

Exhibit F

Climate Action Program Proposal

March 31, 2014

“Pitzer College produces engaged, socially responsible citizens of the world through an academically rigorous, interdisciplinary liberal arts education emphasizing social justice, intercultural understanding and environmental sensitivity. These values are mere words until we practice them. We expect to see them evidenced, hear them named, debate their integrity, and demand change on their behalf. We are committed to the hard work and dedication this will demand.”

- Pitzer Community Values

The following proposal, presented to the Climate Change Working Group, presents a bold and diverse set of actions that Pitzer College take on an institutional level in order to proactively address climate change. The actions items proposed are consistent with Pitzer College’s Mission, Core Values¹, and Statement of Environmental Policy and Principles². Further, the proposed actions seek to address Pitzer’s impact on the local and global community. In order to holistically fulfill Pitzer’s responsibility to climate action, as outlined in our Mission and Core Values, the college must take action on every level, from daily life to endowment ethics:

“College and universities should be endeavoring to reduce their fossil fuel dependency in as many ways as possible: setting targets for reducing carbon emissions, offsetting emissions, boosting energy efficiency, purchasing renewable power, embracing resource optimization in a broader sense, from electricity to water use, and greening their investment portfolios.”³

This proposal is divided into three categories: 1) Endowment Management, 2) Campus Resource Consumption, and 3) Student, Staff, and Faculty Action. An appendix is attached including: The Pitzer College Climate Action Plan 2012; Past and Current Climate-Focused Actions; Pitzer in Comparison to Peer Institutions; Fossil Fuel Divestment FAQ; Pitzer Green Initiative Fund Proposal.

¹ **Social Responsibility:** At Pitzer, students spend four years examining the ethical implications of knowledge and individual responsibility in making the world better. They learn to evaluate the impact of individual and collective actions manifested in social and political policies.

Environmental Sustainability: Sensitivity for and preservation of the environment is a key value of Pitzer College. Campus landscaping utilizes drought-resistant, native plants and the College is proud of its many LEED-certified sustainable buildings. Students shape their daily activities, programming and studies to ensure they leave the environment and the world stronger than how they found it. Students interested in environmental issues will find Pitzer an exciting living and learning laboratory.

² Pitzer strives to incorporate socially and environmentally sound practices into the operations of the college and the education of our students. Pitzer exists within inter-reliant communities that are affected by personal and institutional choices, and the college is mindful of the consequences of our practices. A Pitzer education should involve not just a mastery of ideas, but a life lived accordingly. We are thus committed to principles of sustainability, and dedicated to promoting awareness and knowledge of the impacts of our actions on human and natural communities. - Pitzer College Statement of Environmental Policy and Principles, College Council, Nov. 1, 2001

³ PAX World Investments Report, *Fossil Fuels and Sustainable Investing*

I. Endowment Management

Board-level actions

1. Fossil Fuel Divestment

The trustees of Columbia University said in 1978 that they had divested from South Africa to “maintain educational leadership,” which demanded “ethical and humane positions that give effective expression to our highest national ideals.” - *Columbia Spectator, June 8, 1978*

Climate change is an existential threat, warranting bold and urgent action. The continued exploration for fossil fuel resources is incompatible with progress towards a livable planet.⁴ Continued investment in this industry is inconsistent with Pitzer’s motto, *Provida Futuri*, and the Core Values of social responsibility and environmental sustainability. If we are truly “Mindful of the Future,” we must invest as such. Further delay or rejection of divestment is not a neutral stance; rather, an endorsement of the status quo.

The power of action lies in the collective. By joining the nearly 80 institutions that have already divested, and over 500 campaigns across the globe, Pitzer’s commitment will help build the critical mass necessary for the maximized impact of the global divestment movement. Pitzer will become the leader of the Claremont Colleges, Southern California, and our peer institutions in recognizing the seriousness of the climate crisis and our need to move beyond a fossil fuel economy.⁵

In order to maximize public education, as well as the positive publicity associated with divestment for the College, the following commitments should be announced at College’s 50th graduation on May 17th, 2014 in conjunction with the presentation of a finalized climate action program:

- 1) Immediately freeze new directly held fossil fuel investments. Any new investments within the endowment should be fossil free⁶.
- 2) Divest from liquid fossil fuel investments directly held through separately managed accounts, and complete full divestment of these funds within 6 months.
- 3) Create a fossil free investment oversight committee that will develop a plan

⁴ The fossil fuel industry spends over \$674 billion annually in continued exploration for fossil fuel reserves, despite clear science that 80% of reserves must remain in the ground to limit global temperature increases beyond the 2 degree limit, as set by the IPCC. Investment in this industry implicitly endorses these companies activities.

⁵ Since 2012, 9 colleges and universities, 22 cities, 20 religious communities, 2 counties, 20 foundations, and 6 other institutions have committed to [divestment from fossil fuels](#).

⁶ The Carbon Tracker Initiative outlines a list of the top 200 fossil fuel companies with the largest fossil fuel reserves and largest carbon budgets, which is updated annually. Divesting based upon the Carbon Tracker list provides an academically rigorous guide by which to base divestment decisions.

for full divestment and actively seek SRI fund managers and provide an annual report on divestment progress.

a. Fossil fuel divestment is a bold mechanism of public education.

Institutions of higher education have responsibility to contribute to dissemination of public education, particularly on topics in-line with the values of the institution. Pitzer should pursue, without delay, a bundle of actions that contribute, as much as possible, to public education about the existential threat of humanity's continued reliance on fossil fuels. A bundle of such actions that lacked a robust divestment component would get much less public attention—by our own students, by students on other campus, and by the mass media—than a bundle with a robust divestment component. Furthermore, a bundle that gets less attention will do less good, in terms of education, for our students and for various publics.

b. Divestment is a proven tactic with real political implications. Divestment of colleges and universities from companies engaging in South African Apartheid played a direct role in ending Apartheid. This has been concluded by multiple studies and academics, most notably through Bob Massie's extensive research.⁷ Because of the movement, a bill was put into place in 1986 which caused companies to withdraw from South Africa in 1988, leading to the release of Nelson Mandela and subsequently the transformation of South Africa. Archbishop Desmond Tutu and Nelson Mandela have both spoken out publicly endorsing fossil fuel divestment and thanking the United States divestment movement for its role in ending Apartheid. Pitzer College contributed to this movement by divesting 20% of its endowment from South Africa in 1986. At the time, Pitzer President Ellsworth stated, "I think that from a financial point of view the implications are limited...But from a political and moral point of view such action is significant." The same holds true today.

c. Intergenerational Equity.

"The overriding obligation of those responsible for a college endowment is to ensure that future student generations benefit to the same relative extent as the current generation. Trustees achieve this balance by adjusting how much of endowment earnings they spend each year and how much they reinvest. But global warming puts a new slant on the matter. By investing in fossil fuel companies, colleges are using their current financial resources in a way that jeopardizes the quality of life of their future alumni. By any reasoned and humane interpretation, this violates colleges' professed commitment to intergenerational equity." - James Lawrence Powell⁸

d. The Carbon Bubble and Stranded Assets

⁷ Bob Massie is the author of *Loosing the Bonds, The United States and South Africa in the Apartheid Years*.

⁸ [James Lawrence Powell](#) is the acting president of Oberlin College, past President of Franklin and Marshall College, President of Franklin and Marshall College, President of Reed College, President of the Franklin Institute, and President of the Los Angeles County Museum of Natural History.

The fossil fuel industry continues to search for new fossil fuel reserves, spending over \$674 billion annually, despite the evidence that 80% of known reserves must remain untouched and underground in order to maintain habitable temperatures (2 degrees C, as determined by the IPCC).⁹ Divesting from fossil fuel companies now strategically anticipates the unavoidable carbon bubble associated with the industry, which will leave behind a flotsam of stranded assets: “Maintaining the status quo, whereby investors fail to properly account for the risks inherent in owning carbon-intensive assets, will cause the ‘carbon asset bubble’ to grow until the artificially high valuations for these assets can no longer be sustained.”¹⁰

According to Joseph F. Keefe of PAX World Investments, “It is a complete no-brainer that one should have proper regard for long-term interests and liabilities like climate change. Any responsible fiduciary needs to be thinking about and acting on these issues.” Divestment protects investors from climate risk in the long-term, while also sending the clear message that these companies cannot continue business as usual. According to a report by Generation Foundation, “The presence of a bubble is often not recognized by the market due to classic behavioural finance decision-making biases, such as endowment bias and system justification theory. However, the carbon asset bubble presents not only risks but also opportunities. In particular, we believe that investors have the chance to strategically re-allocate their capital in advance of these risks materialising sooner than anticipated and irreversibly impairing the value of carbon assets.”¹¹

Please see the appendix for additional Fossil Fuel Divestment FAQs, including statements on divestment from World Bank, IMF, and UN leaders.

2. Reinvest in the market and in the community

“Investment decisions need to reflect the clear scientific evidence, and fiduciary responsibility needs to grasp the intergenerational reality: namely that unchecked climate change has the potential to impact and eventually devastate the lives, livelihoods and savings of many, now and well into the future.”¹²
- Christiana Figueres, UN Climate Chief

Divestment provides the prime opportunity to begin to focus on investing in alternative and green technologies, which are positively addressing climate change. Further, there is a substantial body of research that shows that companies with better ESG performance also see better financial performance.¹³ Integrating concerns related

⁹ Carbon Tracker Initiative report, “[Unburnable Carbon](#)” and “[Wasted capital and stranded assets](#)”

¹⁰ Generation Foundation, “Stranded Carbon Assets”

¹¹ Ibid.

¹² <http://www.rtcc.org/2014/01/16/fund-managers-who-ignore-climate-risks-breaching-fiduciary-duty/>

¹³ Robert G. Eccles, Ioannis Ioannou and George Serafeim, “The Impact of a Corporate Culture of Sustainability on Corporate Behavior and Performance,” Working Paper 12-035, Harvard Business School, November 5, 2011; DB Climate Change Advisors, “Sustainable Investing: Establishing Long-Term Value and Performance,” June 3, 2012; Alpha is a coefficient measuring risk-adjusted performance, considering the risk due to the specific

to climate change and sustainability is 100% consistent with Pitzer’s fiduciary duties to provide long-term returns.

a. Invest in fossil free funds and realign our investment strategy to low-carbon or carbon neutral solutions across industry sectors, from agriculture to transportation from electricity and emerging technologies. Mercer is renowned for ESG investment expertise, and should be able to provide significant support in this transition. Additionally, a growing array of fossil free funds are available through Trillium, IMPAX Asset Management, PAX World Investments, HIP, Green Century, Portfolio 21, and others. The market for fossil free investment has expanded in the past five years, and new opportunities are continuing to arise as divestment gains traction. According to Joseph F. Keef of PAX World Investment, “Sustainable investing needs to be a core component of any comprehensive strategy to address climate change. It needs to be a core component of the way we live our lives.” Additionally, “Investing in sustainability leaders ultimately contributes to superior long-term investment results with improved risk-return profiles.”¹⁴

b. Community reinvestment can be made possible through large scale renewable energy projects on or off campus. It can also take the form of supporting local projects in Southern California that have payback opportunities. Two possibilities include: Solar Mosaic (crowd-funded solar projects), and Go Solar California. Reinvesting in clean energy projects in the local Southern California region will help support the growing renewable energy market, provide clean energy to the smoggy San Bernardino Valley, and contribute to progressive development in the local community, consistent with Pitzer’s commitment to community engagement. Reinvestment ensures that Pitzer College is funding positive solutions to climate change on and off campus.

3. Establish a Green Revolving Fund and Join the Billion Dollar Green Challenge

The concept behind a green revolving fund (GRF) is to invest money in sustainability projects and track the savings as if these savings were financial returns. The revolving fund acts as a loan for these projects and repays the fund that has been contributed to. The GRF helps to achieve reductions in both operating expenses, greenhouse gas emissions (which is consistent with our signatory status as part of the American Colleges and University Presidents Climate Commitment), and at the same time creates regenerating funds, sometimes with interest, for future projects. Generally these funds see approximately 30% return on investment (ROI). The Billion Dollar Green Challenge, founded by the Sustainable Endowments Institute (SEI) is the organization to help us do this successfully. They offer extensive experience and resources to help

security, rather than the overall market; SAM Sustainable Asset Management AG, “Alpha from Sustainability,” 2011; RCM, “Sustainability: opportunity or opportunity cost?”, RCM Sustainability White Paper, July 2011.

¹⁴ PAX World Investments Report, *Fossil Fuels and Sustainable Investing*

Pitzer obtain fantastic publicity, literature on building the fund, and tracking technology.

Common GRF Projects Include:

- Lighting upgrades (LED or otherwise)
- Occupancy lighting sensors
- Hvac upgrades
- Solar installations (Options may include installations over PAS parking lot and on academic buildings)
- Sub-meter energy installation
- Waste management innovation
- Composting facilities

Benefits of implementing a GRF:

a. **Transform expenses into investments.** Despite the massive cost-saving potential of sustainability investments, most institutions view them only as expenses. The green revolving fund emphasizes that efficiency projects make the institution money over time, which changes upfront costs into strategic investments for the financial health of the institution's future.

b. **Institutionalize a mechanism for funding efficiency.** Green revolving funds provide a perpetual funding source, even if budgets tighten and funding becomes more scarce in the future. A dedicated fund, rather than a series of one-off investments, provides a formal and secure commitment to ensuring cost-saving and efficient projects will be funded.

c. **Implement performance tracking.** A revolving fund assists in measuring cost savings and energy data, which can then be used to benchmark against the performance of peer institutions.

d. **Instill sustainability as an institutional value.** All members of the campus community interact with a GRF, whether through student research, implementing facilities projects, or Board and administrative leadership on sustainability.

e. **Seize new fundraising opportunities.** A green revolving fund provides a compelling option for donors to direct their support, thus providing an invaluable tool for College advancement. The GRF helps relieve operating costs, promotes educational opportunities for students, and is a gift which continues to magnify its impact through each revolution of the fund. In this way, revolving funds combine some of the positive aspects of both endowment and annual operating fund campaigns.

Benefits of joining the Billion Dollar Green Challenge:

a. **Project tracking, identification, and organization.** The Green Revolving Investment Tracking System (GRITS) web tool is a customizable web-based project management tool for planning, tracking, and organizing GRF projects. GRITS provides access to project libraries, ranking of proposed projects in relation to financial and energy performance, and project tracking through the life of the project.

b. **Consulting throughout the life of the fund.** The Sustainable Endowments Institute offers expertise and knowledge in developing charter documents, fund proposals, and project guidelines. The Challenge provides connections to technical advisers at similar institutions to help with managing the fund. Furthermore, SEI staff offer webinars, workshops, and conferences to support member institutions.

c. **Recognition of leadership and positive media attention.** By signing onto the Challenge, Pitzer will be able to take advantage of all of the media efforts and expertise of the organization. Pitzer will also join the ranks of Harvard, Green Mountain College, George Washington University, Middlebury, California Institute of Technology, and University of Laverne in building a more sustainable campus.

II. Campus Resource Consumption

Institutional and Administrative Actions

1. Aggressive Carbon Neutrality Commitment

Pitzer College's 2012 Climate Action Plan outlined 2050 as the benchmark carbon neutrality date for the campus, but the urgency of the climate crisis warrants a more aggressive plan. If Pitzer is to make a serious commitment to climate action, then we must achieve carbon neutrality by 2024, the 50th Anniversary of the Kohoutek Music and Arts Festival. Pomona college announced this month that they will be achieving carbon neutrality by 2030, though it was recommended by the President's Advisory Committee on Sustainability to be 2022. Over 200 signatories of the ACUPCC have set neutrality dates earlier than 2050. Establishing a President's Committee on Sustainability will be crucial to determining a realistic and highly aggressive date for carbon neutrality and creating a plan to move forward (see section III).

2. Sign up for STARS

The Sustainability Tracking, Assessment & Rating System™ (STARS®) was started in 2010, and currently has 212 participating institutions such as Stanford University, Scripps College, Pomona College, UC Davis, UC Berkeley, and Occidental College to name a few. STARS is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.

a. **Provides more holistic approach to campus sustainability performance than the**

ACUPCC, which Pitzer joined in 2007. The ACUPCC requires semi-regular Greenhouse Gas Emissions Reports/Updates, a Climate Action Plan, and Progress Reports. However, it is limited by its ability to account for many of the other important climate-related actions taken by the college which are not as easily accounted for in the neutrality framework.

b. Allows peer institutions to share information on best practices, project ideas, and performance over time.

c. Facilitates the actualization of our carbon neutrality goals and other long-term sustainability initiatives.

d. Only colleges and universities participating in STARS are considered for the Sierra Club Cool Schools list. Joining STARS will further our public recognition as a leader in sustainability in higher education.

e. By signing onto STARS we will still be able to complete our ACUPCC reporting data and continue forward as Charter Signatories of the Commitment. STARS fully incorporates all data collected by ACUPCC reporting.

f. The cost for participation is minimal. Membership dues are \$900 the first year, and \$450 subsequently thereafter.

3. Reducing emissions caused by daily commuting

The largest source of pollution and greenhouse gas emissions in the State of California is transportation sector. Reducing faculty and staff daily commuting emissions and limiting the number of cars on campus will significantly reduce the College's carbon footprint.

The Human Resource department at Pitzer has developed the TRiP program. "In compliance with regulations of the South Coast Air Quality Management District Pitzer has this rideshare program. The plan is designed to encourage employees to use alternative modes of transportation whenever possible in order to reduce the number of vehicles arriving on our campus. Incentives are provided to eligible participants in the program. Note: employees who live on-campus are not eligible for this program."

a. Reduce faculty and staff daily commuting. Over half of all staff/faculty daily trips made between Pitzer and home are driven alone in private cars. This accounts for approximately 3% of Pitzer's total annual emissions. Providing incentives for walking or biking to work would increase low-carbon commuting. The Climate Action Plan 2012 outlines a few incentives, but these should be more robust. For example:

- Bike incentives
- Reserved carpool and hybrid parking spaces
- Walking incentives

- Expand the TriP rideshare incentive program run through the Human Resources department: This program needs more funding and support. More people would be incentivised to use the program, or at least log their trips, if the program had greater incentives - currently there is a small incentive of \$1.75/day. This incentive should be bumped up to \$3/day. This could also be supported by giving public recognition, free meals in the dining hall, and more carpool parking spaces.

b. Provide housing near or on campus for faculty and staff.

- Pomona College offers over 20 faculty rental properties within 1 mile and Pomona offers faculty low mortgages if they buy a home within 5 miles. If individual housing units in Claremont are not feasible, Pitzer should continue to incorporate/increase faculty apartments into new dorms on campus.

c. Decrease student vehicles allowed on campus. Due to inadequate public transit in the LA region, students are largely dependent on personal vehicles as a way to explore and engage with the community outside of the City of Claremont. There are a number of ways Pitzer could reduce student reliance on cars:

- Limit the number of cars allowed on campus, and provide more cars for rent (zipcar program expansion) and Pitzer could subsidize the cost of rental. Alternatively, The school could provide a larger fleet of vehicles with reduced emissions ratings (either electric or hybrid) for this purpose.
- Require students to apply to have a car on campus process to have cars on campus, and reduce the number of accepted applications every year over a five year period.
- Gradually increase the cost of parking passes over a five year period.

d. Carbon credit purchasing program for study abroad and student travel to/from home. Student air travel for study abroad and travel to/from home accounts for 60% of Pitzer's emissions when included in the Greenhouse Gas Emissions calculations. Unfortunately, carbon offsets is the only way to reduce this emissions sector without limiting the study abroad program or limiting acceptances from outside the state of California.

e. Incentivize students to use public transit. Pitzer could provide free or subsidized Metrolink tickets.

4. Strict Water Conservation Policy

a. Support the City of Claremont in purchasing the local water system from Golden State Water Company. The majority of cities in California receive their water from a municipal or other publicly owned systems. Publicly owned water utilities are prohibited from charging more for water than the total cost of providing the service.

Unlike most cities, Claremont purchases its water from Golden State Water Company (Golden State). However, because Golden State is a privately owned for-profit company, Golden State is entitled to a rate of return (i.e., a profit), which currently is set at about 8.64%. Claremont has offered Golden State \$55 million to purchase the water system, the fair market price. Golden State has rejected the offer thus far. There is discussion surrounding the City making a new, higher, offer.

In the short term supporting the City's purchase of the water system from Golden State will provide water security and ensure stable water prices. Golden State has already requested a combined 29.4% rate increase for Claremont's Region for the years 2013-2015. In long term supporting the City's purchase of the water system from Golden State will see financial savings, which could be re-invested in Pitzer's endowment or in the Green Revolving Fund.¹⁵

b. Improve the irrigation systems to conserve water. Introducing moisture sensors to irrigation systems will reduce over-watering. Water use efficiency can be improved by limiting irrigation when it's raining or when evaporation rates are too high. Further, the fountain on the mounds should not be in use on rainy days or when evaporation rates are too high.

c. Grey Water and Catchment Systems. Rainwater catchment systems should be installed on every campus building to collect and store rainwater for reuse on campus grounds. Expansions of grey water systems on campus for all sink water on campus should be explored as a possibility for further reductions in water usage on the grounds.

d. Retrofit older buildings to have low-flow toilets, faucets, and shower heads.

e. Eliminate bottled water on campus. Instead use water filtration units on campus to re-fill re-usable water jugs. Bottled water should be eliminated from all vending machines, campus cafes, and events.

5. Bring on an energy manager to work with directly with facilities

In order to effectively complete the sustainability goals of the College, an additional staff member is required to focus specifically on energy-related projects. Pomona College has already hired an energy manager. Please see appendix ____ for a sample job description. This position should accomplish the following :

a. Refine engineering and calculations on College energy usage and projects.

b. Provide key guidance to facilities and the College in the strategic plans for

¹⁵ City of Claremont, [Update on Water System Acquisition](#).

capital improvements and infrastructure projects.

c. **Invest in sub-metering technology.** If we can track buildings performance for more specific energy and water usage data we will have the capacity to take more specific building by building action.

6. Energy Budgeting for all buildings

All buildings should be required to remain within a specific energy budget, determined by the Energy Manager based upon building use, number of inhabitants, etc . If a building exceeds the specified budget, the student residents or faculty would be penalized either through fees or community service requirements.

7. Become an FSC Certified Campus

The Forest Stewardship Council is an international organization that promotes responsible forest manager. FSC certification ensures that paper products come from responsibly managed forests, which meet triple bottom line objectives. Pitzer already uses a significant percentage of FSC certified paper on campus and in our publications. By signing on to be a certified FSC organization we will be sure that we use all sustainably produced paper. And on the public education side, we will begin to place the FSC insignia on our paper communications.

III. Student and Faculty Action:

Campus Student, Faculty, and Staff Actions

The following actions are recommended to provide a holistic approach to climate action at the faculty and student level. These actions will be pursued through their appropriate channels (Faculty Executive Committee, Faculty meetings; Student Senate, student meetings, etc.). For more proposed student actions please see the Student Behavioral Actions document.

1. Standing President's Committee on Sustainability

The committee will be made up of students, staff, and faculty. The committee will report directly to the President, and will give annual sustainability reports, Greenhouse Gas Emissions updates, and work on STARS. Students will run for election to hold a position on this committee, which will make ongoing annual reports on sustainability and energy issues.

2. Create a Student Senate Sustainability Committee

The environmental groups account for the majority of clubs on campus, a sole environmental senator serves as the liaison to all of these groups. This group would work with the Environmental Senator to serve as an advisory committee to the Student Senate on issues of environmental sustainability on campus and help students become even more involved with campus sustainability efforts.

3. Pitzer Green Initiative Fund (PGIF)

Students will pay \$5 per semester to the PGIF, which will provide funds for student-led sustainability projects on campus. This fund will promote student innovation and leadership in climate action.¹⁶

4. Establish an Eco-Rep program

Hiring students to lead a more robust waste management program (composting, recycling, solid waste reduction), a student rideshare program for airport transportation, and increase student education in dorm life.

7. Sustainable Living Orientation

This program has been implemented in past years, but should become a consistent component of welcome week in order to maximize community education on sustainable living practices. The orientation will provide students with knowledge of how to best maximize energy efficiency in their dorm rooms, minimize their carbon footprints, and get involved with green initiatives on campus.

8. Green Office Trainings for Faculty and Staff

Faculty and staff will also be educated on ways to maximize resource efficiency (including paper consumption and energy usage) and waste stream diversion in the classroom and in their offices.

NOTES: Appendix

- i. The Pitzer College Climate Action Plan 2012 (<http://rs.acupcc.org/cap/1027/>)
- ii. Past and Current Climate-Focused Actions
- iii. Pitzer in Comparison to Peer Institutions
- iv. Fossil Fuel Divestment FAQ
- v. Pitzer Green Initiative Fund Proposal
- vi. Alumni Divestment Supporters
- vii. Pomona College Energy Manager Job Description

¹⁶ Please see attached supporting documents, appendix v.