



COLLEGE SUSTAINABILITY REPORT CARD

A Review of Campus & Endowment Policies at Leading Institutions

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Sustainable Endowments Institute

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EXECUTIVE SUMMARY

Sustainable development... meets the needs of the present without compromising the ability of future generations to meet their own needs.

The importance of the sustainability paradigm has been gradually gaining acceptance since 1987 when the United Nations World Commission on the Environment and Development proposed the above definition for sustainable development.

Twenty years ago, the Commission's report, *Our Common Future*, identified many economic, environmental, and equity issues that just recently have attained high priority status among corporate, government, and nonprofit decision-makers. For example, in January 2007, *BusinessWeek* defined sustainability as "meeting humanity's needs without harming future generations," and observed that, "it's at the top of the agenda of growing numbers of U.S. CEOs."

Sustainability and Higher Education

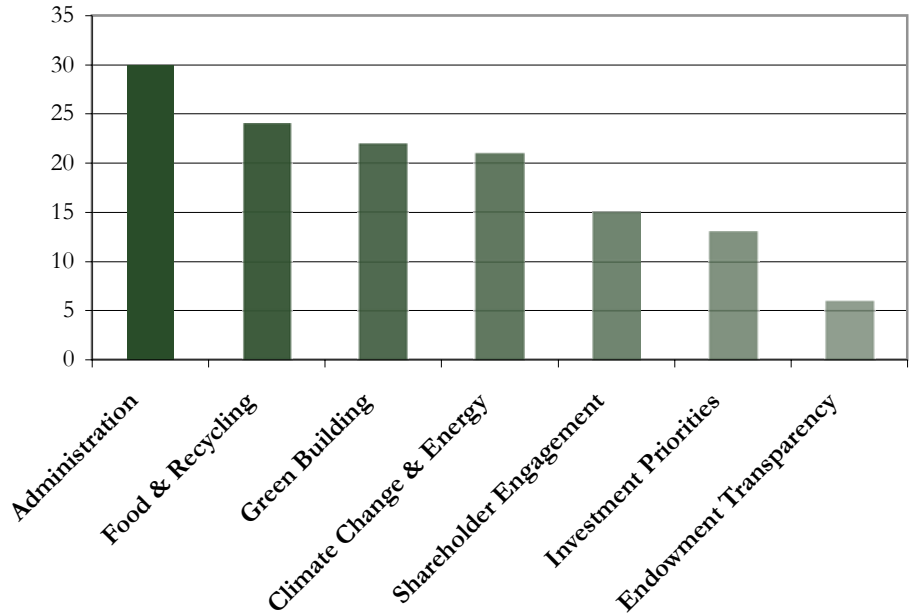
In relation to higher education, most of the 1987 UN report's sustainability concerns (e.g., energy efficiency, renewable energy, species extinction, food security, international trade, managing the commons, global poverty) have been the focus of extensive research and teaching. In contrast, the implications of these sustainability issues for the management of campus operations and endowments, have received relatively little attention.

Most popular evaluations of colleges and universities highlight academic achievements, admissions selectivity, financial aid equity, and alumni donation rates. For the most part, the focus has not been on how schools, *as institutions*, manage their resources in relation to their campus facilities and their endowment investments.

To assess progress in this sphere, the Sustainable Endowments Institute has researched the policies and programs of 100 leading colleges and universities. These schools hold more than \$258 billion—approximately 75 percent of all higher education endowment investments. When it comes to sustainability, the key questions about these institutions are: How do sustainability factors shape policies about the use of their resources? How can schools learn from each other's experiences and adapt sustainability policies that work?



“A” Grades by Category



In response to these questions, the first annual *College Sustainability Report Card* summarizes and grades college sustainability programs and policies in seven main categories: climate change and energy, green building, food and recycling, administration, endowment transparency, investment priorities, and shareholder engagement.

Endowment Policies

In our *Report Card*, endowment policies are seen as an important component of a college’s sustainability efforts. We perceive transparency, investment, and shareholder decisions as expressions of a school’s financial values and priorities.

A recent global analysis of fiduciary responsibility offers a new rationale for school trustees to take sustainability into account. *A Legal Framework for the Integration of Environmental, Social and Governance Issues into Institutional Investment* was prepared for the United Nations Environment Programme by Freshfields Bruckhaus Deringer, the world’s third-largest law firm. The report indicates that—as part of their charitable mission to benefit society—trustees of nonprofit organizations “may be required to consider whether the investment decision would further, or at the least, not hinder, those charitable purposes.”

In implementing such sustainability guidelines, university endowments enjoy certain advantages. As noted recently by *The Economist*, university investment managers control “extremely patient” capital due to an investment horizon that lasts “forever.” Furthermore, university endowments benefit from an ethos of innovation—financial and intellectual. These factors emphasize the importance of sustainability as a vital criterion in determining use of scarce resources in endowment decisions, as well as in campus management.

COLLEGE SUSTAINABILITY LEADERS

Dartmouth College
Harvard University
Stanford University
Williams College

CAMPUS SUSTAINABILITY LEADERS

Berea College
 Bowdoin College
 Carleton College
 Carnegie Mellon University
 Cornell University
 Dartmouth College
 Duke University
 Grinnell College
 Harvard University
 MIT
 Middlebury College
 Oberlin College
 Pennsylvania State University
 Princeton University
 Smith College
 Stanford University
 Syracuse University
 Tufts University
 University of British Columbia
 University of California
 University of California, Los Angeles
 University of Michigan
 University of Pennsylvania
 University of Washington
 Wesleyan University
 Yale University

By the Numbers

The study selected the 100 schools with the largest higher education endowment funds in the United States and Canada. The schools are located in 34 states, the District of Columbia, and three Canadian provinces.

Policies were reviewed at 66 private institutions with \$193 billion in combined endowment assets, as well as at 34 public institutions with \$65 billion in combined endowment assets. The total endowment assets of the schools equal \$258 billion.

The 100 schools are a mix of large and small institutions of higher education. Together, they count more than 2.3 million currently enrolled students.

Four schools that earned an cumulative grade average of “A-,” qualified as overall College Sustainability Leaders (see sidebar on proceeding page).

The Campus Sustainability Leaders List (see sidebar) recognizes the 26 schools that received an average grade of “A-” or better on the four campus-related categories of the report.

A list of Endowment Sustainability Leaders was not created because only one school (Williams College) received an average grade of “A-” or better on all three endowment-related categories.

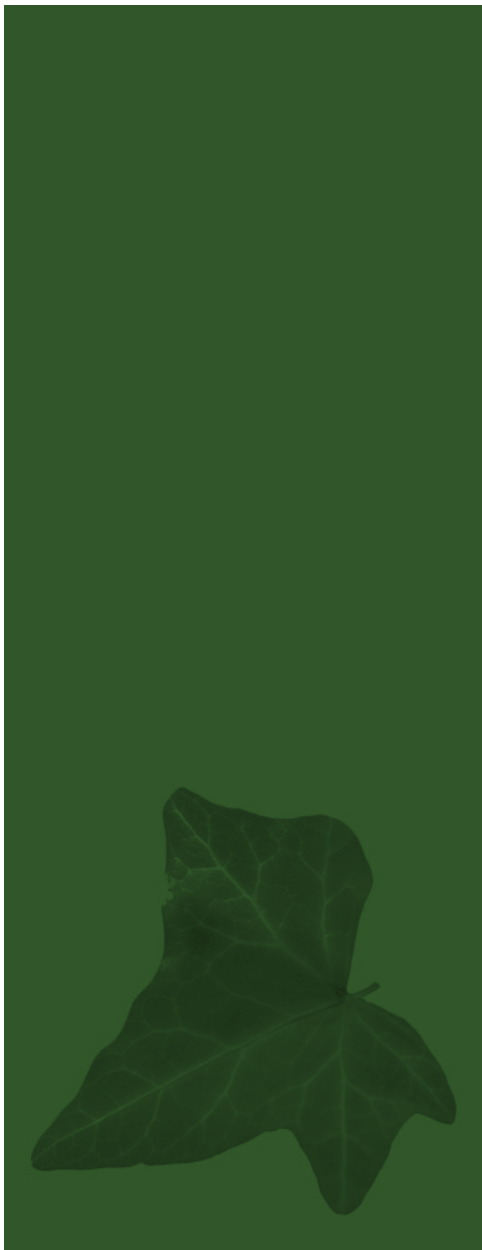
The Overview of Categories section provides a description of each category, along with brief highlights from a few leading schools. Each category also has an A-List of schools that received an “A” grade. The chart on the previous page illustrates the number of “A” grades in each of the seven categories.

The *Report Card* provides a wide range of information in one source and is easily accessible. Just as the grading system serves as an incentive in the classroom, the *Report Card’s* grading system seeks to encourage the prioritizing of sustainability in college operations and endowment investment policies by offering yearly assessments of progress.

As internationally recognized institutions of higher education, the schools included in the *College Sustainability Report Card* have the resources and potential to become leaders in aligning sustainable policies and practices with their educational missions.

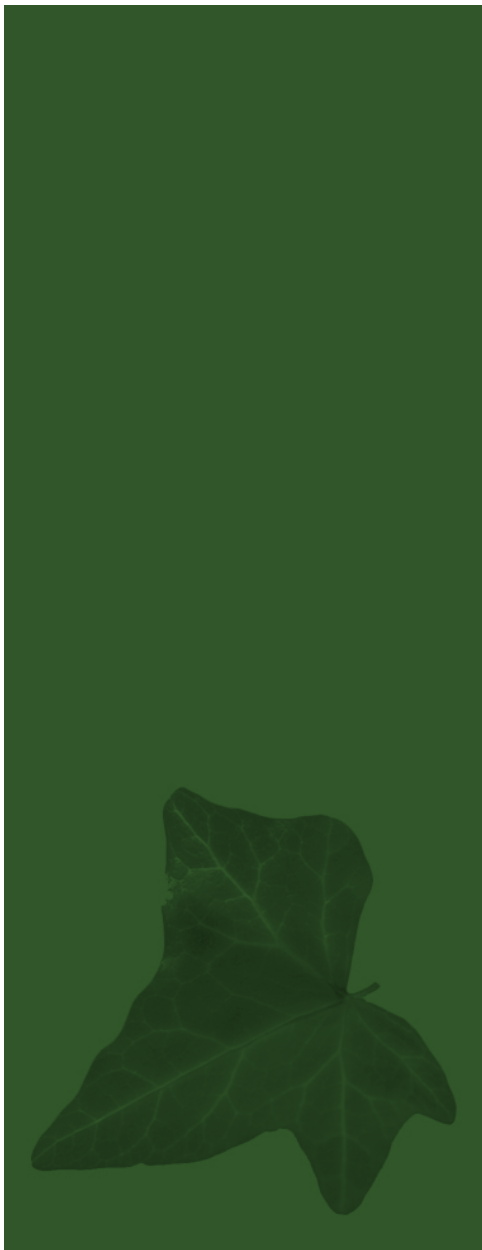
SNAPSHOT (A-S)

PAGE	SCHOOL	OVERALL GRADE
16	Amherst College	B-
17	Baylor College of Medicine	D
18	Baylor University	D+
19	Berea College	C+
20	Boston College	C-
21	Boston University	D
22	Bowdoin College	B-
23	Brown University	B
24	California Institute of Technology	C-
25	Carleton College	C+
26	Carnegie Mellon University	C+
27	Case Western Reserve University	C+
28	Columbia University	B
29	Cornell University	B-
30	Dartmouth College	A-
31	Duke University	B
32	Emory University	C
33	George Washington University	C-
34	Georgetown University	C+
35	Georgia Institute of Technology	C
36	Grinnell College	C+
37	Hamilton College	C
38	Harvard University	A-
39	Indiana University	D+
40	Johns Hopkins University	C+
41	Kansas University	C-
42	Lafayette College	D+
43	Lehigh University	C-
44	Macalester College	C
45	Massachusetts Institute of Technology	B-
46	McGill University	C+
47	Michigan State University	C
48	Middlebury College	B+
49	New York University	C
50	Northeastern University	C-
51	Northwestern University	C+
52	Oberlin College	C+
53	Ohio State University	C
54	Pennsylvania State University	C+
55	Pomona College	C+
56	Princeton Theological Seminary	D-
57	Princeton University	B-
58	Purdue University	C
59	Rensselaer Polytechnic Institute	C-
60	Rice University	C-
61	Rockefeller University	D+
62	Smith College	B
63	Southern Methodist University	C
64	Stanford University	A-
65	Swarthmore College	B-



SNAPSHOT (S-Z)

PAGE	SCHOOL	OVERALL GRADE
66	Syracuse University	C+
67	Texas A&M University	C
68	Texas Christian University	D
69	Trinity University (Texas)	D-
70	Tufts University	B-
71	Tulane University	C
72	University of Alabama	D
73	University of Arkansas	D
74	University of British Columbia	B-
75	University of California	B
76	University of California, Los Angeles	C+
77	University of Chicago	D+
78	University of Cincinnati	C-
79	University of Delaware	C-
80	University of Florida	C
81	University of Illinois	C
82	University of Iowa	C+
83	University of Kentucky	C-
84	University of Louisville	C
85	University of Maryland	C
86	University of Michigan	B+
87	University of Minnesota	B-
88	University of Missouri	C-
89	University of Nebraska	D+
90	UNC at Chapel Hill	C
91	University of Notre Dame	D-
92	University of Oklahoma	C-
93	University of Pennsylvania	B
94	University of Pittsburgh	D
95	University of Richmond	C-
96	University of Rochester	C-
97	University of Southern California	D
98	University of Tennessee	C+
99	University of Texas	C+
100	University of Toronto	B-
101	University of Tulsa	D-
102	University of Virginia	D+
103	University of Washington	B-
104	University of Wisconsin	B
105	Vanderbilt University	C-
106	Vassar College	B
107	Wake Forest University	D
108	Washington & Lee University	C-
109	Washington State University	C
110	Washington University in St. Louis	C-
111	Wellesley College	C
112	Wesleyan University	C+
113	Williams College	A-
114	Yale University	B+
115	Yeshiva University	D-



THE "A" LIST

Berea College
 Bowdoin College
 Carleton College
 Carnegie Mellon University
 Cornell University
 Dartmouth College
 Duke University
 Harvard University
 Kansas University
 MIT
 Michigan State University
 Middlebury College
 Pennsylvania State University
 Princeton University
 Smith College
 Stanford University
 Syracuse University
 Tufts University
 Tulane University
 University of British Columbia
 University of California
 University of California, Los Angeles
 University of Florida
 University of Illinois
 University of Michigan
 UNC Chapel Hill
 University of Toronto
 University of Washington
 Wesleyan University
 Yale University

ADMINISTRATION

The Administration category addresses primarily formal-, administrative-, or trustee-level action regarding sustainability. This includes policies or commitments to sustainability that are usually made in the institution's mission statement or master plan, but can also be through committing to local, national, or international 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. Schools also receive points for having a website that serves as a resource for community involvement and education on sustainability.

Leading by Example

The Administration "A" List is a group of 30 schools that earned "A" grades. Below is a sample of four very different institutions that all earned "A" grades. These summaries are based on data from each school's profile page.

Bowdoin College has signed on to the Maine Governor's Carbon Challenge, committing to reduce its emissions to 11 percent below 2002 levels by 2010. A sustainability office has been established to fulfill the obligations of the College's environmental mission statement and is run by a sustainability coordinator and staff of student workers. The students work on specific initiatives such as clean energy, recycling, and composting, and are assisted by a campus environmental committee.

In 1996, **Berea College** made an institutional commitment to embody sustainability in various aspects of its overall operation. A full-time sustainability coordinator provides institutional support to further the College's sustainability initiatives through campus programs, community outreach, and teaching resources. Five additional positions and a number of student work-study positions are also responsible for promoting and implementing sustainability in the curriculum and in campus operations.

Harvard University has one of the most comprehensive campus sustainability programs in the country. The Harvard Green Campus Initiative has a staff of 16 full-time professionals and approximately 40 part-time student employees.

In 2004, the **University of Washington** created an Environmental Stewardship Advisory Committee, an environmental stewardship coordinator position, and formalized a Policy on Environmental Stewardship to give full institutional support to the cause of campus sustainability. The University works to promote sustainability practices in every position and community member in order to demonstrate the concept by example.



THE "A" LIST

Bowdoin College
 Carleton College
 Carnegie Mellon University
 Cornell University
 Duke University
 Harvard University
 Middlebury College
 New York University
 Northwestern University
 Oberlin College
 Smith College
 Syracuse University
 Tufts University
 University of British Columbia
 University of California
 University of California, Los Angeles
 University of Michigan
 University of Pennsylvania
 University of Washington
 Wesleyan University
 Yale University

CLIMATE CHANGE & ENERGY

The Climate Change & Energy category focuses on initiatives to improve energy efficiency and conservation, and 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; and making use of renewable energy, either through direct purchases of renewable energy credits or through on-site 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.

Leading by Example

The Climate Change & Energy "A" List is a group of 21 schools that earned "A" grades. Below is a sample of three very different institutions that all earned "A" grades. These summaries are based on data from each school's profile page.

The **University of British Columbia's** ECOTrek program, the largest water and energy retrofit in any Canadian university, was finalized in 2006 and has tallied energy savings that represent a reduction of 15,000 tons of carbon dioxide emissions. The program is saving the University \$2.5 million (Canadian Dollars) annually as a result of a 20 percent reduction in energy use. Since 1990, carbon dioxide emissions per square meter of building have been reduced by 30 percent.

The **University of Pennsylvania** is one of the largest nongovernmental purchasers of wind power in the nation, buying 112,000 megawatts of wind energy, or 29 percent of their total energy needs. The 10-year contract that the University signed will enable the construction of a new 12-turbine, 20-megawatt wind farm in Pennsylvania.

The Tufts Climate Initiative at **Tufts University** won the Environmental Protection Agency Climate Protection Award in 2005. The University changed its utilities contract in 2006 to include small-hydro and natural gas, reducing its carbon emissions to 21 percent below the New England average. Conservation efforts through the facilities department have involved lighting retrofits and motion sensors in collaboration with the Environmental Protection Agency's Green Lights program, improved steam trap efficiency, and new washing machines. Students are given the option to purchase green power.



THE "A" LIST

Bowdoin College
 Carleton College
 Columbia University
 Cornell University
 Dartmouth College
 Duke University
 Grinnell College
 Hamilton College
 Harvard University
 Middlebury College
 Oberlin College
 Pennsylvania State University
 Princeton University
 Stanford University
 Tufts University
 University of British Columbia
 University of Michigan
 University of Pennsylvania
 University of Washington
 Vassar College
 Washington State University
 Wesleyan University
 Williams College
 Yale University

FOOD & RECYCLING

The Food & Recycling category looks primarily at dining services and its policies and practices relating to sustainability. Points are given based on the quantity and availability of both locally grown food, as well as organic food. The category also examines campus-wide programs on recycling and composting.

Leading by Example

The Food & Recycling "A" List is a group of 24 schools that earned "A" grades. Below is a sample of four very different institutions that all earned "A" grades. These summaries are based on data from each school's profile page.

Dartmouth College's Local Food Project is an on-going program to organize local farmers in New Hampshire and Vermont to supply a sustainable source of local foods to the College. A Sustainable Dining Committee has been formed that is focused on creating a waste-free dining prototype in one dining venue.

Grinnell College dining services uses local, organic products for most staple ingredients, including organic flour and local milk, eggs, herbs, pork, and some fruits and vegetables. Pre- and post-consumer food waste is composted using a pulping machine and donated to a local farm, diverting approximately seven tons of waste each month. Yard waste is composted through the city of Grinnell, Iowa.

Washington State University dining services has equipment to mulch all food waste as part of the campus composting program, which then sells the compost to local nurseries. The dining halls now use local, organic products for all baking and bread products, and another line of organics was added in response to student comments, in addition to Organic Fridays, which will begin spring 2007. The Waste Wise program recycles 57 percent of the waste stream from approximately 1,500 collection areas across campus.

Williams College spends an extra 20 cents per person per meal on local, organic foods, amounting to a 30 percent increase in local and organic foods in the dining halls over the past few years. This is one of the strongest efforts seen from any college or university dining service in the country. The dining halls collect 80 tons of food waste annually to provide compost to local farms, and the College's efforts have allowed the local middle school to join the composting program.



THE “A” LIST

Berea College
 Bowdoin College
 Carnegie Mellon University
 Cornell University
 Dartmouth College
 Duke University
 Emory University
 Grinnell College
 Harvard University
 MIT
 Middlebury College
 Northwestern University
 Oberlin College
 Princeton University
 Stanford University
 University of British Columbia
 University of California
 University of California, Los Angeles
 University of Florida
 University of Illinois
 University of Washington
 Yale University

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, 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) certification program.

Leading by Example

The Green Building “A” List is a group of 22 schools that earned “A” grades. Below is a sample of three very different institutions that all earned “A” grades. These summaries are based on data from each school’s profile page.

Carnegie Mellon University’s building policy requires that all new buildings and renovations be LEED Silver-certified at a minimum. Three buildings have attained LEED Silver certification and four renovations will soon be Silver-certified. One building has a LEED Gold rating. The University was a pilot partner in the Environmental Protection Agency’s Lab21 program for green design in laboratory facilities, and four campus buildings have had green roofs installed.

Emory University has committed to certifying all building under the LEED guidelines and the current goal is for all construction to seek Gold certification. The Goizueta Business School was the first LEED-Existing Building Gold-certified building on a university campus. The University has four other LEED-New Construction certified buildings for a total of 1.1 million square feet that has been or is in the process of acquiring LEED certification. As a result, Emory currently has one of the highest numbers of certified green buildings of any campus in the country.

The **University of Illinois** has stated that all new construction and major renovation projects greater than \$1 million will use the LEED rating system as a guideline for integrated sustainable design. All projects will be considered for pursuing LEED certification. LEED-accredited professionals are on staff with the facilities and services department. The Springfield campus is requiring that all new building meet LEED Silver certification and the University’s Business Instructional Facility at the Urbana campus is on track to be the first major Urbana building to be LEED-certified, setting an ambitious precedent with an expected Gold certification.



THE “A” LIST

Dartmouth College
 Purdue University
 University of Tennessee
 University of Texas
 University of Wisconsin
 Williams College

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 necessary within a college community to foster constructive dialogue about opportunities for clean energy investment, as well as shareholder voting priorities.

Leading by Example

The Endowment Transparency “A” List is a group of 6 schools that earned “A” grades. Below is a sample of four very different institutions that all earned “A” grades. These summaries are based on data from each school’s profile page.

Dartmouth College’s Advisory Committee on Investor Responsibility (ACIR) produces an annual report containing information about every shareholder voting recommendation. The report is available to the school community and to any interested outside party on the College’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 school’s investment office.

Purdue University’s proxy voting record and a list of endowment holdings are made available to the university community and also to the public. This information is emailed to individuals upon request.

The **University of Texas** states that the open records law requires proxy voting records and a list of endowment holdings to be available to the public. This information is emailed to individuals upon request.

Williams College’s proxy voting record is available on a password-protected website, and at the investment office or vice president’s office, to members of the college community, such as faculty, staff, students, and alumni. A list of investment holdings is also available to the university community at these two campus locations.



THE “A” LIST

Amherst College
 Case Western Reserve University
 Duke University
 Georgetown University
 Harvard University
 Johns Hopkins University
 Northeastern University
 Northwestern University
 Purdue University
 Stanford University
 Tufts University
 University of Michigan
 Williams College

INVESTMENT PRIORITIES

The Investment Priorities category focuses on three areas: prioritizing investments to maximize profit, investing in renewable energy funds, and investing in community development loan funds. Points were awarded to all schools for investing to maximize profit, one component of a sustainable endowment.

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 investing in community development financial institutions. Such portfolio diversification at the local level strengthens communities that surround schools and contributes to their sustainability.

Leading by Example

The Investment Priorities “A” List is a group of 13 schools that earned “A” grades. Below is a sample of three very different institutions that all earned “A” grades. These summaries are based on data from each

school’s profile page.

In 2006, **Duke 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.

Northeastern University reports that it has invested in renewable energy investment funds or similar investment vehicles. Additionally, the University is exploring community development financial institutions or loan funds.

Williams College reports that it has invested in community development financial institutions or loan funds. Additionally, the College is exploring renewable energy investment funds or similar investment opportunities. The College also has a Social Choice Fund that allows donors to direct contributions to a special endowment fund that screens investments based on environmental and social criteria.



THE “A” LIST

Brown University
 Columbia University
 Dartmouth College
 Harvard University
 Middlebury College
 Pomona College
 Smith College
 Stanford University
 Swarthmore College
 University of Minnesota
 University of Pennsylvania
 University of Wisconsin
 Vassar College
 Wellesley College
 Williams College
 Yale University

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 for schools that had formed such committees.

Leading by Example

The Shareholder Engagement “A” List is a group of 16 schools that earned “A” grades. Below is a sample of three very different institutions that all earned “A” grades. These summaries are based on data from each school’s profile page.

Dartmouth College’s Advisory Committee on Investor Responsibility deliberates and makes recommendations on all proxy resolutions pertaining to social and environmental issues (not corporate governance issues) submitted to companies in which the College directly holds shares. In 2005 (which is the most recent data available), the College reported voting in favor of all sustainability shareholder resolutions, as well as in favor of all global climate change shareholder resolutions.

At **Stanford University**, according to established guidelines, all proxies are voted in-house by the manager of investment responsibility. Voting is driven primarily 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 an advisory panel, which includes four student and two alumni representatives. In 2000, Stanford adopted shareholder-voting guidelines that ensure the university will vote in favor of shareholder proposals relating to climate change. These became the first known voting guidelines on climate change adopted by a university in the United States or Canada.

At **Swarthmore College**, the Committee on Investor Responsibility (CIR) acts in an advisory capacity to the Investment Committee of the Board of Managers. The CIR 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.



B-**AMHERST COLLEGE**

\$1.3 billion

ADMINISTRATION	B	Amherst College sought a Mellon grant to employ an energy manager, in cooperation with Five Colleges, Incorporated, to reduce the College's energy consumption and its environmental footprint. The manager has initiated plans for green building, lighting retrofits, and the new cogeneration plant that is under construction. Savings from these changes will continue to fund this position when the grant expires. The College recently formed a Green Campus Advisory Panel, which will assist and advise the College on development and implementation of sustainability policies.
CLIMATE CHANGE & ENERGY	B	Amherst College has performed a carbon emissions inventory and is using the results as a basis for its participation in the Cities for Climate Protection program in which the College pledges to assist the town of Amherst in reducing its carbon emissions to 35 percent below the pre-1997 levels by 2009. The cornerstone of the College's energy efficiency program is a \$5 million cogeneration plant that is currently under construction. When operational, the plant will lower the College's greenhouse gas emissions far in excess of the intended 35 percent. As part of the Million Monitor Drive, the College committed to purchasing 175,000 kilowatt-hours of wind-powered Renewable Energy Certificates, enough to power all of the computers on campus for a year.
FOOD & RECYCLING	B	The College contracts with eight different local food producers to supply a variety of foods for the dining halls. This initiative supports local businesses and reduces transportation distances for food delivered to the College. Dining services recycles much of its waste, including kitchen oil, and is currently evaluating methods for a post-consumer food waste composting process.
GREEN BUILDING	B	The College has used sustainable design strategies for newly constructed and renovated facilities over the past five years. Although it has not pursued LEED certification for these projects, the College has adhered to the principles articulated in LEED guidelines, as well as those documented in the College's "High Performance Building Design Strategies" guidelines. These guidelines allow the College to make informed value judgments about which design strategies have the highest environmental and financial returns.
ENDOWMENT TRANSPARENCY	D	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. However, 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, as was the case with its recent divestment from Sudan to protest the violence in Darfur.
INVESTMENT PRIORITIES	A	The College prioritizes investing to maximize profit and is also invested in renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	The investment of Amherst's endowment is managed by the College's investment office in collaboration with a formal investment committee. While the College does not have a formal policy to which individual investment managers must adhere, it maintains a proactive and on-going 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 and an endowment shareholder practices survey.

BAYLOR COLLEGE OF MEDICINE

D

\$1.1 billion

ADMINISTRATION	C	While Baylor College of Medicine does not have a formal policy, some efforts has been made to address sustainability issues. The director of BCM facilities management is assigned with the responsibilities of sustainability coordinator and facilitates a group of faculty, staff, and students to review progress and implement new projects. A website informs the college community of recycling programs.
CLIMATE CHANGE & ENERGY	D	The College has an electricity conservation program that involves upgrades of old motors and chiller machines to increase energy efficiency; lighting retrofits that result in energy savings of 960,000 kilowatt-hours per year; and a hurricane film that also provides energy savings of 61,320 kilowatt-hours per year. However, no known effort has been made to purchase renewable energy credits or build renewable energy generation capacity.
FOOD & RECYCLING	D	The College's cafeteria was totally demolished in 2001 due to a massive flood in Houston and food is currently prepared off-site. Construction is currently underway for a new facility that will incorporate sustainable design. Discussions are ongoing regarding management of the full-service facility when it opens in 2007. At that time, additional details will have been finalized with regard to sustainability. The cafeteria staff recently implemented a program to reduce the amount of styrofoam used in food service by offering an alternative paper product, and the College has a recycling program.
GREEN BUILDING	C	The College broke ground in September 2005 for a new research building in which numerous sustainable design measures have been planned, including motion and light sensors to conserve energy, an exterior sun shade and specified glazing to reduce heat gain, and grey-water collection and reuse. A new outpatient facility and hospital will also incorporate sustainable design measures. However, there is no formal green building policy in place and LEED certification has not been pursued.
ENDOWMENT TRANSPARENCY	F	The College makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D⁺**BAYLOR UNIVERSITY**

\$870 million

ADMINISTRATION	D	The University has no formal policies that pursue campus sustainability. In practice, energy consumption has been reduced through building commissioning and the operation of a cogeneration facility that is 50 percent more efficient than a standard boiler.
CLIMATE CHANGE & ENERGY	C	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.
FOOD & RECYCLING	C	The University recycles and composts. However, dining services has not committed to providing local or organic options.
GREEN BUILDING	D	The University has no green building policy and has no projects registered for LEED certification. A campus-wide lighting retrofit consisted of upgrading 50,000 fixtures to energy-efficient appliances.
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor its list of endowment holdings public.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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.

C+

BEREA COLLEGE

\$949 million

ADMINISTRATION	A	In 1996, Berea College made an institutional commitment to embody sustainability in various aspects of its overall operation. A full-time sustainability coordinator provides institutional support to further the College's sustainability initiatives through campus programs, community outreach, and teaching resources. Five additional positions and a number of student work-study positions are also responsible for promoting and implementing sustainability in the curriculum and in campus operations. A stated goal of achieving a 45 percent reduction in campus energy use by 2015 demonstrates the College's effort, as does the EcoVillage, which provides student housing and a child development laboratory, among other facilities.
CLIMATE CHANGE & ENERGY	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. The College intends to reduce campus energy use 45 percent by 2015. Campus solar panels currently provide 0.5 percent of campus energy needs.
FOOD & RECYCLING	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. A recycling and composting program already includes pre-consumer food waste, and work is being done to incorporate post-consumer waste, as well.
GREEN BUILDING	A	In 2001, Berea College's administration building earned a LEED Silver rating, making it 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 75 percent less energy and water per capita than the standard household and produces a waste stream half as large. It uses the Ecological Machine, which relies on natural processes to clean sewage water to swimmable standards through a system of tanks filled with plants, fish, and other aquaculture. Much of this water is recycled to flush toilets. The College has a set of Ecological Renovation Standards for all campus renovations in order to maximize resource efficiency and incorporate green design components.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

BOSTON COLLEGE

\$1.4 billion

ADMINISTRATION	C	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 professional position is under review. Boston College's strongest effort towards sustainability comes from its leading position in Project XL, a group of three colleges and universities working to improve laboratory waste management practices in order to conduct research in a more sustainable manner. Boston College is a member of the Campus Consortium for Environmental Excellence, which works on sustainability in higher education. In addition, the College has recently increased its purchase of renewable energy credits threefold from the previous year.
CLIMATE CHANGE & ENERGY	B	The College has made conservation efforts, both on the facilities side, with the advancement of projects addressing lighting and HVAC equipment, and through student awareness efforts and conservation competitions, which have helped to save the College approximately \$1 million a year. Since January 1, 2007, the College's electrical portfolio includes 27 percent renewable energy, up from 9 percent in 2006 and 8 percent in 2005.
FOOD & RECYCLING	B	The College is working to develop relationships with local growers, manufacturers, and vendors who promote sustainable agricultural practices, and food distributors who can trace their products to responsible sources. The College has taken steps to provide local products in certain instances, such as hormone-free milk and organic, fair-trade coffee.
GREEN BUILDING	C	Boston College incorporates some LEED features in building design, such as with the recent renovation of the 66 Commonwealth Avenue residence hall. The College also recently set contractual limits in its construction waste management that follow LEED requirements.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D

BOSTON UNIVERSITY

\$916 million

ADMINISTRATION	D	The University's Task Force on Recycling and Campus Environment developed an environmental report for the administration that detailed the need for an emissions inventory, a green building policy, a composting program, and renewable energy purchases. As of yet, the University has not adopted these policies. The University's strongest efforts have been towards recycling.
CLIMATE CHANGE & ENERGY	F	The University has not made known any policies it might have that address energy and climate issues.
FOOD & RECYCLING	C	A Waste Reduction Team has recently been formed to complement Boston University's current recycling program. The Reused Office Supply Exchange is an online program that reduces waste by offering a forum for students, administration, and campus departments to exchange surplus supplies. A compost demonstration took place during Earth Day and composting is done in some of the co-ops.
GREEN BUILDING	D	The Environmental Student Organization at Boston University has developed a Green Building Campaign to encourage the administration to consider the integration of green building design into new construction. However, the University has not yet responded by adopting a formal policy.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The University has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

B-**BOWDOIN COLLEGE**

\$673 million

ADMINISTRATION	A	Bowdoin College has signed on to the Maine Governor's Carbon Challenge, committing to reduce its emissions to 11 percent below 2002 levels by 2010. A sustainability office has been established to fulfill the obligations of the College's environmental mission statement and is run by a sustainability coordinator and staff of student workers. The students work on specific initiatives such as clean energy, recycling, and composting, and are assisted by a campus environmental committee.
CLIMATE CHANGE & ENERGY	A	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. The College is also investigating the possibility of installing solar panels on the athletic center. Both of the College's boilers will reduce greenhouse gas emissions further by running on a mix of natural gas and #2 oil. A dorm energy conservation competition takes place on campus every October.
FOOD & RECYCLING	A	Dining services has a sustainability policy that entails energy conservation, a conscious choice of vendors for their environmental records, and composting food scraps. They also have a strong partnership with Farm Fresh Connections, part of the Maine Sustainable Agriculture Society, which works to bring fresh, local, and sustainably farmed produce to Maine college campuses. Dining services also maintains their own organic farm to supply fresh food to the dining halls during the summer and fall, and the garden is currently being expanded.
GREEN BUILDING	A	All new buildings and renovations at the College incorporate the LEED guidelines into the College's own sustainable design guidelines. A new set of dormitories were the first LEED-certified buildings on campus—although previous buildings had been designed to be nearly as energy efficient—and received Silver certification.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

B**BROWN UNIVERSITY**

\$2.2 billion

ADMINISTRATION	B	As early as 1990, the University established Brown Is Green, an initiative run by faculty, staff, and students devoted to promoting environmental initiatives on campus. A resource efficiency manager position, formally known as the environmental coordinator, was established in 1992, and an energy manager was hired in 2006 to further the initiative.
CLIMATE CHANGE & ENERGY	C	The University has been pressured by students and others for several years to purchase renewable energy credits. However, it has yet to supply the campus with any renewable energy beyond a small array of solar panels installed on campus.
FOOD & RECYCLING	B	Brown has led and participated in measures within Rhode Island, such as the Rhode Island Local Food Forum, to integrate local food into university dining, as well as into area restaurants and stores. The Community Harvest program, which began in 2002, has brought Rhody Fresh milk and a seasonal weekly farmers' market to campus. Food scraps and waste are donated to a local pig farm.
GREEN BUILDING	B	Construction at Brown utilizes local utility rebate programs and commissioning to ensure environmentally conscious design. LEED standards are used, but not required, as the primary guideline for design, and several buildings are in the process of LEED certification. Buildings constructed under these guidelines achieve a 20 to 30 percent reduction in energy use over standard designs. The Department of Plant Operations implements resource conservation measures related to utilities, and has recently initiated lighting and other utility replacement programs.
ENDOWMENT TRANSPARENCY	B	The University makes its proxy voting record available to members of the university community, such as faculty, staff, students, and alumni on a password protected website. A list of endowment holdings is only available to trustees and senior administrators.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	The Advisory Committee on Corporate Responsibility in Investment Policies (which includes faculty, alumni and student representatives) advises the president and makes vote 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 and an endowment shareholder practices survey.

CALIFORNIA INSTITUTE OF TECHNOLOGY

C-

\$1.6 billion

ADMINISTRATION	C	Caltech's Environmental Task Force, composed of faculty, staff, and students, has drafted an environmental policy statement and has promoted several initiatives. The facilities management department is the source of the strongest institutional support of sustainability measures on campus and has a comprehensive energy management program with stated practices and goals. However, institutional support of sustainability—in the form of an official policy, sustainability coordinator, or sustainability center—has yet to be realized.
CLIMATE CHANGE & ENERGY	B	The cogeneration plant, which was upgraded in 2004, is 80 percent efficient and supplies 80 percent of the campus' power. Energy conservation initiatives include motion sensors in all new construction and retrofits, a re-roofing program and an elevator modernization program. Caltech has considered renewable energy sources as a measure to reduce energy costs in the long-term.
FOOD & RECYCLING	B	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. The grounds crews reuse various wastes such as woodchips (which are used to fuel a pizza oven), and two recycling specialists are employed to reduce the campus' waste stream through effective recycling efforts.
GREEN BUILDING	C	Caltech pursues energy conservation and wise energy management in all its facilities and for new buildings. The University has adopted LEED certification for all new construction and is investigating campus-wide certification. Lighting retrofits have occurred in 15 of the campus buildings.
ENDOWMENT TRANSPARENCY	F	The Institute has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The Institute prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+

CARLETON COLLEGE

\$572 million

ADMINISTRATION	A	In the spring of 2006, Carleton College committed itself to a goal of carbon neutrality, with no specific deadline. The College's Sustainability Program works with the Environmental Advisory Committee to advance campus sustainability issues, which have involved green building, the carbon-neutrality policy, and the installation of a 1.65-megawatt wind turbine near campus.
CLIMATE CHANGE & ENERGY	A	The College is tied with the University of Minnesota, Morris, for having the second-largest university wind power installation, with a 1.65-megawatt wind turbine near campus. Other energy conservation efforts have included closer monitoring of the heating and cooling systems, and lighting retrofits.
FOOD & RECYCLING	A	The College has a partnership with Food Alliance Midwest and has contracts with seven vendors from the Alliance, which supply the school with local foods. One-hundred percent organic flour is also used in all baking. The Students Organizing for the Protection of the Environment played an integral role in developing the food waste composting program, which has expanded to off-campus housing, as well.
GREEN BUILDING	B	While the College is not enrolled in the LEED program, it has developed its own sustainable design guidelines that incorporate a point system mimicking the LEED guidelines and evaluate buildings based on 50 different categories. The College has incorporated several sustainable processes into the construction and design of its buildings, and students recently installed a green roof with 78 varieties of local plant life.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The College has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

CARNEGIE MELLON UNIVERSITY

C⁺

\$940 million

ADMINISTRATION	A	Carnegie Mellon University considers its commitment to the environment to be a “strategic priority.” The University began its commitment to environmentally sustainable practices in 1990 when it hired a recycling and waste coordinator. Since then, the University has hired an environmental coordinator, and the Green Practices Committee—an interdisciplinary group of faculty, staff, and students—has worked to further the cause of campus sustainability. Highlights include LEED Silver certification as a minimum requirement for construction, pilot partnership in the Environmental Protection Agency’s Lab21 program, and a commitment to power 15 percent of the campus with renewable energy.
CLIMATE CHANGE & ENERGY	A	The University is a founding 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. Currently, 15 percent of campus energy needs are supplied by renewable resources. The Synergy Solar house, used as a living laboratory and meeting space, generates its own hot water and exports power to the campus grid. Alternative-fueled vehicles are used on campus, local landfill gas is used instead of natural gas, and the University has received a Clean Cities Award for leadership in enhancing awareness of alternative fuels.
FOOD & RECYCLING	B	The University dining services has been working to include more local and organic foods in its menus, and keeps track of its distance from both suppliers and producers. The composting program is growing with a regional composting effort and the University employs a strong recycling effort to reduce its waste stream.
GREEN BUILDING	A	The University’s building policy requires that all new buildings and renovations be LEED Silver-certified at a minimum. Three buildings have attained LEED Silver certification and four renovations will soon be Silver-certified. One building has a LEED Gold rating. The University was a pilot partner in the Environmental Protection Agency’s Lab21 program for green design in laboratory facilities, and four campus buildings have had green roofs installed.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

CASE WESTERN RESERVE UNIVERSITY

C+

\$1.6 billion

ADMINISTRATION	B	Case Western Reserve University has an Energy Advisory Committee, which includes faculty, student, and staff representatives. The Committee sponsors events such as a “Sustain-a-Palooza,” and manages recommendations and strategies for sustainability initiatives at the University. The University’s Adopt-a-Building program attracts Volunteer Energy Ambassadors to act as energy conservation advocates in campus buildings.
CLIMATE CHANGE & ENERGY	C	The University committed to a campus-wide effort to reduce energy use by 15 percent by 2007. Motion sensors and efficient lighting fixtures installed in the library, which had previously been one of the largest consumers of electricity on campus, have reduced energy consumption by 30 percent. An energy audit of buildings across campus was conducted by a team of experts in January 2006, looking for short-, medium-, and long-term energy saving strategies. Retrofits of HVAC systems, windows, lighting, and roofing material have also contributed to energy savings.
FOOD & RECYCLING	B	Dining services, working with Bon Appetit, gets its coffee from Pura Vida, an organic coffee company that uses profits to support at-risk families and children in coffee-growing countries. Other local and organic food efforts, including produce, baked goods, and cheeses, are taken through Bon Appetit’s Farm to Fork program. An extensive recycling program is also in place, with a recycling coordinator and student representatives in different parts of campus.
GREEN BUILDING	B	The University’s \$130 million housing project, the Village at 115, is registered for LEED certification. It includes a comprehensive system to monitor real-time energy consumption in order to encourage student participation in energy conservation. Green design techniques are also being applied to the construction of the Mandel Center for Nonprofit Leadership.
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor its list of endowment holdings public. This information is available only to trustees and senior administrators.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is also currently invested in renewable energy funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	The University provides their investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

B**COLUMBIA UNIVERSITY**

\$5.9 billion

ADMINISTRATION	B	The University established the Office of Environmental Stewardship in 2006 and will be setting up a Sustainability Advisory Committee of students, staff, and faculty to supplement the previously established Environmental Stewardship Task Force. Columbia is known for strong academic research and programs on earth and environmental sciences, including the Earth Institute.
CLIMATE CHANGE & ENERGY	B	Columbia is examining purchasing renewable and alternative energy credits for a portion of its energy needs, and participating in a demand response program. Nearly all buildings owned by the University are undergoing an energy audit to look for potential savings and increased energy efficiency. Meters and submeters at two campuses will be added and updated to collect data on real energy patterns, and the University is developing programs to reduce and monitor energy consumption based on these new data. A biodiesel program is also being developed.
FOOD & RECYCLING	A	Housing and dining services prioritize local, organic, and fair-trade certified purchasing, and a successful organic student co-op was opened in one dining hall. A seasonal menu is planned based on the availability of local produce, and dining services is working with Green Forest, a sustainability consultant, to develop a better recycling program. A composting program is also being developed. All the dining halls' unused food is sent to City Harvest, a nonprofit dedicated to ending hunger in New York City.
GREEN BUILDING	C	Columbia is a new member of the U.S. Green Building Council and is utilizing LEED strategies as a planning tool, with the intention of registering new construction for LEED certification. The University has been upgrading its lighting systems for the past 15 years and has retrofitted its water infrastructure in order to maintain more efficient facilities.
ENDOWMENT TRANSPARENCY	B	The University makes its proxy voting record available to members of the university community, such as faculty, staff, students, and alumni, and is accessible on the university website with password protection. Only publicly-traded holdings are made available to the university community and are accessible with presentation of university identification. Other information, such as privately held companies, is only available to trustees and senior administrators.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not investigated investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	At community hearings, the Advisory Committee on Socially Responsible Investing, formed in 2000, receives input from the University community on a variety of issues including the environment and human rights. The ACSRI then advises the Trustees Subcommittee on Shareholder Responsibility to make decisions on proxies.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

B-**CORNELL UNIVERSITY**

\$4.3 billion

ADMINISTRATION	A	Cornell's commitment to sustainability has been voiced by its past few presidents. 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. The Provost's Task Force on Sustainability in the Age of Development has released its final report and the provost is determining how best to act on these recommendations. The University has also joined the Association for the Advancement of Sustainability in Higher Education (www.aashe.org) and will be introducing resources provided by this organization throughout campus.
CLIMATE CHANGE & ENERGY	A	In 2001, Cornell made a public commitment to reducing emissions levels to 7 percent below 1990 levels by 2008. Through added staff and conservation efforts, carbon dioxide emissions have decreased 15 percent since 2000. The University does not currently purchase renewable energy credits, but it is exploring ways to support the regional production of renewable energy through its operations and has proposed an industrial scale wind farm on nearby Mt. Pleasant. The University has committed significant resources to energy efficiency and conservation measures in campus buildings, and utilizes a co-generation plant, a hydroelectric dam, and even nearby Lake Cayuga to power and cool the campus, reducing the need for energy from the grid.
FOOD & RECYCLING	A	Dining services has made an effort towards local purchasing, within the limits of cost and seasonal restrictions. They are tracking the percentage of produce purchased from New York state growers, and working with a distributor who organizes upstate New York farms in order to ensure a more constant food supply. With regard to composting and recycling, the University composts its food wastes and has been able to divert 50 percent of its solid waste through recycling efforts.
GREEN BUILDING	A	Cornell is currently testing sustainable design guidelines—which are heavily LEED-based, but do not pursue certification—on two building projects. These are expected to become building policy for all future construction projects. Several buildings are already LEED-certified, a major research building currently under construction is targeted to be LEED Silver-certified, and two buildings in the design stage also are striving for LEED Silver certification.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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-

DARTMOUTH COLLEGE

\$3.1 billion

ADMINISTRATION	<p>A Dartmouth recently hired a sustainability coordinator to work with four student interns and the Resource Working Group—a collaboration of administrators, faculty, and staff—to increase implementation of 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 created a website that highlights their projects and initiatives and provides detailed information on energy efficiency. The website is promoted on 5,000 light switch stickers encouraging conservation.</p>
CLIMATE CHANGE & ENERGY	<p>B The College recently hired an energy conservation technician whose sole job is to find energy conservation opportunities in existing buildings. This year alone, Dartmouth reduced energy use by 5.5 percent thanks to energy conservation efforts by both students and staff. A carbon inventory resulting from burned heating fuels and purchased electricity has been conducted. Within six months the College will be purchasing green tag renewable energy credits or investing in local green power production. Thirty buildings have been analyzed for compatibility with solar thermal systems and the best three candidates are currently being submitted for a preliminary assessment of energy production from these sites. Some photovoltaic panels currently provide campus power, as well.</p>
FOOD & RECYCLING	<p>A Dartmouth's Local Food Project is an ongoing program to organize local farmers in New Hampshire and Vermont to supply a sustainable source of local foods to the College. A Sustainable Dining Committee has been formed that is focused upon creating a waste-free dining prototype in one dining venue. In addition, a Sustainable Dining Club allows members to dine waste-free by issuing students a refillable water bottle and mug, a cloth napkin, silverware, and unlimited use of returnable take-out containers. The College also maintains a student-run composting facility, opened in 1992, that composts the full range of wastes from campus. Compost is used on campus landscaping.</p>
GREEN BUILDING	<p>A Dartmouth has adopted LEED principles as part of its building policy. The College has five projects registered in the LEED program and plans to implement construction on a number of them in the near term. Among these is a new \$17.6 million LEED-certified residence hall that will serve as a model of sustainable living for its students.</p>
ENDOWMENT TRANSPARENCY	<p>A Dartmouth's Advisory Committee on Investor Responsibility (ACIR) produces an annual report containing information about every recommendation available to the Dartmouth community and any interested outside party by posting the annual report on Dartmouth'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.</p>
INVESTMENT PRIORITIES	<p>C The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.</p>
SHAREHOLDER ENGAGEMENT	<p>A The ACIR (which is comprised of faculty, administrators, students, and alumni members) deliberates and makes recommendations on all proxy resolutions pertaining to social and environmental issues—not corporate governance issues—submitted to companies in which the College directly holds shares. These shares constitute approximately 30 percent of the College's endowment. The ACIR does not make recommendations to fund managers in regards to the voting of proxy resolutions for companies held by such managers or in mutual funds.</p>

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

B**DUKE UNIVERSITY**

\$4.5 billion

ADMINISTRATION	A	Duke University employs a sustainability coordinator and has groups that work on all different issues concerning sustainability, including construction, recycling, energy management, and purchasing. An extensive website lists the accomplishments of the University Greening Initiative and provides information on ways the Duke community can get involved.
CLIMATE CHANGE & ENERGY	A	Duke is one of the largest higher education purchasers of green power in the country, purchasing more than 54,000 megawatt-hours of green power annually. It supplies 31 percent of its needs through small hydro- and wind power. Both the Engineering and Environment Schools run on 100 percent wind power. Duke's green power purchasing was recognized with the Purchaser Award at the 2005 Southeast Green Energy Summit. The University's emissions were inventoried from 1990 to 2003 in order to establish a baseline and recommendations from a feasibility study are being implemented to reduce emissions. Finally, facilities management is currently developing a new energy policy for the University that will direct future campus development and set guidelines for curbing consumption.
FOOD & RECYCLING	A	Thanks to the Green Grant Fund, dining service was able to conduct an inventory of the environmental impacts of the University's dining policies and implement environmental best practices. A quality assurance position within Duke Dining is responsible for helping to make the University a national leader in green dining. Many campus dining halls make an effort to purchase local, organic food whenever possible. The University has an excellent recycling program and currently collects 17 different types of recyclables, diverting over 1,250 tons of traditional recyclables and 5,000 tons of non-traditional recyclables from the landfill each year. Compost is donated to local farmers.
GREEN BUILDING	A	Duke University has had a green building policy since 1993 and strives to ensure that all new construction and renovations are LEED-certified, at a minimum. Every reasonable effort is made to achieve Silver or higher ratings. Duke currently has 16 LEED projects that are certified or registered for certification. In addition, the Energy Management Team retrofitted lights, steam traps, sensors, and motors in 10 buildings with abnormally high energy and water usage. Based on the success of these retrofits, the team has identified 46 additional individual projects to address energy management on campus.
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor their list of endowment holdings public. This information is only available to trustees and senior administrators.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy 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.
SHAREHOLDER ENGAGEMENT	D	The University provides its investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

C

EMORY UNIVERSITY

\$4.9 billion

ADMINISTRATION	B	A director for sustainability initiatives was hired in 2006 and will work closely with the chief environmental officer to develop, implement, and evaluate sustainability initiatives across campus. The Committee on the Environment has existed since 1990. The University is a leader in green building, with one of largest square-foot areas of LEED-certified buildings in the country, and has committed to a 25 percent reduction in campus energy use by 2015, along with a 65 percent reduction in the campus waste stream. More recently, a Sustainability Vision has been outlined, which, in addition to the aforementioned initiatives, includes a “no net loss of forest canopy” policy on campus.
CLIMATE CHANGE & ENERGY	C	The local energy provider, Georgia Power, does not offer a renewable energy credits program, so Emory uses other avenues to address energy and climate issues. The University, which has conducted a carbons emissions inventory, has adopted an energy conservation policy and an energy conservation plan, with a goal to reduce per-foot energy use by 25 percent by 2015. In addition, Emory has an extensive alternative fuel vehicle program that includes a fleet of 42 electric vehicles for campus activities, 13 compressed natural gas shuttles, and Garage Mahal, a parking deck that accommodates 50 electric chargers, including chargers for the University’s proposed 15 electric buses.
FOOD & RECYCLING	C	While dining services has some limited plans already in place, it has set a goal to provide 75 percent of the food it serves from local or sustainable sources by 2015. Additionally, the University will reduce its waste stream by 65 percent through recycling, composting, and other efforts in the same timeframe. Incorporating local, sustainably grown food will prove to be difficult given the lack of providers in the area, but the University hopes to spur the growth of a new sector of farmers through their programs.
GREEN BUILDING	A	The trustees have committed to certifying all building under the LEED guidelines and the current goal is for all construction to seek Gold certification. The Goizueta Business School was the first LEED-EB Gold-certified building on a university campus. The University has four other LEED-certified buildings for a total of 1.1 million square feet that has been or is in the process of acquiring LEED certification. As a result, Emory currently has the highest number of certified green buildings of any campus in the country. The University is also using an Earthcraft rating system for a new sorority village that will open fall 2007.
ENDOWMENT TRANSPARENCY	D	The University does not make its proxy voting record public. With regards to its investment holdings, only asset class performance, sector allocation, and geographic diversification information is available to the public. This information is accessible on the website and in the annual report. Only the investment committee of the board of trustees, the president, and the executive vice president of finance and administration see the manager names and detailed performance.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	The University asks that its investment managers handle the details of proxy voting and report in summary to Emory Investment Management.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

GEORGE WASHINGTON UNIVERSITY

C-

\$964 million

ADMINISTRATION	B	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.
CLIMATE CHANGE & ENERGY	C	Over 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.
FOOD & RECYCLING	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 GW’s recycling program.
GREEN BUILDING	C	The University is exploring sustainability and green building efforts, however, there is no formal green building policy at this time. Duques Hall and Potomac House both opened in 2006 and were designed to, 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.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+**GEORGETOWN UNIVERSITY**

\$834 million

ADMINISTRATION	B	Georgetown University has no formal policy addressing campus sustainability, but it has recently hired a coordinator to manage environmental issues pertaining to solid waste and recycling on campus. The Energy Advisory Committee is working to establish energy policies and to educate the campus on energy issues. Finally, the Georgetown Center for the Environment was established in 1996 as a forum for the exchange of ideas in regard to environmental issues.
CLIMATE CHANGE & ENERGY	B	The University's 337-kilowatt solar array is one of the biggest campus solar energy projects in the country, and has been in operation for twenty years. The University is also a pioneering force in the development of fuel cell technology for public transit. The Fuel Cell Bus Program is a university project to run campus public transportation entirely on fuel cell power and also to spur the growth of fuel cell use in the larger infrastructure of public transportation. The project has grant support from the Federal Transit Administration. In addition, the University has undergone extensive light, appliance, and motor retrofitting to increase energy efficiency.
FOOD & RECYCLING	B	The University's law school works with Bon Appetit to coordinate local and organic food deliveries, which appear in regular menus and convenience store inventories. Dining services, as a whole, use only organic, cage-free eggs, organic field greens for salads, and organic soy, rice, and almond milks. A comprehensive recycling program, led by a solid waste and recycling manager, cuts down on waste, and numerous food donations are made to local charities.
GREEN BUILDING	C	The University has a set of Green Design Initiatives, and utilizes the LEED guidelines in all building.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is also invested in renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	C	Georgetown's Committee for Social Responsibility in Investing advises endowment fund managers on issues related to ethical investment.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

GEORGIA INSTITUTE OF TECHNOLOGY

C

\$1 billion

ADMINISTRATION	B	Georgia Tech has made several public commitments to sustainability, including explicitly stated goals to reduce hydrocarbon emissions, 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. Green building efforts have produced a LEED Silver-certified building and more are expected.
CLIMATE CHANGE & ENERGY	B	The Institute's Operations Department has embraced sustainability, applying a multitude of energy conservation efforts, a comprehensive recycling program, and alternative transportation endeavors. Researchers are developing higher-efficiency solar panels, alternative fuels, and an offshore wind farm.
FOOD & RECYCLING	B	The Institute composts yard waste and has an award-winning recycling program, which includes a regional recycling day, during which over 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 encourages its food service provider to purchase products locally.
GREEN BUILDING	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-certified, a new construction project is seeking LEED Silver certification, and 10 other buildings were designed following LEED standards.
ENDOWMENT TRANSPARENCY	F	The Institute has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The Institute prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+**GRINNELL COLLEGE**

\$1.5 billion

ADMINISTRATION	B	The Campus Advisory Committee on Environmental Concerns, part of Grinnell's EcoCampus Committee, has been very successful in initiating activity with regard to 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, including the recycling program.
CLIMATE CHANGE & ENERGY	B	In 2005, President Russell Osgood charged a committee with the task of drafting a preliminary report on the incorporation of wind power into the campus' energy resources. The Wind Feasibility Committee has recommended the installation of two 2.5 megawatt wind turbines and another 50 kilowatt turbine specifically for the Environmental Education Center, which is also heated and cooled by geothermal energy, and the board of trustees has recently approved construction of the smaller turbine. A 20 percent biodiesel blend is also used in the campus boiler instead of natural gas.
FOOD & RECYCLING	A	Dining services uses local, organic products for many staple ingredients, including organic flour and local milk, eggs, herbs, pork, and some fruits and vegetables. Pre- and post-consumer food waste is composted using a pulping machine and donated to a local farm, diverting approximately seven tons of waste each month. Yard waste is composted through the City of Grinnell.
GREEN BUILDING	A	According to the College's building policy, all new buildings must have features equivalent to a LEED-certified building, although they are not required to be certified through the U.S. Green Building Council. The College's new Environmental Education Center is the first Gold-certified building in the state of Iowa and several more Grinnell buildings are seeking certification.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

HAMILTON COLLEGE

\$588 million

ADMINISTRATION	D	Hamilton College does not currently have any institutions established to deal exclusively with sustainability issues. However, student groups and the administration have been working on LEED certification, green energy, and local food initiatives.
CLIMATE CHANGE & ENERGY	B	The College purchases enough renewable energy to power the entire renovated Skenandoa Hall, which granted the College partner status with the Environmental Protection Agency's Green Power Leadership Club. Other retrofitting efforts, such as green roofs and improved insulation, along with smart energy management that allows the College to have more control over the utilities, has saved the college money and greenhouse gas emissions.
FOOD & RECYCLING	A	Dining services has joined the Farm to College program, bringing local and organic foods to the dining halls through local farmers and cooperative markets. The rest of the food services is contracted through Bon Appetit, which is one of the more environmentally and socially progressive food management companies. A comprehensive composting and recycling program curbs the campus' waste stream.
GREEN BUILDING	B	The College's renovation of a residence hall earned LEED Silver certification. The building, which was built in 1922, is the oldest building in New York to achieve LEED certification. Geothermal technology is used to heat and cool the Hamilton College Science Center.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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-

HARVARD UNIVERSITY

\$28.9 billion

ADMINISTRATION	A	Harvard University has one of the most comprehensive campus sustainability programs in the country. The Harvard Green Campus Initiative has a staff of 16 full-time professionals and 40 part-time student employees; 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; four geothermal projects; 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.
CLIMATE CHANGE & ENERGY	A	The University began a Greenhouse Gas Inventory starting in 2001, and is among the largest university purchasers of renewable energy credits in the country, accounting for seven percent of energy use. A \$12 million Green Campus Loan Fund is available for sustainability initiatives and projects. To date, more than \$7 million has been invested in 110 projects. Projects average a simple payback of three years and a return on investment of 33 percent. Environmental savings include over 66.7 million pounds of carbon dioxide emissions reductions, 12.7 million gallons of water, and 200,000 pounds of solid waste per year.
FOOD & RECYCLING	A	Dining services offers seasonal menus to utilize the local growing seasons, and dining halls also buy food through Newman's Own Organics, as well as other organic food suppliers. A recent recycling initiative resulted in the reduction of trash volume by 57 percent in the dining halls.
GREEN BUILDING	A	While the University has adopted its own green building policy, five of its campus buildings have achieved LEED certification, and 14 other projects are seeking LEED certification. Lighting retrofits in 26 of its buildings have reduced energy use significantly.
ENDOWMENT TRANSPARENCY	C	Detailed proxy voting records are available to the public upon request. Information on endowment holdings, however, is only available to the board and senior administrators.
INVESTMENT PRIORITIES	A	Harvard does not release information about specific investment holdings. However, 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.
SHAREHOLDER ENGAGEMENT	A	Harvard's Advisory Committee on Shareholder Responsibility includes four students, four faculty, and four alumni members. The committee deliberates on and makes more than 150 voting recommendations each year on a wide range of environmental, sustainability, and social shareholder proposals. The Harvard Corporation Committee on Shareholder Responsibility makes the final decision on voting shareholder proposals and in recent years has agreed with the Advisory Committee on more than 75 percent of its recommendations. The Harvard Management Company is responsible for voting shareholder proposals that address corporate governance issues.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

D⁺**INDIANA UNIVERSITY**

\$1.3 billion

ADMINISTRATION	D	Indiana University created the Council on Environmental Stewardship in 1998 as part of a campus-wide initiative. The group, which was composed of students, faculty, and staff, worked on issues such as waste reduction and applying LEED standards in campus construction, but the University decided to cease financial and administrative support for the Council as of June 30, 2006.
CLIMATE CHANGE & ENERGY	D	Some of the University's students have looked into the feasibility of wind energy in Indiana, but no formal progress has been made towards renewable energy purchases or on-campus installations.
FOOD & RECYCLING	D	The Council on Environmental Stewardship was working on reducing waste in the dining halls, implementing a Green Nalgene project for refill use in the dining halls, and trying to garner support for a pilot composting program in collaboration with the city of Bloomington.
GREEN BUILDING	C	The Council on Environmental Stewardship was pushing the campus planners to adopt LEED design standards for future construction. Although the University has not made a public commitment to green building, the science center that is currently under construction is registered as a LEED project.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	The University provides its investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through an endowment shareholder practices survey.

C+**JOHNS HOPKINS UNIVERSITY**

\$2.4 billion

ADMINISTRATION	B	As a major formal step towards sustainability, the University hired its first Manager of Energy and Environmental Stewardship in the spring of 2006. Soon after, the University launched a Sustainability Initiative to coordinate sustainability activities and to develop new programs that will help to reduce the University's environmental impact.
CLIMATE CHANGE & ENERGY	B	The new Manager of Energy and Environmental Stewardship began work in spring 2006 to upgrade inefficient appliances and lighting on campus. Energy retrofits in certain buildings have resulted in energy conservation of over 50 percent. Carbon emissions are currently being inventoried and electric vehicles are used for some campus transportation needs. The University intends to secure a percentage of green electricity by working 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 to provide heating and hot water needs.
FOOD & RECYCLING	B	Johns Hopkins recently switched its dining services providers from Sodexo to Aramark, citing improved environmental services as an influential reason for the change. Dining services managers prioritize the purchasing of locally sourced produce and seafood, and organic food is being integrated into the menu. In addition, the smaller cafés around campus sell exclusively organic, shade-grown coffees. There is currently a small pilot composting program on the undergraduate campus.
GREEN BUILDING	B	The University is currently pursuing LEED certification for several new and existing buildings and typically considers the feasibility of LEED programs for all new projects that involve upgrades of existing buildings or new construction. For minor renovations, the University uses LEED principals as guideposts. Retrofits include a green roof deck, experimentation with waterless urinals and low-flow showerheads, and upgraded fluorescent lighting that has reduced lighting load on one campus by over 40 percent. Similar lighting retrofits are underway at all other campuses. In 2004, one campus completed a water conservation retrofit that annually saves over eight million gallons of water.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is also invested in community development financial institutions or loan funds. In addition, Johns Hopkins is exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	At the present time, Johns Hopkins uses the services of Institutional Shareholder Services to vote proxies. However, with the 2007 proxy season, investment managers will vote the proxies.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

C-

KANSAS UNIVERSITY

\$1 billion

ADMINISTRATION	A	The provost appointed a Sustainability Task Force in 2004 to research the feasibility of developing a hub for research and project implementation that would address environmental issues and work to make campus operations more environmentally sustainable. Currently, the student senate has a standing Student Environmental Advisory Board and the University has also adopted an environmental policy. One full-time and several part-time employees work on sustainability issues through the Environmental Stewardship Program, which provides recycling services and works with campus organizations to educate students, faculty, and staff about waste reduction, recycling, and resource conservation through a network of recycling representatives and at special events throughout the year.
CLIMATE CHANGE & ENERGY	C	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.
FOOD & RECYCLING	C	Food waste is incorporated with campus grounds waste for composting, and some of the University's strongest efforts in regard to sustainability have gone into the recycling program.
GREEN BUILDING	C	Kansas University's building policy requires that all new buildings meet the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Standard 90.1 for energy efficiency at a minimum.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D⁺**LAFAYETTE COLLEGE**

\$648 million

ADMINISTRATION	C	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.
CLIMATE CHANGE & ENERGY	D	The College has a team of faculty and students working on a project to potentially devote the College's 200-acre farm to the production of crops for campus biofuel use in the steam plant. Three acres are already being used for this purpose.
FOOD & RECYCLING	D	The College's student-run LEAP group manages the recycling program and has expanded its efforts to include ink cartridges and other items.
GREEN BUILDING	F	The College does not have a green building policy, nor does it have any buildings certified or registered under the LEED program.
ENDOWMENT TRANSPARENCY	C	The College has not 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.
INVESTMENT PRIORITIES	C	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.
SHAREHOLDER ENGAGEMENT	D	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 and an endowment shareholder practices survey.

C-

LEHIGH UNIVERSITY

\$939 million

ADMINISTRATION	C	The University has made several efforts towards sustainability including an expanded recycling program, a commitment to American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1 energy efficiency standards for major building projects, and a project to develop the economic viability of biofuels.
CLIMATE CHANGE & ENERGY	C	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.
FOOD & RECYCLING	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. A large recycling program has been expanded to incorporate cardboard at some dining areas. Arrangements are being made with a local vendor to convert used grease from kitchen facilities into a fuel product.
GREEN BUILDING	C	The University is committed to following ASHRAE 90.1 standards in energy efficiency for new construction and major renovation projects. The University is in the very early planning stages for a new science building that is intended to be registered with the U.S. Green Building Council for LEED certification.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

MACALESTER COLLEGE

\$577 million

ADMINISTRATION	B	Macalester College is a signatory of the Talloires Declaration. The Campus Environmental Issues Committee works on campus sustainability issues, and another student group works to make sure the College fulfills its Talloires Declaration requirements. There has not yet been any institutional support to create the position of sustainability coordinator to assist in these activities.
CLIMATE CHANGE & ENERGY	C	The College has made efforts to reduce energy use on campus. A 10-kilowatt urban wind turbine was installed on campus in 2003, and the College has discussed purchasing renewable energy from other wind sources.
FOOD & RECYCLING	B	The College is a participant in the Farm to College program and has engaged fully in the Bon Appetit Circle of Responsibility Program, which promotes local foods and responsible food management. Produce is also purchased from the Macalester Urban Land and Community Health (MULCH) garden located on campus. The College has signed up with a local waste management nonprofit to pilot a composting program and improve the recycling program.
GREEN BUILDING	B	While the College has not fully embraced the LEED guidelines, green design is being utilized in the planning process of the new athletic center, and a sustainability consultant was hired to assist with this endeavor. The project will incorporate a green roof, daylighting, and other features. The College has also partnered with a local environmentally conscious design firm, Intep, in the latter stages of the design process.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT)

B-

\$8.4 billion

ADMINISTRATION	A	The Institute has a sustainability office with four staff dedicated to campus issues, which have included extensive light retrofitting, a minimum LEED Silver certification for all new buildings, and a collaboration with the City of Cambridge to reduce emissions levels to 20 percent below 1990 levels by 2010. A major research initiative focused on sustainable energy demonstrates MIT's commitment to leadership in energy research and education, and environmental stewardship.
CLIMATE CHANGE & ENERGY	B	The Institute has carried out a recent Carbon Emissions Inventory, has retrofitted many campus lights with more efficient models, has installed solar panels on several of its buildings, and has worked with the City of Cambridge to convert their diesel truck fleets to cleaner fuels. In addition, the MIT Community Solar Power Initiative has installed 25 solar photovoltaic power systems in the community.
FOOD & RECYCLING	B	The primary dormitory food service provider is committed to integrating sustainable food practices in its operations. Food waste is composted for a local nursery and recycling covers the normal range of bottles and papers, with the addition of construction materials, as well. In 2005, MIT recycled 40 percent of the total amount of trash generated on campus.
GREEN BUILDING	A	All new buildings and major renovations must meet or exceed the LEED Silver certification. Extensive light retrofitting began as early as 1996 and further retrofitting with new technologies will take place in the winter of 2006. Additionally, facilities operations are very efficient and recover excess energy to heat buildings.
ENDOWMENT TRANSPARENCY	F	The Institute has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The Institute prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	C	The MIT Corporation Advisory Committee on Shareholder Responsibility, formed in 1971, met in September 2006 for the first time since 1999 to discuss the issues surrounding possible divestment from Sudan. The ACSR was active regarding South Africa, and was recently reactivated to address Sudan. At this time, members of the Corporation, faculty, staff, and student body sit on the committee.

Data compiled from independent research as well as through a campus sustainability policy survey.

C+

McGILL UNIVERSITY

\$730 million

ADMINISTRATION	B	McGill University has been working on campus sustainability initiatives in a number of areas. Leadership comes from a multidisciplinary Subcommittee on the Environment, an environmental officer who coordinates campus efforts, and a comprehensive ReThink McGill campaign. The student-led Sustainable McGill Project has proposed the creation of a sustainability office or environment centre and is advocating an increase in the number of staff positions dedicated to campus environmental issues.
CLIMATE CHANGE & ENERGY	C	The University has made various efforts to address energy conservation on campus, including lighting retrofits, among other measures. Installing a geothermal heating and cooling system for one campus building reduced heating and cooling energy needs for the building by 40 percent.
FOOD & RECYCLING	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. McGill has an agreement with a local orchard to buy their apples, both as an effort to supply fresh fruit for the dining halls and also as a service to the community to save the orchard from encroaching development. Local and organic foods are provided when available within the constraints of the short Quebec growing season, and depending on the food service provider. Pilot composting projects have begun at a few locations around campus, and the University has a comprehensive recycling program.
GREEN BUILDING	C	While the University has no formal green building policy, the School for the Environment's new research building incorporated a number of green design features. This building, which was a learning experience for the designers and builders, has provided the University with useful knowledge that will be applicable to future building. The Sustainable McGill program recently initiated a project to encourage the University to install a green roof on campus.
ENDOWMENT TRANSPARENCY	C	The University makes a list of companies in which it has holdings available in the University Secretariat to any member of the school community. The University has no known policy of disclosure of its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	B	The Committee to Advise on Matters of Social Responsibility is composed of seven members, including one student representative and two alumni. The committee meets on an ad hoc basis and is charged with the responsibility of reporting on social issues raised in the proxy voting process and determining university constituents' level of concern.

Data compiled from independent research as well as through a partially-completed campus sustainability policy survey.

MICHIGAN STATE UNIVERSITY

C

\$1 billion

ADMINISTRATION	A	Michigan State University has shown institutional support for sustainability by creating an Office of Sustainability, hiring a coordinator to promote sustainability efforts on campus, and working through a larger University Committee for a Sustainable Campus. This has helped the University to carry out policies addressing LEED-designed buildings, renewable energies, local foods, and energy conservation. A campus sustainability report was released in 2003 and a monthly newsletter entitled "Footprints" details campus sustainability efforts.
CLIMATE CHANGE & ENERGY	B	A broad campus sustainability report was released in 2003 that detailed the University's baseline operations. Since then, the University has taken steps to address energy use and environmental sustainability. Lighting retrofits, an energy conservation campaign, a cogeneration plant, and a 10 kilowatt solar array have all helped to reduce energy use.
FOOD & RECYCLING	B	An agriculture and food subcommittee works to incorporate more local and organic foods in the dining halls, with sample meals to gauge student interest and encourage the development of a community foods program. Coordinating small, local farms to produce for a large university is one challenge that has been encountered during this effort. In response, the University is taking steps to network those local farmers, which is a strategy also used by some other schools. Fair trade products are also being introduced into dining halls. The Office of Recycling and Waste Management recycles wastes on campus and is advocating for a composting effort and recycling facility, as well.
GREEN BUILDING	B	As part of the University's Rebuild Michigan Project, major building or renovation projects are required to consider LEED standards. A chemistry building and university federal credit union, both currently under construction, are registered with the U.S. Green Building Council. Among other initiatives, a green roof was installed on the Plant and Soil Sciences building.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

B+**MIDDLEBURY COLLEGE**

\$782 million

ADMINISTRATION	A	Middlebury College is a signatory of the international Talloires Declaration and has committed to reducing its emissions to 8 percent below 1990 levels by 2012. A clause about environmental stewardship is among the first two sentences of the College's new mission statement. A sustainability coordinator position was established in 1998, and one of the duties of this position is to advise incoming faculty, staff, and students on energy conservation practices. An interdepartmental environmental council works to design and recommend environmental policy to the president and the trustees, and a position for dean of environmental affairs is being created, as well.
CLIMATE CHANGE & ENERGY	A	Students recently replaced 2,300 older, inefficient lightbulbs with ones that are 66 percent more efficient. The College has a solar array on campus and, in 2005, received a grant from the Department of Energy to build a 10-kilowatt wind turbine that is currently supplying power to the grid. A meteorological tower was installed on the top of the College's ski hill to monitor wind conditions and determine the feasibility of installing a wind turbine on the site. If the project is successful, the turbine will be used to power ski area operations.
FOOD & RECYCLING	A	The College spends 25 percent of its annual food budget on locally grown foods and has had a long tradition of supporting local farmers and suppliers. As it stands, 30 percent of the College's food comes from within Vermont. Composting efforts reduce the waste stream by 20 percent, and recycling efforts reduce it further by an additional 55 percent. The recycling program accepts everything from bottles to clothes, text books, and other items.
GREEN BUILDING	A	Since 1999, the College has followed green building standards, which incorporate innovative design practices and the use of Vermont Family Forest green certified wood. The College is currently seeking LEED certification for a \$4 million renovation of the Hillcrest Environmental Center, which is expected to receive a Silver or Gold rating. This renovation will join a growing number of green buildings on campus.
ENDOWMENT TRANSPARENCY	C	Middlebury currently makes neither its proxy voting record nor its list of endowment holdings public. This information is only available to trustees and senior administrators. In 2006, an advisory committee that includes student and faculty representatives, was also granted access to a list of endowment holdings.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	In 2006, the College created the Advisory Committee on Socially Responsible Investment, which includes faculty, staff, and student representatives. 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.

C

NEW YORK UNIVERSITY

\$1.8 billion

ADMINISTRATION	B	In October 2006, NYU formed an Energy Sustainability Task Force to design the Green Action Plan, which allows students, faculty, and administrators to assess the University's progress in sustainability efforts. It will also set the agenda for how NYU should move its sustainability efforts forward and is responsible for reviewing and awarding grants for research and demonstration programs submitted by students, faculty, and administrators from the \$1 million fund that NYU has been established for this purpose.
CLIMATE CHANGE & ENERGY	A	The University recently filled an executive-level position responsible for coordinating overall energy strategy. In October 2006, NYU announced the purchase of 118 million kilowatt-hours of national and regional renewable wind energy credits, the largest purchase of wind credits by any university in the country and enough to offset NYU's annual electricity use. NYU is also exploring using solar power for minor electrical loads. Finally, construction on a new 13.5 megawatt-hour-capacity cogeneration facility that will power 30 of the largest buildings on campus is scheduled to be completed in 2008.
FOOD & RECYCLING	B	NYU has been on PETA's top ten list for best universities for vegans and vegetarians. Produce is purchased from local suppliers to the greatest extent possible and the University works with Aramark's director of sustainability to identify other initiatives. In the fall of 2005, a university-operated café was transitioned into Ecoground with fair trade, environmentally-conscious coffee with organic blends. NYU has a successful and comprehensive recycling program that has a diversion rate of 32.2 percent.
GREEN BUILDING	C	NYU joined the U.S. Green Building Council in October 2006, and plans to increase the use of green technology and products in numerous construction and renovation projects in the future. Retrofits include high-efficiency restroom fixtures, occupancy sensors, an HVAC system that complies with the New York energy conservation code, and a demand controlled ventilation system.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

NORTHEASTERN UNIVERSITY

C-

\$596 million

ADMINISTRATION	C	A sustainability committee was established in 2006. Membership consists of representatives from facilities, purchasing, and environmental health and safety. The first objective of the committee was to establish a benchmark report that summarizes environmental initiatives that have been successfully implemented, and to identify initiatives that may be implemented in the future. Other sources of activity on campus are the RE-NU recycling program and the University's Students for Environmental Action (SEA). SEA is currently working to compose an Environmental Report Card for the University.
CLIMATE CHANGE & ENERGY	B	The University recently completed an energy retrofit in 51 of its campus buildings, which realized a 25 percent reduction in energy use among those buildings. Web-based electricity metering and steam plant condensate metering are used to identify buildings that are large power consumers, to gauge the effectiveness of conservation measures on a building-by-building basis, and to identify leaks in the system. Econo Cool technology, estimated to be 50 percent more energy efficient than traditional technologies, is utilized in all new refrigerated vending machines. Ninety solar panels were installed on the Curry Student Center with an output of 22 kilowatts, supplying electricity to the student center and preventing 13.5 tons of carbon dioxide from being produced by electric generation using fossil fuels. The University purchases Energy Star-certified appliances and computers, and uses compact fluorescent lamps. In one year, the University purchased 20 electric golf carts as an alternative transportation solution for use by facilities, athletics, and others, reducing vehicular traffic on campus.
FOOD & RECYCLING	C	The University recycling effort began in 1989 and now includes 13 different categories of items. The University composts yard waste, totaling nearly 300 tons of grass clippings, leaves, and other waste in a recent 12-month period. Unfortunately, there is no local or organic food program for the dining halls, which contract with Chartwells Dining Services.
GREEN BUILDING	D	There is an ongoing evaluation process for all future projects to determine if they are LEED-certifiable, and to identify sustainable design elements.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is also invested in renewable energy investment funds or similar investment vehicles. Additionally, the University is exploring community development financial institutions or loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

NORTHWESTERN UNIVERSITY

C+

\$5.1 billion

ADMINISTRATION	B	Northwestern has a comprehensive sustainability policy and has made significant strides towards a sustainable future. The University has done this through renewable energy purchases, a LEED building policy, an Energy Star program and other efforts. However, it has neither a sustainability coordinator nor an advisory council to handle recommendations for future efforts.
CLIMATE CHANGE & ENERGY	A	The University made headlines on Earth Day when it became one of the largest purchasers of renewable energy credits in higher education, committing to 40 megawatts, or 20 percent of its electricity usage, of wind power. A co-generation plant in Chicago supplies 85 percent of the school's energy needs and the University has launched a feasibility study of building an additional plant in Evanston. A comprehensive Energy Star plan covers equipment purchases and a professional illumination consultant was hired to evaluate the potential for de-lamping on campus and switching older, inefficient bulbs to more efficient models.
FOOD & RECYCLING	D	The University has a recycling effort in progress that is working towards offering recycling to students in off-campus housing. Research has suggested that the University could recycle up to 60 percent of its waste stream through increased effort. However, beyond offering fair-trade, organic coffee, there is little activity in dining services towards sustainable practices.
GREEN BUILDING	A	The University strives to make all new buildings LEED Silver-certified, a goal which 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 minimum, 20 percent improved energy efficiency over the building code when feasible. Additionally, all University equipment purchases will be Energy Star rated.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	A	Northwestern has committed \$2 million of its endowment to a firm that invests in companies producing alternative energy technologies or providing services and products related to those technologies. The University has not made any public statements about investigating or investing in community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+**OBERLIN COLLEGE**

\$695 million

ADMINISTRATION	B	Oberlin 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 College is in the process of hiring a sustainability coordinator.
CLIMATE CHANGE & ENERGY	A	The College joined the Environmental Protection Agency's Green Power Leadership Club when it began supplying 60 percent of its energy needs with renewable sources in 2004. On-campus photovoltaic cells, installed above a parking structure in order to avoid limiting green space, supply more power for the Center for Environmental Studies than it consumes.
FOOD & RECYCLING	A	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 Appetit Management Company. Dining services composts food scraps and recycles leftover cooking oil as biodiesel for the College's farm equipment. A comprehensive recycling program is also in place.
GREEN BUILDING	A	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. The building design was spearheaded by renowned environmental studies professor David Orr, who also chairs the College's environmental studies program. The building has enough solar panels to supply excess energy to the local grid. An innovative "living machine" provides a closed-loop water use, cleansing, and re-use system. The Environmental Studies Laboratory is registered under the LEED certification program, part of the College's policy requiring all new building to meet LEED Silver certification, at a minimum.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

OHIO STATE UNIVERSITY

\$2 billion

ADMINISTRATION	C	CampUShed is Ohio State University's environmental advising council, consisting of faculty, staff, and students who strive to introduce scientifically-based solutions to environmental issues on campus. A comprehensive campus plan with regard to sustainability is underway as of December 2005.
CLIMATE CHANGE & ENERGY	D	The University has installed four new high-efficiency boilers and five new chillers, and energy audits have taken place in ten buildings to date. The University is also considering cogeneration and alternative energy sources as a way to save money on energy costs and promote sustainability.
FOOD & RECYCLING	C	The University recycles standard waste products in most campus buildings and organic waste is used as mulch for groundskeeping.
GREEN BUILDING	B	The University's new 4-H center is designed to meet LEED standards. This is the University's first green building project and there is a plan to incorporate LEED standards in all future building.
ENDOWMENT TRANSPARENCY	B	The state of Ohio 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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	D	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.

PENNSYLVANIA STATE UNIVERSITY

C⁺

\$1.3 billion

ADMINISTRATION	A	Pennsylvania State University has been running an ambitious sustainability campaign for the past few years, aided by the Green Destiny Council, the Center for Sustainability, and the Finance & Business Environmental Stewardship Initiative. The Environmental Stewardship Initiative won the Governor's Award for Environmental Excellence and the Environmental Protection Agency's Green Power Leadership Award in 2002. The president has committed to a double-digit percentage in energy reduction by 2012 and, in order to achieve this, the University has a comprehensive greenhouse gas and energy reduction plan. Additionally, Penn State is embarking on an energy conservation and environmental stewardship awareness campaign.
CLIMATE CHANGE & ENERGY	B	Penn State is currently finalizing contracts that would put it among the top five largest higher education purchasers of renewable energy in the country, with 20 percent of its energy needs being supplied from renewable energy, including 4 percent coming from Pennsylvania wind farms. It has also put significant effort into a continuous commissioning program, ensuring that utilities are operating at their most efficient rates and replacing inefficient parts. The University also implemented a Guaranteed Energy Savings Program, which involves retrofitting light fixtures, showerheads, fuel selection, and other areas.
FOOD & RECYCLING	A	The University's dining services has been pursuing local and organic foods at a rate even greater than student demand. A farm-to-college program with a full-time coordinator nurtures and maintains business ties between local farms and the University. Much of the food for the dining hall, including 70 percent of the milk, 100,000 pounds of cheese, mushrooms, and ice cream, come from University farms. This is in addition to foods purchased from local farms—for example, the remaining 30 percent of the milk—cutting down significantly on transportation and supporting small, local agriculture. Pre-consumer kitchen waste and leftover food is captured as part of the composting operation, and a post-consumer food waste composting program is being explored.
GREEN BUILDING	B	The University recently received a Gold rating for its School of Architecture and Landscape Architecture building and is seeking LEED certification for two new buildings as part of its LEED-certification requirement for all new or renewed buildings. Thirty-two other buildings are part of an Energy Service Company program that involves comprehensive commissioning of existing buildings. There is still a significant amount of work left to be done, however, with 1,600 buildings in the University's holdings.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+**POMONA COLLEGE**

\$1.5 billion

ADMINISTRATION	B	The administration recently adopted an environmental policy, which makes a public commitment towards sustainability, but does not commit the College to concrete deadlines or goals. The subsequently-formed Environmental Policy Implementation Committee—a group of faculty, students, and staff—has been charged with putting this policy into action.
CLIMATE CHANGE & ENERGY	C	Pomona has made steps towards energy conservation, sparked both by its institutionalization of sustainable practices and also by the California energy crisis, during which the College experienced extremely high energy costs. Efforts have included better control of the air conditioning system, particularly during summer evenings and weekends, as well as the installation of several solar panels.
FOOD & RECYCLING	C	A compost center at the College's farm is being built, and the recycling program is being expanded. Limited effort is being made to incorporate local and organic foods into the dining hall.
GREEN BUILDING	B	The College uses LEED certification as a guideline during the construction process, and a new 93,000 square foot academic building is seeking Silver certification.
ENDOWMENT TRANSPARENCY	D	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.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	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 and an endowment shareholder practices survey.

PRINCETON THEOLOGICAL SEMINARY

D-

\$945 million

ADMINISTRATION	F	Princeton Theological Seminary has no known formal policies or initiatives relating to sustainability on campus.
CLIMATE CHANGE & ENERGY	F	The Seminary has not performed a carbon emissions inventory nor has it invested in renewable energies, either on campus or elsewhere.
FOOD & RECYCLING	D	Dining services has no known local or organic food initiative. The Seminary does recycle, but has not pursued a composting program.
GREEN BUILDING	F	The Seminary has no known green buildings nor does it have a green building policy.
ENDOWMENT TRANSPARENCY	F	The Seminary has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The Seminary prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The Seminary has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

B-**PRINCETON UNIVERSITY**

\$13 billion

ADMINISTRATION	A	Princeton has some policies regarding campus sustainability, but has not yet made formal commitments to emissions reductions or renewable energy purchases. The University hosts an Office of Sustainability with a full-time sustainability manager and staff of student interns who work with the Princeton Sustainability Committee to promote sustainability initiatives on campus. The Office of Sustainability also hosts the Student Environmental Communication Network, a media project to train students how to write and produce radio programs focused on the topic of sustainability from a youth perspective.
CLIMATE CHANGE & ENERGY	C	Various projects, such as a co-generation facility built in 1990, have kept the facilities running more efficiently, and lighting retrofits, occupancy sensors, and water conserving fixtures are being installed. Although Princeton has not yet made any purchases of renewable energy credits, a graduate student housing area utilizes geothermal technology and the University is evaluating all possible on-site renewable energy options.
FOOD & RECYCLING	A	Dining services works with its vendors to provide as much local, sustainably grown food as possible, and recently participated in an international Food and Ethics Conference hosted by Princeton University by providing an almost entirely local and organic meal for participants. It is a partner with the Monterey Bay Aquarium Seafood Watch program requiring that all seafood served in the dining halls meet sustainable fisheries criteria set by the Aquarium. Food waste is sent to a local farm for pig feed, and the University has recently been able to recycle nearly 40 percent of its waste stream.
GREEN BUILDING	A	The University has its own sustainability guidelines that employ LEED criteria as benchmarks for assessment in the design process. All buildings are viewed as part of a broader campus planning effort instead of individually so that energy efficiency and environmental performance goals are comprehensively applied. A notable feature of Princeton's guidelines is that new buildings must use a minimum of 30 percent less energy than the baseline. All campus appliance retrofitting and new purchases must be Energy Star compliant if available.
ENDOWMENT TRANSPARENCY	D	Princeton's proxy voting record is available in the investment office only to the University Resources Committee, 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.
INVESTMENT PRIORITIES	B	The University is exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	There has been student advocacy to form a proxy advisory committee, including a resolution passed by the undergraduate student government and the establishment of Princeton Coalition Advocating Investor Responsibility. However, Princeton currently asks that their investment managers handle the details of proxy voting for the securities that they hold. 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 and an endowment shareholder practices survey.

C

PURDUE UNIVERSITY

\$1.5 billion

ADMINISTRATION	D	Preliminary steps have been taken to establish an energy conservation program and to obtain LEED building certification. A successful recycling program is in place, alternative transportation ideas are being explored, and dining services has incorporated some local foods into its menu.
CLIMATE CHANGE & ENERGY	C	Purdue University has taken some conservation measures including building modifications and lighting retrofits to reduce energy consumption. Preliminary efforts are being made, with input from design students, to install a co-firing boiler that will make use of such alternative fuel sources as switchgrass, byproducts of ethanol production and a local corn syrup processing plant, and, potentially, manure from the Research Farm. The most efficient solar panels designed by students during a class competition were installed alongside solar panels that already heated water for one building. Future plans include the establishment of a formal energy conservation program and the University is in the process of hiring an energy engineer to lead that effort.
FOOD & RECYCLING	C	Dining services is in the middle of a large construction project to improve its services and has made minimal efforts to supply local foods, such as a pilot program that offers locally grown apples. The University supported a composting and soil-making operation that became a private business. Compost from the University, animal bedding, food waste, and by-products for various industries in the area were used to create a product that has been used to replace top soil for site projects and to reclaim strip-mined areas in southern Indiana in a Department of Natural Resources sponsored program. The University also composts yard waste in cooperation with surrounding cities.
GREEN BUILDING	D	The University has not adopted any formal policies, though green building design principles are included in the Consultant Handbook that is used for every design project. Construction on a recently completed project closely followed LEED standards and came within ten points of certification. The University is obtaining LEED certification for several professional architects and engineers in order to eventually apply formal LEED building performance and sustainability goals.
ENDOWMENT TRANSPARENCY	A	The University's proxy voting record and a list of endowment holdings are made available to both the university community and the public. This information is emailed to individuals upon request.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is invested in renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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 and an endowment shareholder practices survey.

RENSSELAER POLYTECHNIC INSTITUTE

C-

\$683 million

ADMINISTRATION	C	Rensselaer Polytechnic Institute employs a senior program administrator of recycling and solid waste, and a student conservation coordinator when funds are available. The Institute's Global Energy Security Center researches energy conservation and renewable energy, and installations have been made on campus. Recycling has increased, notably in the renovation of existing buildings and during the construction of new ones, and over 25 tons of surplus electronics are recycled per year.
CLIMATE CHANGE & ENERGY	B	Rensselaer has made headway in renewable energy production on campus. A solar array provides power to 25 computers and a 10-kilowatt wind turbine was installed in 2003. With the assistance of the Lighting Research Center, 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.
FOOD & RECYCLING	C	The Institute was a member of New York's Farm to Fork Conference, which works to tie local farms to the state's higher education system. A project is underway to reuse waste cooking oil from the dining halls as biodiesel. Sodexo has been supportive of recycling and composting programs, as well as being receptive to the purchase of local produce, and fair-trade coffees are offered in some areas.
GREEN BUILDING	C	The biotechnology building is LEED-certified and the Electronic Media Performing Arts Center is striving to attain LEED Silver certification. Renovations of the Folsom Library generated three tons of lighting fixtures that have been reused, and cement blocks that were separated for reuse. Material from the health center that was demolished during preparation for the biotech building was removed and reused in the renovation of the service building. Surplus furniture is reused on campus or donated to schools and nonprofits. Leftover paint from campus and within the community was used in a Troy alley beautification project in the spring of 2006.
ENDOWMENT TRANSPARENCY	F	The Institute has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The Institute prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

RICE UNIVERSITY

\$4 billion

ADMINISTRATION	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 sustainability planner and the facilities engineering and planning department excels in green cleaning practices and in creating a socially sustainable working environment for its custodians. Rice is working to connect campus environmental performance with class projects, independent study projects, and student extracurricular activities so that the campus acts as a hands-on laboratory for students to learn about sustainability and to make real changes.
CLIMATE CHANGE & ENERGY	C	A portion of campus energy supply comes from a co-generation plant on site, and the University monitors energy use in real time and is taking building-specific measures such as re-commissioning and changes in building set points for better energy conservation. A Rice class conducted a carbon emissions inventory of the campus in 1999 and an update is scheduled for 2007.
FOOD & RECYCLING	C	Organic, fair-trade coffee is available at the campus coffeehouse, and cage-free eggs and occasional organic products are purchased by dining services. Excess cooking oil from the kitchens is used as biodiesel for campus groundskeeping vehicles and is now also being tested in a campus shuttle bus. Rice's recycling program has a current diversion rate of 27 percent and the University finished in the upper half of an intercollegiate recycling competition.
GREEN BUILDING	B	All the University's future buildings will meet some level of LEED certification. In addition, sustainable design features are increasingly being incorporated into renovations of existing buildings, however this has not been articulated in policy.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D⁺**ROCKEFELLER UNIVERSITY**

\$1.8 billion

ADMINISTRATION	C	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 president and administration. The University is developing an environmental management system that will work to improve the environmental compliance and stewardship program. The University reuses packing materials, purchases recycled and green products, and takes measures to conserve water.
CLIMATE CHANGE & ENERGY	C	A central boiler and chiller plant maximize efficiencies 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.
FOOD & RECYCLING	D	Unfortunately, the urban setting of the campus is considered to make impossible participation in sustainable practices such as purchasing locally grown food and on-site composting. The University is committed to and has participated in a recycling program consistent with the New York City Department of Sanitation recycling program since the early 1990s.
GREEN BUILDING	D	Strategies under consideration for designing new buildings and renovations incorporate sustainable site development, water conservation, energy efficiency, indoor environmental quality, and promoting integrated whole-building design practices. However, there is not a formal green building policy and no buildings have been registered for LEED certification.
ENDOWMENT TRANSPARENCY	F	Since proxy responsibility is in the hands of external managers, the proxy voting record is only made available to trustees and senior administrators upon request. Trustees and senior advisors are kept abreast of endowment holdings, but are not privy to individual security holdings.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	External 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.

B**SMITH COLLEGE**

\$1.2 billion

ADMINISTRATION	A	In 2004, President Carol T. 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 work 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.
CLIMATE CHANGE & ENERGY	A	Efforts have included an ongoing lighting retrofit project, which included a retrofit of the large gymnasium lights, a temperature setback program, and the Million Monitor Drive. Smith College is also part of the Massachusetts Renewable Energy Purchasers, a group of eight institutions 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, and other initiatives have included alternative boiler fuels and student energy conservation campaigns. A cogeneration facility that is currently under construction will effectively cut the campus's emissions in half.
FOOD & RECYCLING	B	The College's dining services purchases a significant amount of local and organic food, and makes a conscious effort to address sustainability in its operations, purchases, and recycling measures.
GREEN BUILDING	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 certification standards.
ENDOWMENT TRANSPARENCY	F	The College has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	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 campus sustainability policy survey.

SOUTHERN METHODIST UNIVERSITY

C

\$1.1 billion

ADMINISTRATION	C	Southern Methodist University's Environmental Society is a student group that works to encourage sustainability efforts on campus. To date, the student government has passed a resolution recommending that the administration create an environmental stewardship policy. This resulted in the University becoming a partner in the Environmental Protection Agency's Green Power Partnership.
CLIMATE CHANGE & ENERGY	C	The University has an energy management team that ensures the efficient operation of campus utilities. Effort has gone into managing the HVAC system to be energy efficient, and Vending Misers have been installed on all campus soda machines to reduce energy use. The energy management team has posted a long list of suggestions for individual energy stewardship online. The University is also a Green Power Partner with the Environmental Protection Agency, which requires a commitment to obtain 3 percent of its energy from new, renewable sources.
FOOD & RECYCLING	B	Dining services provides as much local produce as possible, and an in-house herb garden is used by the catering, deli, and retail locations. The University has also adopted a single-stream recycling plan that has the potential to reduce the waste stream by as much as 60 percent.
GREEN BUILDING	C	The University recently completed and opened the J. Lindsay Embrey Engineering Building, designed and built to the LEED Gold standard.
ENDOWMENT TRANSPARENCY	D	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit 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.
SHAREHOLDER ENGAGEMENT	F	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.

A-

STANFORD UNIVERSITY

\$15.2 billion

ADMINISTRATION	A	The President's Environmental Stewardship Committee is continuously working on sustainability measures, which involve an in-house green building policy. The Woods Institute for the Environment is a campus-wide effort by all seven schools on campus to develop the University's potential for making a significant impact toward creating a sustainable world. In 2004, the University was certified as a Green Business for its efforts to conserve energy and water resources, and to reduce waste and pollution.
CLIMATE CHANGE & ENERGY	B	On-campus photovoltaic panels provide some solar power, and in 2005 the University was a "Flex Your Power" award winner for its Energy Conservation Incentive Program and Energy Retrofit Program, the latter of which has resulted in savings of 20,169,231 kilowatt-hours annually. The University also runs a cash-for-kilowatts payout in which it allocates baseline electricity "budgets" to each academic school and administrative unit to encourage conservation, financially rewarding or penalizing them for their energy use.
FOOD & RECYCLING	A	In 2004, Stanford Dining was certified as a Green Business university food service program by Santa Clara County, CA. The 5R program recycles much of the outgoing waste, and sells its compost from food and groundskeeping waste to local farmers. Two to five percent of the menu is from local, organic sources, and kitchen facilities are energy efficient.
GREEN BUILDING	A	A Sustainability Coordinator is assigned to every building project, and sustainability guidelines, published in 2002, are included in every part of the design process. Extensive retrofitting of residence hall lights, showerheads, and boilers have cut down energy use considerably.
ENDOWMENT TRANSPARENCY	C	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. Past holdings that faced shareholder resolutions are disclosed to trustees, senior administrators, and advisory panel representatives, which includes faculty, staff, students, and alumni. Upon completion of the Historic Investment Responsibility Proxy Voting Database, a 10-year review of those holdings will be available online to that same group.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and is also invested in renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	A	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 an advisory panel, which includes four student and two alumni representatives. Updates must be approved by the Trustees Special Committee.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

B-**SWARTHMORE COLLEGE**

\$1.2 billion

ADMINISTRATION	C	Swarthmore College has several progressive projects now being implemented, including a wind power purchase equaling 5 percent of campus needs, participation in the Pennsylvania Farm-to-College program, and a new science center that was recently LEED-certified. The College's Organization for Sustainability has been promoting these issues, so far unaided by a sustainability coordinator.
CLIMATE CHANGE & ENERGY	C	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. Five percent of campus energy needs come from Pennsylvania wind farms.
FOOD & RECYCLING	B	The College is a participant in Pennsylvania's Farm-to-College program, which organizes local farmers to secure business contracts and promotes locally grown food at colleges and universities throughout the state. The College has a campus-wide recycling program and most yard waste is composted into mulch for campus landscaping.
GREEN BUILDING	B	The College is in the middle of a large capital project that has incorporated some green building into the design of certain buildings. The new science center is the campus's first LEED-certified facility. The College has also developed about 5,000 square feet of vegetated roof and intends to develop more.
ENDOWMENT TRANSPARENCY	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 are only available to trustees, senior administrators, and the investment office staff.
INVESTMENT PRIORITIES	C	The College prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	The Committee on Investor Responsibility (CIR) is an advisory committee 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 an endowment shareholder practices survey.

C+

SYRACUSE UNIVERSITY

\$908 million

ADMINISTRATION	A	The University has several committees addressing campus sustainability issues, including an Energy Council, a Utility Committee, and a Building Sustainability Committee. An energy conservation manager was hired in 1992, and is now accompanied by a staff of 12. Some highlights from their work include a \$1.8 million investment in energy efficiency, a LEED-certification policy for all new building and renovation projects, and the purchase of renewable energy credits equal to 22,000 megawatt-hours of small-hydro and wind energy, making Syracuse the seventh-largest higher education purchaser of renewable energy in the country. The Syracuse Center of Excellence (CoE) in Environmental and Energy Systems develops advancements to improve sustainability in built and urban environments.
CLIMATE CHANGE & ENERGY	A	Among the country's institutions of higher education, Syracuse is the seventh-largest purchaser of renewable energy. Renewable energy supplies 20 percent of its energy needs, or 22,000 megawatt-hours, with small-hydro and wind energy. All renewable energy is derived from local producers in New York State. A \$12.8 million project updated the mechanical systems in more than 200 buildings, resulting in energy savings the following year of more than \$1.8 million. Additionally, a major lighting upgrade to incorporate LED technology occurred in the 1990s.
FOOD & RECYCLING	B	Dining services makes an effort to incorporate local foods into the menu, including produce, dairy, turkey, and barbecued offerings. Mugs are given out at the beginning of the year for use in the dining halls, and each fall a "Taste of Central New York" dinner is held to introduce the student body to local foods and attractions. The University recycles, but does not compost their waste.
GREEN BUILDING	B	The University has been committed to LEED guidelines for all new building and renovation projects since 2005, but has been including sustainable features in its buildings for quite some time. Two major projects already underway have past the deadline to register for LEED certification, but sustainable practices will be implemented to the extent possible. The future Center of Excellence in Environmental and Energy Systems will seek the highest certification possible.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

TEXAS A&M UNIVERSITY

\$5.6 billion

ADMINISTRATION	B	The University employs a staff in its Office of Energy Management, which works with the Energy Conservation Committee to look into energy savings on University campuses. The Office implements policies to reduce energy use and maintains an Energy Conservation Hotline to report waste.
CLIMATE CHANGE & ENERGY	C	The University has demonstrated a 25 percent increase in energy efficiency over the last 10 years. In September 2006, TAMU received recognition from the Texas Comptroller's State Energy Conservation Office recognizing the University for achieving excellent results to improve energy efficiency and air quality in the state of Texas. Facilities is implementing metering and monitoring projects to identify energy waste and lower energy use in buildings. Students are informed of their impact through the Energy Awareness Campaign and a pilot energy conservation competition will be conducted in the spring of 2007.
FOOD & RECYCLING	B	Plans are underway by dining services to purchase organic foods and open an organic farmers market in the University center area at the College Station campus. The department is currently working on developing a biodiesel program to use recycled cooking oil to power dining services' delivery vehicles. The University recycles paper, cardboard, printer cartridges, and aluminum cans and is exploring the feasibility of expanding this program to other areas, including composting.
GREEN BUILDING	C	Building commissioning reduced energy use by 15 to 30 percent and saved \$4 million during the 2005 fiscal year. The Corpus Christi campus is investigating LEED standards for its building projects. Lighting retrofits have been implemented in 42 of the College Station campus's 139 buildings, and 32 buildings are scheduled for 2007.
ENDOWMENT TRANSPARENCY	C	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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.

TEXAS CHRISTIAN UNIVERSITY

D

\$1 billion

ADMINISTRATION	D	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.
CLIMATE CHANGE & ENERGY	D	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 with high efficiency units; to install variable speed drive in all distribution pumping systems; and to retrofit lighting on the entire campus with energy efficient lamps, electronic ballasts, and motion sensors, among other initiatives. However, the University has not made any attempt to purchase or utilize renewable sources of energy.
FOOD & RECYCLING	C	The grounds crew composts yard waste, and although no official recycling program exists, a moderate amount of recycling takes place with approximately 75 percent of the eligible campus waste stream being recycled.
GREEN BUILDING	C	Although the University has no formal written policy, efforts are made 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.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

TRINITY UNIVERSITY (TEXAS)

D-

\$815 million

ADMINISTRATION	F	The University has no known policies relating to campus-wide sustainability initiatives.
CLIMATE CHANGE & ENERGY	D	The University's physical plant department maintains "A Commitment for Comfort," which includes a restricted range for heating and cooling temperatures, and many chillers have been replaced with more energy-efficient models. The University also invested significant funds to reroute grey water to campus for use as irrigation and water features.
FOOD & RECYCLING	D	The University has had students research the possibilities for a campus composting plan as a project for an environmental studies course. Students also researched the expansion of the recycling program. Dining services has not been involved with any local or organic food initiatives.
GREEN BUILDING	F	The University has no known green buildings nor a green building policy.
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor its list of endowment holdings public.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

B-**TUFTS UNIVERSITY**

\$ 1.2 billion

ADMINISTRATION	A	Tufts University had one of the first sustainability policies in an institution of higher education and is an original signatory of the Talloires Declaration. The University is a founding member of the Chicago Climate Exchange, and the Tufts Climate Initiative (TCI) has committed to meeting or exceeding emissions standards set by the Kyoto Protocol, as well as the New England Governors/ Eastern Canadian Premiers Climate Change Plan. TCI has a full staff, including an energy manager, that works closely with the Division of Operations.
CLIMATE CHANGE & ENERGY	A	Tufts Climate Initiative won the Environmental Protection Agency Climate Protection Award in 2005. The University changed its utilities contract in 2006 to include small hydro and natural gas, reducing its carbon emissions to 21 percent below the New England average. Conservation efforts through the facilities department have involved lighting retrofits and motion sensors in collaboration with the Environmental Protection Agency's Green Lights program, improved steam trap efficiency, and new washing machines. Students are given the option to purchase green power.
FOOD & RECYCLING	A	Realizing that food production is one of the most environmentally degrading consumer activities, the University's Food Awareness Project has sought to promote a less meat-intensive diet, while supplying more local and organic foods in the dining halls. Dining services has also sought to reduce the amount of waste it generates, which, in conjunction with a composting program, has reduced landfill-bound waste by 62 percent.
GREEN BUILDING	B	Although the University has no green building policy, a \$500,000 grant was awarded to the University by the Massachusetts Renewable Energy Trust, which enabled the University to register a new dormitory for LEED Silver certification. The building, which opened in September 2006, includes rooftop solar thermal and photovoltaic arrays, as well as other energy efficient features.
ENDOWMENT TRANSPARENCY	F	The proxy voting record is confidential and a list of endowment holdings is available only to investment committee members.
INVESTMENT PRIORITIES	A	The University prioritizes investing to maximize profit and, if the University 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.
SHAREHOLDER ENGAGEMENT	F	In the case that the University has the ability to vote its proxies, the University's investment managers are asked to 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.

C

TULANE UNIVERSITY

\$858 million

ADMINISTRATION	A	The Office of Environmental Affairs was established in 1999 on the initiative of the president of the student-run Green Club. The office employs an environmental coordinator and a largely student staff that has worked on such initiatives as green building and LEED certification, a campus Energy Star program, environmental audits, and an inventory of campus emissions. The University's School of Architecture has also been working to promote sustainable building, design, and planning in the reconstruction of post-Katrina New Orleans.
CLIMATE CHANGE & ENERGY	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 the University a more efficient alternative to the standard boiler plant, and education campaigns, as well as improvements in the energy management system have helped to further reduce energy use.
FOOD & RECYCLING	B	Food services, which is contracted through Sodexo, has partnered with Earthbound Organics to provide organic produce, salads, and snacks. Four years ago, a gourmet food concept was opened with organic and non-organic offerings, and this program has increased the amount of organic foods available on campus by 15 percent. The University recycles and has temporarily suspended its composting program.
GREEN BUILDING	B	While Tulane does not require LEED certification for building projects, one new project is currently seeking certification with the U.S. Green Building Council, and two green building projects were completed in the 1990s before the advent of the LEED system. Other efficiency measures have also been taken in recent construction projects, including partnership with the Environmental Protection Agency's Energy Star program. Students voted to recommend a green renovation of one of the residence halls, which would feature a green roof.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D

UNIVERSITY OF ALABAMA

\$849 million

ADMINISTRATION	C	The University of Alabama's Environmental Institute is a program that tackles sustainability issues almost exclusively in the academic realm. A student sustainability group is primarily interested in global issues, so the focus has not been on the University campus. The energy management department has made a commitment to energy conservation through American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) 90.1 energy efficiency standards and lighting upgrades.
CLIMATE CHANGE & ENERGY	D	The University has not performed a carbon emissions inventory nor has it invested in renewable energy, either on campus, off-campus, or through the purchase of renewable energy credits. Energy efficiency and conservation are encouraged by the energy management department, but there is no formal program in place.
FOOD & RECYCLING	D	The University does recycle, but has not pursued a composting program. Dining services does not have a local or organic food initiative.
GREEN BUILDING	C	The University's energy policy encourages energy conservation and states that energy efficiency standards outlined in ASHRAE 90.1 will be followed as closely as possible. Lighting retrofits and the installation of motion sensors will take place where economically feasible.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The University has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

D

UNIVERSITY OF ARKANSAS

\$763 million

ADMINISTRATION	D	The University of Arkansas currently has no formal policy to deal with campus sustainability. However, the student government has passed a resolution recommending that the administration create a Campus Advisory Committee on Environmental Sustainability, as well as a university sustainability policy. Faculty are developing a research initiative centered around sustainability. Facilities management has a draft document that outlines a commitment to operating the campus in a sustainable fashion.
CLIMATE CHANGE & ENERGY	D	A Rebuild Arkansas Special Project grant is allowing the University to conduct a campus-wide energy audit. To date, two Energy Service Performance Contracts have been initiated and 3,955 incandescent lightbulbs have been replaced with compact fluorescents.
FOOD & RECYCLING	C	Small quantities of organic food are currently being purchased, and the possibility of purchasing organics from a national supplier is being explored. A seafood purchasing policy is in effect and dining services is investigating the formation of an alliance with Slow Food USA to promote sustainable agriculture. Chartwells, the University's food service vendor, has a delivery truck that runs on recycled frying oils, and has been recognized for its environmental stewardship. The University recycles and there is an on-campus center for sustainable agriculture.
GREEN BUILDING	C	The University's Innovation Center is LEED-certified. It is the University's first attempt at building under the U.S. Green Building Council's guidelines. Green technology design is incorporated into all building design regardless of whether certification is pursued. An experimental pair of buildings have been constructed to study the effects of a green roof and to develop campus guidelines for future buildings.
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor its list of endowment holdings public.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF BRITISH COLUMBIA

B-

\$772 million

ADMINISTRATION	A	The University of British Columbia, a Talloires Declaration signatory, has committed to sustainability targets in social, ecological, and economic areas, including a 25 percent reduction in campus emissions below 2000 levels by 2010. To accomplish these goals, a sustainability office was created, which provides assistance in such efforts as LEED-designed buildings and a comprehensive ECOTrek campus energy and water retrofit. The office also manages a sustainability coordinator program, a group of 150 coordinators in different campus units that assist the community in making their actions more sustainable.
CLIMATE CHANGE & ENERGY	A	The Sustainability Street Project was designed to be the world's first closed-loop system of water recycling and re-use that integrates storm water management, wastewater treatment, and ground source heating. The University's ECOTrek program, the largest water and energy retrofit at any Canadian university, was finalized this year and has tallied energy savings that represent a reduction of 15,000 tons of carbon dioxide emissions. The program is saving the University \$2.5 million annually as a result of a 20 percent reduction in energy use. Since 1990, carbon dioxide emissions per square meter of building have been reduced by 30 percent. The University has purchased enough renewable energy credits to power the electrical engineering building and the Aquatic Ecosystems Resource Laboratory. A seven-kilowatt solar array was also installed on the roof of the engineering building.
FOOD & RECYCLING	A	Dining services is part of the Farm-to-College program, which works to link local farmers and produce suppliers to area universities and colleges. Most of the campus's local and organic foods come from the university farm, but measures are being taken to increase the supply of such foods to include other area farms. Dining services has also adopted a sustainable seafood policy. Used cooking oil is converted to a 20 percent biodiesel fuel for all plant operations vehicles. A comprehensive recycling and composting program has reduced the waste stream significantly as a part of the larger WasteFree UBC program.
GREEN BUILDING	A	The University's campus features an array of green buildings, some of which have been LEED Silver- and Gold-certified. All new buildings are expected to be able to achieve a LEED Silver rating at a minimum. The approval of \$120 million was recently attained to perform deferred maintenance on existing buildings in order that new ones need not be built.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

B**UNIVERSITY OF CALIFORNIA**

\$5.7 billion

ADMINISTRATION	A	The University System has, or is in the process of hiring, a sustainability coordinator at each of its campuses (a system-wide sustainability specialist is already on staff), who will help the University work towards the State of California's goal of reducing greenhouse gas emissions to 80 percent below 1990 levels by 2050. All new buildings will be LEED-certified at the minimum, if not Silver-rated, and the University's goal for purchases of electricity from the grid is that 20 percent of its electricity come from renewable sources by 2017. Four campuses have joined the California Climate Action Registry (CCAR) and are cataloging greenhouse gas emissions; other campuses are exploring joining the CCAR.
CLIMATE CHANGE & ENERGY	A	The University System is measuring the fuel use of its campuses' fleets, working towards including 50 percent more low-to-zero emission vehicles by 2010. The University's goal for energy efficiency is to reduce system-wide, growth-adjusted energy consumption to at least 10 percent below the year 2000 base consumption level by 2014. While both the Berkeley and Santa Barbara campuses have solar PV projects installed on their buildings, UC's policy states a goal of providing up to 10 megawatts of local renewable power for the system by 2014.
FOOD & RECYCLING	B	Most of the University's campuses buy some local and organic food, and two of the dining halls on the Berkeley campus are certified as Bay Area Green Businesses, with a pressing goal of certifying all four. Most campuses donate their compost to local farms.
GREEN BUILDING	A	All new buildings will meet the LEED-certified standard at a minimum and will strive to achieve a Silver rating if possible. All new laboratories will work within the LAB21 standards for energy efficiency, and the University is exploring development of LEED standards for existing buildings.
ENDOWMENT TRANSPARENCY	B	The UC Office of the President makes a detailed list of endowment holdings accessible via the web. However, shareholder voting records are not available.
INVESTMENT PRIORITIES	C	The UC endowment prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	D	The UC Office of the President has stated that it "considers the active voting of proxies an integral part of the investment process," however, documentation is lacking about current voting practices.

Data compiled from independent research as well as through a campus sustainability policy survey.

UNIVERSITY OF CALIFORNIA, LOS ANGELES (UCLA)

C⁺

\$805 million

ADMINISTRATION	A	The University of California system has committed to a goal of reducing emissions to 2000 levels by 2010, 1990 levels by 2020, and 80 percent below 1990 levels by 2050. The Campus Sustainability Committee at UCLA works to implement campus-specific initiatives. In 2006, the chancellor of the University of California, Los Angeles, signed a sustainability charter, committing the school to a leadership role in building a “culture of sustainability.” UCLA has a campus environmental planner and is establishing the position of director of campus sustainability.
CLIMATE CHANGE & ENERGY	A	The University of California system Board of Regents voted to install 10 megawatts of solar energy across all of its campuses. To put the scope of this endeavor into perspective, 52 megawatts of solar energy are currently grid-connected across the entire country. The UC system clean energy policy commits the system to purchasing renewable energy equal to 10 percent of all new building and renovation energy needs. This number will increase to 20 percent by 2017. An Energy Star program covers all appliance purchases, and energy conservation efforts have been widespread, with a goal of reducing campus energy use by at least 10 percent by 2014. The University system has also joined the California Climate Action Registry in order to report their greenhouse gas emissions.
FOOD & RECYCLING	B	The University system has mandated that its purchasing department develop a plan for incorporating local, organic, sustainably grown foods for consumption at all campuses. Groundskeeping waste is recycled or used as mulch, and UCLA’s recycling program even includes rock from construction sites, which is reused as roadbed.
GREEN BUILDING	A	All new building and renovation projects within the University of California system will be LEED-certified at a minimum, with every available effort taken towards LEED Silver certification. All laboratories will be built according to Lab21 standards. The new building to house UCLA’s Institute of the Environment, La Kretz Hall, is due to receive LEED Silver certification and will be the campus’s first LEED-certified structure. Three more are in the design phase and will be LEED-registered.
ENDOWMENT TRANSPARENCY	F	UCLA has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	UCLA prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	UCLA 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. While UCLA is part of the University of California system, it was included as a separate profile because the UCLA endowment, on its own, is one of the 100 largest.

D⁺**UNIVERSITY OF CHICAGO**

\$4.9 billion

ADMINISTRATION	C	The University of Chicago has begun to address issues associated with global warming by integrating the Sustainability Council, created by students in 2004, into the administration and recently joining Chicago's Clean Air Counts. The University also supplies 10 percent of the residential college's power needs with wind energy.
CLIMATE CHANGE & ENERGY	C	The University has joined Clean Air Counts, a Chicago-based coalition of schools and businesses committed to reducing emissions by five tons of carbon per day in the name of public health. Additionally, Residence Halls and Commons purchases 10 percent of its energy from wind power with the money saved from the installation of compact-fluorescent lightbulbs.
FOOD & RECYCLING	C	Students have promoted an expansion of recycling efforts to include additional types of campus waste beyond the standard bottles and paper. There is also a composting program in two dining halls. However, dining services has yet to make a significant effort towards sustainability in its purchasing and operations practices.
GREEN BUILDING	D	The University has initiated efforts such as retrofitting lighting systems on campus, but has yet to make an effort towards adopting LEED building policies in its construction practices.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

UNIVERSITY OF CINCINNATI

\$1.1 billion

ADMINISTRATION	C	The University of Cincinnati does not have a designated sustainability committee, coordinator, or institute. However, the facilities management department has made progress with its sustainability policies, having been a Green Lights Partner since 1994 and also requiring all major new construction and renovations to meet LEED-certified standards.
CLIMATE CHANGE & ENERGY	B	The University has conducted a carbon emissions inventory and has undertaken significant projects in both academic and utility areas to reduce emissions. The University has been a Green Lights Partner since 1994, and a project to build a 46.8 megawatt combined cycle plant began in 2001. Between lighting and steam trap retrofits and motor upgrades, \$1.3 million has been saved as a result of decreased energy use.
FOOD & RECYCLING	C	The University composts yard and grounds waste for use as mulch, and actively recycles in 43 of its campus buildings.
GREEN BUILDING	B	All major construction and rehabilitation projects are required to meet LEED certification standards at a minimum. The University Architect determines whether a project will be registered with LEED.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

UNIVERSITY OF DELAWARE

\$ 1.2 billion

ADMINISTRATION	C	A multidisciplinary Environmental Concerns Committee works on environmental initiatives along with Students for the Environment. These two groups have been unable to effectively encourage the University to make a public commitment to sustainability or to specific policies relating to green building or energy, however the University does support three research centers focused on sustainability challenges. The University of Delaware generally takes a broad-based approach to energy conservation, focusing on improvements that will impact multiple buildings, campus-wide. Though not formally committed, the University's philosophy coincides with sustainability and opens avenues for future progress.
CLIMATE CHANGE & ENERGY	C	Under contract, the University purchases electricity from the City of Newark, Delaware, which buys renewable energy for 2 percent of its electricity needs. Facilities has an energy conservation committee that explores potential efficiency programs. Among other efforts to address energy issues, photovoltaic panels provide electricity to the Center for Energy and Environmental Policy.
FOOD & RECYCLING	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 and Students for the Environment holds a bi-weekly meeting to improve recycling efforts at the University. The possibility of a large scale composting operation is being investigated by the College of Agriculture and Natural Resources.
GREEN BUILDING	C	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, lighting and HVAC retrofits, and the installation of photovoltaic panels on the roof of the Center for Energy and Environmental Policy to provide electricity. This facility is registered with the U.S. Million Solar Roofs Program.
ENDOWMENT TRANSPARENCY	F	The University makes neither their proxy voting record nor their list of endowment holdings public.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The University asks that their 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.

C

UNIVERSITY OF FLORIDA

\$996 million

ADMINISTRATION	A	The University of Florida is a signatory of the Talloires Declaration and is currently drafting plans to make the University carbon-neutral by 2030. The UF Office of Sustainability, managed by a director of sustainability, coordinates task forces on zero waste, energy and climate change, education, and research.
CLIMATE CHANGE & ENERGY	C	The University is working on a greenhouse gas inventory as part of its carbon-neutrality plan. Although UF has not purchased any renewable energy credits and does not have renewable energy installations on campus, it is researching the use of switchgrass and woods for biofuels.
FOOD & RECYCLING	C	The University composts and has had a recycling program since the early 1990s.
GREEN BUILDING	A	Currently, the University has seven building projects registered with the U.S. Green Building Council. The facilities planning and construction department requires that all new building must be LEED-certified.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The University has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

C

UNIVERSITY OF ILLINOIS

\$1.3 billion

ADMINISTRATION	A	The president of the University of Illinois has made sustainability a priority for the institution and its three campuses, each of which has its own goals for sustainability. The University's Blue Illinois campaign is a comprehensive effort in partnership with The Environmental Council to educate university employees about sustainability best-practices and to promote sustainability initiatives on campus. The president appointed an Energy Task Force to make recommendations to minimize energy consumption. Highlights include an expected LEED Gold-certified facility and the recent announcement of plans to construct a wind farm on campus that will supply 2.7 percent of the University's needs.
CLIMATE CHANGE & ENERGY	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. In addition, the new Business Instructional Facility will have solar panels, triple-paned windows, and a green roof. Also, students at the Urbana campus pay a \$2 per semester energy fee to support energy-saving initiatives.
FOOD & RECYCLING	C	The Urbana campus will begin a pilot project to incorporate local food into the menu of one dining facility. Also at Urbana, a pilot program to compost all organic waste is being investigated. Recycling efforts have increased in recent years and residence hall cooking oil is recycled into fuel.
GREEN BUILDING	A	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 for integrated sustainable design. All projects will be considered for pursuing LEED certification. LEED-accredited professionals are on staff with facilities and services. The Springfield campus is requiring that all new building meet LEED Silver certification and the University's Business Instructional Facility at the Urbana campus is on track to be the first major Urbana building to be LEED-certified, setting an ambitious precedent with an expected Gold certification.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+

UNIVERSITY OF IOWA

\$833 million

ADMINISTRATION	B	The University of Iowa is one of only five institutions of higher education that are members of the voluntary Chicago Climate Exchange. Members are required to achieve a 6 percent reduction below the 1998-2001 baseline by 2010. The switch from burning coal to oat hulls helped the University to surpass its 2006 emissions reduction requirement well before the year was over. The energy conservation program of the facilities management department has been working with the multidisciplinary Energy Conservation Advisory Council to further campus sustainability with efforts such as LEED-certified buildings, a possible wind farm, and an annual Energy Expo.
CLIMATE CHANGE & ENERGY	B	In 2001, Quaker Oats offered to donate excess oat hulls to the University's power plant to be used as biofuel for the campus boiler. The oat hull project has reduced campus emissions by 20 percent, which easily satisfied the University's 4 percent emissions reduction target for the 2006 period under the Chicago Climate Exchange program. The University has a cogeneration plant and is a partner in the Environmental Protection Agency's Combined Heat and Power system program. Students and University officials are also investigating the feasibility of a hydroelectric facility, installing green roofs, and constructing a wind farm on or near campus.
FOOD & RECYCLING	C	The University is engaged in a pilot program to serve only cage-free chicken eggs in the dining halls. Students are working on a composting program, and recycling has been institutionally supported.
GREEN BUILDING	B	The University is pursuing LEED certification for three separate buildings on campus. In addition, the University has been incorporating green building design in the area of energy, utilizing third party review.
ENDOWMENT TRANSPARENCY	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 of Iowa does not maintain a record of its proxy voting.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

UNIVERSITY OF KENTUCKY

\$785 million

ADMINISTRATION	C	The University of Kentucky has no formal sustainability policy, but it does participate with the local government and the local public school system on collaborative initiatives. The University's Sustainability Task Force has proposed several recommendations with regard to green building, energy conservation, and transportation issues, and meets monthly during the academic year.
CLIMATE CHANGE & ENERGY	C	In the spring of 2006, student government voted on a fee increase from \$6 to \$8 to help fund renewable energy purchases for the University. The administration recently worked with the local electric provider to review options to purchase renewable energy. The University is planning to initiate a Sustainable Living-Learning Community in one of its residence halls in the near future. Work will begin on the facility over the next several years. The project is intended to enhance the sustainability of the community and will include features like solar panels, rain water retention, and energy efficient lighting.
FOOD & RECYCLING	B	In 2005, over 29 percent of the University's waste stream was recycled. This accomplishment represents one of the University's best on-campus achievements towards a sustainable campus. The University is an active participant with the local food cooperative to purchase local food products, and local produce is being offered on a trial basis four days a week.
GREEN BUILDING	C	The University's Sustainability Task Force has recommended that building projects be identified for possible LEED certification. The University has placed a requirement in the bid specifications for new construction that the architecture firm(s) have a staff of LEED-certified personnel. Several university project managers, who are responsible for the renovations of older facilities, have been trained for LEED certification. However, the University has not adopted a formal green building policy and does not yet have any buildings certified or registered under the LEED program.
ENDOWMENT TRANSPARENCY	F	The majority of the endowment is in commingled funds, and the University does not keep a record of the proxy voting done by its endowment managers that have separate accounts with investments. The University does not make a list of endowment holdings public.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

UNIVERSITY OF LOUISVILLE

\$680 million

ADMINISTRATION	C	In 2004, the University of Louisville established a Partnership for a Green City with Louisville Metro Government and the Jefferson County Public Schools to work collaboratively on sustainability issues. The University is working on global sustainability issues at the Kentucky Institute for the Environment and Sustainable Development, but the focus of this Institute is not geared towards campus sustainability.
CLIMATE CHANGE & ENERGY	B	As part of the University's energy conservation measures, energy audits have been conducted on some buildings, Vending Misers have been installed on soda machines, and some lighting and electric motor retrofits have been performed under the Energy Star program. The University has helped install three solar hot water systems in local schools and is installing another system to provide hot water to one university building. The University is conducting a pilot study project using photovoltaic-powered streetlights and also has a pilot project in progress that is exploring alternative light shelves. The potential of using a B20 biofuel mix for the campus's diesel vehicles is being researched, as well.
FOOD & RECYCLING	D	The University recycles, but its contracted food services provider has not addressed sustainability issues in its operations.
GREEN BUILDING	C	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.
ENDOWMENT TRANSPARENCY	B	The proxy voting record and a list of endowment holdings are made available to the university community and also to the public, and are available at the investment office or the vice president's office, but would only be released in response to a Freedom of Information Act (FOIA) request.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also invested in community development financial institutions or loan funds on a very small scale.
SHAREHOLDER ENGAGEMENT	D	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 and an endowment shareholder practices survey.

C

UNIVERSITY OF MARYLAND

\$675 million

ADMINISTRATION	B	The Environmental Stewardship Committee was created by the provost and, together with the Facilities Council, established environmental stewardship guidelines for use in the University's 2001-2020 Master Plan.
CLIMATE CHANGE & ENERGY	B	The University has been successful in limiting year-to-year consumption growth with aggressive HVAC controls and lighting retrofits. Additional lighting retrofits are planned for the campus; they include lower wattage lamps, occupancy sensors, and LED emergency lighting, among other features. The University is currently benefiting from the state of Maryland's requirement that retail electric suppliers meet a minimum renewable energy portfolio standard of 3.5 percent for 2006 and 2007, increasing to 4.5 percent in 2008 and 5.5 percent in 2009. Additionally, the University increased the percentage of renewable energy supply for its Type I accounts (below 60 kilowatts) to a total of 5 percent starting in June 2007.
FOOD & RECYCLING	C	Dining services has retrofitted equipment and procedures to be more energy efficient, and is also working with suppliers to ensure the re-use of packaging. Waste cooking oil is recycled for use as biodiesel, and a pilot composting program is now in place. The goal is to expand the composting program to cover the same percentage of campus that the recycling program currently covers.
GREEN BUILDING	B	The University's environmental stewardship guidelines require that new building be designed and constructed using the criteria established in the LEED guidelines. The University's Inn & Conference Center is LEED-certified and another project is registered for LEED certification.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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.

B⁺**UNIVERSITY OF MICHIGAN**

\$5.7 billion

ADMINISTRATION	A	The University employs a full-time sustainability coordinator and the president works as a member of the Environmental Task Force, which includes faculty, staff, and student involvement.
CLIMATE CHANGE & ENERGY	A	The University has completed 32 percent of a campus-wide Energy Star upgrade program and intends to cover all 12 million square feet of building space. In 2005, the University reached its goal of supplying 10 percent of campus power needs with green power. In addition, the Ann Arbor campus has several photovoltaic cells for solar energy.
FOOD & RECYCLING	A	The University's Fresh Michigan program incorporates fresh, local produce in many of its menus. 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.
GREEN BUILDING	C	The University has a LEED Gold-standard building on its Ann Arbor campus and each year more than \$4 million is spent on light retrofitting.
ENDOWMENT TRANSPARENCY	B	Endowment holdings are made available primarily to the university community, but are also 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.
INVESTMENT PRIORITIES	A	The University is currently invested in renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	D	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 an endowment shareholder practices survey.

B-**UNIVERSITY OF MINNESOTA**

\$2.2 billion

ADMINISTRATION	B	University programs support both the academic and operating enterprises and include on-site wind power, local and sustainably grown food in the dining halls, and membership in the Chicago Climate Exchange. A Sustainable Campus Initiative Coordinator was hired, a website outlines the initiatives being taken throughout the University system to tackle global warming, and the provost established an advisory group to make recommendations for a world-class Institute on the Environment.
CLIMATE CHANGE & ENERGY	B	In December 2004, the University became a member of the Chicago Climate Exchange and committed to a 4 percent reduction below 1998-2001 baseline emissions by 2006. A nearby wind farm supplies 60 percent of the Morris campus's needs. The Twin Cities campus has reduced consumption by 27 percent since 1991, despite the addition of energy-intensive research buildings. A steam plant burns waste wood and leftover oat hulls in its circulating fluidized bed boiler, which cleanly burns almost any material. Finally, the utilities department interacts closely with academics on campus in evaluating the feasibility of projects involving renewable energy and energy efficiency, such as a solar array, the manufacture of hydrogen, and the utilization of methane gas from animal waste.
FOOD & RECYCLING	B	The utilization of local products is a priority for university dining services, which works with Food Alliance Midwest to connect with local, rural farmers that use environmentally sustainable practices. Sysco, Aramark's primary distributor, is working with local farmers and cooperatives to source locally grown products. In addition, many organic products are sold across campus. Dining services participates in a campus recycling program and now recycles frying oil to be converted into diesel fuel.
GREEN BUILDING	B	The University follows the state of Minnesota's Sustainable Building Guidelines, which adapt the LEED building policy to specific regional issues relevant to green building and are mandatory for all new construction projects that are financed with state funds, resulting in the equivalent of LEED Silver rating. The University's Sustainability and Energy Efficiency Policy, adopted in July 2004, requires sustainable design guidelines to be applied to all major new construction and renovation projects, regardless of funding source. LEED certification is being pursued for two buildings on the Duluth Campus and certification for other projects is under consideration.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	The Social Concerns Committee has been charged by the Board of Regents to annually review all shareholder resolutions concerning social issues for which the University holds stock and to recommend 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.

C-**UNIVERSITY OF MISSOURI**

\$944 million

ADMINISTRATION	C	The University's policies vary from campus to campus. Although there are no formal sustainability centers or coordinator positions, energy managers working in the award-winning energy management department at the Columbia campus ensure campus-wide efficient and conservative energy use. The Green Campus Initiative addresses environmental stewardship through the environmental health and safety department on the St. Louis campus.
CLIMATE CHANGE & ENERGY	C	The Columbia campus has replaced almost 100 percent of campus lighting with more efficient models, and the University has been awarded an Environmental Protection Agency Green Lights and Energy Star Partner of the Year on several occasions. The St. Louis campus has a goal to reduce energy use by 2.5 percent every year through 2010 and to increase recycling volume by 8 percent annually during the same period. Other campuses have similar goals. The University also uses some alternative fuels for its boiler plants and explores ways to make use of its by-products.
FOOD & RECYCLING	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. Recycling efforts have increased on the Kansas City campus as a result of renovation and a new contract with Sodexo, and compost efforts are especially strong on the Rolla campus.
GREEN BUILDING	C	The University has a sustainable design policy that outlines site management, energy and water use, and other design guidelines. Projects are not required to meet LEED certification, but are encouraged to do so when "campus goals and budgets align."
ENDOWMENT TRANSPARENCY	F	The University makes neither its proxy voting record nor their list of endowment holdings public.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D⁺**UNIVERSITY OF NEBRASKA**

\$1.2 billion

ADMINISTRATION	C	The University of Nebraska at Lincoln 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. The entire Lincoln campus motor pool, totaling 870 vehicles, runs on biodiesel or an ethanol blend.
CLIMATE CHANGE & ENERGY	C	As part of the University's Rural Initiative, Chancellor Harvey Perlman mandated in 2005 that the Lincoln campus's fleet of 870 vehicles be powered by biodiesel and an ethanol-blend fuel. The goal was to encourage the growth of the biofuel industry in Nebraska and also to significantly lower the University's greenhouse gas emissions. The Omaha campus fleet runs on an E10 ethanol blend.
FOOD & RECYCLING	C	The University employs a recycling coordinator and has been involved in some campus composting of yard and food wastes.
GREEN BUILDING	D	The University currently has no green building policy and has not built any facilities using LEED guidelines. However, the University does integrate cost-effective energy efficiency measures into building and retrofits, and is looking into designing a set of sustainability guidelines.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

C

\$1.1 billion

ADMINISTRATION	A	UNC at Chapel Hill has a sustainability policy that has been endorsed by the chancellor's cabinet. In addition to the sustainability coordinator already on staff, an energy manager and a sustainability program assistant are being added to a staff that is increasingly devoted to sustainability initiatives at the University. The Vice Chancellor's Sustainability Advisory Committee recommends long-term sustainability goals and undergraduate students have the opportunity for involvement through the Sustainability Coalition. The University also has an Environmental Finance Center and committees dedicated to renewable energy and other initiatives.
CLIMATE CHANGE & ENERGY	B	Energy conservation awareness teams have been established to promote conservation efforts. Lighting upgrades, an Energy Star program, a cogeneration plant, carbon emissions inventories and other programs demonstrate the University's commitment. Other accomplishments include solar thermal panels for heating purposes on one new dormitory and students voting for \$4, and later \$8, fee increases in order to provide funding to purchase renewable energy credits.
FOOD & RECYCLING	C	Students are currently advocating that dining services use more local, organic foods in their menus. Food scraps are donated to local farms or composted and used as mulch on campus. The Waste Reduction and Recycling Office manages a recycling program that has a 39 percent diversion rate.
GREEN BUILDING	B	UNC at Chapel Hill has updated their design and construction guidelines to require that new buildings are designed to a LEED Silver-certified level, even if they do not follow through with obtaining certification.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF NOTRE DAME

D-

\$4.4 billion

ADMINISTRATION	F	As far as can be determined, the University of Notre Dame has not made any public attempts to approach the issue of campus sustainability. No formal policies or other plans have been announced with regard to environmental sustainability. However, the University is home to a research center for alternative energies.
CLIMATE CHANGE & ENERGY	F	The University has not made known any policies it might have that address energy and climate issues.
FOOD & RECYCLING	D	The University has a recycling program in all dorms and major buildings on campus.
GREEN BUILDING	F	The University has not made known any policies it might have pertaining to green building.
ENDOWMENT TRANSPARENCY	F	Notre Dame has had a Social Responsibility Investment Policy for decades. However, the results of their work are not generally made public, but are overseen by the board of trustees. The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	D	The University purchases outside research on issues and talks to companies and money managers in order to make decisions on proxy voting.

Data compiled from independent research as well as through an endowment shareholder practices survey.

C-

UNIVERSITY OF OKLAHOMA

\$960 million

ADMINISTRATION	B	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 work to promote campus sustainability issues, and the University is collaborating with Oklahoma State University to lead the Oklahoma Wind Power Initiative, a project to initiate and strengthen opportunities for wind energy production in the state of Oklahoma.
CLIMATE CHANGE & ENERGY	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 is also a member of the Chicago Climate Exchange, pledging to reduce its emissions by 6 percent by the year 2010.
FOOD & RECYCLING	C	The University recycles and has some organic offerings, but has not fully committed to incorporating sustainability efforts into its dining halls.
GREEN BUILDING	D	The University has no green building policy and has not been involved in the LEED-certification program, although green building practices are listed among the issues to be addressed by the Environmental Concerns Committee.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF PENNSYLVANIA

B

\$5.3 billion

ADMINISTRATION	B	The University became famous on Earth Day 2003 when it became the biggest nongovernmental purchaser of renewable energy credits in the country, signing a 10-year contract for 112,000 megawatts of wind power annually, or 29 percent of the University's energy needs. While Penn has not yet created a sustainability coordinator position, the university architect informally addresses most sustainability issues. The University has put most of its effort into renewable energy, with other progress in energy conservation and sustainable dining practices.
CLIMATE CHANGE & ENERGY	A	The University is one of the largest nongovernmental purchasers of wind power in the nation, buying 112,000 megawatts of wind energy, or 29 percent of total energy needs. The 10-year contract that the University signed will enable the construction of a new 12-turbine, 20-megawatt wind farm in Pennsylvania. Facilities has commissioned a sustainability audit to evaluate Penn's energy consumption and create computer models to assess energy saving potential in green building policies. The University is also pushing for more accessible biodiesel fuel for campus vehicles.
FOOD & RECYCLING	A	Dining services has implemented a FarmEcology program in an effort to reduce "food miles" and support local farmers. A comprehensive recycling center, partially funded by the Pennsylvania Department of Environmental Protection, will promote composting and recycling by a University-run food court as well as by neighboring private restaurants. The center is projected to process four tons of kitchen waste into 800 pounds of clean compost to be used in landscaping, and is being used as a model for a composting system in the University's cafeterias in the future.
GREEN BUILDING	B	The University is working on a definitive green building policy and LEED certification is being pursued for two new projects, one of which is striving for a Platinum rating. In addition, a green roof will replace an aging roof on a college residence. The University built a new cooling plant recently and has been able to reduce its peak-hour energy use by 18 percent as a result of conservation efforts.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The endowment prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	In 2003, the University established the Penn Social Responsibility Advisory Committee, which includes students, faculty, staff, and alumni members. The committee is charged with designing the shareholder engagement policies and practices by which the University upholds its fiduciary duty and uses its shareholder power to improve the social and environmental impact of the firms in which the endowment invests.

Data compiled from independent research as well as through a campus sustainability policy survey.

D

UNIVERSITY OF PITTSBURGH

\$1.8 billion

ADMINISTRATION	C	The University of Pittsburgh began its public commitment to sustainability 16 years ago. At that time, it was one of 20 international universities to draft and sign the Talloires Declaration, committing to incorporate sustainability in teaching and in operations. In 2003, the Mascaro Sustainability Initiative (MSI) was created as a center of sustainable engineering, specifically focusing on the design of sustainable communities and green building techniques. However, this resource is generally focused outward rather than on campus initiatives.
CLIMATE CHANGE & ENERGY	D	In 2004, the University received special recognition from the Environmental Protection Agency's Energy Star program. However, renewable energy and conservation measures on campus have not been formally implemented and the University does not currently obtain energy from renewable sources.
FOOD & RECYCLING	D	The University has a recycling policy and a full-time recycling coordinator. However, dining services does not integrate local or organic foods into the menu.
GREEN BUILDING	C	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. Unfortunately, this ambitious accomplishment has not yet been followed up by an official green building policy.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C-

UNIVERSITY OF RICHMOND

\$1.4 billion

ADMINISTRATION	C	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, reports to the campus community and the provost, and recommends steps that the University should take to promote sustainability on campus. However, a full-time position for a sustainability coordinator has not been developed.
CLIMATE CHANGE & ENERGY	D	The University has made some effort towards energy conservation on campus, but has not yet pursued renewable energy. Most recently, the University has begun a comprehensive retrofit of its central power plant, which will employ technology to reduce overall emissions from the plant by 25 percent. Particulate emissions in particular will be reduced by more than 90 percent. Lighting and temperature control upgrades also continue and feature the recent conversion of all classroom lighting to occupancy-sensor activation.
FOOD & RECYCLING	C	The University's dining services department has made a commitment to sustainability in its practices, specifically with 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. Waste has been reduced with the recent purchase of two large waste pulpers and annual waste studies are implemented in cooperation with the Volunteer Action Council to promote waste reduction. In addition, dining services also donates used equipment, outdated supplies, and food products to the Virginia Food Bank.
GREEN BUILDING	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. This was the University's first attempt at green building, and, while the next building constructed by the University did not seek LEED certification, it did use LEED as a guide and incorporated many sustainable design strategies. The next three buildings undertaken by the University are all registered with the U.S. Green Building Council as projects that are seeking LEED certification.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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.

C-

UNIVERSITY OF ROCHESTER

\$1.5 billion

ADMINISTRATION	C	The student group Grassroots has been the most active force for sustainability on campus and is working with the administration to draft a sustainability policy. In April 2006, the Roundtable on Sustainability was established to bring together students, faculty, and staff to explore how the University might further pursue engaging in sustainability in areas of curriculum, research, student life, and community engagement. Dining services has a sustainability coordinator on staff to implement its environmental sustainability policy.
CLIMATE CHANGE & ENERGY	C	The University has just completed construction on a cogeneration facility that can generate up to 24 megawatts of electricity, reducing the University's dependence on less efficient sources of energy. A more efficient hot water distribution system has been installed in many buildings. Several buildings are under review to determine measures that would improve the efficiency for both heating and cooling systems. The University is also investigating the feasibility of a biomass plant.
FOOD & RECYCLING	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 efforts include a project with Aramark to buy only cage-free chicken eggs; a program to donate leftover food to charity programs; a "Sustainability Dinner"; and an on-campus farmers market. Dining services has adopted an environmental sustainability policy and has a sustainability coordinator on staff to promote the goals of this policy.
GREEN BUILDING	C	The University of Rochester has recommended using LEED standards for several new building projects since 2004, but none are registered with the U.S. Green Building Council. LEED standards were utilized for the new Biomedical Engineering and Optics Building, but this building will not be certified because of older CFC-based chillers in the central utility plant. This project was encouraging for the University's building staff, who realized the relative ease of incorporating sustainability into building practices, but the University has not made a formal commitment to incorporating LEED-type standards into future buildings.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF SOUTHERN CALIFORNIA

D

\$3.1 billion

ADMINISTRATION	D	The faculty-, staff-, and student-led USC Green Campus Initiative has taken preliminary steps by initiating various educational campaigns. However, the strongest institutional commitment to sustainability exists in academic and research programs. USC has not yet established a sustainability coordinator position or a sustainability committee.
CLIMATE CHANGE & ENERGY	C	USC employs a full-time director of energy services to manage energy programs such as lighting retrofits, equipment upgrades, and a recent retrofit of chillers, cooling towers, and pumps throughout the University, including a three-million-gallon centralized thermal energy storage tank installed below ground. A long-term energy contract with the Los Angeles Department of Water and Power provides renewable energy currently accounting for about 6 percent of the University's total power. The Future Fuels and Energy Initiative also fosters collaborative research to reduce global reliance on fossil fuels.
FOOD & RECYCLING	D	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. However, it appears that the University does not address sustainable food issues beyond a recycling program.
GREEN BUILDING	D	Although USC has not sought external certification, the University actively incorporates energy-saving and water-conservation methods in new construction projects and building retrofits. Features such as energy-saving appliances, water-saving fixtures, occupancy sensors and updated HVAC systems are commonplace in new projects on campus.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C+**UNIVERSITY OF TENNESSEE**

\$811 million

ADMINISTRATION	B	The University of Tennessee Knoxville's Committee on the Campus Environment has been working on campus sustainability issues for a number of years and published a comprehensive Environmental Progress Report in 2005. The University has adopted an environmental policy, but has made no specific commitments. A 40,000-square-foot public policy center, scheduled to open in 2007, is registered for LEED certification.
CLIMATE CHANGE & ENERGY	C	The University has made efforts to increase energy conservation and reduce campus emissions. The Martin campus has committed to fuel a new power plant exclusively with biodiesel produced from soybeans. As a result of students voting for a fee increase, which allowed the University to become an Environmental Protection Agency Green Power Partner, 2.6 percent of the Knoxville campus's power now comes from renewable sources. Energy efficiency measures, mostly in the form of lighting and low-flow faucet head retrofits, have reduced energy use on campus.
FOOD & RECYCLING	C	Most University of Tennessee campuses mix composted landscaping waste with horse manure for use as campus mulch. Grounds crews are exploring the possibility of collaborating with dining services to compost food waste, as well. Recycling programs exist at every campus, but the University has clearly recognized that recycling is only part of the sustainability effort. The introduction of local and organic foods into the dining halls has not yet been addressed by the University system. Also, waste vegetable oil is collected on campus and turned into biodiesel fuel by students for use in university diesel vehicles.
GREEN BUILDING	C	As part of a 2005 Environmental Progress Report, the Committee on the Campus Environment recommended that all new buildings be constructed with LEED certification as a goal. The University has not responded with a formal green building policy, but the Howard H. Baker Jr. Center for Public Policy is expected to achieve LEED certification when it opens later in 2007.
ENDOWMENT TRANSPARENCY	A	The state of Tennessee 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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	D	The University provides its investment managers with guidelines to determine proxy votes.

Data compiled from independent research as well as through a campus sustainability policy survey and an endowment shareholder practices survey.

C+**UNIVERSITY OF TEXAS**

\$13.2 billion

ADMINISTRATION	B	The University has a Center for Sustainable Development in Architecture that works towards national and global sustainability, and an ad hoc Campus Sustainability Committee was formed in 2004 to address sustainability efforts on the Austin campus. A campus sustainability coordinator works with the Office of Sustainability Initiatives, a group within the Office of the Provost, to enact system-wide policies.
CLIMATE CHANGE & ENERGY	B	The facilities department has increased energy efficiency on campus by 33 percent over the past 10 years, and three of the University's campuses have solar installations. A combined heat and power plant has cut energy use significantly, and since 1997 the amount of natural gas needed to power the campus has fallen by 13.7 percent, even with a 10.5 percent growth in campus facilities. For their efforts, the University received the Environmental Protection Agency's Energy Star Combined Heat and Power award in 2005. Student groups are also looking into vending misers and the feasibility of biodiesel.
FOOD & RECYCLING	C	The University's housing and food services departments have worked proactively to increase the amount of local foods in the dining halls. The University recycles paper, cardboard, cans, bottles, and many other industrial substances, as well.
GREEN BUILDING	B	Several staff members have pursued LEED accreditation, and all design teams are required to have a LEED-accredited member. The new Child Development Center is expected to be LEED Silver-certified, which will be UT's first LEED-certified facility. An additional \$540 million worth of projects is being processed with an aim towards Silver certification at a minimum.
ENDOWMENT TRANSPARENCY	A	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

B-**UNIVERSITY OF TORONTO**

\$1.4 billion

ADMINISTRATION	A	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 is integrating 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. The University has committed to funding the Sustainability Office out of its base budget and to expanding its scope to all three campuses. The Office is involved in the development of the University's new energy plan and is actively pursuing water conservation and transportation issues, including a center that encourages bicycling and helps fix community members' bikes.
CLIMATE CHANGE & ENERGY	B	A carbon emissions inventory has been completed and a waste inventory is currently being conducted at the University. There are solar arrays installed on the Mississauga campus, and groups are researching the feasibility of installing wind power on the St. George campus. The University also has a pioneering community-based social marketing program to promote energy efficiency in residences and offices, with plans to expand the program to other facilities. Significant energy conservation retrofits have been installed in the past and a major project to replace all of the chillers and some of the lighting on the St. George campus is underway. Retrofit "packages" of easy-to-install energy conservation technology are under development.
FOOD & RECYCLING	B	The University of Toronto composts some of its food waste and has an extensive recycling program. The University has contracted Aramark to provide locally grown produce.
GREEN BUILDING	B	While the University of Toronto uses its own sustainable design standards instead of specific LEED guidelines, the Mississauga and Scarborough campuses are beginning to incorporate LEED certification into their construction projects. Green design features have been utilized on several buildings on the St. George campus, as well.
ENDOWMENT TRANSPARENCY	B	The University does not make its proxy voting record available, nor does the board examine it, since no one has ever asked to see it. A list of endowment holdings is available to the public on the website of the University's investment management subsidiary, UTAM.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit 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.
SHAREHOLDER ENGAGEMENT	F	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.

D-**UNIVERSITY OF TULSA**

\$817 million

ADMINISTRATION	F	The University has made no known public attempts to focus on sustainability or related issues in its policies or planning efforts.
CLIMATE CHANGE & ENERGY	D	The University has started a new program in which employees receive three paid “energy conservation” holidays in order to reduce campus energy use. The University is also a participating school in Challenge X: A Crossover to Sustainable Mobility, a competition to make a Chevrolet Equinox as energy efficient and clean as possible without sacrificing performance.
FOOD & RECYCLING	D	The University has a recycling program, however, dining services does not have a known local or organic food initiative.
GREEN BUILDING	F	The University has no known policies pertaining to green building.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

D⁺**UNIVERSITY OF VIRGINIA**

\$3.6 billion

ADMINISTRATION	C	The University of Virginia has an energy program manager whose explicit task is to reduce energy use on campus through management and retrofits of existing energy systems. The Energy Steering Committee, comprised of faculty, staff, and students, oversees the implementation of those measures.
CLIMATE CHANGE & ENERGY	C	The University of Virginia won the 2001 Energy Star Partner of the Year award and has made a concerted effort towards energy conservation in its buildings. Ninety percent of the campus has been retrofitted with more efficient lighting and 600 motion sensors are installed annually. All purchasing is done through the Energy Star program. The University is integrating solar panel acceptability in all new buildings, but mostly for emergency uses. The University is also looking into geothermal heating and cooling.
FOOD & RECYCLING	D	Recently, a class of University of Virginia undergraduate and graduate students began investigating the Charlottesville Regional Food System for possibilities of a sustainable, local supply of food for local schools, stores, and restaurants. Dining services was part of the focus of the project and research is expected to continue into 2007. Yet, the only actions currently being taken by the University are efforts to compost groundskeeping waste and run a standard recycling program.
GREEN BUILDING	B	While the University has not formally adopted the LEED building guidelines into its master plan, the Office of the Architect has made its own sustainability guidelines. These guidelines incorporate an array of sustainability initiatives in all aspects of campus planning. In addition, the University is implementing a major construction project that will be its first LEED-certified facility.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

UNIVERSITY OF WASHINGTON

B-

\$1.8 billion

ADMINISTRATION	<p>A In August 2004, newly-arrived University of Washington President Mark A. Emmert created an Environmental Stewardship Advisory Committee, an environmental stewardship coordinator position, and formalized a policy on environmental stewardship to give full institutional support to the cause of campus sustainability. UW works to promote sustainability practices in every position and community member in order to demonstrate the concept by example. The campus had been working on energy conservation measures since the late 1980s.</p>
CLIMATE CHANGE & ENERGY	<p>A All of the Seattle campus's electricity purchases are from renewable and carbon-neutral sources. Since the early 1990s, the University has been working with the Seattle City Lights utility company—which has a portfolio that is 93 percent renewable and 100 percent carbon-neutral or carbon-mitigated—to reduce energy use on campus. In May of 2006, the University began paying a premium for renewable wind energy for the remaining 7 percent of its electricity needs, making it among the top ten largest higher-education purchasers of renewable energy credits in the country.</p>
FOOD & RECYCLING	<p>A The University is able to request that their distributor purchase from certain local food sources as part of the Socially Aligned Partnerships program. Last year, \$475,000 worth of fruits, herbs, and vegetables, grown locally by 46 farmers, was supplied by Charlie's Produce, a local employee-owned company. The University provides a large array of organic products including milk, potatoes, coffee, tea, chocolate, cereal, pasta, and poultry. Food scraps are composted; unused food is donated to local charities; and "Scram," an end of the year donation program, donated over 20,000 pounds of reusable material such as clothing, books, and furniture to local charities this year. Future projects may include converting used cooking oil into biodiesel and a reusable mug program.</p>
GREEN BUILDING	<p>A In compliance with the state of Washington's High Performance Building legislation, the University declared that all new building will be LEED Silver-certified, at a minimum. The University has achieved one LEED-certified and two LEED Silver-rated projects, totaling over 325,000 square feet. Three projects currently under construction, totaling 320,000 square feet, are targeted at LEED Silver and LEED Gold ratings. An additional four registered projects, totaling 215,000 square feet, are targeted at LEED Silver or higher. In addition, the University has over 50 LEED-accredited professionals, 30 of whom work directly on the design and construction of new and renovated buildings.</p>
ENDOWMENT TRANSPARENCY	<p>F The University has no known policy of disclosure of endowment holdings or its shareholder voting record.</p>
INVESTMENT PRIORITIES	<p>C The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.</p>
SHAREHOLDER ENGAGEMENT	<p>F The University has not made any public statements about active ownership or a proxy voting policy.</p>

Data compiled from independent research as well as through a campus sustainability policy survey.

B**UNIVERSITY OF WISCONSIN**

\$1.4 billion

ADMINISTRATION	B	The University of Wisconsin employs both a sustainability project manager and an environmental management coordinator, who work on campus initiatives to advance sustainability and environmentally-sound practices. In accordance with the Governor's Executive Order, all campuses must cut their energy use per square foot by 10 percent by 2008.
CLIMATE CHANGE & ENERGY	B	The Green Bay campus has agreed to buy credits to supply 10 percent of its energy needs with renewable energy. The Oshkosh campus was the first campus in Wisconsin to purchase green power and currently uses green power for 3 percent of its needs. 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, relying exclusively on renewable energy, by 2012.
FOOD & RECYCLING	B	The University offers local, organic meals in several dining halls and its 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.
GREEN BUILDING	C	The University has not yet sought LEED certification for any of its building projects since the projects are managed under the Wisconsin Department of Administration's Division of State Facilities. Work is being done, however, to establish a green building policy that incorporates LEED standards. The Governor's Executive Order requires that all new buildings be 30 percent more energy efficient than commercial codes require.
ENDOWMENT TRANSPARENCY	A	A list of current investment holdings and the 2004 proxy voting record is available on the web or by contacting the trust funds office.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	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.

C-

VANDERBILT UNIVERSITY

\$2.9 billion

ADMINISTRATION	B	The University has several sustainability-related policies and is currently developing an overall environmental policy framework to guide it through the implementation of an Environmental Management System. Vanderbilt has a sustainability coordinator, who was one of two primary coordinators for the 2005 Conference on Environmental Sustainability and Compliance in Tennessee Higher Education. The University also has a Resource Conservation Advisory Committee and more than 10 faculty and student groups devoted to advocating sustainability. Vanderbilt's administration is now engaging all on-campus stakeholders to form short-term and long-term goals that will move the University forward in this area in a thoughtful and systematic way.
CLIMATE CHANGE & ENERGY	D	An energy conservation educational campaign, particularly aimed at residence halls, is expected to launch in the next year. The plant services division in the Medical Center has a contracted energy efficiency expert who is designing and implementing other energy efficiency and conservation programs throughout the Center. While students proposed a Green Power Initiative in 2003, the outcome of that proposal is not known.
FOOD & RECYCLING	B	The University dining's Eat the World, Save the Earth program offers local and organic foods along with a vegetarian entrée at every meal. It also emphasizes recyclable and reusable products. "Nectar at Vandy Barnard" is a new on-campus store that offers organic and vegetarian food options as well as environmentally-friendly products that can be purchased by students. A Dining Advisory Committee, comprised of university and dining staff as well as students, promotes these initiatives.
GREEN BUILDING	C	Vanderbilt has long included LEED-type principles in building designs but has not yet gone through the certification process. The first phase of the College Halls project, which will involve a number of residence halls, as well as a dining center, is seeking LEED certification. A member of the University's staff is also a LEED-accredited architect and the University is using a number of LEED subcontractors to assist with applying for certification. Retrofits include energy efficient upgrades for all lightbulbs and fixtures across campus.
ENDOWMENT TRANSPARENCY	F	The University does not maintain a record of its proxy voting and does not disclose its endowment holdings to anyone.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles.
SHAREHOLDER ENGAGEMENT	F	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 and an endowment shareholder practices survey.

B**VASSAR COLLEGE**

\$742 million

ADMINISTRATION	B	The College Committee on Sustainability (CCS) is a group of faculty, staff, students, and administration that has worked on several fronts to address campus sustainability issues for six years. It has hired student interns to cover specific topics, such as composting, recycling, and local food purchases. The CCS also prompted Vassar to provide its 500-acre farm as the site for the Poughkeepsie Farm Project, the county's only community-supported agriculture program. The project also provides a steady stream of produce to local soup kitchens and food pantries, and conducts and supports educational programs on local food systems.
CLIMATE CHANGE & ENERGY	B	The College has performed several energy audits to find ways to reduce energy use and is looking into using money saved from energy conservation to fund the purchase of wind energy credits. The College installs Energy Star-rated appliances whenever possible and is considering a proposal to charge students a fee for using non-Energy Star appliances in their rooms. In 2005, upon the research and recommendations of Vassar's Committee on Sustainability, the College set all thermostats back two to three degrees, and experienced no complaints.
FOOD & RECYCLING	A	The College became a pilot test site for Cornell University's Farm-to-College program in 2002. The associate director of campus dining has committed Vassar to steadily strengthening ties to local farmers and producers to increase the amount of local and organic foods in the dining halls, which includes local produce, hormone-free milk, strictly cage-free eggs, and fair-trade coffee. The possibility of converting fryer oil to biodiesel is being explored, and all food waste from the main dining hall is composted at the Vassar Farm through the College's program with the local firm Greenway Environmental Services.
GREEN BUILDING	C	The College does not currently have a green building policy nor any LEED-certified or registered projects. However, the buildings and grounds department is finalizing new construction standards guided by energy efficiency and LEED standards. The College's recently-opened Environmental Studies Program office is a showpiece in green design and, among other features, utilizes a daylight harvesting system that makes use of natural light, continuously dimming or brightening based on the amount of available sunlight.
ENDOWMENT TRANSPARENCY	C	Vassar makes limited information on endowment holdings available to the college community upon specific request.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds. However, the school has made public statements in the past about an approximately \$4 million investment in the Domini Social Equity Fund. This fund looks at and evaluates the environmental performance of the companies in which it invests.
SHAREHOLDER ENGAGEMENT	A	The Investment Responsibility Committee (IRC) includes two student members and two alumni, along with two faculty and two administrators. The administrative members communicate with the trustees and investment managers on behalf of the committee.

Data compiled from independent research as well as through a campus sustainability policy survey.

D

WAKE FOREST UNIVERSITY

\$1 billion

ADMINISTRATION	D	The Student Environmental Action Coalition is the strongest force for change with regard to sustainability on campus. The Coalition is divided into four committees to handle specific initiatives: recycling, facilities management, food services, and school purchasing.
CLIMATE CHANGE & ENERGY	D	Facilities management works towards the more efficient functioning of campus utilities, either through improved maintenance or replacing inefficient models. However, the University has not incorporated renewable energy as part of that campus effort.
FOOD & RECYCLING	D	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.
GREEN BUILDING	D	The University currently has no green building policy and has initiated limited retrofits.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	The University has not made any public statements about active ownership or a proxy voting policy.

Data compiled from independent research.

WASHINGTON & LEE UNIVERSITY

C-

\$587 million

ADMINISTRATION	B	Washington & Lee 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.
CLIMATE CHANGE & ENERGY	C	The University has taken measures to reduce campus energy use. An energy performance contractor was hired to retrofit lights, water devices, boilers, and chillers during the fall of 2006. For most of the year, the University burns natural gas instead of diesel in its boilers, reducing greenhouse gas emissions. However, the University has not yet purchased or installed any renewable energy systems.
FOOD & RECYCLING	B	The University composts all biodegradable substances, and waste grease is used as biodiesel for the campus motor fleet. While the composting and recycling programs are strong, dining services has not entered into any contracts to supply more local and organic foods in the dining halls.
GREEN BUILDING	C	One of the Environmental Planning and Management Committee's goals for 2006 was to develop a green building policy, integrating LEED certification into the design process.
ENDOWMENT TRANSPARENCY	F	The University has no known policy of disclosure of endowment holdings or its shareholder voting record.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

WASHINGTON STATE UNIVERSITY

C

\$580 million

ADMINISTRATION	B	Washington State University's Sustainability Initiative has a volunteer coordinator and an active work group that tackles campus sustainability issues and conducts an annual sustainability forum. The recently adopted Executive Policy #24 makes a formal commitment to improve its performance in sustainability in all areas of operation.
CLIMATE CHANGE & ENERGY	C	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. While the University does have a program encouraging the growth of renewable energy in the state of Washington, no purchase of renewable energy credits or renewable energy installations have yet occurred.
FOOD & RECYCLING	A	Dining services has equipment to mulch all food waste as part of the campus composting program, which then sells the compost to local nurseries. The dining halls now use local, organic ingredients for all baking and bread products, and another line of organics was added in response to student comments, in addition to Organic Fridays, which will begin in the spring of 2007. 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.
GREEN BUILDING	B	While the University has not yet certified or registered any projects under the LEED program, any state-funded university's new major building or renovation projects must meet LEED Silver standards at a minimum, per the governor's order. All project managers within the WSU Capital Planning and Development (CPD) department are or will be LEED-certified. The CPD department has been a leader in the field of energy conservation and has incorporated green building design in several building projects.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

WASHINGTON UNIVERSITY IN ST. LOUIS

C-

\$4.7 billion

ADMINISTRATION	C	The University's main accomplishment has been a flat energy bill over the past eight years, even with a 25 percent growth in building space. A Committee on Environmental Quality, formed in 2000 in response to student pressure, consists of faculty, students, and staff. The committee regularly reports to the chancellor with policy recommendations.
CLIMATE CHANGE & ENERGY	C	Even with a 25 percent growth in building space over the past eight years, the University has kept its energy budget flat throughout. In addition, six solar modules, providing a total of one kilowatt maximum DC output, were installed on the roof of Olin Library in 2006.
FOOD & RECYCLING	B	The University contracts with Bon Appetit, which purchases locally when farms can meet demand. 100 percent of all pork and cage-free eggs are purchased from local growers and all meat and chicken is antibiotic-free. The University composts groundskeeping waste and recycles the normal wastes. Number 6, or Styrofoam, containers have been replaced with paper for biodegradability.
GREEN BUILDING	C	The University's first LEED-certified building, the Earth and Planetary Science building, opened in 2004. Lighting, water, and HVAC improvements have increased energy efficiency.
ENDOWMENT TRANSPARENCY	F	The University has made no public statements about making endowment holdings or shareholder voting records available. Therefore, there is no known ability to access this information.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

C

WELLESLEY COLLEGE

\$1.4 billion

ADMINISTRATION	C	Wellesley College has begun tackling sustainability issues by forming a multi-constituency sustainability advisory committee that is charged with making recommendations to the president in regard to incorporating concepts of sustainability into the planning and budgeting process. The committee also works to increase community awareness about these issues with events such as Sustainability Month. These initiatives had previously been promoted only by the student-run Energy and Environmental Defense, which is still advocating that the College administration adopt a formal environmental policy.
CLIMATE CHANGE & ENERGY	D	Wellesley has pursued a wide variety of more traditional mechanisms to improve energy efficiency, including lighting and HVAC system upgrades, as well as on-site electricity generation. The student group Energy and Environmental Defense has been working to change lightbulbs to compact fluorescents and students have recently become engaged in energy reduction competitions. At this time, there is no commitment to installation or procurement of renewable energy technologies or credits.
FOOD & RECYCLING	B	An increasing amount of local produce is offered seasonally and, 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 and organic. The College recycles the standard fare and efforts by Wellesley Energy and Environmental Defense have led to expanded recycling services. Biodegradable plasticware and corn cups are being used in the campus center and some food scraps are composted for the science department greenhouse.
GREEN BUILDING	C	Wellesley has renovation and new construction practices in place that emphasize energy efficiency and efficient land and water use. The College is open to exploring innovative technologies for green design. However, there are currently no LEED-certified facilities on campus, and Wellesley has yet to adopt a formal green building policy.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	B	The College prioritizes investing to maximize profit and is exploring investing in renewable energy funds.
SHAREHOLDER ENGAGEMENT	A	A college committee deliberates on 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 an endowment shareholder practices survey.

C+

WESLEYAN UNIVERSITY

\$620 million

ADMINISTRATION	<p>A The University is participating with the city of Middletown in Connecticut Clean Energy Options 20 Percent by 2010 Campaign, which aims to have 20 percent of the state's energy needs come from renewable sources by 2010. A student-run Environmental Organizing Network (EON3), the cross-disciplinary Environmental Management Committee, and the associate director of environmental health and safety all work on campus sustainability initiatives, which have included renewable energy purchases and energy conservation efforts. 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.</p>
CLIMATE CHANGE & ENERGY	<p>A Wesleyan has reduced electric consumption by 4.5 percent over the past year, despite the addition of new buildings. The University's athletic center now runs on 100 percent renewable energy, and the University's energy conservation efforts have lowered its emissions to below 1990 levels. For example, natural gas consumed at the power plant has been reduced by 178,744 CCF. The University's initiatives qualified the town of Middletown to be a "Clean Energy Community," and the town was awarded with a larger solar array. Additionally, a new 2,490-kilowatt cogeneration system should be installed within the next two years.</p>
FOOD & RECYCLING	<p>A Some organic foods are served; 33 percent of food products are purchased from within 150 miles; and the student body voted to ban factory egg farms from the campus. The University's dining services has taken part in several measures to reduce packaging and waste, and has developed a composting program for food scraps. Recently, a composting subcommittee was formed. Greenware paper products are used in catering and recycled products include napkins in all dining halls. Last year, Wesleyan participated in Recycle Mania and placed in the top 10 colleges in several categories.</p>
GREEN BUILDING	<p>B One building has been built to LEED standards and certification is pending. The Construction Services team has a goal to recommend that all building follow the LEED design guidelines wherever feasible. Wesleyan purchases recycled and recyclable building materials, uses products with low volatile organic compounds (VOCs), separates and recycles most demolition debris, utilizes three electric maintenance vehicles, and uses an energy management system to monitor and manage energy consumption.</p>
ENDOWMENT TRANSPARENCY	<p>F The University has no known policy of disclosure of endowment holdings or its shareholder voting record.</p>
INVESTMENT PRIORITIES	<p>C The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.</p>
SHAREHOLDER ENGAGEMENT	<p>F The University has not made any public statements about active ownership or a proxy voting policy.</p>

Data compiled from independent research as well as through a campus sustainability policy survey.

A-**WILLIAMS COLLEGE**

\$1.5 billion

ADMINISTRATION	B	A College Campus Climate Initiative was created by Williams students with help from the Campus Environmental Advisory Committee. The Initiative urged the president and trustees to commit to reducing campus emissions by 10 percent by 2010 and to hire a campus sustainability coordinator. The president made a public commitment to sustainability during Earth Week 2006, and committed the College to work with Williamstown's Climate Action Plan. The Climate Action Committee is currently working to develop an emissions target and reduction plan.
CLIMATE CHANGE & ENERGY	B	Williams College has performed a carbon emissions inventory in partnership with Williamstown, which established that approximately 34,700 tons of carbon dioxide emissions are produced annually as a result of campus energy use. In order to lower that figure, the College switched to an energy supplier with lower emissions, bought enough renewable energy to power its Environmental Studies Center, and installed a 7.2 kilowatt solar array on its science center. Eight-hundred lightbulbs have been switched to compact-fluorescent, and the cogeneration plant, which was upgraded in 2002, is more efficient than conventional plants. A small, solar water-heater is to be installed on one residence hall, and a test tower has been installed to investigate the feasibility of a wind farm near campus.
FOOD & RECYCLING	A	Williams College spends an extra 20 cents per person per meal on local, organic foods, amounting to a 30 percent increase in local and organic foods in the dining halls over the past few years. This is one of the strongest efforts seen from any college or university dining service in the country. The dining halls collect 80 tons of food waste annually to provide compost to local farms, and the College's efforts have allowed the local middle school to join the composting program.
GREEN BUILDING	B	Although Williams College does not seek LEED certification for any of its building projects, it does use LEED guidelines during construction and renovation projects. Green design efforts were undertaken later in the design process of the new '62 Center for Theatre and Dance. Sustainable design features, such as improved insulation daylighting, are being utilized for the new student center, and 98 percent of the construction materials for this project are being recycled. The new library, with construction planned to begin in the next few years, is being designed to meet LEED certification standards.
ENDOWMENT TRANSPARENCY	A	The College's proxy voting record is available on a password protected website and at the investment office or the vice president's office to members of the college community, such as faculty, staff, students, and alumni. A list of investment holdings is also available to the university community at the investment office or the vice president's office.
INVESTMENT PRIORITIES	A	The College prioritizes investing to maximize profit and is invested in community development financial institutions or loan funds. Additionally, the College is also exploring renewable energy investment funds or similar investment vehicles. The College also has a Social Choice Fund that allows individuals to direct donations to special endowment fund that screens investments based on environmental and social criteria.
SHAREHOLDER ENGAGEMENT	A	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 and an endowment shareholder practices survey.

B⁺**YALE UNIVERSITY**

\$18 billion

ADMINISTRATION	A	The University has an extensive Sustainability Office with advisory councils in separate departments that have helped reduce energy consumption in the residential colleges by 10 percent. The University matched that effort by purchasing renewable energy to cover two-thirds of their remaining energy needs. The University's commitment to becoming a sustainable institution includes all operational functions: energy systems, waste management, design and construction, water management, transportation, and landscape and land-use.
CLIMATE CHANGE & ENERGY	A	In the 2005-2006 academic year, the University pledged to purchase one-third of the residential colleges' energy needs from renewable sources if the colleges reduced their energy use by five percent. When the colleges exceeded those expectations and secured a ten percent reduction, the University agreed to supply another third of the colleges' energy from renewable sources. In October 2005, President Levin committed to reducing Yale's greenhouse gas emissions to 10 percent below 1990 levels by 2020.
FOOD & RECYCLING	A	The Sustainable Food project involves efforts to buy local, organic food, as well as to utilize the University Farm for food and composting efforts, and to recycle in order to reduce outgoing waste.
GREEN BUILDING	A	The University is making a clear effort towards green building with its University Design Standards, which incorporate principles in line with LEED Silver certification. A Sustainable Building Design and Construction committee is in the process of reviewing, analyzing, and preparing a set of recommendations for a set of campus-wide design guidelines. A campus-wide retrofit of inefficient lightbulbs, windows, HVACs, and other facilities is currently in place, as well.
ENDOWMENT TRANSPARENCY	D	Basic investment information is made available in the annual report. However, the proxy voting record is neither made public, nor is it web accessible.
INVESTMENT PRIORITIES	C	The University prioritizes investing to maximize profit and has not made any public statements about investigating or investing in renewable energy funds or community development loan funds.
SHAREHOLDER ENGAGEMENT	A	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. Yale's voting record addresses matters with Sudan, tobacco, and others.

Data compiled from independent research as well as through a campus sustainability policy survey.

D-**YESHIVA UNIVERSITY**

\$1.3 billion

ADMINISTRATION	F	Yeshiva University has no initiatives currently underway and no institutions exclusively dealing with issues of sustainability, on campus or elsewhere.
CLIMATE CHANGE & ENERGY	D	The University has not taken steps to address energy efficiency or conservation possibilities, and has not made headway towards the purchase of renewable energy credits nor construction of on-site renewable energy generation capacity.
FOOD & RECYCLING	F	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.
GREEN BUILDING	F	The University has no green buildings nor a green building policy.
ENDOWMENT TRANSPARENCY	F	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.
INVESTMENT PRIORITIES	B	The University prioritizes investing to maximize profit and is also exploring renewable energy investment funds or similar investment vehicles, as well as community development financial institutions or loan funds.
SHAREHOLDER ENGAGEMENT	F	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.

METHODOLOGY

In all,
90 of the 100
schools
responded
to the
campus
sustainability
policy survey.



The *College Sustainability Report Card* examines policies and programs at colleges and universities in the United States and Canada with the 100 largest endowments. The schools were selected and their endowment profiles were researched in 2006 based on the latest figures available at that time from the *2005 National Association of College and University Officers (NACUBO) Endowment Study*. Since then, however, we were able to update the endowment figures. The dollar amounts listed on the 100 profile pages reflect the most recent figures from the 2006 NACUBO *Endowment Study* released January 22, 2007—two days prior to the *Report Card* release on January 24, 2007.

Data collection for the report took place between July 2006 and January 2007. For the four sections related to campus management (Administration, Climate Change & Energy, Green Building, and Food & Recycling), information was gathered from publicly available documentation. Sources included each school's website, articles in the press, and 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 website of the Association for the Advancement of Sustainability in Higher Education (AASHE) was also a useful resource in compiling the school profiles.

After the preliminary information was gathered for the campus management section, the presidents' offices at all 100 schools were contacted via email with a survey that included our initial findings and a request to add to, update, or correct our data. While more than 40 schools responded to this initial inquiry, follow-up correspondence via email and phone was required with a majority of schools. In all, 90 of the 100 schools responded in whole (or in a few instances, only in part) to the survey. Many schools submitted extensive and detailed responses. We regret that, given limited space, their responses had to be edited to fit within the profile format. However, the points assigned for their grades were based on all information submitted.

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 job duties include matters pertaining to the endowment. Typically, this individual was a chief investment officer, chief financial officer, vice president for investments, vice president for finance, director of investments, or another position with similar job responsibilities. We received a response from 48 of the 100 schools after following up on multiple occasions by both phone and email. Additionally, data was collected from publicly available sources.

Most public universities pool endowment resources between campuses and have a single investment pool or foundation that manages the combined endowment. For public universities, the report profiles looked at the entire system rather than a single campus—unless otherwise noted.

To simplify grading, no plus or minus grades were given in the seven categories—only full letter grades: A, B, C, D, and F. Category grades were determined by a point system that assigned grades dependent upon the total number of points earned by a school in each category. The specific areas examined within each category are listed in the Overview of Categories section of the study.

The seven 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. No school received an F in the Investment Priorities category because all schools were awarded a minimum grade of C for prioritizing investing to maximize profit. When schools did not respond to our questionnaires or inquiries, or refused to answer, research was limited to publicly available resources.

While there is a high degree of diversity among the colleges in the *Report Card*, many of the best practices can apply to all schools—large and small, public and private. In our research and grading, factors that were possibly due to size were taken into account and those areas were graded accordingly.

Although another construct for evaluating our research results could have been selected, the system of assigning grade point averages was thought to be appropriate for educational institutions. In the future, this tool will serve as a readily accessible way to track progress among schools.



ACKNOWLEDGMENTS

As a project of the Sustainable Endowments Institute, the College Sustainability Report Card 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 as a Special Project Fund of Rockefeller Philanthropy Advisors, we have benefited enormously from the visionary guidance of RPA Senior Vice President Douglas Bauer. From the start, Walter Corey and Richard Romeo—attorneys, civic leaders, and good friends from Maine—have also provided wise mentoring and invaluable assistance.

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 insights that are so vital to the work of the Institute.

We especially wish to thank those who have provided generous financial and moral support to the Institute: Energy Action, Foundation for Civic Leadership, Jessie Smith Noyes Foundation, Rockefeller Brothers Fund, Rockefeller Philanthropy Advisors, Roy A. Hunt Foundation, Rudolf Steiner Foundation, and several anonymous donors. 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 much of the preliminary research on the Report Card. We are grateful to David Byer, Ryan Dunfee, Lucas Tate, and Claire Williams, who brought enthusiasm and talent to help forge a new understanding of sustainability in higher education. Senior Research Fellow Jenna Smith's cheerful passion for excellence and grace under pressure helped overcome challenges and weave together an impressive collection of data.

We appreciate the hard work of the graphics 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 keen skills produced a compelling design and an accessible presentation for the reader. 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.

We are particularly grateful to the many college and university officials who took time to respond to the Institute's emailed questionnaires and phone inquiries. Their feedback contributed greatly to the accuracy and completeness of this report and helped assure that their respective schools' policies would be better represented in the profiles.

The Institute regrets any possible omissions or misinterpretations of the data that was collected independently or that schools provided. Naturally, 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 in grading before going to press with the print version.

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. Of course, any errors or oversights are solely the responsibility of the Sustainable Endowments Institute.

Mark Orłowski

EXECUTIVE DIRECTOR
SUSTAINABLE ENDOWMENTS INSTITUTE



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