the class of 2021, members of unrecognized, single-gender social groups—final clubs, plus sororities and fraternities—be prohibited from holding leadership roles in recognized activities (for example, serving as an athletic team’s captain), or from receiving Harvard’s endorsement for fellowships such as the Rhodes Scholarship (see the details at harvardmag.com/finaleclub-16).

In the announcement, Faust wrote, “Over time, Harvard has transformed its undergraduate student body as it has welcomed women, minorities, international students, and students of limited financial means as an increasing proportion of its population. But campus culture has not changed as rapidly as student demography.” Students should be able “to participate in the life of the campus free from exclusion on arbitrary grounds. Although the fraternities, sororities, and final clubs are not formally recognized by the College, they play an unmistakable and growing role in student life, in many cases enacting forms of privilege and exclusion at odds with our deepest values.” Khurana, countering objections that the rules in effect undermined students’ freedom of association, observed that they would still have the right to join discriminatory groups, but that doing so is contrary to Harvard’s values. “These new policies will not prevent undergraduates from choosing their own paths while at Harvard,” he argued. “The recommendations are instead focused exclusively on decisions belonging to the College about what it funds, sponsors, endorses, or otherwise operates under its name.”

But a former dean of the College, McKay professor of computer science Harry Lewis, did object to this perceived infringement on students’ freedom of association. Colleagues who concurred introduced a motion, debated in the November 1 faculty meeting, “that Harvard College shall not discriminate against students on the basis of organizations they join, nor political parties with which they affiliate, nor social, political, or other affinity groups they join, as long as those organizations, parties, or groups have not been judged to be illegal.” The debate—shaped by the terms and genesis of

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**Getting Greener**

**Harvard has reduced** its greenhouse gas (GHG) emissions by 30 percent during the past decade, the Office for Sustainability announced in early December. The goal, adopted in 2008 and measured from a 2006 baseline, was met despite 15 percent growth in square footage and an increase in energy intensity of existing space. (New laboratories, which use 46 percent of the energy on campus but represent just 22 percent of the space, account for a significant portion of this intensification.) The University achieved its goal by reducing demand (net energy use declined 10 percent during the decade); by shifting to renewable energy sources; and by “decarbonizing”—seizing the opportunity to make more use of low-priced natural gas, a less carbon-intensive fossil fuel than oil or coal (whether used to generate electricity or burned directly for heating and cooling).

Ninety-seven percent of the University’s greenhouse gas emissions are attributable to energy use in buildings, the sustainability office reported (see page 21 for a portrait of its director). Thus, nearly a quarter of the reduction in GHG emissions came from reduced demand, achieved largely through more efficient lighting, heating, and cooling of buildings; a further 19 percent of the reductions reflects the purchase of renewable energy—principally wind power from Maine and shares of hydroelectric power from existing generators in Massachusetts. Another 8 percent was due to improved tracking and management of potent, short-lived pollutants called refrigerants.

But the largest gains are attributable to switching fuels, from oil and coal to natural gas, which fell in price during the decade as new domestic supplies became available. This was true both for the regional supply grid from which Harvard buys electricity (16 percent of the total emissions reduction reflects these suppliers’ less-carbon-intensive fuels) and for Harvard’s own district energy supply (representing 33 percent of the emissions reduction, a portion of which is attributable to the switch to natural gas). A major factor was converting a University steam plant to natural gas. Other upgrades to Harvard-run utilities, including an expanded, combined heat-and-power system, energy-efficient boilers, and improvements to the efficiency of chilled-water plants further reduced the emissions impact of Harvard’s utilities.

Even with cheap natural gas as a powerful tailwind, attaining Harvard’s initial GHG-reduction goal is notable, given the University’s simultaneous growth in physical plant and energy use. The second goal President Drew Faust articulated in 2008—cutting emissions 80 percent by 2050—will likely prove a far greater challenge. Renovations to the undergraduate Houses are leading to higher operational costs, because their systems have been brought up to modern codes, common spaces are air-conditioned, and previously unused basement storage areas have been repurposed into classrooms and studios (see “The Endowment Ebbs,” November-December 2016, page 18). Attaining the 2050 goal will thus require significant reductions in energy consumption as the campus grows further, as well as a substantially larger role for renewable supplies in place of fossil fuels. (For a more detailed report, based on data scheduled to appear after this magazine went to press, see harvardmag.com/sustainability-17.)