INTRODUCTION AND OVERVIEW

Academics, Campus Sustainability, Collaboration and Culture Change

Harvard University believes universities have a special role and special responsibility in confronting the challenges of climate change and environmental stewardship. Harvard is dedicated to confronting these challenges both through academic research and by translating research into action on campus.

Harvard’s multi-disciplinary research and teaching programs are dedicated to generating knowledge about how discoveries in science, technology and policy analysis can create a sustainable environment for generations to come. For over two decades, hundreds of faculty have been brought together at Harvard’s Center for the Environment (http://www.environment.harvard.edu) to form a diverse intellectual community, creating a place where faculty, researchers and students can come together to discuss, debate and create new ideas for how we will navigate the challenges ahead. Students and faculty are confronting the energy-climate challenge, with programs in research and education across nearly all of Harvard’s Schools and departments.

In addition to the University’s deep history and leadership in academic scholarship, Harvard has for over a decade strived to create replicable models for how large institutions and organizations can engage their entire community around implementing innovative and economically-viable solutions that build a healthier, more sustainable campus. Staff, students and faculty are dedicated to using the campus as a living laboratory by translating environmental research into action on campus and developing a culture of sustainability focused on teamwork, collaboration and sharing best practices.

As part of Harvard’s commitment to environmental leadership, the University has had a formal sustainability office for a decade initially created by a faculty and staff initiative. In 2008,
Harvard announced a greenhouse gas reduction goal to reduce emissions 30% by 2016, including growth, and established the University-wide Office for Sustainability to oversee and expand sustainability initiatives. For more information about the Office for Sustainability and Harvard’s sustainability initiatives visit [http://www.green.harvard.edu](http://www.green.harvard.edu).

Harvard’s commitment to sustainability is driven by three flagship University-wide commitments, administered through the Office for Sustainability and in partnership with the Schools and central administration:

- **Greenhouse Gas (GHG) Reduction Goal** to reduce GHG emissions 30% below a 2006 baseline by 2016, including growth (adopted in 2008). Harvard has achieved a reduction in our GHG emissions of 7.3% including growth (3M sq ft of growth). Without growth, Harvard has achieved an 18% reduction in emissions from our 2006 baseline buildings.

- **Comprehensive Green Building Standards** for capital projects, renovations and building system upgrades $100,000 and above that require a smart design process incorporating life cycle costing, integrated design, energy modeling when applicable and other elements that ensure all sustainable design and operations opportunities are vetted and that performance requirements are achieved in a cost-effective manner (Adopted 2009, building on the 2007 Green Building Guidelines).

- **Campus-wide Sustainability Principles** that provide a broad vision to guide University operations and planning (adopted in 2004).

Harvard’s comprehensive approach to change management includes occupant engagement and behavior change programs that encourage collaborative problem solving and provide tools, trainings and resources to hundreds of students and staff at all levels of the University. Every member of the Harvard community has a role to play in contributing to the University’s sustainability commitment. Employee Green Teams, the Green Office program, student environmental leaders in dorms, and a Student Sustainability Grants program engage the entire Harvard community around taking action to reduce the University’s environmental impact through individual action. Recognition programs, such as the Annual Green Carpet Awards, reward achievements and celebrate milestones reached by individuals and groups across campus. The Harvard Thinks Green event launched in 2011 seeks to educate and inspire the community to continue making progress on sustainability by featuring prominent faculty speaking about their research and “big green ideas.”
On Harvard University

Founded in 1636, Harvard University is a private research institution with 12 degree-granting Schools in addition to the Radcliffe Institute for Advanced Study. Approximately 2,400 faculty teach a student body made up of 6,700 undergraduates and more than 21,000 graduate and professional students. The University has more than 360,000 alumni living in more than 200 countries around the globe.

Drew Gilpin Faust is the 28th President of Harvard University and the Lincoln Professor of History in Harvard’s Faculty of Arts and Sciences. As president of Harvard, Drew Gilpin Faust has expanded financial aid to improve access to Harvard College for students of all economic backgrounds and advocated for increased federal funding for scientific research. She has broadened the University’s international reach, raised the profile of the arts on campus, embraced sustainability, and promoted collaboration across academic disciplines and administrative units as she guided the University through a period of significant financial challenges.

The oldest corporation in the Western Hemisphere, the Harvard Corporation - known formally as the President and Fellows of Harvard College - is the University's executive board. It is the smaller of Harvard's two governing boards; the other is the Board of Overseers. Significant matters of educational and institutional policy are also brought before the President and Fellows by the President and Deans. The Board of Overseers is elected by graduates of Harvard and Radcliffe. Through its Standing and Visiting Committees, the Board is informed about educational policies and practices of the University and provides advice to, and approves important actions of, the Corporation. Both the Corporation and Overseers must approve major teaching and administrative appointments. Formed in 1974, Harvard Management Company manages Harvard University’s endowment and related financial assets.

On this Report

The Charter Report will be the first of its kind for Harvard University. This Charter Report provides a broad overview of Harvard’s commitment to sustainability. The Office for Sustainability is in the process of developing the first University-wide Harvard sustainability report which will be used to determine the more detailed goals, objectives and metrics. Therefore the data provided in this draft report is not meant to be inclusive and representative of the full range of Harvard’s sustainability goals, commitments and results.

Unless otherwise noted, the reporting period of performance data is for Harvard’s fiscal years (July - June), and for the entire University and its campus infrastructure. Performance information in this draft report will be provided for the Fiscal Year 2011 time period. Additional data is provided covering the 2011-2012 academic year.
For questions on this report, please contact:

Heather Henriksen
Director, Office for Sustainability

heather_henriksen@harvard.edu
Principle 1 – Sustainability Performance of Buildings on Campus

Principle 1: To demonstrate respect for nature and society, sustainability considerations should be an integral part of planning, construction, renovation, and operation of buildings on campus.

A sustainable campus infrastructure is governed by respect for natural resources and social responsibility, and embraces the principle of a low carbon economy. Concrete goals embodied in individual buildings can include minimizing environmental impacts (such as energy and water consumption or waste), furthering equal access (such as nondiscrimination of the disabled), and optimizing the integration of the built and natural environments. To ensure buildings on campus can meet these goals in the long term, and in a flexible manner, useful processes include participatory planning (integrating end-users such as faculty, staff, and students) and life-cycle costing (taking into account future cost-savings from sustainable construction).

Management Approach to Principle 1 Topics

In 2009, Harvard University adopted Green Building Standards that apply to all capital projects over $100,000, and require LEED Gold for new construction and major renovation projects. These standards build upon the previous Green Building Guidelines, which applied to projects over $5 million and required LEED Silver for new construction and major renovation projects. The new Standards require varying levels of Integrated Design, Life Cycle Costing, Energy Modeling and Greenhouse Gas Estimation, Metering and Sub-Metering, Project Close-Out and Operations & Maintenance Readiness, Water Conservation, Occupant Education and specific environmental performance targets based on the project scope. For greater detail please see http://www.green.harvard.edu/theresource/guidelines/.

In addition, the Harvard Life Cycle Costing Calculator was developed as a University-wide tool that uses consistent, clear financial and GHG reduction metrics to ensure long-term financial impacts are included in decision-making and project prioritization.

As of June 2012, Harvard has 97 buildings registered with the United States Green Building Council (USGBC), 75 of which are certified, the highest number of certified projects of any higher education institution according to the USGBC.

Currently, the on-campus Green Building Services team offers 10 hours of free consulting services to explain which standards apply and to help with identifying requirements and available resources. Green Building Services and the Office for Sustainability also manage the Green Building Resource, a website for documenting and sharing best practices including Harvard’s Life Cycle Costing tool and LEED case studies for all of Harvard’s LEED projects.
The Office for Sustainability formed a Building Efficiency and Demand Management (BEDM) working group as part of its greenhouse gas reduction implementation planning efforts. This group has become permanent and reformed as the Sustainability and Energy Management Council (SEMC), made up of senior representatives of the operations and facilities groups at all of the Schools and units, as well as key personnel in Central Administration. The BEDM and SEMC worked through the Administrative Deans Council and Greenhouse Gas Reduction Executive Committee to successfully issue several standards, including: the Green Building Standards, a policy on energy auditing of existing space; an energy demand response policy; a University-wide temperature policy; and numerous best practice sharing and lessons learned collection policies. These are combined with School-specific green building operations and maintenance policies at the individual Schools such as green cleaning, organic landscaping and preventative maintenance. In fall 2012, the SEMC launched the Green IT and Lab sub-committees to target aggressive energy reductions in those two sectors which are among the most energy-intensive on campus.

Harvard’s Schools and central administrative units integrate energy conservation measures over $100,000 into their annual five-year Capital Plan submissions. The process embeds life cycle costing, energy saving and GHG Reduction planning into the University’s mid and long-range space and growth planning and decision-making. In addition, it provides the Office for Sustainability with estimates of growth and emissions due to construction or purchase of new buildings or more energy intensive use of existing space.

Main initiatives

- Greenhouse Gas Reduction Executive Committee and Sustainability and Energy Management Council.
- In March 2012, the renovation of the Sherman Fairchild Building for the Stem Cell and Regenerative Biology Department earned Leadership in Energy and Environmental Design (LEED) Platinum certification, making it one of the greenest and most efficient labs on campus. The project, the first to utilize Harvard’s 2009 Green Building Standards to guide project development, recently received the Faculty of Arts and Sciences’ (FAS) first Leadership in Energy and Environmental Design (LEED) Commercial Interiors Platinum certification — the highest rating possible — from the U.S. Green Building Council.
- Energy Audits will be performed on approximately 100% of the campus.
- Central Energy Plant Upgrades and Co-Generation. Efficiencies include fuel switching and a back pressure turbine that cogenerates 5 MW of electricity.
- Energy Conservation Measures are required in GHG Reduction Plans and Annual Capital Planning submissions,
- University-wide Temperature Policy.
- Over 1MW of installed solar capacity. In 2012, Harvard’s largest solar project, a nearly 600kw system installed by Harvard Athletics went online. In addition, Harvard has small scale renewable energy projects, including solar thermal and photovoltaics. For example, a cutting-edge renewable solar energy and steam heat tunnel recovery system on the freshman dormitory Canaday Hall will provide 60% of the domestic hot water needs of all buildings in Harvard Yard with an excellent return on investment.
- Single-stream recycling, post-consumer composting and waste reduction including freecycle events and donation of unwanted goods to charities. Per capita trash dropped 22% from 2006 to 2010.
- In 2012, the FAS Green Program (FAS Physical Resources & Planning and the Office for Sustainability) partnered with the Stem Cell and Regenerative Biology Department to host the first-ever Lab Oriented Environmental Competition, involving 16 labs (including the Melton and Eggon Labs) in two buildings and targeted five key areas related lab energy efficiency and waste reduction.
- Green Cleaning used on majority of campus. Harvard Campus Services became first Green Cleaning certified cleaning service in Massachusetts and first in-house cleaning service in higher education.
- Waste and energy reduction campaigns and competitions for laboratories.

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<thead>
<tr>
<th>Topics</th>
<th>Goals and Initiatives</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Use</td>
<td>Objectives and Targets</td>
<td>Key Initiatives</td>
</tr>
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<td></td>
<td>Efficient energy supply.</td>
<td>- Install 5MW Co- generation unit and new efficient boiler in steam plant. &lt;br&gt; - Use of Free Cooling Heat Exchange and efficient chillers in chilled water plant.</td>
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<td>Reduce energy use by identifying and investing in cost-effective and meaningful energy conservation measures (ECMs).</td>
<td>Perform ASHREA level II energy audits on 100% of campus (approx. 26M square feet).</td>
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<td>- ECMs included in capital planning process and investment.</td>
<td>Over 800 ECMs implemented to-date saving approximately $9 million a year. As a result, 57% of base buildings use heating more efficiently and 65% use cooling more efficiently. Hundreds of additional ECMs have been identified as part of the capital planning process.</td>
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**Waste Reduction**

Reduce waste generated on campus.

- Singlestream recycling.
- Pre and post-consumer recycling in all building types.
- Freecycle events, move-out and move-in re-use events.
- Campaigns and programs to reduce and reuse waste during student move-in and move-in
- Recycling and Surplus Supply Center for community

55% recycling rate University-wide. Per capita trash dropped 22% from 2006 to 2010.

Harvard Medical School launches a new Lab Styrofoam Recycling Program, the first school to recycle large amounts of Styrofoam containers. To date HMS has recycled 3,000 cubic ft of coolers.

Harvard Law School’s waste reduction and composting efforts recognized by the City of Cambridge with a 2012 GoGreen Award. The School has achieved a 64% recycling and composting rate by volume, and is the first school to have campus-wide composting.

**Building Design/Construction**

Green Building Standards

- Require

- Life Cycle Calculator.
- In-house Green Building Services team.

As of June 2012, 97 LEED registered building projects
LEED Gold.
- Aggressive Energy (30%, 34%) and Waste Reduction Targets.
- Water Reduction Targets of 35%.
- Require Integrated Design and Stakeholder Involvement.

- LEED case studies posted online at Green Building Resource website.

including 75 LEED certified. In 2011, Harvard became the first higher education institution in the world to achieve 50 LEED projects.

Harvard's 46 Blackstone Street building won the 2012 Innovation in Green Design Award from the Massachusetts Chapter of the US Green Building Council for achieving two LEED Platinum certifications—the 19th building in the world to achieve a double LEED Platinum rating. Through a series of creative improvements to the original design and operation of the building, Blackstone has achieved a 36% reduction in energy since the building was occupied.

| Building Occupants and Stakeholders | Campus-Wide Demand Response Planning. | Demand Response Strategy includes university-wide participation through outreach to facility directors and building occupants. - Holiday shut down emails and pledges. | On Harvard’s highest ever demand day in 2011, the University saved an estimated 5.2 MW in on-peak savings as compared to the estimated 3.7 MW savings in 2010. Energy “walkthroughs” at Harvard Law School |
resulted in 80% of offices turning off electronics and 78% turning back thermostats during vacation, a 48% and 16% improvement from FY10 respectively.

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<th>Research and IT Facilities</th>
<th>Reduce energy and resource use in laboratories.</th>
<th>Shut the Sash campaign.</th>
<th>Green Lab certification.</th>
<th>21 labs involved in Shut the Sash competitions, saving over $240,000 annually.</th>
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| Renewable Energy          | - Harvard has over 1MW of installed solar capacity  
- Small-scale solar, solar thermal, geothermal and renewable energy projects on campus.  
- Purchased renewable energy and RECs.  
- List of renewable energy projects at: [http://green.harvard.edu/renewable-energy](http://green.harvard.edu/renewable-energy) | Approximately 17.5% electricity met through small-scale renewable, purchased energy or RECs.  
In June 2012 Harvard’s solar project came online, a nearly 600kw solar PV project on the roof of the Gordon Indoor Track Building installed by Harvard Athletics. |
Principle 2 – Campus wide Master Planning and Target Setting

**Principle 2: To ensure long-term sustainable campus development, campus-wide master planning and target-setting should include environmental and social goals.**

Sustainable campus development needs to rely on forward-looking planning processes that consider the campus as a whole, and not just individual buildings. These processes can include comprehensive master planning with goals for impact management (for example, limiting use of land and other natural resources and protecting ecosystems), responsible operation (for example encouraging environmentally compatible transport modes and efficiently managing urban flows), and social integration (ensuring user diversity, creating indoor and outdoor spaces for social exchange and shared learning, and supporting ease of access to commerce and services). Such integrated planning can profit from including users and neighbors, and can be strengthened by organization-wide target setting (for example greenhouse gas emission goals). Existing low-carbon lifestyles and practices within individual campuses that foster sustainability, such as easy access for pedestrians, grey water recycling and low levels of resource use and waste generation, need to be identified, expanded and disseminated widely.

Management Approach to Principle 2 Topics

Harvard University is committed to developing and maintaining an environment that enhances human health and fosters a sustainable campus. Harvard University has a greenhouse gas reduction goal of 30 percent reduction from Fiscal Year 2006 levels by 2016, including growth. The goal was approved by President Drew Faust and the School Deans based on the recommendations of the *Harvard University Task Force on Greenhouse Gas Emissions*, comprised of faculty, students, and senior administrators. The Task Force was established by President Faust in the spring of 2008 to recommend a greenhouse gas emission goals. Existing low-carbon lifestyles and practices within individual campuses that foster sustainability, such as easy access for pedestrians, grey water recycling and low levels of resource use and waste generation, need to be identified, expanded and disseminated widely.

In 2004, the Harvard Sustainability Principles were adopted University-wide to reflect Harvard’s commitment to integrating sustainability into our operations. We continue to improve our operations with a focus on seamlessly integrating sustainability into our management and financial systems and to learning through advanced research, analysis, and experience gained over time. The Harvard Sustainability Principles are intended to “...guide Harvard’s practices toward sustainability through the management of building design, construction, renovation, procurement, landscape, energy, water, waste, emissions, transportation, human health, and productivity.” The Harvard Sustainability Principles are online here: http://www.green.harvard.edu/commitments/principles.
Comprehensive physical or master planning on Harvard’s Cambridge campus is being undertaken at a district level, recognizing the unique physical and functional attributes of distinct areas of the campus. Sustainability considerations are incorporated fully into master planning efforts. District level planning exercises implemented after Harvard’s adoption of the Sustainability Principles have utilized a sustainability framework that includes energy and greenhouse gas emissions, water, waste, transportation, landscape and ecology, campus culture and human health, and reuse of existing infrastructure.

Main initiatives

- Greenhouse Gas Reduction Goal, including growth.
- Annual Greenhouse Gas Inventory and Reporting.
- Commuter Choice Transportation Demand Management program, including incentives for public transit and carpooling. 13% of Cambridge/Allston employees drive to work alone (down from 33% in 1999).
- Programs to support bicycle use and expanded pedestrian access, including sponsorship of the regional Hubway bike share program.
- Harvard Shuttle Buses run on biodiesel and use recycled rainwater for washing.
- Sourcing of local and seasonal food, and partnerships with local farms and farmers.
- Harvard University Hospitality and Dining Services Food Literacy Project cultivates an understanding of food from the ground up. Education focuses on four integrated areas of food and society: agriculture, nutrition, food preparation and community.
- Harvard Community Garden created by undergraduate students and funded in part by an Office for Sustainability Student Sustainability Grant and support from the Center for Health and the Global Environment at the Harvard Medical School, the Harvard Garden Association, the Food Literacy Project of Harvard University Hospitality and Dining Services, Campus Services, the Graduate School of Design and the Faculty of Arts & Sciences.
- Harvard Divinity School Community Garden also funded in part by an Office for Sustainability Student Sustainability Grant.
- 87+ acres of campus managed with organic landscaping, reducing water use by 30% and decreasing maintenance costs.
- Common Spaces Initiative.
- Capital Planning and Project Management.
- Office of the Assistant to the President and Chief Diversity Officer.

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<td>Emissions</td>
<td>Reduce greenhouse gas emissions 30% below a 2006 baseline by 2016, including growth.</td>
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and overseen by Office for Sustainability, included feedback and involvement from hundreds of staff, faculty and students. (3M sq ft of growth). Without growth, Harvard has achieved an 18% reduction in emissions from our 2006 baseline buildings.

| Transportation | Encourage alternatives to driving. | - Commuter Choice transportation demand program includes bicycle, pedestrian and transit options.  
- Zipcar, Zimride and Hubway programs encourage carpooling, car sharing and bike sharing.  
- Shuttles run on biodiesel.  
- 11% Cambridge/Allston employees drive to work alone (down from 25% in 1999).  
- Major sponsor of regional Hubway bike share program: Five sponsored stations in Boston, Six additional planned during expansion to Cambridge.  
- On-Campus bike share programs provide additional bike sharing resources to students and staff.  
- Over 376 bike racks on campus and 28 Zipcar space. |
| Food and Water | - Local food sourcing in dining halls.  
- Community Gardens.  
- Campaigns and initiatives to reduce bottled water usage across campus.  
- 35-70% of produce featured on Harvard University Hospitality and Dining Services menus is grown within 250 miles of dining hall kitchens, depending on season.  
- 25% of Harvard University Hospitality and Dining Services budget dedicated to locally sourced food.  
- The Harvard Faculty Club eliminates the use of over 15,000 plastic and glass |
| Landscaping | Comprehensive organic landscaping program. | Over 87 acres of grounds managed with organic landscaping including Harvard Yard. As a result need for irrigation has been reduced by 30%, saving 2M gallons of water a year. | bottles annually by switching to a filtered carbonated or still water system that is served in elegant new glass bottles. |
Principle 3 – Integration of Facilities, Research, and Education

Principle 3: To align the organization’s core mission with sustainable development, facilities, research, and education should be linked to create a “living laboratory” for sustainability.

On a sustainable campus, the built environment, operational systems, research, scholarship, and education are linked as a “living laboratory” for sustainability. Users (such as students, faculty, and staff) have access to research, teaching, and learning opportunities on connections between environmental, social, and economic issues. Campus sustainability programs have concrete goals and can bring together campus residents with external partners, such as industry, government, or organized civil society. Beyond exploring a sustainable future in general, such programs can address issues pertinent to research and higher education (such as environmental impacts of research facilities, participatory teaching, or research that transcends disciplines). Institutional commitments (such as a sustainability policy) and dedicated resources (such as a person or team in the administration focused on this task) contribute to success.

Management Approach to Principle 3 Topics

Harvard University believes universities have a special role and special responsibility in confronting the challenges of climate change and sustainability. Every member of the Harvard community has a role to play in contributing to our progress. The University will carry out research and translate the findings of that research into action. Harvard’s commitment to sustainability is guided by three core commitments: Sustainability Principles, a Greenhouse Gas Reduction Goal, and comprehensive Green Building Standards.

Together the Harvard community is focused on building a culture of environmental responsibility at Harvard. The Harvard Office for Sustainability (OFS) works as a catalyst for a change by partnering with faculty, students and staff at all Schools and administrative units to foster a culture of sustainability and use the campus as a living laboratory for innovation. OFS oversees the implementation of Harvard’s sustainability goals and convenes the community to share best practices and develop new programs and policies that strive to serve as replicable models to inspire our students and future leaders, and seek to influence the higher education, government and business sectors. The OFS team in partnership with all Campus Services groups works to expand the integration of sustainability into operational practices throughout Harvard.

Occupant engagement programs and initiatives work to educate the community, change behavior and inspire individual action among our community. The programs use community-
based social marketing techniques such as competition, incentives, benchmarking and rewarding progress and building social norms to bring about lasting change in behaviors.

Harvard students and faculty are confronting the energy-climate challenge, with programs in research and education across nearly all of Harvard’s Schools and departments. Hundreds of faculty are brought together at Harvard’s Center for the Environment to form a diverse intellectual community, creating a place where faculty, researchers and students can come together to discuss, debate and create new ideas for how we will navigate the challenges ahead:

- Working across the university, Harvard scientists are studying the climate system to better predict effects of climate change. They are also advancing the frontiers of materials science that may lead to new energy systems including fuel cells and photovoltaics.

- At the School of Public Health, faculty are working to understand the consequences of our reliance on fossil fuels as well as the emerging threats to human health from climate change.

- Across the university, faculty members are engaged with various efforts to turn scholarship into practice, advising governments and industries about the public policies that will be required to address our challenges.

For more information about the Center visit [http://www.environment.harvard.edu/](http://www.environment.harvard.edu/).

The Office for Sustainability develops partnerships with Faculty to leverage Faculty and student expertise to improve and enhance our campus sustainability initiatives and programs. Faculty serve on the GHG Reduction Goal Executive Committee, serve as Advisors for specific sustainability efforts, and there are several classes where Faculty challenge their students to use Harvard as a living laboratory by finding solutions to real-world environmental issues on campus.

**Main initiatives**

- Undergraduate and graduate multi-disciplinary concentrations and courses in environmental sciences and sustainability.
- University-wide Environmental Course Guide.
- Participatory learning opportunities, including student-led weatherization projects.
- Dedicated university-wide Office for Sustainability.
- Student Sustainability Grant Program.
• Sustainability Principles.
• Green Loan Fund, a $12 million revolving loan fund (www.green.harvard.edu/loan-fund), has funded hundreds of energy efficiency projects with an average 29.9% return on investment.
• Green Office Program. Four-step recognition program giving employee green teams the tools and resources to reduce waste in their office. In 18 months the number of Green Offices grew from 17 to 118. As June 2012, there are 145 Green Offices with over 2600 employees engaged.
• Employee Green Teams and Student Green Living Programs facilitate peer-to-peer education and outreach campaigns to reduce our environmental footprint.
• Sustainability presentation including orientation video incorporated into Harvard Human Resources new employee orientation. Harvard Divinity School students and staff collaborate to create sustainability orientation welcome video for incoming divinity students.
• Annual Green Cup competitions challenge students to reduce energy and conserve resources in their dorm communities.
• Annual Green Skillet competitions challenge dining hall staff to reduce energy and conserve resources.
• Annual Harvard Green Carpet Awards supports the achievement of Harvard’s sustainability goals – including the Greenhouse Gas/Energy Reduction Goal – and recognizes the many dedicated and hard-working staff, faculty and students involved in campus sustainability initiatives at Harvard. This event was recommended by the University Greenhouse Gas Emissions Task Force as a key component to attain our goal, communicate our success, and honor our campus sustainability champions. The Office for Sustainability hosted the third annual Green Carpet Awards event in April 2012 recognizing 60 individuals, 5 team projects and 2 Spengler-Vautin Special Achievement winners (recognizing a senior administrative leader and faculty member who has contributed to campus sustainability) out of hundreds of individual and team project nominations representing each School and unit at Harvard. For the first time, the University recognized a green alumnus, Lester Brown, with a Distinguished Service Award.
• Student Orientations Incorporate Sustainability and the University’s Environmental Goals. For example, in 2012, 1400 freshman pack Annenberg Dining Hall for Harvard’s Green Brain Break. The event was part of a series of student-led orientation programs held across the University that were designed to engage students in sustainable practices and teach them what they can do on Harvard’s campus, and beyond, to reduce their environmental footprint.
• The Council for Student Sustainability Leaders, a university-wide group of undergraduate and graduate student environmental leaders to advise and provide recommendations on Harvard’s sustainability goals and their implementation efforts
and to inspire new ideas for student participation in meeting Harvard’s sustainability goals.

- Operationalizing Sustainability—Campus Services & Partnerships with the Schools.
- Office for Sustainability, in partnership with the Harvard Public Affairs and Communications group, crafts annual Sustainability Communications Plan and Sustainability Communications Toolkits.
- Partnered with students to launch Harvard Thinks Green event in 2011 featuring leading environmental faculty speaking about their “big green ideas” for 10-minutes each to educate and inspire the Harvard community (www.green.harvard.edu/thinksgreen).

For up-to-date news and updates on Harvard’s sustainability efforts visit
www.green.harvard.edu or follow us at:

- Twitter.com/greenharvard
- Facebook.com/greenharvard
- YouTube.com/Greenisthenewcrimson