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Yale is the first institution of higher education to internalize the social costs of greenhouse gas production by putting an internal fee on building-related emissions—colloquially known as a “carbon charge.” After three years of study and planning, Yale’s carbon charge is operational. We are now ready to gather data, study the results, learn from this experiment, and share our knowledge with others.

Like many new initiatives, this one took more work—and more ingenuity—than we expected. I would like to thank everyone who has worked on this groundbreaking innovation in higher education and climate leadership. Many people have generously offered expertise, creativity, and time to this venture. It has been inspiring to watch students, staff, and faculty from across the university come together around this project. Your efforts will benefit Yale—and the world.

Thank you again,

Ben Polak  
Provost

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Dear Colleagues,

I would like to echo Ben’s thanks. It would have been difficult to predict at the outset of this project the magnitude of the task and the breadth of expertise required to implement it. When I joined the project a year ago I did not know how much we would need to rely on the experience, skills, and energies of so many. Each act demonstrates the commitment of Yale community members to improve the world today and for future generations. Among the large group of contributors to the project I would like to thank the following teams and people especially:

- **The Presidential Carbon Charge Task Force**—William Nordhaus, Daniel Esty, Jennifer Milikowsky—for conceiving and promoting the idea of an internal carbon charge at Yale, along with the rest of the task force—John Bollier, Robin Canavan, Ginger Chapman, Brad Gentry, Peter Glazer, Sophie Janaskie, Linda Koch Lorimer,

Sharon Oster, Mark Pagani (1960-2016), Frances Rosenbluth, Ted Snyder, Ted Wittenstein, and task force staff Ryan Laemel, Keri Enright-Kato, and Julie Paquette—for studying the concept and developing a comprehensive, compelling recommendation.

- **The Steering Committee** that oversaw the carbon charge pilot study—John Bollier, Ginger Chapman, Martha Highsmith, Branden Kelly, Julie Paquette, Tim Pavlis, Ted Wittenstein—for designing a study that tested approaches to internal carbon pricing, and for engaging staff, students and faculty in academic and operational learning that enabled the design and implementation of the carbon charge across campus. The study continues to inform researchers and institutions exploring internal carbon pricing.
- **Participants in the Carbon Charge Pilot Study**—The leaders, staff and students of the Schools of Forestry, Management, Divinity, Medicine, Law, Public Health, Art, as well as Yale College, the Departments of Athletics, Economics, Sociology, and Music, the Offices of the President, International Affairs, Yale Health, La Casa Cultural and the Program on Ethics, Politics and Economics.
- **The founding managers** of the Carbon Charge Project—Jennifer Milikowsky and Ryan Laemel, and their manager, Julie Paquette—for their passionate, creative, groundbreaking work staffing the Task Force and Steering Committee, implementing and deriving valuable lessons from the pilot study, and preparing the way for the 2016-2017 carbon charge implementation across Yale’s campus.
- **The Facilities Energy Management** group, especially Anthony Kosior, Julie Paquette, and Tom Downing, for guiding the Carbon Charge Project in its early development and for providing foundational data and insight about how Yale buildings have consumed energy historically and how they are likely to consume it in the future. Even though the carbon charge increases the demands on their time and the complexity of their work, they have given their expertise generously to the project staff.
- **Facilities IT, billing, and space management staff**—John Kaufhold, Barbara Haberman, Bob Sessions, Catherine Triplett, and Beth Anderson—for making the time to support implementation of the carbon charge, even during the Workday transition. Without the data and analyses they provided on energy consumption and space use, the charge would not have been implemented. Bob Sessions deserves special thanks for the speed, quality, and sheer magnitude of programming work he put into creating the databases and tools behind the building energy reports.

- **The Office of Sustainability**, particularly Ginger Chapman, Melissa Goodall, and Amber Gerrard, for constantly keeping an eye out for opportunities for carbon charge staff to connect with valuable partners, advisors and potential advocates, and to coordinate messages and activities with other sustainability initiatives on campus. Their experience inspiring change on Yale's campus has been a model for the carbon charge effort.
- **John Mayes and Deirdre Stowe** for helping simplify a complex message to enable effective communication about the carbon charge across campus.
- **The Office of Public Affairs and Communications**, especially Eileen O'Connor, Tina Babarovic, and Jim Shelton, for developing public interest in Yale's internal carbon pricing work.
- **John Gambell, Anton Sovetov, and Maura Gianakos** of the Office of the University Printer for creating a visual language and elegant presentation materials to help explain the carbon charge.
- **The Office of Financial Planning and Analysis**, especially Lisa Merola-Grimm, Branden Kelly, Jane Lee, and Tim White, for designing and enabling the financial mechanics necessary to operationalize the carbon charge within Yale.
- **Lead Administrators and Operations Managers** in every planning unit participating in the carbon charge for incorporating the charge into operations this year, and for asking good questions, sharing insights, and for always looking for solutions to challenges. Thanks to Kathy Byington, Cynthia Walker, Cathy Vellucci, Mary Magri, Becky Sender, Carrie Capezzone, Heidi Richard, and Jonathan Rohner for working so diligently to understand the carbon charge and to build it into the operations of their units.
- **Faculty and staff at the School of Forestry and Environmental Studies**, especially Brad Gentry, Sue Wells, Sara Smiley Smith, Dan Esty, Gordon Geballe, and Ken Gillingham, for looking for research opportunities on the carbon charge, and for providing the carbon charge staff invaluable feedback about how this incentive could affect people and how to improve the energy reports.
- **Marvin Chun, Steve Davis and Tanya Wiedeking** for their efforts to pilot engagement with the carbon charge in the residential colleges.
- **The Energy Scholars Program and Mike Oristaglio** for enabling so many students to conduct research and to work on the carbon charge through classes and internships.

- **The students** who contributed to the pilot study and engaged in early research.
- **The Office of Strategic Analysis**, particularly Lyndon Ji and Naureen Rashid, for performing data analysis with speed and precision to support the carbon charge.
- **Carlos Mercado and the Facilities Operations Service Center**, for providing responsive and vital support to the Facilities Superintendents working to help administrators and building occupants reduce carbon emissions.
- **The Facilities Superintendents**, led by Mark McCloud, who have volunteered to coordinate building responses to the carbon charge and efforts to reduce energy consumption.

I am grateful to each of you for supporting the carbon charge. This is important work and I look forward to continuing it with you in the years ahead.

Sincerely,

Casey R. Pickett  
Director of the carbon charge