration. Photo credit: ©Vassar College/Scott Barrow.

**Cornell University** has several programs that help build a diverse faculty for higher education. The university's Ronald E. McNair program helps to nurture undergraduates from underrepresented groups who will go on to complete doctoral study. The Graduate Students Mentoring Undergraduates Program provides mentoring opportunities between underrepresented graduate and undergraduate students. In addition, Cornell offers diversity fellowships for students from historically underrepresented groups ([learn more](#)).



Stephen Salerno explains his research to Curtis Ferguson and vice provost and dean Barbara Knuth, during a poster session for the Ronald E. McNair Postbaccalaureate Achievement Program. Photo credit: Robert Barker, University Photography.



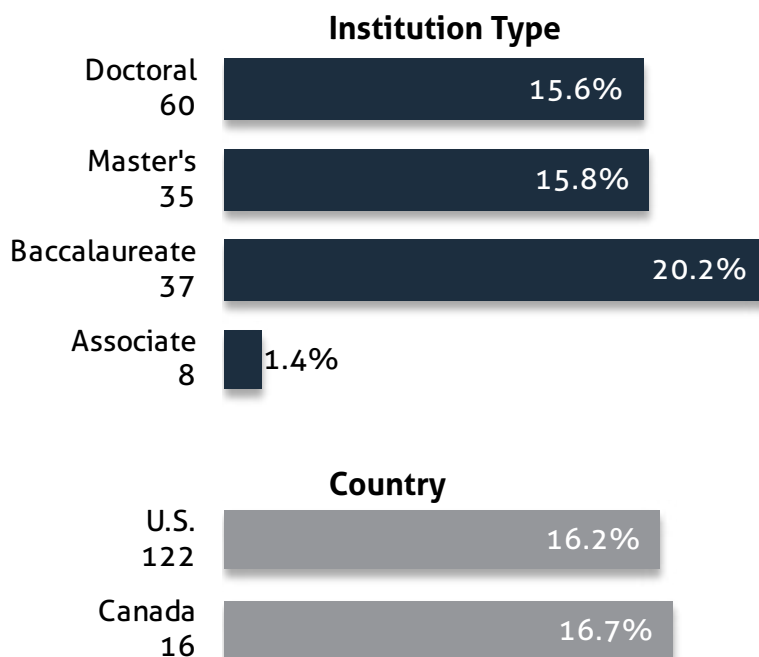
# Investment

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Unity College</a>	76.0%	Baccalaureate	Unity, ME
2. <a href="#">Green Mountain College</a>	73.7%	Baccalaureate	Poultney, VT
3. <a href="#">Goshen College (tie)</a>	57.1%	Baccalaureate	Goshen, IN
3. <a href="#">Sterling College (tie)</a>	57.1%	Baccalaureate	Craftsbury Common, VT
3. <a href="#">University of Wisconsin-Oshkosh (tie)</a>	57.1%	Master's	Oshkosh, WI

## Average Scores

The Investment subcategory recognizes institutions that make investment decisions that improve the long-term health of endowments, support sustainability innovation, encourage better corporate behavior, support sustainability in the community, and help build a more just and sustainable financial system. Scores within the Investment subcategory are among the lowest in all of STARS, indicating that institutions have a long way to go in order to achieve sustainable investment. Baccalaureate institutions perform slightly better than other institutions, in part due to fossil fuel divestment by institutions in this group. Most associate colleges (seven out of eight) opted to not pursue Investment credits, resulting in significantly lower scores in this group.



### Investment Credits:

- Committee on Investor Responsibility
- Sustainable Investment
- Investment Disclosure

# Investment Highlights

With 30 percent of total investments held in industries, funds and organizations that promote sustainability, **Unity College** is an Investment top performer. In 2012, Unity's Board of Trustees voted to fully divest from Fossil Fuel holdings, formalizing an approach to responsible investment that they began more than 5 years previously ([learn more](#)).

Launched in 2009 with a \$650,000 grant, **University of New Hampshire's** Energy Efficiency Fund has seen more than \$500,000 in energy savings returns, including over \$250,000 in 2012 alone. The UNH Energy Task Force estimates that after a decade, the university will realize about \$3 million in energy savings and prevent more than 8,500 metric tons of greenhouse gases from being emitted - the equivalent of over 1,600 passenger vehicles or 19,000 barrels of oil ([learn more](#)).

Since 2010, the **University of Wisconsin-Oshkosh Foundation (UWOF)** has invested more than \$10 million in three sustainability-related projects. The first effort involves a \$3.7 million investment to construct a commercial scale dry fermentation anaerobic biodigester. A \$7 million investment was made to construct a wet anaerobic digester on Wisconsin's largest dairy farm. UWOF invested \$1.1 million as part of a community redevelopment project in a blighted part of Oshkosh ([learn more](#)).



Unity College students, staff and faculty joined 40,000 at a march in Washington, DC, to demand climate change leadership. Since becoming the first U.S. college to divest its endowment of fossil fuel, the college has reported no adverse financial consequence.



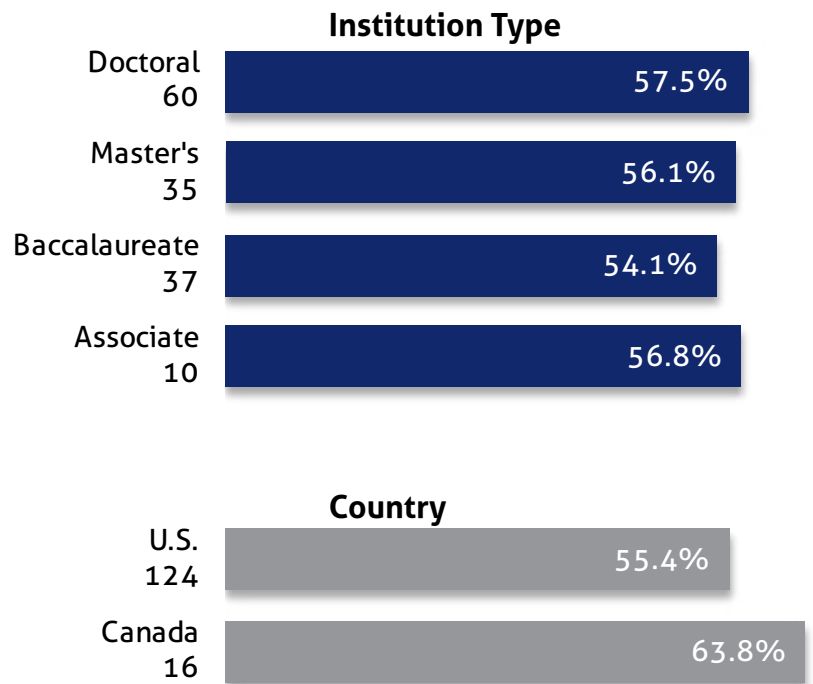
# Wellbeing & Work

## Top Performers

Institution	Score	Type	Location
1. <a href="#">Colorado State University</a>	91.0%	Doctoral	Fort Collins, CO
2. <a href="#">University of North Carolina at Greensboro</a>	88.9%	Doctoral	Greensboro, NC
3. <a href="#">Colgate University</a>	87.9%	Baccalaureate	Hamilton, NY
4. <a href="#">Grand Valley State University</a>	87.7%	Master's	Allendale, MI
5. <a href="#">University of Wisconsin-La Crosse</a>	86.6%	Master's	La Crosse, WI

## Average Scores

The Wellbeing & Work subcategory recognizes institutions that have incorporated sustainability into their human resources programs and policies to positively affect the health, safety and wellbeing of the campus community. Many institutions among the top 20 in this subcategory earned full points in most Health, Wellbeing & Work credits, and the degree of workplace health and safety was what largely determined top performers. Canadian institutions outperform U.S. institutions in this subcategory by nearly 10 percent. There is little differentiation based on institution type.



### Wellbeing & Work Credits:

- Employee Compensation
- Assessing Employee Satisfaction
- Wellness Program
- Workplace Health & Safety

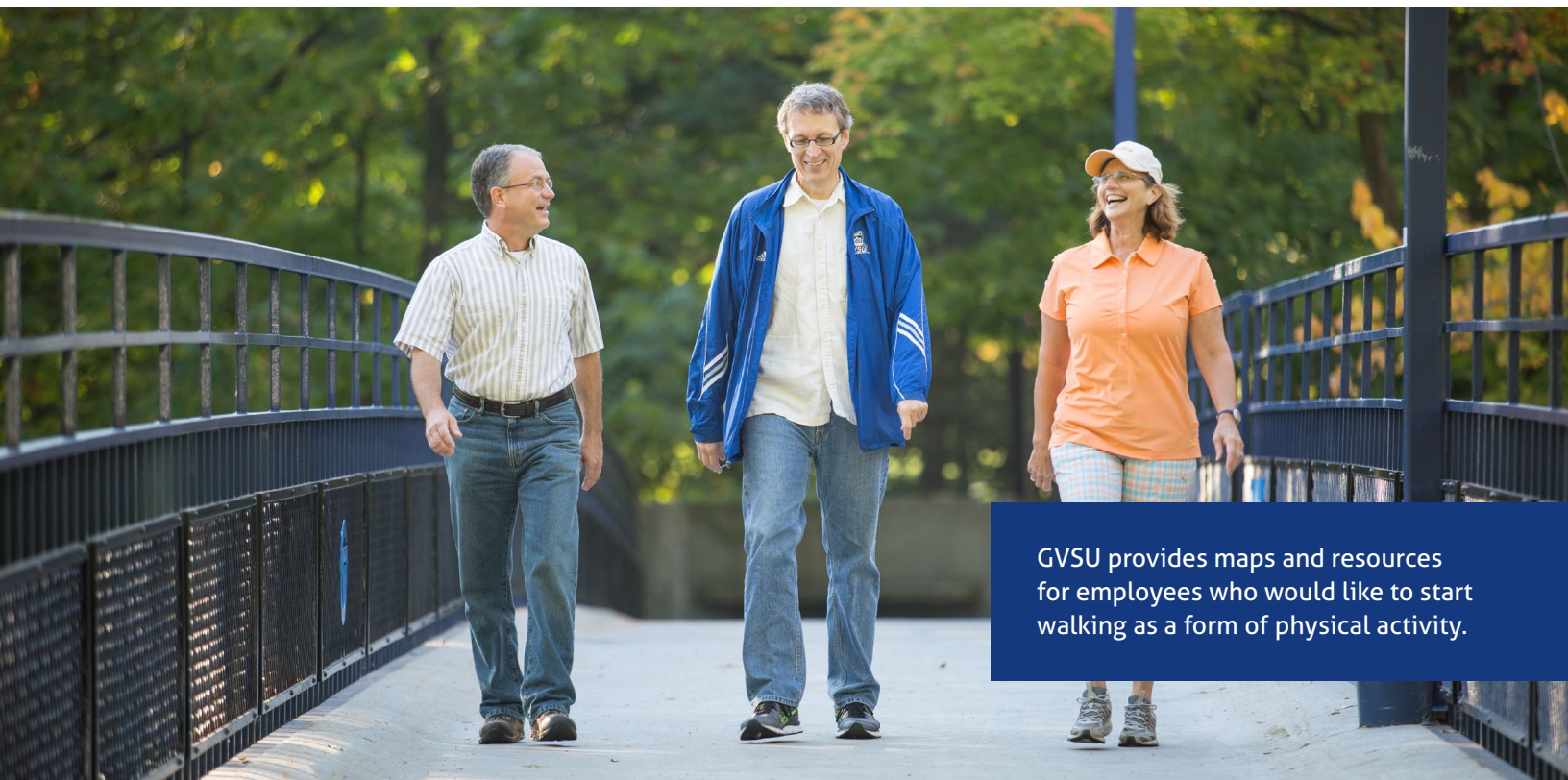
## Wellbeing & Work Highlights

With a goal to be the healthiest campus in Michigan, **Grand Valley State University** offers students and staff numerous options to improve physical and emotional well-being. In 2013, 40 percent of GVSU employees took advantage of a \$300 incentive toward a Healthy Choices wellness program. GVSU helps students reach their wellness goals by offering a free “u-fit program” ([learn more](#)).

Flynn the Australian Labradoodle is **Northern Alberta Institute of Technology’s** first resident, certified assisted therapy dog. He is typically at NAIT three times per week and has approximately 200 interactions on campus per month. He assists with student counseling, attends campus events and helps to promote stress relief and wellness in the NAIT community ([learn more](#)).

The Human Resources office at **University of North Carolina at Greensboro** conducted an extensive, campus-wide HR assessment in 2014 as well as a Employee Engagement survey for members of the Division of Business Affairs. In response to results of these assessments, HR has developed a Supervisory Essentials training program, designed to meet the needs of individuals in a supervisory or managerial role within the university ([learn more](#)).

**Babson College’s** Undergraduate Center for Career Development has a staff member dedicated to helping students find careers in the environmental sustainability and social impact fields. Employers in these areas are hosted on campus, and students connect with the organizations and become exposed to non-traditional opportunities such as the Peace Corps ([learn more](#)).



GVSU provides maps and resources for employees who would like to start walking as a form of physical activity.



# Methodology

## Identifying Top Performers

Top performers were determined based on percentage of points earned within a subcategory and adherence to credit criteria as outlined in the [STARS 2.0 Technical Manual](#). Since STARS Version 1 has been phased out and due to significant differences between versions, only Version 2 reports were considered for this year's Index. The timeframe for consideration included 2.0 reports submitted before August 1, 2015 (subsequent reports will be included in next year's list).

AASHE staff identified top-performing candidates based on the percentage of available points earned in each subcategory. Staff reviewed all credits from top-performing candidates within a subcategory to make sure that content provided in that area meets credit criteria. For any identified issues, staff reached out to STARS Liaisons, requesting follow-up within a two-week timeframe. Most institutions addressed the inconsistencies by submitting data revisions to clarify text or revise numbers. Some revisions resulted in score changes, which affected the institutions' eligibility for inclusion as top performers. Institutions that did not address identified issues within the two-week timeframe have been excluded from the final lists.

Five top performers are recognized in most subcategories of this report. In cases where scores were tied, more institutions may be included. Under Campus Engagement and Coordination & Planning, several institutions earned 100 percent of points, resulting in longer lists of top performers.



*Rock Chalk Recycle* is among several initiatives coordinated by University of Kansas Center for Sustainability (story on [page 42](#)).



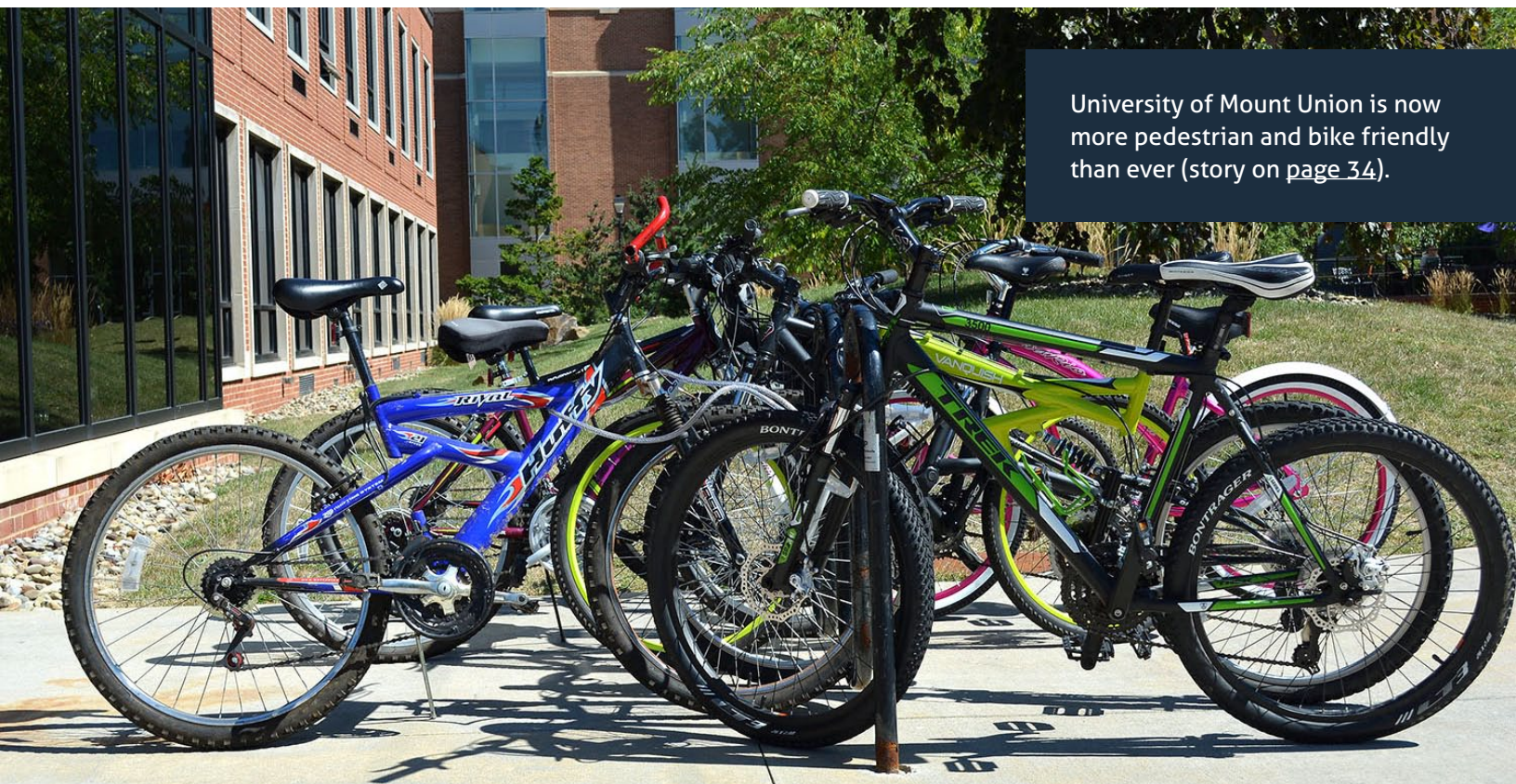
## Identifying Highlighted Institutions

Each section of the Index highlights best practices from institutions that submitted reports in the most recent 12 months (July 1, 2014 - June 30, 2015). This timeframe is consistent with that used for highlights in past STARS publications. Highlighted initiatives were selected based on innovation and impact in advancing sustainability. Institutions that submit STARS reports annually have the opportunity to be highlighted every year.

## Defining Country & Institution Type

Each section of this review includes charts displaying average scores by institution type and country, based on a September 1, 2015 cut-off date. Institutions that submitted as STARS Reporters were excluded from average score calculations since their scores are not public.

The charts displaying average score by country include U.S. and Canadian institutions. While two institutions from Mexico also submitted a STARS report in the last three years, (Universidad Autónoma de Tamaulipas and Universidad de Monterrey), they were not included in the country average score graphs due to low sample size. These institutions are counted in the institution type graphs, based on their respective classifications. Institution type was defined by Carnegie Basic Classification for U.S. institutions and as self-reported through STARS for all other institutions.



University of Mount Union is now more pedestrian and bike friendly than ever (story on [page 34](#)).



# New Developments in STARS

## New Features & Improvements

AASHE strives for continuous improvement in the STARS framework, and many of the new improvements and upcoming changes outlined in this section are based on ideas and suggestions from the campus sustainability community. Thank you for your feedback!

AASHE staff have completed two IT projects this year to provide greater benefit to STARS participants. With more than 100 STARS 2.0 reports in the system, the [STARS 2.0 Data Displays](#) became available in summer 2015. This initial release includes basic filtering, display and export options, with more advanced features on the way. In addition, the AASHE IT team implemented site speed improvements that have significantly reduced page load times on the STARS website (see [AASHE blog](#)).

### Now available to AASHE Members!

The STARS Data Displays allow users to review, filter and analyze data within Version 1 and Version 2 reports.

- [Category Display](#) - Average category scores for groups of institutions that share a particular characteristic
- [Score Display](#) - Participant scores for particular categories, subcategories and credits of interest
- [Content Display](#) - Exact responses to specific reporting fields



## Coming Soon

STARS 2.1 is scheduled for release in Spring 2016. The new version will include enhancements such as auto-population of data, standard pre-publication review by AASHE staff, and a new set of optional credits aimed at streamlining STARS.

In the coming months, AASHE will unveil enhancements to the STARS public report interface that will allow STARS Participants to view an individual institution's performance in comparison to average performance for similar institutions. This feature will make performance and scoring more transparent and will provide instant benchmarking. In the long-term, AASHE's revamped Resource Center will integrate qualitative and quantitative data from STARS into the Resource Center.

# Index of STARS Rated Institutions

As of September 10, 2015 (see website for latest updates)



Colorado State University



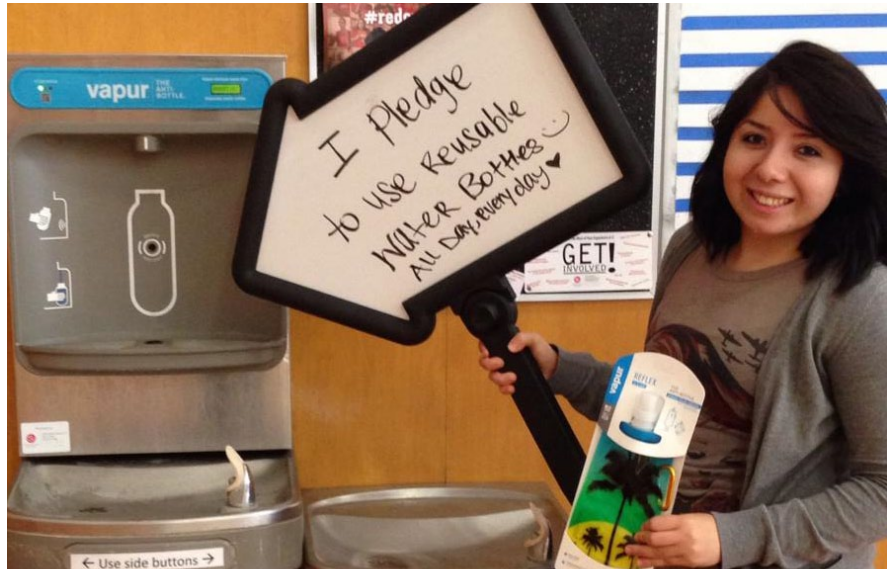
Colorado State Mountain Campus classroom at 9,000 feet. Courtesy of Colorado State University (story on [page 16](#)).



# Index of STARS Rated Institutions



- American University
- Appalachian State University
- Arizona State University
- Babson College
- Ball State University
- Bard College
- California State Polytechnic University, Pomona
- California State University, Channel Islands
- California State University, Chico
- Chatham University
- Colby College
- Colgate University
- Colorado College
- Columbia University
- Cornell University
- Dalhousie University
- Dickinson College
- Emory University
- Florida Gulf Coast University
- Furman University
- George Mason University
- George Washington University
- Grand Valley State University
- Green Mountain College
- Iowa State University
- Ithaca College
- Kankakee Community College
- Loyola University Chicago
- Macalester College
- Middlebury College
- New Mexico State University
- Northern Arizona University
- Nova Scotia Community College
- Oregon State University
- Pacific Lutheran University
- Pennsylvania State University
- Portland State University
- Royal Roads University
- Santa Clara University
- Simon Fraser University
- Stanford University
- State University of New York at Cortland
- Sterling College



A commitment to reusable water bottles is just one of the ways that California State University, Channel Islands reduced waste by 10 percent (story on [page 36](#)).

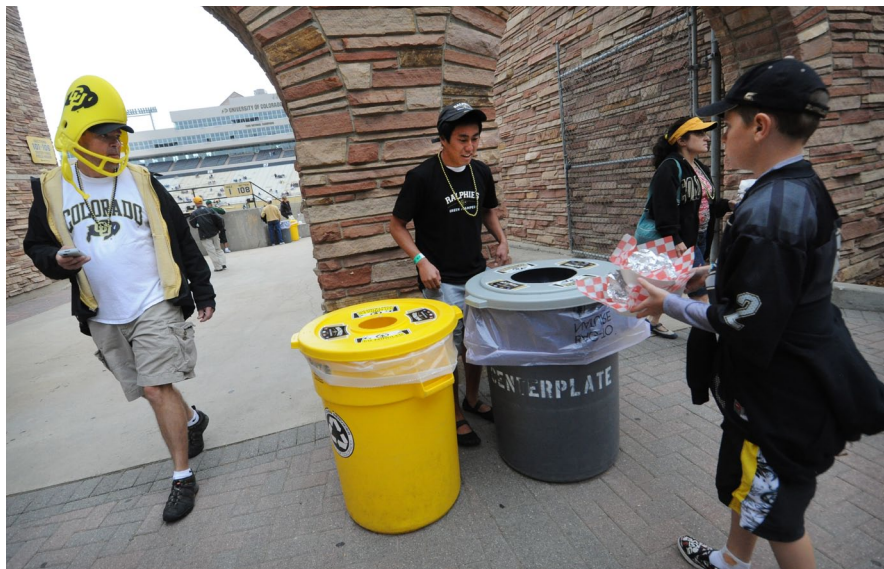


Emory University constructed a water reclamation facility and hydroponic greenhouse (story on [page 38](#)).

# Index of STARS Rated Institutions



- The University of Georgia
- Thompson Rivers University
- Unity College
- Université Laval
- University of Alberta
- University of British Columbia
- University of Calgary
- University of California, Davis
- University of California, Irvine
- University of California, San Diego
- University of California, Santa Barbara
- University of Colorado Boulder
- University of Colorado Colorado Springs
- University of Illinois, Urbana-Champaign
- University of Iowa
- University of Maryland, College Park
- University of Massachusetts Amherst
- University of Michigan
- University of Minnesota, Morris
- University of Missouri
- University of New Hampshire
- University of North Carolina at Chapel Hill
- University of North Carolina at Greensboro
- University of Northern Iowa
- University of Notre Dame
- University of San Diego
- University of South Florida
- University of Vermont
- University of Victoria
- University of Virginia
- University of Washington, Seattle
- University of Wisconsin-Oshkosh
- University of Wisconsin-Stevens Point
- Virginia Tech
- Wartburg College
- Western Michigan University
- Western University



Sustainable Gameday activities at CU Boulder (story on [page 14](#)).



Third place winner at Western University's Sustainability Scavenger Hunt (story on [page 14](#)).

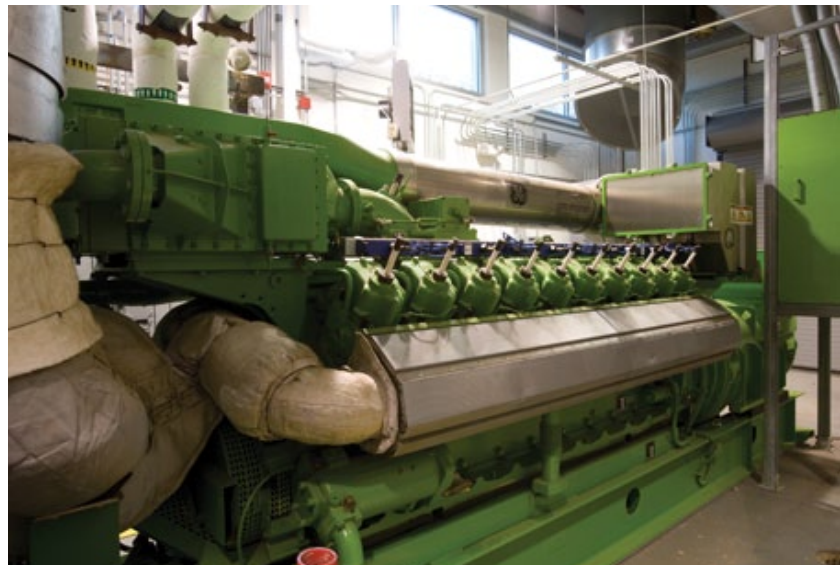


# Index of STARS Rated Institutions



Aquinas College  
Auburn University  
Baylor University  
Bellevue College  
Bentley University  
Black Hills State University  
Boston University  
Bowdoin College  
Brandeis University  
Bryant University  
Bucknell University  
California State University, Fullerton  
Carnegie Mellon University  
Central Carolina Community College  
Clarkson University  
College of Saint Benedict  
Concordia University  
DePauw University  
Eastern Connecticut State University  
Eastern Mennonite University  
Edmonds Community College  
Elon University  
Fanshawe College  
Florida International University  
Florida State University  
Frostburg State University  
George Brown College  
Goshen College  
Goucher College  
Haverford College  
Humber College  
Humboldt State University  
Indiana State University  
Indiana University-Purdue University Indianapolis  
James Madison University  
Jefferson Community and Technical College  
Keene State College  
Knox College  
Lawrence University  
LIU Post  
Louisiana State University  
Luther College

MacEwan University  
Madisonville Community College  
Maharishi University of Management  
Marquette University  
Miami University  
Mills College  
Minnesota State University Moorhead  
Missouri State University  
Missouri University of Science and Technology  
North Seattle College  
Northern Alberta Institute of Technology  
Ohio University  
Okanagan College  
Oklahoma State University  
Portland Community College  
Princeton University  
Purdue University  
Raritan Valley Community College  
Rice University  
Richland Community College  
Rochester Institute of Technology  
Saint John's University  
Saint Louis University  
Sewanee - The University of the South  
Sheridan Institute of Technology and Advanced Learning



Raritan Valley Community College's 1.4MW cogeneration engine (story on [page 19](#)).

# Index of STARS Rated Institutions



Slippery Rock University  
Smith College  
Southern Illinois University Carbondale  
Southern Oregon University  
Southwestern University  
St. Lawrence University  
State University of New York at Geneseo  
State University of New York at New Paltz  
Texas A&M University  
The College of Wooster  
The King's University  
The Ohio State University  
The Ohio State University at Lima  
The Ohio State University at Mansfield  
The Ohio State University at Marion  
The Ohio State University at Newark  
University at Buffalo  
University of Arkansas  
University of California, Merced  
University of California, Riverside  
University of California, Santa Cruz  
University of Cincinnati  
University of Colorado Denver - Anschutz Medical  
University of Dayton  
University of Illinois at Chicago  
University of Kansas  
University of Louisville  
University of Manitoba  
University of Massachusetts Lowell  
University of Minnesota, Twin Cities  
University of Missouri, Kansas City  
University of Montana  
University of Mount Union  
University of North Texas  
University of Ottawa  
University of Pennsylvania  
University of Richmond  
University of Texas at Arlington  
University of Texas at Austin  
University of Texas-Pan American  
University of Winnipeg

University of Wisconsin-Green Bay  
University of Wisconsin-La Crosse  
University of Wisconsin-Milwaukee  
University of Wisconsin-Stout  
University of Wisconsin-Whitewater  
Utah State University  
Valencia College  
Vassar College  
Villanova University  
Virginia Commonwealth University  
Wake Forest University  
Wesleyan University  
Western Kentucky University  
Western Washington University  
Westminster College  
Wilfrid Laurier University  
Worcester Polytechnic Institute



*Replant Mount Ornead annual tree planting is among several initiatives coordinated by University of Kansas Center for Sustainability (story on [page 42](#)).*



# Index of STARS Rated Institutions



Alfred State College  
Belmont University  
Beloit College  
Bridgewater College  
Central New Mexico Community College  
Central Ohio Technical College  
Concordia College-Moorhead  
Dominican University of California  
Durham College  
Earlham College  
Estrella Mountain Community College  
Ferrum College  
Fleming College  
Hawaii Pacific University  
Hope College  
Hopkinsville Community College  
Johnson County Community College  
Joliet Junior College  
Juniata College  
Lakehead University

Lehigh University  
Loyalist College  
Muhlenberg College  
Niagara College of Applied Arts & Technology  
Orange County Community College  
Ringling College of Art and Design  
Saint Joseph's College  
Saint Mary's College of California  
Scripps College  
Seattle Central College  
South Seattle College  
Southern Illinois University Edwardsville  
State University of New York at Fredonia  
State University of New York at Oneonta  
Stetson University  
Temple University  
Towson University  
Transylvania University  
Universidad Autónoma de Tamaulipas  
Universidad de Monterrey  
University of Alaska Southeast  
University of Arkansas at Little Rock  
University of Massachusetts Medical School  
University of Nebraska - Lincoln  
University of Nebraska at Omaha  
University of North Florida  
University of Saskatchewan  
University of West Georgia  
Weber State University  
Yeshiva University



Joliet Junior College's greenhouse is among the first to earn LEED certification (see story on [page 22](#)).



# Index of STARS Rated Institutions



Duke University  
Euromed Management  
Fayetteville State University  
Franklin University Switzerland

Georgia State University  
Hibbing Community College  
Hokkaido University  
Kyoto University  
Lahore University of Management Sciences  
Old Dominion University  
Plymouth State University  
Universidad San Francisco de Quito  
University of Alaska Anchorage  
University of Connecticut  
University of Oregon  
University of Wisconsin-River Falls  
Utrecht University



Franklin University (Switzerland) students in Ásbyrgi, Vatnajökull National Park, Iceland, in 2012. Photo credit: Brack Hale.





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

To learn more, visit [aashe.org](http://aashe.org).

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