

evaluationreport

2010-2011

Campus Sustainability Integrated Assessment

Throughout 2010 and the first half of 2011, the Graham Sustainability Institute and the Office of Campus Sustainability at the University of Michigan coordinated an integrated assessment (IA) to identify long-term stretch goals for campus sustainability efforts. During the summer of 2012, the Graham Institute initiated an evaluation of the Campus Sustainability Integrated Assessment (CSIA) process. The evaluation focused on the perspectives of key stakeholders involved in the CSIA. It sought to provide feedback to U-M decision makers and leadership, help guide future campus sustainability initiatives, and inform other Graham-sponsored IA evaluation efforts. This report highlights the diverse array of stakeholder feedback that was collected during the evaluation. Stakeholders identified many strengths as well as many areas for improvement for future initiatives of a similar nature. The report includes a synthesis of the common themes addressed by stakeholders throughout the process, including integration, timing, and next steps.

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Executive Summary

During the summer of 2012, the Graham Institute sponsored an evaluation of the University of Michigan's 2010-2011 Campus Sustainability Integrated Assessment (CSIA). The evaluation, which examined stakeholder perspectives of the CSIA process, included interviews with 19 key stakeholders and a survey that was sent to the broader participant community (462 surveys were sent, 62 were returned). The aim of the evaluation was to provide U-M leadership and staff at the Graham Sustainability Institute with relevant and useful feedback about the CSIA process. This input covered a wide spectrum of opinions and reflections from a broad range of participants. Through the evaluation, several key themes emerged.

One of the overarching themes that developed was a common appreciation for how the CSIA process was conducted. Interviewees commented that the CSIA helped establish and build upon informal relationships around the topic of sustainability. They also credited the process for broadening their understanding of sustainability and for raising awareness about sustainability on a larger level on campus. Participants admired how inclusive the process was and felt that many efforts were taken to ensure it was as all-encompassing and transparent as possible.

Another theme that arose was the notion that full integration (cross-disciplinary and cross-departmental collaboration), was often difficult to achieve. Although the CSIA was structured in a way to foster collaboration, participants noted that it did not always occur. One central issue participants identified stemmed from the inherent differences between the academic approach to the CSIA (exploring innovative options) and the staff or operations approach to the CSIA (grounding options in what is possible within the University setting). Bridging this gap was perhaps one of the most significant challenges for the CSIA.

A third theme that emerged was that participant expectations were not always consistent with what the CSIA set out to achieve. Specific areas where expectations were inconsistent included the CSIA's role in fostering (versus creating) a culture of sustainability, the procedure in which the final decisions were to be made, and the role budgeting played in the CSIA. Participants tended to express the most dissatisfaction with aspects of CSIA process when their expectations did not align with the CSIA's intentions.

A final and key theme revealed through the evaluation was the importance of saliency. A main reason the CSIA was ultimately successful in creating presidential-level goals was that it occurred at a time when leadership was ready and willing to commit to the process. Additionally, several other initiatives at the University were taking place that supported and complemented the work of the CSIA. The majority of participants agreed that the integrated assessment approach was a well-timed and worthwhile process for the University to undertake in an effort to establish sustainability goals.

In sum, stakeholder feedback made clear that despite some of the challenges experienced through the process, implementing an initiative as large and complicated as the CSIA offered numerous benefits for advancing sustainability at the University of Michigan.

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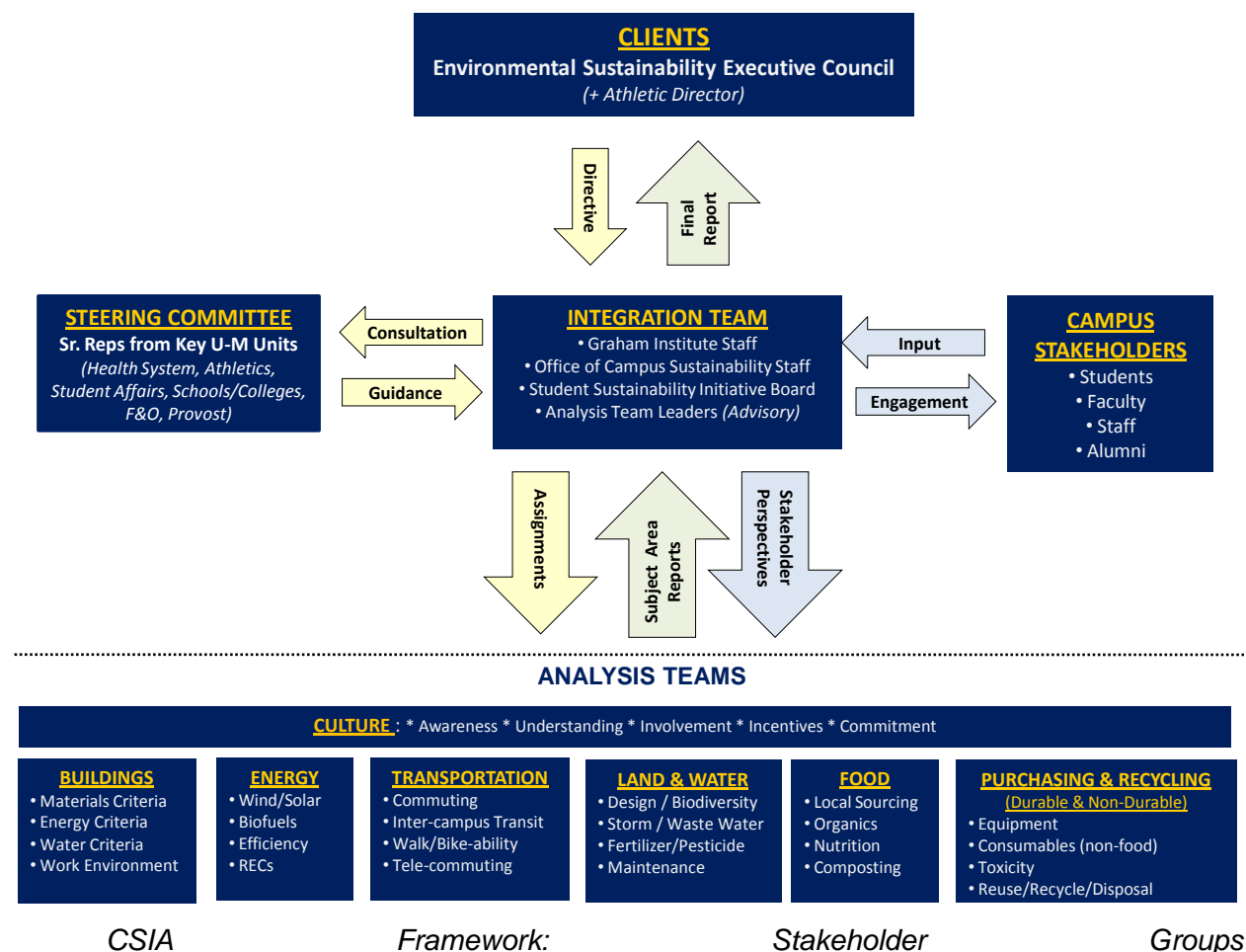
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Report

Introduction

Campus Sustainability Integrated Assessment (CSIA):

Throughout 2010 and the first half of 2011, the Graham Institute and the Office of Campus Sustainability at the University of Michigan coordinated an integrated assessment to identify long-term stretch goals for campus sustainability efforts. Integrated assessments summarize knowledge to build consensus and guide decision making around a particular resource management, environmental, or sustainability issue.¹ The Campus Sustainability Integrated Assessment (CSIA) involved seven faculty-led analysis teams, 77 student research assistants, close involvement of dozens of operations staff, nearly 200 comments & ideas submitted by the campus community, and three town hall events which drew several hundred participants. Supported by U-M President Mary Sue Coleman and her Environmental Sustainability Executive Council, involving multiple academic units and operations departments across campus, and informed by an extensive stakeholder engagement process, the U-M CSIA represents one of the most comprehensive campus sustainability analyses completed at a US institution of higher education. (Complete description of process, timeframe, and recommendations can be found at: <http://www.graham.umich.edu/ia/campus.php>). The structure and process employed for the CSIA are depicted in the schematic below.



The CSIA generated a final report outlining four high-level campus sustainability themes including Climate Action, Waste Prevention, Healthy Environments, and Community Awareness. Each theme incorporates a guiding principle, time-specific and quantifiable 2025 goals, and a list of potential actions for achieving each goal. (Appendix A: Goals and Guiding Principles)

CSIA Evaluation Project:

During the summer of 2012, the Graham Institute initiated an evaluation of the Campus Sustainability Integrated Assessment process. The evaluation focused on the perspectives of key stakeholders involved in the CSIA and aimed to identify any changes in campus culture and processes. Through an examination of stakeholder perspectives, the process evaluation sought to provide feedback to U-M decision makers and leadership, help guide future campus sustainability initiatives, and inform other Graham-sponsored integrated assessment evaluation efforts. This report is a synthesis of the findings from the evaluation initiative. It is important to note that this report is not an evaluation of progress towards the goals established through the CSIA. The Office of Campus Sustainability provides goal progress and other related initiative information at: <http://www.ocs.umich.edu/goals.html>.

Project Objectives:

The evaluation project aimed to assess four primary objectives which address whether or not the CSIA:

1. Helped foster a campus-wide culture of sustainability,
2. Significantly advanced a framework for sustainable operations at the U-M,
3. Facilitated effective coordination of sustainability efforts across U-M Campus, and
4. Established a process that was considered:
 - a. Legitimate: fair and impartial, as judged by stakeholders,
 - b. Credible: conducted with appropriate academic rigor and perceived as technically adequate by relevant scientific and expert communities,
 - c. Salient: produced information that is considered relevant and useful by key decision makers¹

Background Information on Evaluations:

The first step in the evaluation process included a review of relevant literature. As integrated assessment is a relatively nascent field, minimal literature specifically related to evaluation was readily available. Evaluations of participatory methods similar to the integrated assessment proved to be the most informative for helping structure the evaluation process. The evaluation of public participation in the U.S. Environmental Protection Agency's Superfund community involvement program by Charnley and Engelbert (2005) offered particularly useful guidance.² Charnley and Engelbert identified three main purposes of evaluations. These included evaluating how successful public participation is: "[1] in democratizing agency decision-making; [2] achieving a set of broad social goals; and [3] achieving specific goals of one or more of the participants." The purpose of the CSIA evaluation was a combination of the second two purposes in that it aimed to evaluate how well the broader objective of creating a culture of sustainability was achieved as well as how effective the participatory process was in helping University decision-makers establish campus-wide sustainability goals.

Other work that influenced the design of the CSIA process evaluation included T.C. Beierle's work on the quality of stakeholder-based decisions. Beierle suggested that the "political" nature of participatory processes may lead to poorer quality decision making.³ Evaluation questions that resulted from this included inquiries about perceived bias or influence due to decision makers and experts within the process. Additionally, Mark S. Reed's analysis of emerging best practices for stakeholder participation in environmental management⁴ expanded the scope of

the questions examined to include questions about transparency, consistency, and appropriate constituent representation. Finally, the evaluation themes of salience, credibility, and legitimacy that emerged in Parris and Kates work “Characterizing and Measuring Sustainable Development”⁵ played a significant role in forming the fourth objective of the evaluation and shaping the questions that were asked.

Methods:

Two methods were used to collect data during the evaluation process: a survey and in-person interviews.

- **Survey:** A process evaluation survey was sent to 462 individuals identified as contributing to the CSIA in some way. Sixty-three completed surveys were returned for a 14% response rate. Given the large number of students involved in the CSIA, response rates may have been lower due to students graduating and leaving U-M. Survey results were primarily qualitative rather than quantitative in nature. Complete survey results and comments are found in Appendix B. Selected survey results are included below to provide additional perspective on interview results.
- **Interviews:** Nineteen participants were interviewed during the evaluation. These interviewees were part of an original list of 63 participants that were identified by the Graham Institute as key stakeholders in the CSIA process. All 63 participants were invited via email to be interviewed and 19 interviews (30%) were successfully scheduled as a result of this invitation. The standard interview questions are included in Appendix C.

	Decision Makers or Leaders (Executive Council/Steering Committee)	Integration Team (OCS, Graham, Student Sustainability Initiative)	Analysis Team (faculty and students)	Staff or Operations (staff consulted or engaged in process)	Attended Town Hall Event	Submitted Comment or Other	Total
Interview	4	3	7	5	NA	NA	19
Survey	0	4	12	9	15	23	63

The above numbers represent the breakdown of interview participants and survey respondents from each stakeholder group.

Anonymity of Evaluation: In both the survey and the interview, participants’ identity was protected in order to allow for open and honest feedback. This allowed interviewees to be candid and honest with their responses. For the purpose of this evaluation, respondents will be referred to as “s/he” rather than “he” or “she” in order to protect their identity.

Findings:

The following findings represent a synthesis of the feedback collected through in person interviews and related summary results from the survey. The findings are organized according to the main objectives (as stated above) of the evaluation process. Participants provided many thoughtful comments regarding both the strengths and areas for improvement of the overall integrated assessment process. This summary of findings is intended to highlight those comments that were echoed by many as well as unique perspectives offered by individuals.

Objective 1: Foster a Culture of Sustainability:

A primary objective of the CSIA was to foster a culture of sustainability at the University of Michigan. This was a rather broad objective with room for various interpretations. For the sake of this evaluation, the interviewer used several measures to gauge the CSIA's success in achieving this objective. These included whether or not the CSIA influenced participants knowledge of sustainability, whether or not the CSIA resulted in participants feeling supported in taking action on sustainability, and whether or not the CSIA resulted in enhanced or new relationships around sustainability. As will become a common theme throughout this evaluation, feedback was mixed regarding how well this goal was (or was not) achieved.

One of the major strengths identified by nearly all interviewees was a **shared appreciation of the CSIA's ability to establish and build upon informal relationships between staff, students, and faculty that otherwise may never have happened.** As one analysis team member described, s/he felt that the assessment process "opened up an avenue of dialogue between faculty, administration, and staff which has resulted in other project initiatives and discussions taking place that otherwise never would have happened." Another major benefit discussed by many interviewees was **the process's ability to broaden their understanding of what sustainability means.** To certain interviewees, this meant learning more about the different *fields* of sustainability. While some were familiar with particular aspects of sustainability like energy and transportation, through the CSIA they learned more about fields such as food systems and waste management. Others felt the CSIA broadened their knowledge of sustainability by exposing them to varying *perspectives* of what sustainability means. Some expressed appreciation because as a result, they have since had more productive and multi-dimensional conversations around issues of sustainability. There were also those that felt the CSIA introduced them to specific *implementation obstacles* when it comes to sustainability initiatives. As one interviewee described, the most valuable lesson they gained from the CSIA process was a better grasp of "entrenched bureaucratic obstacles" that exist in the face of sustainability at the University of Michigan.

Several decision makers noted that an important strength of the CSIA was its **ability to help raise awareness and focus efforts around sustainability.** Many interviewees think the public nature of both the process itself as well as the goals and guiding principles that were announced by the President of the University have certainly helped raise awareness and University commitment to a higher level across campus.

partnerships

Over 40% of survey respondents agreed with the statement that the CSIA resulted in new or sustained partnerships or collaborations, 40% did not know, 10% were neutral, and only 10% disagreed.

related conversations

Over 50% of survey respondents agreed that there has been an increase in sustainability related conversations on campus.

Interviewees also had numerous insightful comments for areas of improvement. One thought that was repeated by several interviewees was that although many informal relationships sprouted up or were enhanced as a result of the CSIA, **several were hoping that more formal multi-disciplinary, cross-departmental collaborations would continue following the CSIA.** Interviewees also raised concerns that those **outside the “sustainability/environmental bubble” at the University were perhaps not aware of the process** (“bubble”: people already interested and/or actively involved in sustainability efforts) and thus the CSIA did not reach as broad of an audience as they hoped it would have.

Finally, one of the most frequently repeated concerns heard from a majority of staff and analysis team participants was that **although sustainability initiatives were clearly achieved, the culture of what sustainability at the University of Michigan remains somewhat divided between operations and academics.** In large part, the staff perspective focused on implementation within a U-M setting. On the other hand, those in academia tended to have a more envelope-pushing, idealistic view of possible sustainability solutions for the campus. Academia and staff both brought important views to the issue; however at the end of the assessment period, it seemed to many interviewees there was still a cultural gap between those two worlds of sustainability. This issue was a reoccurring theme throughout the majority of interviews conducted and one that will be discussed throughout this evaluation report.

Objective 2: Advance Sustainable Operations at U-M

The intent of evaluating this objective was to determine whether or not participants felt that the Campus Sustainability Integrated Assessment truly helped move the University of Michigan forward as a leader in sustainable operations on campus. Interviewees were asked about whether or not they noticed sustainability initiatives being given a higher priority since the CSIA and if they noticed any changes to budgets that would support more sustainability action on campus. Feedback was mixed.

Nearly every participant answered questions about sustainable operations by first discussing the nature of the goals that were ultimately established (Appendix A). Several pointed out that **the publicly announced, presidential-level goals have proved to be very important tools in motivating departments and units to act on sustainability initiatives,** even those units which previously may have been reluctant or slow to participate. One staff member described a long list of projects related to the sustainability goals that U-M operations are currently working on as a result of the CSIA goal announcement. The list included transportation projects, food purchasing guidelines, and reducing the use of harmful pesticides and fertilizers used by athletics. According to one interviewee, this University-wide participation stemmed from the fact that the University of Michigan highly values accountability and thus holds all units and departments responsible for doing their part to ensure that goals are met. This same interviewee said that now the norm for every new project in operations is to ask what sustainability elements have been or will be considered prior to launching any new initiatives. **Several staff members from different departments even discussed how their unit is strategizing and working towards reaching**

the goals established by the CSIA, including waste reduction plans and food purchasing guidelines.

Among the areas for improvement identified by participants was the actual framing of the goals themselves. Specifically, many participants were concerned that the means for achieving goals were not clear. Most participants were grateful that the leadership showed such commitment towards campus sustainability. However, major decision makers aside, **few interviewees seemed to have a clear idea of what the strategy was for reaching those goals**. They weren't sure *who* would necessarily be holding them accountable or *how*.

A second issue heard from many participants about the goals was the ambiguity when it came to budgeting for the goals. **Most interviewees on the operations side had little to no idea how the administration expected to fund the initiatives necessary for reaching the goals**. Many were also unsure whether they were expected to reprioritize their departmental budget or if their budgets would be supplemented with new funding to reach the goals.

Some interviewees were also concerned that the goals were not truly *stretch* goals for the University. For those that agreed with the general substance of the outcomes, many shared the idea that the goals were good for the short term but were not strong enough for the long term (2025). One analysis team member said that s/he felt the goals were not particularly aggressive nor did they radically improve upon existing University practices. Because of this, they felt that the University was not living up to its true leadership potential.

On the other hand, several decision makers and integration team members felt that the goals were appropriate yet challenging for the University. Aware of the frustrations some analysis teams felt about the goals, one integration team member suggested that the root of the problem was related to scope. S/he stated that **analysis teams were given too broad and too unrestricted a scope, therefore their research produced some information that was not necessarily relevant or usable for the purpose of campus sustainability goal setting**. Multiple decision makers and integration team participants indicated that they translated what was relevant and significant from the recommendations and merged it with what was actually possible at U-M in order to produce goals that were suitable for the University

Objective 3: Coordinate Efforts across Campus

To ground the feedback discussed in this section, it is important to recall the extent of the CSIA process. The U-M CSIA represented one of the most comprehensive campus sustainability analyses completed at a US institution of higher education. The CSIA set out to coordinate efforts between multiple stakeholder groups, across a large, decentralized campus, and took place over a two year time period. Thus, evaluation of this objective (whether or not the CSIA effectively coordinated efforts across the U-M campus) related directly to process improvement for the integrated assessment, a massive and complex procedure. To evaluate this goal, interviewees were asked to give feedback about whether or not their expectations were appropriately managed and whether the process and the outcomes were fairly representative of the multiple campus constituents. This was perhaps one of

the most revealing of all the objectives primarily because it most directly addresses whether or not the process truly was as *integrated* as it intended to be.

Overall, **participants generally admired how inclusive the process was and felt that many efforts were taken to ensure it was as all encompassing as possible.** Efforts included three town halls and an online comment submission process, both of which were open to the campus. As one interviewee said and others echoed, “For being as big as it was, it was reasonably inclusive and anybody who wanted to be heard could be heard. Participation was definitely invited.” Still, some participants wanted to see even broader engagement. Specifically, they were hoping to engage more departments within the University as well as more individuals that are not typically part of the “sustainability bubble.”

One decision maker was particularly pleased with the administrative coordination that took place, especially around goal setting. S/he said that despite the numerous meetings towards the end of the process, s/he felt the CSIA was effective at bringing together leaders from many different leadership units within the University. S/he said that this “cross-university review and discussion really ensured ownership on the highest level.”

Another strength mentioned by multiple interviewees was the integration team’s constant effort to communicate clearly and consistently. Up until the decisions were made, the majority of participants felt that **the integration team worked hard to communicate expectations and was open to suggestions.** There were however, a few interviewees that disagreed with this perspective. A few **analysis team participants felt that project expectations were not clear and that after they signed on they were misled regarding what was possible in terms of latitude for their work.** This led to frustration later in the process when they were confronted with what they considered to be unanticipated project limitations.

Ultimately, **the biggest challenge the CSIA had when it came to integration was bridging the gap between operations and academia.** One analysis team participant described this issue in the following way: “faculty were really looking to push boundaries, ask a lot of questions, and explore somewhat radical seeming ideas while staff were very resistant to change – even those that wanted sustainability action – for fear that it would interfere, or add more, to their job.” On the flip side of the same issue, a staff member described the matter as “analysis teams had too much latitude, creating an unchecked hunger, and they didn’t utilize the steering committee enough – all which resulted in operations having to defend why suggestions couldn’t be reconciled or implemented. There was a lot we could take from the recommendations but ultimately, we had to blend the ideal with reality.”

This gap between faculty and staff was echoed in many different forms and for many different reasons. In one case, a staff member said that s/he felt the process coordination was sometimes difficult because minds were made up prior to the start of the CSIA and thus people were not open-minded when it came to collaboration. In her/his opinion, this may have slowed down negotiations and overall process efficiency.

Of course, this wasn’t the case for all. Some staff interviewees indicated that while they experienced certain analysis teams to be closed minded they found others to be very responsive to feedback and even saw their feedback incorporated in the recommendations that were produced by the team. An

representation

process: 77% of survey respondents agreed that the CSIA *process* represented multiple campus constituents and their appropriate interests.

outcomes: 65% of survey respondents agreed that the CSIA *outcomes* represented multiple campus constituents and their appropriate interests.

optimistic analysis team member went on to suggest that perhaps it was a “healthy conflict” that took place and that this actually helped produce “reasonable” goals in the end. However, it seems that the perceived agreement of this observation depended on just how well staff and analysis teams were able to work together, a measure that varied widely throughout the CSIA.

Objective 4: Establish a Process that is Legitimate, Credible, and Salient

In addition to adding insight into process improvement, the evaluation of this final objective was an important step in adding to the emerging field of integrated assessments as a whole. The themes of process legitimacy, credibility, and saliency occur frequently throughout integrated assessment literature and are important pillars to moving the field forward.

To assess process legitimacy, participants were asked questions regarding whether or not they felt the CSIA was a fair and appropriately conducted process. Specific topics addressed were process transparency, process authenticity, and an overall ranking of the engagement experience. Assessing process credibility addressed whether the process was suitably rigorous. Participants were asked whether they felt it was the suitable process and if they felt it was biased in any way. Finally, in evaluating process saliency, interviewees were asked about whether the process was a appropriate initiative for the University to undertake.

One of the areas that received the most complimentary feedback throughout the whole evaluation process was the integrated assessment *process* itself (not necessarily the *outcomes*). **Participants were both appreciative and impressed by how many opportunities there were to provide input throughout the CSIA process.** The multiple town halls and the online comment submission system made the process very accessible to the broader campus community. And those that participated on analysis teams felt they played an important role in producing the final recommendations. Nearly all those that were on a team felt that their voice was heard within their team and that true consensus was reached when it came to the decision making within their team.

Most **participants were also impressed with the general transparency of the process.** Nearly all felt that the timeline and deliverable expectations were clear and consistently communicated. As one analysis team member articulated, “the general actions that would transpire were usually transparent.”

Feedback around the *outcomes*, in many cases, starkly contrasted with *process* feedback, particularly from those who were on the analysis teams and the staff. **While many integration team and decision makers felt very confident that the decisions were made fairly and in a transparent manner, many analysis team members and staff personnel disagreed.** (It is important to note that many of the decision makers and integration team members were a part of the decision making process while the analysis team and staff members were not.) Although efforts were made to organize and conduct a wrap up session for participants, many were either unaware of these sessions or did not attend. This resulted in many sharing the sentiments articulated by one analysis team member who stated that once the recommendations were submitted, there was “no disclosure of the nuanced discussion that surrounded the final decisions.” Another analysis

process transparency

46% of survey respondents agreed that the overall CSIA process was transparent (an open process with ample opportunity to be involved), while 25% were neutral, and 29% disagreed

team participant said s/he felt as if the final goals and guiding principles were decided in a “black box.” In contrast, an integration team member felt that the goal setting process resulted in goals that were “balanced, intentional, deliberate, and carefully reviewed... an example of higher education at its finest.” These differing perspectives and experiences demonstrate that there was either a gap in communication or that there was declining stakeholder participation (or both) towards the end of the CSIA process.

A second concern about the *outcomes* shared by several interviewees was that goals were too vague or too general to carry any true significance. Because of this, many were unsure how the goals are to be implemented. Participants wanted to better understand the specifics of the goals, including their scope, who would be measuring the goals, and how. Several participants also weren't sure if the health care system and the athletic department were included in the goals. Some felt that the goals were not clear about what standards the targets were being measured against. Without these further specifics, several said the goals appeared to be somewhat arbitrary. Of course, many interviewees said that they assumed these specifics were addressed at some point during the higher level discussions about goals setting but that the details never made it the public announcement of the goals. They suggested that without public understanding of the specifics, some of the goals remained rather general and lacked the significance they would otherwise carry.

To consider yet another perspective about credibility, one analysis team member suggested that the decision makers were so committed to the language of “process” that the integrated assessment process was used to deflect any substantive suggestions, issues, or debate. In other words, the idea of an integrated assessment was clearly something the decision makers were invested in but that the substance of what was produced was something decision makers did not engage in, and in the end, the goals did not reflect. Thus, s/he felt the goals were empty of meaningful impact and s/he questioned the credibility of the CSIA outcomes.

Finally, **the majority of participants felt that the integrated assessment approach was the appropriate process for what the University was setting out to accomplish.** In addition to establishing the sustainability goals and guiding principles, the CSIA also resulted in a number of additional benefits, many of which have already been discussed. These benefits included such things as broadened and more nuanced understandings of what sustainability means, new and enhanced social connections formed around the subject, and large-scale campus buy-in and focus around the goals that were established. One participant said s/he felt the integrated assessment process was appropriate “given the large, decentralized nature of U-M.” Another said that “despite my belief that the process wasn't truly integrated, I do feel like it was a good process because it was highly inclusive, really sought advice from the campus rather broadly, and it included a lot of dedicated, smart, and talented people.” It is important to note though that several interviewees said that they were not aware of any other process that was a possibility and accordingly, didn't feel it was a reasonable question to be asked.

Conclusion

As can be expected with any attempt to tackle so many challenges at once, the Campus Sustainability Integrated Assessment process had strengths and areas for improvement. The feedback from the evaluation was diverse and like the CSIA itself, represented a variety of opinions and stakeholder interests. Below is a compilation of some of the themes to consider for future initiatives of a similar nature.

Integration

Integration was a main priority of the CSIA (as is evident by the name) and one area where much improvement can be made. Perhaps the first step should be to define what “successful” integration entails. The CSIA did a worthy job of including a diversity of stakeholders and allowed for great open public input. However, the question must be asked: is broad inclusion enough to qualify this assessment as successfully integrated? The feeling of many interviewees is that given the University of Michigan’s strength as an academic trailblazer, the answer is no, inclusion is not enough. It was no doubt an excellent first step. However, many would like to see integration in more capacities. Below are a few of the areas where participants expressed that better integration would have strengthened the overall process and outcomes. (Recommendations for *how* to go about making these improvements is beyond the scope of this report.)

- **Academia and Operations:** Though collaboration among staff and analysis teams was perhaps intended, the **process framework did not ensure that staff and analysis teams actually collaborated.** Participants felt that better integration in this area would have helped to reconcile and even better calibrate expectations on both sides. Also, many felt that more explicit interaction between academia and staff would have led to more realistic recommendations grounded in, and even advancing, ongoing efforts at the University. Finally, some suggested that a more team-oriented relationship between analysis teams and staff may have reduced the tension that impeded progress in some situations.
- **Staff:** The staff category itself represents a large number of people at the University of Michigan. Given the size of operations and staff at U-M, some felt that staff were underrepresented as a group. One participant suggested that a future improvement may be to coordinate more extensive collaboration among staff departments especially because in many cases, there are multiple units that address similar issues, such as food purchasing, waste, and energy.
- **Academia and Decision Makers:** Similar to the analysis teams and staff relationship, participants indicated that additional built-in interactions between analysis teams and decision makers may have enhanced the end results and helped everyone feel more satisfied with the outcomes. Several participants remarked that increased interactions might lead to analysis teams better understanding the nuanced challenges central administration faces in managing an enormous and decentralized university. Some suggest that as a result, analysis teams would be inclined to examine more feasible options for the University. Others propose that increased interactions

would help build stronger relationships, something both students and faculty members expressed great interest in. Finally, some participants speculate that more contact with decision makers would lead to a greater sense of trust in the final decision making process.

Clarity of CSIA Intentions, Scope, and Purpose:

A second overarching theme to emerge from this evaluation is the lack of clarity around the integrated assessment's scope and purpose. It is not surprising that given the large number of stakeholders involved, over time a degree of clarity was lost. As a result, participant expectations did not always align with what was possible. Several areas in which expectations strayed from the CSIA scope and purpose are highlighted below.

- **Fostering v. creating a culture of sustainability:** An important distinction that became blurred (perhaps over time) was the difference between fostering versus creating a culture of sustainability. While the CSIA set out to promote or nurture a culture of sustainability through the CSIA processes, several participants perceived one of the goals to create this culture. This is reflected in the sentiment of one interviewee who expressed that they felt that an opportunity had been missed by not seizing the momentum generated by the CSIA. In her/his opinion, immediately following the CSIA would have been an extremely beneficial and appropriate time for the University to establish a formal space for staff, faculty, students, and administration to come together to discuss campus sustainability issues on a regular basis. Others suggested that if the CSIA truly wanted to grow a culture of sustainability at the campus, other means could have been used to reach the mainstream, broader public.

While the CSIA did have a culture-focused analysis team and a general goal related to promoting the sustainability culture on campus, the primary intent of the CSIA was to focus on setting operational goals for the University. Cultural impacts related to the CSIA were mostly intended to be intangible byproducts of the collaborative stakeholder process that made up the CSIA.

- **Decision Making Process:** As stated by several interviewees, many felt that the decision making process took place in a “black box” and were dismayed by the fact that they felt cut out of the loop towards the end. Several expressed interest in learning more, and perhaps even being involved in the ultimate discussions that led to final determination of goals. Though understandable, it is important to note that this sentiment does not align with the structure of the CSIA process in which the integration team is the locus through which information passes. The purpose of the analysis teams was to come up with proposals. These were then passed on to the integration team to be compiled and prepared for the decision makers. The decision makers were then given the task of coming up with feasible and viable sustainability goals based on these proposals and further financial analysis. Once goals were determined, the integrated assessment team was then responsible for sharing relevant decision making processes with analysis teams and staff as a means for closing the feedback loop.

Based on interviewee feedback, it seems this process and the distinct roles of each stakeholder group were not always fully understood by participants. This lack of clarity may have led to some of the frustration felt by some participants regarding how the goals were determined and how the process was concluded.

- **Budgeting:** Several interviewees commented that expectations about budgeting for CSIA outcomes were vague, particularly for staff responsible for implementing goal-related actions. A lack of clarity regarding how recommendations would affect budgeting led some staff members to act very conservatively throughout the process. This uncertainty was also cited by some participants as reason for questioning the credibility of the CSIA outcomes.

Timing

A theme that was discussed by many participants was the importance of timing. Several emphasized that the CSIA happened roughly around the same time as Planet Blue Operations Teams (a campus building energy efficiency program) was getting off the ground and the Office of Campus Sustainability (OCS) was beginning to gain traction. Several interviewees suggested that it was hard to tease apart the impact of just one component and that these multiple initiatives worked well to complement and enhance one another's impact. For instance, **the existence of OCS made it possible for many staff members to participate in the process and Planet Blue Operations Teams was a huge boost to awareness on campus.** Some interviewees even questioned if the CSIA would have been truly possible without the other initiatives taking place simultaneously.

Moving Forward: Now What?

Despite the diverse array of opinions discussed, including strengths and weaknesses, **nearly every participant felt like outcomes achieved through the CSIA process were worthwhile.** As one participant described, the CSIA demonstrated that the University of Michigan is truly a leader in so many senses of the word.

Taking on a project as challenging as the CSIA undoubtedly left many frustrated but it is exactly the type of initiative that the University needed to conduct to move the conversation, and more importantly, the actions of sustainability, forward. Through this process, connections were established, conversations were held, and campus-wide sustainability decisions were made. Now the University needs to address how they will keep this going.

One interviewee was worried that momentum was lost by the lack of immediate follow up. After interviewing a variety of stakeholders, it appears this is not so. Sustainability is still a predominant part of the dialogue on campus for faculty and students, among staff, and within the administration. However, part of what the CSIA set out to accomplish was to foster a campus wide culture of sustainability. To continue nurturing sustainability at the University will require ongoing and public efforts. The University should consider, and in fact already has, how it will continue to institutionalize this culture through efforts like the Student Sustainability Initiative, Planet Blue Ambassadors program, the Planet Blue Student Innovation Fund, and the Sustainable Workplace program. Most importantly, what will make all of these efforts successful, and what will make University of Michigan stand-out as a

leader, is an ongoing commitment to integrated collaboration. Sustainability is a challenge. It requires large-scale cooperation, investment, and support. The CSIA proves that the University of Michigan is ready and willing to take on the challenge.

General Thoughts on Integrated Assessments:

In addition to obtaining feedback from CSIA stakeholders regarding their experiences relating to the process, this evaluation also set out to guide process improvements for future integrated assessments. Accordingly, the content below highlights lessons learned as they relate to the dominant themes in integrated assessment literature, namely legitimacy, credibility, and saliency.

Legitimacy: When considering legitimacy (fair and impartial as judged by stakeholders), a general lesson that emerged from this evaluation was the importance of distinguishing between *process* legitimacy and *outcome* legitimacy. **Many stakeholders perceived the process as legitimate due to the multiple opportunities for public feedback and representation, the consistent communication about process expectations, and the overall transparent nature of the integration team during the process.** However, the CSIA's legitimacy came into question when it turned to outcomes. **The manner in which final decisions were reached was perceived by several participants as not transparent and perhaps because of this, there was a perceived bias related to the final outcomes.** Considering these two together, it seems that one of the primary ways in which legitimacy can be achieved is by establishing transparency.

Credibility: Lessons about how to achieve credibility were not as evident. This may be because there was a separate internal review process of analysis team reports that measured credibility outside of this evaluation. It also may be due to a lack of specific measures within the evaluation for defining credibility (conducted with appropriate rigor and perceived as technically adequate by relevant scientific and expert communities). For instance, It is not entirely clear who the "relevant scientific and expert communities" were, and to what part of the CSIA "appropriate rigor" and "technically adequate" actually refer. Do they refer to the research process? The collaboration process? Or perhaps they refer to the decision making process? It seems that **determining credibility is a much more elusive task than anticipated. A first step for resolving this in future integrated assessments would be to set out a very specific definition of how credibility will be measured** and should include explicit reference to who the relevant communities are and what parts of the integrated assessment are to be measured for credibility.

Saliency: Contrary to credibility, the importance of saliency was an unavoidable lesson from this evaluation. **Saliency (production of information that is considered relevant and useful by key decision makers) was clearly one of the greatest strengths of the CSIA.** This is evidenced by the fact that several units began working on implementing the sustainability goals shortly after they were announced. A major factor in achieving saliency was that decision makers did not just participate in the

why an integrated assessment

social capital: 62% of survey respondents agreed that the CSIA created social capital (social connections & networking)

political capital: 55% of survey respondents agreed that the CSIA created political capital (awareness, actions, & connections in leadership)

creative capital: 56% of survey respondents agreed that the CSIA created creative capital (unique ideas & solutions)

process, they championed it from the start. Other contributing factors to CSIA saliency included ongoing awareness campaigns (Planet Blue), supportive operational departments (Office of Campus Sustainability), supportive students groups (Student Sustainability Initiative) and other complementary initiatives taking place on campus. Saliency was crucial to the CSIA's overall success and is a factor that should not be overlooked for future efforts.

Final Take-Away: Why an Integrated Assessment

Finally, the question must be asked: Was the integrated assessment approach the appropriate process given what the University hoped to achieve? In short, the answer is yes. As many interviewees of the CSIA evaluation stated, the University certainly could have hired a number of consultants to produce sustainability goals for the University. President Coleman also could have signed the President's Climate Commitment like so many other universities across the country. While it is uncertain whether either of these avenues would have reached better (or worse) operational goals, it is clear that neither would have resulted in the numerous benefits mentioned in the above pages. As a result of the CSIA, more and more cross-disciplinary and cross-operational dialogue and collaboration is taking place on campus. This is evidenced in the survey results as well as the statement made by one analysis team member who said s/he felt that the assessment process "opened up an avenue of dialogue between faculty, administration and staff which has resulted in other project initiatives and discussions taking place that otherwise never would have happened."

The IA process is far from perfect but the unique benefits it provides make it a process worth investing in and improving upon, especially at a leading academic institution like the University of Michigan

Note about the Author:

Ashlee Grace is the author of this evaluation. She is a dual-master's degree student at the University of Michigan, working towards a Master of Science degree from the School of Natural Resource and Environment and a Master of Urban Planning degree from the Taubman College of Architecture and Urban Planning. Ashlee grew up in Denver, Colorado and received her Bachelor's degree in Sociology from New York University. Prior to attending school at the University of Michigan, Ashlee worked for an environmental nonprofit named the Alliance for Climate Education, an educational nonprofit that seeks to raise climate literacy among high school students.

Ashlee was not involved in the 2010-2011 Campus Sustainability Integrated Assessment and conducted the evaluation as a third party research assistant.







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Appendix A: Guiding Principles



THEME	GUIDING PRINCIPLE	2025 GOALS*
 CLIMATE ACTION	We will pursue energy efficiency and fiscally-responsible energy sourcing strategies to reduce greenhouse gas emissions toward long-term carbon neutrality.	<p>Reduce scope 1 & 2 greenhouse gas emissions by 25%.</p> <p>Decrease carbon intensity of passenger trips on U-M transportation options by 30%.</p>
 WASTE PREVENTION	We will pursue purchasing, reuse, recycling, and composting strategies toward long-term waste eradication.	Reduce waste tonnage diverted to disposal facilities by 40%.
 HEALTHY ENVIRONMENTS	We will pursue land and water management, built environment, and product sourcing strategies toward improving the health of ecosystems and communities.	<p>Purchase 20% of U-M food in accordance with U-M Sustainable Food Purchasing Guidelines.</p> <p>Protect Huron River water quality by reducing runoff from impervious surfaces and reducing the volume of land management chemicals used on campus by 40%.</p>
 COMMUNITY AWARENESS	We will pursue stakeholder engagement, education, and evaluation strategies toward a campus-wide ethic of sustainability.	No formal goal adopted, but U-M will invest in programs to educate our community, track behavior, and report progress over time.

Appendix B: Survey Summary

1. What was your primary role or title in relation to the Campus Sustainability Integrated Assessment?			Response Percent	Response Count
Environmental Sustainability Executive Council/Steering Committee			0.0%	0
Staff/Operations (provided input to research teams)			14.3%	9
Integration Team (OCS, Graham)			6.3%	4
Analysis Team (academic research team)			19.0%	12
Attended Town Hall			23.8%	15
Submitted a Comment			30.2%	19
Other			6.3%	4
If "Other", please specify:				4
			answered question	63
			skipped question	0
Page 1, Q1. What was your primary role or title in relation to the Campus Sustainability Integrated Assessment?				
1	DSA Sustainability Committee		Aug 3, 2012 12:33 PM	
2	invited to meeting with a team repeatedly		Aug 1, 2012 4:06 PM	
3	advised students with campus farm		Jul 31, 2012 6:42 PM	
4	Sudent Sustainability Member		Jul 31, 2012 11:21 AM	







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2. If you answered "Analysis Team" to the above question (Q1), what was your role?			
		Response Percent	Response Count
Faculty Lead		25.0%	3
Student Research Assistant		75.0%	9
answered question			12
skipped question			51

3. Are you still working at or attending the University of Michigan?			
		Response Percent	Response Count
Yes		69.4%	43
No		30.6%	19
answered question			62
skipped question			1

Evaluation Report:
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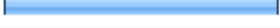
4. The CSIA resulted in NEW partnerships or collaborative efforts between different campus groups (units, departments, etc.)

		Response Percent	Response Count
Strongly Agree		7.9%	5
Agree		33.3%	21
Neutral		9.5%	6
Disagree		4.8%	3
Strongly Disagree		4.8%	3
Don't Know		39.7%	25
Examples/Comments			6
answered question			63
skipped question			0






Page 2, Q4. The CSIA resulted in NEW partnerships or collaborative efforts between different campus groups (units, departments, etc.)

1	I suspect some new partnerships were created through the CSIA, though I'd argue this was mostly in spite of flaws in the design of the CSIA not because the CSIA was an effective way to foster such partnerships.	Aug 3, 2012 10:13 AM
2	Seems that the biking community got more chances to work with PTS. Also food sustainability seems to be more prevalent in dining halls.	Jul 31, 2012 7:54 PM
3	In my unit Hatcher Graduate Library, I am unaware of any collaborative efforts around sustainability.	Jul 31, 2012 2:35 PM
4	understanding what others were working on was not only helpful but allowed different to work together to complete a goal. One example was the definition for sustainability in regards to food.	Jul 31, 2012 11:20 AM
5	I think that PitE was the main collaborator. I know that faculty leads came from other departments across campus, but the PitE community was the most concerned about the CSIA's outcome.	Jul 31, 2012 11:07 AM
6	As far as my department (Environmental Health Sciences), I saw no change at all.	Jul 31, 2012 11:04 AM






Evaluation Report:
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5. The CSIA strengthened EXISTING partnerships or collaborative efforts between different campus groups (units, departments, etc.)			
		Response Percent	Response Count
Strongly Agree		6.3%	4
Agree		42.9%	27
Neutral		7.9%	5
Disagree		4.8%	3
Strongly Disagree		3.2%	2
Don't Know		34.9%	22
Examples/Comments			3
answered question			63
skipped question			0
Page 2, Q5. The CSIA strengthened EXISTING partnerships or collaborative efforts between different campus groups (units, departments, etc.)			
1	Again, I'm not personally aware of any strengthened partnerships, but its hard to imagine that 1.5 year long process didn't have some positive impact here. That still doesn't imply the CSIA was well designed or effective though.	Aug 3, 2012 10:13 AM	
2	The selection process to chose payed employees of the CSIA seemed to alienate some students who where not chosen for the position. It also detracted student participation in non-paying activities.	Jul 31, 2012 11:23 AM	
3	I think planet blue's activities have been strengthened to some extent.	Jul 31, 2012 11:04 AM	






6. Since the CSIA, I have noticed that sustainability-related opportunities in the following areas have:							
	Significantly Increased	Increased	Remained the Same	Decreased	Significantly Decreased	Don't Know	Response Count
Class-related	1.7% (1)	32.2% (19)	10.2% (6)	0.0% (0)	3.4% (2)	52.5% (31)	59
Club-related	0.0% (0)	19.3% (11)	14.0% (8)	1.8% (1)	3.5% (2)	61.4% (35)	57
Speakers and events	3.4% (2)	37.3% (22)	20.3% (12)	0.0% (0)	3.4% (2)	35.6% (21)	59
Operations	4.8% (3)	38.7% (24)	17.7% (11)	3.2% (2)	3.2% (2)	32.3% (20)	62
Examples/Comments							12
answered question							62
skipped question							1
Page 2, Q6. Since the CSIA, I have noticed that sustainability-related opportunities in the following areas have:							
1	I had hoped sustainability opportunities would have increased more, given the promise of the CSIA effort. Our unit was not directly engaged much in the CSIA dialogues despite repeated offers to help and participate. Since the CSIA, our unit just went through a Planet Blue analysis where I had hoped for solid concrete results and suggestions but was extremely disappointed. We do have a strong commitment to sustainability issues, however.					Aug 13, 2012 4:17 PM	
2	Not sure it had much to do with the CSIA, but the sustainability scholars program is a really exciting.					Aug 3, 2012 10:13 AM	
3	Increased interest from students in converting restroom hand towels over to air-blade hand dryers. Increased interested in applying Green Roofs to existing large buildings on campus.					Aug 1, 2012 11:06 AM	
4	Greater attention to tree protection and replacement					Aug 1, 2012 8:37 AM	
5	Still seems to be slow growth in sustainable operations. E.g. the Diag still has maybe 4 recycling bins.					Jul 31, 2012 7:54 PM	
6	The campus farm project is struggling to get financial support.					Jul 31, 2012 6:44 PM	
7	I addressed wasteful lighting usage in Hatcher Grad Library stacks and was told that "people don't feel comfortable" without the lights always on.					Jul 31, 2012 2:35 PM	
8	I read a couple of early newsletters, then lost interest as compared to other environmental activities, off-campus, that I am involved in.					Jul 31, 2012 11:17 AM	
9	The SSI has begun to fade in the background after their push to perform an integrated assessment.					Jul 31, 2012 11:07 AM	
10	I haven't seen any improvements in sustainability-based collaboration over the past few years, I just see air conditioning being added to dorms to waste more electricity and lights that can't be turned off.					Jul 31, 2012 11:06 AM	
11	As a PhD candidate, I no longer take classes and I'm not close to any particular club nor operations therefore really can't give any confirmation on these.					Jul 31, 2012 11:04 AM	
12	Many more sustainability initiatives being implemented related to the sustainability goals that were established based on the IA effort.					Jul 24, 2012 8:11 AM	

7. Since the CSIA, there has been an increase in sustainability-related conversations on campus			
		Response Percent	Response Count
Strongly Agree		8.5%	5
Agree		42.4%	25
Neutral		35.6%	21
Disagree		8.5%	5
Strongly Disagree		5.1%	3
Comments			8
answered question			59
skipped question			4
Page 2, Q7. Since the CSIA, there has been an increase in sustainability-related conversations on campus			
1	I believe there are more conversations, but I'm not sure they're related at all to the CSIA. I see most conversations as more student driven by and large without much direct relationship to the CSIA.	Aug 13, 2012 4:17 PM	
2	Being on one of the teams biases my perspective a bit. Certainly I was having more such conversations on and off duty.	Aug 6, 2012 9:56 AM	
3	I didn't personally observe this.	Aug 3, 2012 10:13 AM	
4	Increased interest from students in converting restroom hand towels over to air-blade hand dryers. Increased interested in applying Green Roofs to existing large buildings on campus.	Aug 1, 2012 11:06 AM	
5	Know the forms now has sustainability ambassadors bit do not know scope of their impact.	Jul 31, 2012 7:54 PM	
6	It seems as if there is a lot of discussion of sustainability, but not a lot of support from the University in terms of money or other resources. The Planet Blue project is changing focus, Recycling has lost resources for staff. Sustainable Computing has lost some resources. Not the direction I was hoping this would take.	Jul 31, 2012 5:17 PM	
7	Mainly due to the President's strong support of sustainability on campus.	Jul 31, 2012 11:23 AM	
8	Increasing awareness level of interaction between academic/research, student interest and Operations.	Jul 24, 2012 8:11 AM	

Evaluation Report:
2010-2011 University of Michigan CSIA




8. The CSIA helped advance my overall knowledge and understanding of sustainability			
		Response Percent	Response Count
Strongly Agree		12.9%	8
Agree		33.3%	21
Neutral		30.6%	19
Disagree		14.5%	9
Strongly Disagree		8.1%	5
Examples/Comments			6
answered question			62
skipped question			1
Page 2, Q8. The CSIA helped advance my overall knowledge and understanding of sustainability			
1	I think the conversations that are happening are remaining at the top. If you want students to understand sustainability (which is lots of things and not a lot of things that are commonly coined as sustainable) there needs to be more classes, requirements, and optional lectures and discussions on the topic.	Aug 29, 2012 11:55 AM	
2	I have doubts that what the CSIA considers "sustainability" is actually that.	Aug 24, 2012 7:16 PM	
3	The CSIA did not directly increase my understanding. I've learned most of what I know from other sources.	Aug 13, 2012 4:17 PM	
4	Again, this is mostly by default. I spent a semester researching a particular topic - of course I learned something!	Aug 3, 2012 10:13 AM	
5	Increased interest from students in converting restroom hand towels over to air-blade hand dryers. Increased interested in applying Green Roofs to existing large buildings on campus.	Aug 1, 2012 11:06 AM	
6	No changes in workplace were requested, no sacrifices of employees toward sustainable solutions, no better management of water/electrical utilities.	Jul 31, 2012 11:06 AM	

Evaluation Report:
2010-2011 University of Michigan CSIA





9. Because of the CSIA, I feel empowered to support more sustainability related activity at the University of Michigan			
		Response Percent	Response Count
Strongly Agree		8.3%	5
Agree		41.7%	25
Neutral		31.7%	19
Disagree		6.7%	4
Strongly Disagree		11.7%	7
Examples/Comments			10
answered question			60
skipped question			3

Evaluation Report:
2010-2011 University of Michigan CSIA

Page 2, Q9. Because of the CSIA, I feel empowered to support more sustainability related activity at the University of Michigan		
1	Again, this was a top-down project. While from what I understand students participated, I really don't see how the majority of the student population could feel empowered by this project. The majority of the research was done by faculty/staff and the projects implemented will be done primarily by faculty/staff. I guess we're paying for it! Woohoo for empowerment.	Aug 29, 2012 11:55 AM
2	I do feel there is more verbal and some financial support of sustainability efforts on campus, but I'm not sure how many of these are directly related to the CSIA. My motivation has not really changed because of the CSIA.	Aug 13, 2012 4:17 PM
3	The CSIA actually convinced me that my time was better spent working elsewhere. I came to UM with a background in campus sustainability and a desire to get involved at UM but after my first year, I realized that UM is not serious about giving students a meaningful role in advancing sustainability on campus and that the sustainability leadership within the University was more interested in moderating sustainability efforts rather than championing them. I realized that I could make a bigger difference if I focused off-campus. I think this is a serious weakness of UM's sustainability efforts - we have incredible talent among students and faculty, but when these groups try to get involved they are met with disinterest and resistance.	Aug 3, 2012 10:13 AM
4	NOT because of CSIA efforts, but for other reasons.	Aug 2, 2012 12:55 PM
5	Increased interest from students in converting restroom hand towels over to air-blade hand dryers. Increased interested in applying Green Roofs to existing large buildings on campus.	Aug 1, 2012 11:06 AM
6	brought better awareness and allowed us to gain more support from supervisors in implementing projects related to sustainability	Jul 31, 2012 11:20 AM
7	No one responded to my comment about low-emissions grass mowing. Landscaping small engine emissions account for 10% of mobile urban emissions according to the EPA. I thought it was significant area for progress and relatively easy and low-cost to address (low hanging fruit). I think there have been a few more intentional prairies and such installed, but mostly mowing--and-blowing-as-usual.	Jul 31, 2012 11:17 AM
8	Because of the lack of movement towards real sustainability, I have no choice but to be more vociferous in my denunciation of wasteful habits university-wide	Jul 31, 2012 11:06 AM
9	No longer at the University	Jul 31, 2012 11:01 AM
10	My position within the University was focused on advancing sustainability efforts prior to the CSIA effort, that focus did not change one way or the other.	Jul 24, 2012 8:11 AM

10. The CSIA framework created opportunities to build connections to non University of Michigan (off-campus) sustainability initiatives.			
		Response Percent	Response Count
Yes		27.4%	17
No		14.5%	9
Don't Know		58.1%	36
Examples/Comments			5
answered question			62
skipped question			1
Page 2, Q10. The CSIA framework created opportunities to build connections to non University of Michigan (off-campus) sustainability initiatives.			
1	I would think/hope there can be some collaboration with the City of Ann Arbor since they are fairly "green" minded	Aug 29, 2012 11:55 AM	
2	I haven't seen strong examples of this that didn't exist prior to the CSIA.	Aug 13, 2012 4:17 PM	
3	Again, this is by default. Since we included outside reviewers, the CSIA did create an opportunity to connect with other initiatives. I'd argue there are more effective ways to do this though.	Aug 3, 2012 10:13 AM	
4	Still seems that we are in our own "UMich Bubble" on campus.	Jul 31, 2012 7:54 PM	
5	recycling with Ann Arbor	Jul 31, 2012 11:20 AM	






Evaluation Report:
2010-2011 University of Michigan CSIA

11. My personal expectations of the CSIA outcomes matched the actual outcomes (2025 goals and guiding principles)			
		Response Percent	Response Count
Strongly Agree		0.0%	0
Agree		31.6%	18
Neutral		38.6%	22
Disagree		14.0%	8
Strongly Disagree		15.8%	9
If they did not match, why not?			17
answered question			57
skipped question			6

Evaluation Report:
2010-2011 University of Michigan CSIA

Page 3, Q11. My personal expectations of the CSIA outcomes matched the actual outcomes (2025 goals and guiding principles)		
1	2025 is a long way off! Why not start now by sourcing 10% of all food purchases from a2 area farmers? This would go a long way to build credibility.	Aug 24, 2012 3:54 PM
2	Most of the other goals are great and very forward-thinking, but the GHG emissions one could really be higher - especially as it is only including scope 1 and 2 emissions. We should aim to include scope 3 emissions estimates as well.	Aug 24, 2012 11:31 AM
3	As mentioned earlier, I don't think the CSIA process involved enough of the units or learned what was already being done. I feel that some goals suffered from the lack of greater stakeholder input into the process and could have been much more realistic.	Aug 13, 2012 4:25 PM
4	I hoped for more specific community awareness goals, and I hope that those can occur soon. Such will allow these types of goals to happen beyond the UM campus.	Aug 6, 2012 10:04 AM
5	These goals are NOT stretch goals. They are weak, uninspiring, and set UM up to permanently lag behind peer institutions in sustainability.	Aug 3, 2012 10:22 AM
6	The "Healthy Environments" principle and goals are focused only on urban / designed landscapes. U of M has significantly more acreage of natural areas with native ecosystems of varying health and conservation value which were over-looked. The 40% chemical reduction goal is overly simplistic and does not consider managing exotic invasive plants in these areas or does it support any other conservation activities. CSIA should more directly support good stewardship / management of U of M natural areas. It should also have a goal to reducing impervious surfaces & improve stormwater management. These could provide greater benefits to the watershed than the simple chemical reduction goal IMO.	Aug 2, 2012 2:34 PM
7	no measurable on awareness	Aug 2, 2012 12:57 PM
8	Outcomes overly bland--better to make declarative statements about what we'll actually "do"	Aug 2, 2012 7:18 AM
9	programs need financial support from the university	Jul 31, 2012 6:46 PM
10	These goals are good, but actual implementation and support seem lacking.	Jul 31, 2012 5:18 PM
11	I think the Climate Action goals are too limited. I also see very little evidence of a sustainability ethic in the building I work in.	Jul 31, 2012 2:55 PM
12	With respect to Climate Action, the 2025 goals fall far short of the required level of of emission reduction according to scientific data.	Jul 31, 2012 2:38 PM
13	I would like to see more sustainable construction. Seems like most of the construction is using new materials and I haven't heard whether they use sustainable materials or more energy efficient technologies. Aim for more LEEDs like the SNR and Law.	Jul 31, 2012 11:15 AM
14	The specific goals matched with my expectations. But the guiding principles lack details in my opinion.	Jul 31, 2012 11:11 AM
15	I think that we should be pursuing more aggressive goals	Jul 31, 2012 11:09 AM
16	Definitely achievable, not terribly ambitious goals.	Jul 31, 2012 11:07 AM
17	The goals are too vague.	Jul 31, 2012 10:59 AM






12. The CSIA PROCESS represented multiple campus constituents and their appropriate interests

		Response Percent	Response Count
Strongly Agree		10.9%	6
Agree		67.3%	37
Neutral		12.7%	7
Disagree		3.6%	2
Strongly Disagree		5.5%	3
If you disagree, who was excluded?			5
answered question			55
skipped question			8

Page 3, Q12. The CSIA PROCESS represented multiple campus constituents and their appropriate interests

1	While	Aug 13, 2012 4:25 PM
2	Staff outside of the sustainability office weren't adequately involved because they weren't assigned to teams and all communication had to go through OCS. Also, I don't think students had a meaningful voice in determining the final goals.	Aug 3, 2012 10:22 AM
3	U of M staff studying and practicing conservation and ecological restoration on U of M lands were minimally involved the creation of these principles and goals.	Aug 2, 2012 2:34 PM
4	I agree with this statement but I think there could be more engagement with the main body of students.	Jul 31, 2012 11:11 AM
5	The people who spoke up were those who cared the most about the CSIA. A good amount of people still remain unaware of what the CSIA is.	Jul 31, 2012 11:09 AM






13. The CSIA OUTCOMES (principles and goals) represent multiple campus constituents and their appropriate interests

		Response Percent	Response Count
Strongly Agree		10.5%	6
Agree		54.4%	31
Neutral		21.1%	12
Disagree		7.0%	4
Strongly Disagree		7.0%	4
If you disagree, who was excluded?			6
answered question			57
skipped question			6

Page 3, Q13. The CSIA OUTCOMES (principles and goals) represent multiple campus constituents and their appropriate interests

1	Though, I somewhat disagree with the goal surrounding food. As someone who is interested in sustainable food systems, I dislike when people assume that uniformly local food is more sustainable. While it often is, I'd like UM to be a little more critically minded when dealing with the nuances of sustainability	Aug 29, 2012 11:58 AM
2	While I think some constituents were included, some of us were not. For example, my unit--Matthaei Botanical Gardens and Nichols Arboretum is responsible for a large part of the University land in Ann Arbor but were not engaged much in the discussions.	Aug 13, 2012 4:25 PM
3	Same as above.	Aug 3, 2012 10:22 AM
4	U of M faculty & staff studying and practicing conservation and ecological restoration on U of M lands were minimally involved in the creation of these principles and goals.	Aug 2, 2012 2:34 PM
5	some ideas or goals proposed did not match my interests (banning bottle water on campus)	Jul 31, 2012 11:24 AM
6	Still, the main body of students could use a little more engagement.	Jul 31, 2012 11:11 AM






14. There were adequate opportunities to provide input during the CSIA process

		Response Percent	Response Count
Strongly Agree		14.5%	8
Agree		54.5%	30
Neutral		10.9%	6
Disagree		12.7%	7
Strongly Disagree		7.3%	4
	Comments		6
answered question			55
skipped question			8

Page 3, Q14. There were adequate opportunities to provide input during the CSIA process

1	I didn't feel the town hall meetings or report out sessions provided realistic opportunities for meaningful stakeholder input. In our particular case, it would have been more useful to engage our managers that are making critical decisions each and every day.	Aug 13, 2012 4:25 PM
2	I think we did okay here, but I'm not sure how seriously the input was taken.	Aug 3, 2012 10:22 AM
3	I answered one email over a year ago with feedback and didn't hear back. Only recently have I been asked to be involved again now that the principles and goals have been established.	Aug 2, 2012 2:34 PM
4	Provide more on-line access for submitting ideas.	Aug 1, 2012 11:08 AM
5	I gave my input once, at or shortly after the Town Hall, as I recall.	Jul 31, 2012 11:21 AM
6	Townhall meetings were not diverse enough to get the word out.	Jul 31, 2012 11:09 AM






15. My concerns and ideas were heard and addressed during the CSIA process

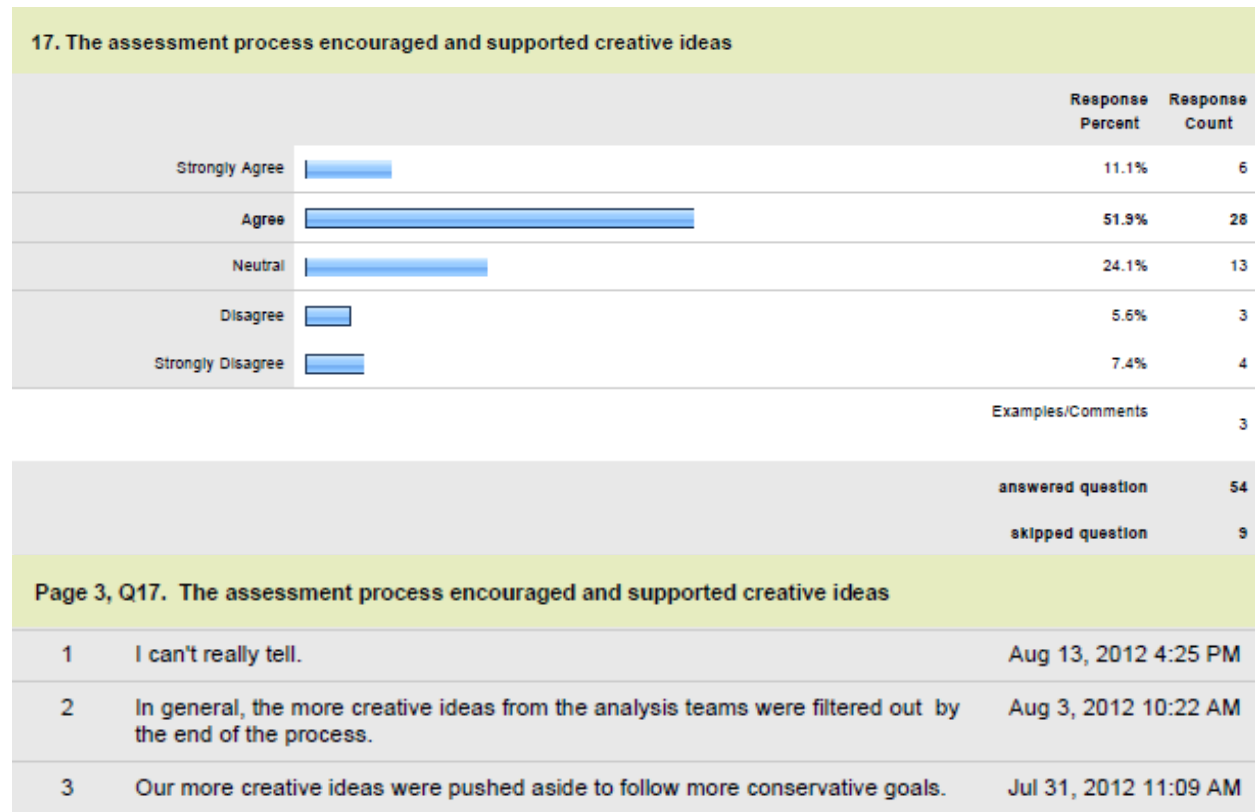
		Response Percent	Response Count
Strongly Agree		10.9%	6
Agree		40.0%	22
Neutral		30.9%	17
Disagree		10.9%	6
Strongly Disagree		7.3%	4
Examples/Comments			5
answered question			55
skipped question			8

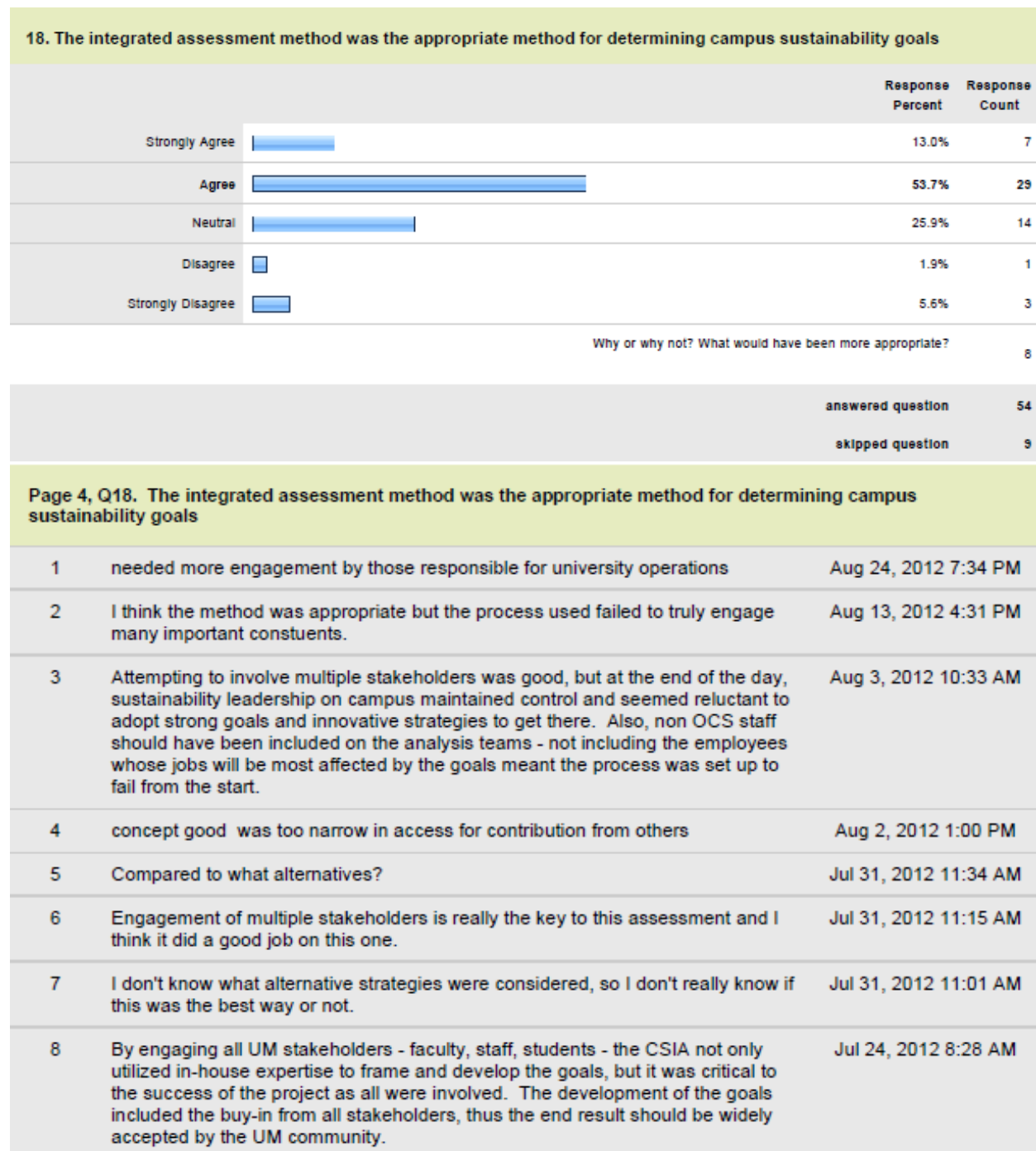
Page 3, Q15. My concerns and ideas were heard and addressed during the CSIA process

1	The student letter raising concerns about weak goals was met with a response that largely dodged the issues.	Aug 3, 2012 10:22 AM
2	I sent in ideas in response to an email and did not hear back about my comments.	Aug 2, 2012 2:34 PM
3	A few all hands type meetings with OCS and GESI panels.	Jul 31, 2012 7:57 PM
4	didn't know they were solicited	Jul 31, 2012 12:19 PM
5	Looking at the report summary above, it is obvious that on-campus network and initiatives (many affecting off-campus environment) made it through the planning stages, but no goals were set for off-campus involvement.	Jul 31, 2012 11:21 AM

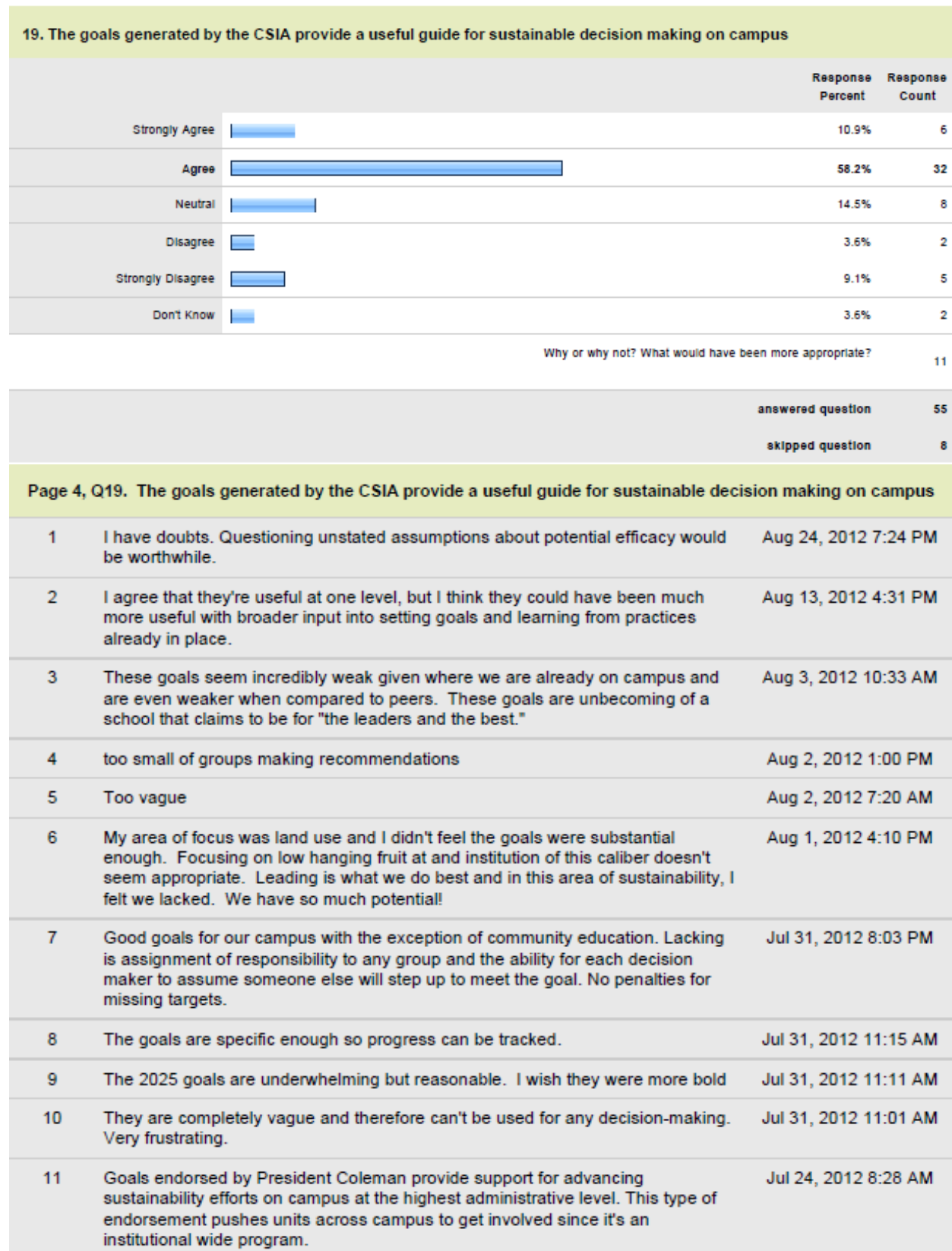
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16. The overall CSIA process was transparent (an open process with ample opportunity to be involved)			
		Response Percent	Response Count
Strongly Agree		8.9%	5
Agree		37.5%	21
Neutral		25.0%	14
Disagree		19.6%	11
Strongly Disagree		8.9%	5
Examples/Comments			8
answered question			56
skipped question			7
Page 3, Q16. The overall CSIA process was transparent (an open process with ample opportunity to be involved)			
1	There were long periods between the public sessions and report out sessions where it was hard to know what was happening.	Aug 13, 2012 4:25 PM	
2	It was always unclear who had the ultimate decision-making power and the Executive Committee proceedings were not well publicized.	Aug 3, 2012 10:22 AM	
3	Some "black box" effect after our team finished the Phase I and II reports.	Jul 31, 2012 7:57 PM	
4	not sure via what avenues I had the opportunity to be involved	Jul 31, 2012 12:19 PM	
5	Faculty-lead focused	Jul 31, 2012 11:24 AM	
6	The writing and graphics tend to be pitched more toward funders and institutional sponsors, is my hunch. Slick, but hard to know where it was headed without more intimate player's knowledge of UM bureaucracy.	Jul 31, 2012 11:21 AM	
7	I wasn't aware of any public comment option or a person indicated who could take suggestions	Jul 31, 2012 11:09 AM	
8	this statement was true up until the actual goal creation.	Jul 31, 2012 10:59 AM	





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20. In my opinion, the results may have been biased due to:						
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Count
Process facilitation (project coordination/management)	10.4% (5)	20.8% (10)	43.8% (21)	16.7% (8)	8.3% (4)	48
Intentional manipulation (of data/information)	0.0% (0)	0.0% (0)	37.0% (17)	39.1% (18)	23.9% (11)	46
Influence of experts/leads	4.2% (2)	37.5% (18)	37.5% (18)	12.5% (6)	8.3% (4)	48
Influence of decision makers	19.1% (9)	38.3% (18)	27.7% (13)	6.4% (3)	8.5% (4)	47
Examples/Comments						8
answered question						48
skipped question						15
Page 4, Q20. In my opinion, the results may have been biased due to:						
1	In general, experts are narrowly focused, even in this field, while decision makers are often more concerned with making decisions (i.e., "doing something") than with what's truly sustainable.				Aug 24, 2012 7:24 PM	
2	Those who chose to be involved (or at least more productively involved) probably had a vested interest in the CSIA's success.				Aug 24, 2012 11:34 AM	
3	I'm not sure about the stem of this question. Biased towards or against what?				Aug 6, 2012 10:08 AM	
4	I got the sense there was some of this but I can't say for sure.				Aug 1, 2012 4:10 PM	
5	Statement made by leads to the effect that we will make changes but only insofar as they do not affect the mission of the University suggest that the "mission" is being used to constrain the goals. Therefore these are not "stretch" goals.				Jul 31, 2012 2:45 PM	
6	A more collaborative or town-and-gown model would've been cumbersome and expensive, and maybe it could be planned as a kind of Stage 2. Take it on the road in a way that invites wider individual and institutional participation. Do project managers and leads even know "what's/who's out there" within a 10 mile radius?				Jul 31, 2012 11:34 AM	
7	Biased is too strong of a word...influenced might be better				Jul 31, 2012 11:26 AM	
8	My results were only as good as the information I got from managers, which was lacking.				Jul 31, 2012 11:24 AM	

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21. The CSIA method created:

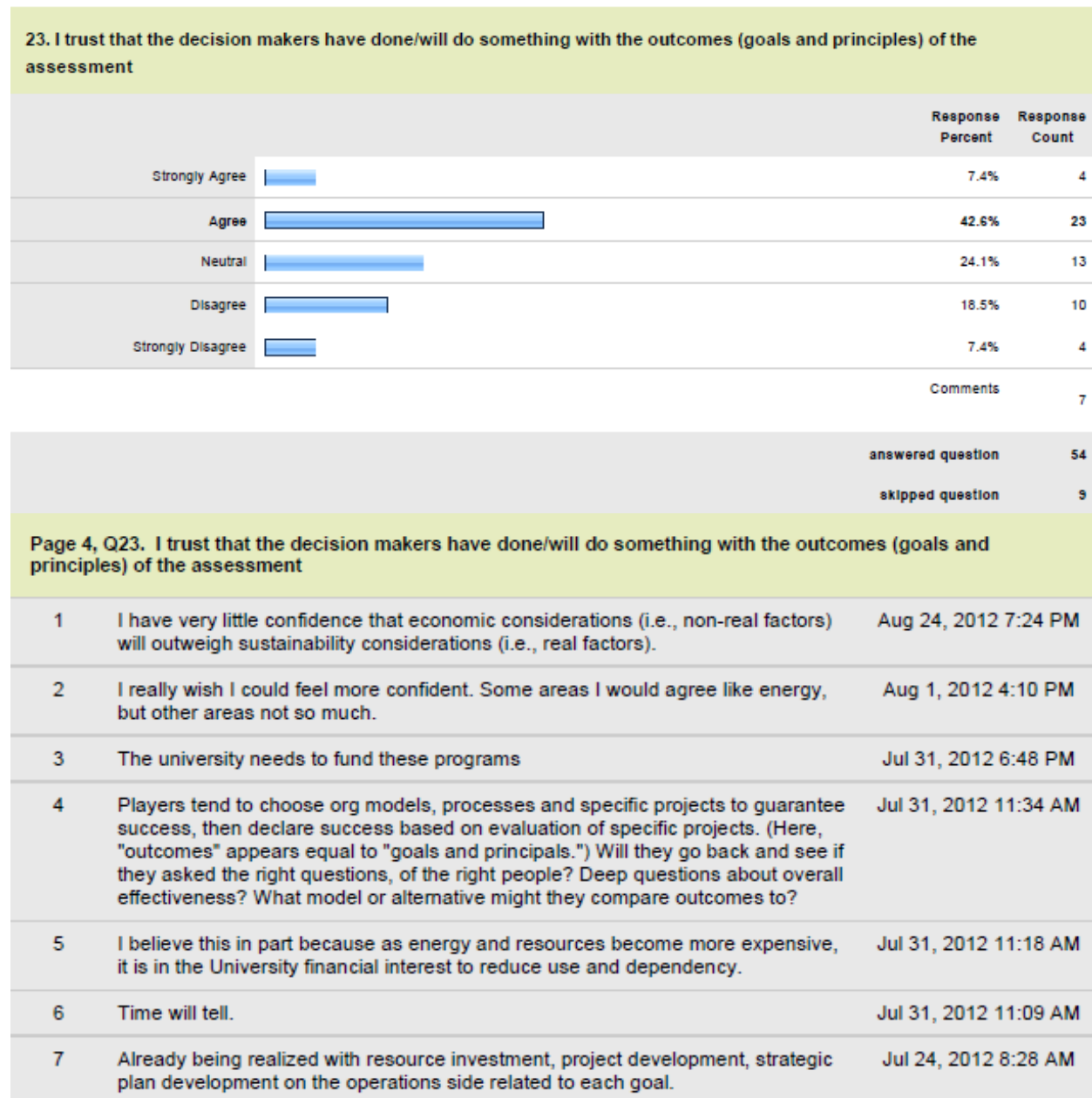
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Count
Social Capital (social connections/networking)	8.0% (4)	54.0% (27)	22.0% (11)	8.0% (4)	8.0% (4)	50
Political Capital (awareness, action and connections in leadership)	2.0% (1)	53.1% (26)	26.5% (13)	12.2% (6)	6.1% (3)	49
Creative Capital (unique ideas/solutions)	4.0% (2)	52.0% (26)	30.0% (15)	8.0% (4)	6.0% (3)	50
Examples/Comments						0
answered question						50
skipped question						13

22. The CSIA process advanced the university's ability to evaluate and report sustainability actions

		Response Percent	Response Count
Strongly Agree		11.1%	6
Agree		53.7%	29
Neutral		16.7%	9
Disagree		5.6%	3
Strongly Disagree		3.7%	2
Don't Know		9.3%	5
Comments			4
answered question			54
skipped question			9

Page 4, Q22. The CSIA process advanced the university's ability to evaluate and report sustainability actions

1	This doesn't mean it was a successful process.	Aug 3, 2012 10:33 AM
2	CSIA needs to provide further specific ways to evaluate progress.	Jul 31, 2012 6:48 PM
3	Do you honestly track initiatives that quickly fell away due to inadequate support, reliance on grassroots volunteers, say? What about Planet Blue? What about unsexy HVAC monitoring that probably involves cultivating and hiring staff -- in physical plant departments that have been cut? Are funded initiatives like these trickling down to critical existing staff and infrastructure, or have leaders moved on like slash-and-burn agriculturalists and not addressed basic energy conservation and pollution issues?	Jul 31, 2012 11:34 AM
4	I think the University already had a strong program in evaluating, tracking and reporting sustainability efforts. I don't see the CSIA effort changing this end of sustainability much.	Jul 24, 2012 8:28 AM



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24. Is there anything that you feel could have been done differently to either improve the process or the outcomes?		
		Response Count
		14
	answered question	14
	skipped question	49
Page 4, Q24. Is there anything that you feel could have been done differently to either improve the process or the outcomes?		
1	Bring in skeptics and the like as speakers.	Aug 24, 2012 7:24 PM
2	Overall it was done pretty well for the large scope and breadth of the project. The themes allowed the project to tackle a breadth of scope while staying coherent.	Aug 24, 2012 11:34 AM
3	Seek broader input from a wide range of constituents and keep folks engaged in evaluating goals and targeting priority steps. Make a stronger effort to identify key existing sustainability efforts/practices.	Aug 13, 2012 4:31 PM
4	Final goals could have been open to more input from team members and community members.	Aug 6, 2012 10:08 AM
5	I wish you could have picked more times that were convenient for staff participation.	Aug 1, 2012 4:10 PM
6	no	Aug 1, 2012 9:53 AM
7	Broader engagement at the departmental level rather than as townhalls and reports. The emphasis seems to be to generate academic output and teaching (not necessarily bad) rather than to create actual change on the ground.	Jul 31, 2012 2:45 PM
8	onboard more departments/faculty/staff.	Jul 31, 2012 12:25 PM
9	Encourage more staff and health system employee participation	Jul 31, 2012 11:35 AM
10	Plan to plan the next steps. See comments above. Second, think very broadly about what you have excluded and how early decisions for-ordained exclusion of possibly more effective alternatives. Finally, seek consensus and collaboration, sure, but if you haven't p----- off anyone, you probably haven't been as effective as you could be.	Jul 31, 2012 11:34 AM
11	Create multiple faculty contacts. It often seemed like Don Scavia was making most of the decisions and prompting the students to agree. He is a busy man and wasn't readily available to communicate with all of the students who wished to provide input. Generally, students who were comfortable with speaking out in large groups had the greatest input.	Jul 31, 2012 11:28 AM
12	no	Jul 31, 2012 11:26 AM
13	The goals should be more concrete. As written, they are kind of a joke.	Jul 31, 2012 11:01 AM
14	Not that I am aware of, however I know much of the research performed by individual groups was not accurate and subsequently appeared to waste time and effort, and also led groups to think that it was possible to do more related to the goals than was really possible. For instance, much data was collected dealing with energy technology and associated costs for Goal 1 that did not pertain at all to Michigan, the national data being obtained was not relevant.	Jul 24, 2012 8:28 AM

25. Any other comments?		
		Response Count
		12
answered question		12
skipped question		51
Page 4, Q25. Any other comments?		
1	A worthwhile effort. Thanks for making it.	Aug 24, 2012 7:24 PM
2	Having a Planet Blue website and an Office of Campus Sustainability website with very similar information seems redundant.	Aug 24, 2012 4:23 PM
3	This survey appears to have been written to make it hard to respond negatively. Savvy!	Aug 3, 2012 10:33 AM
4	I hope that you do another thorough review like this again in 5yrs.	Aug 1, 2012 4:10 PM
5	Listen to the community i.e. Increased interest from students in converting restroom hand towels over to air-blade hand dryers. Increased interested in applying Green Roofs to existing large buildings on campus.	Aug 1, 2012 11:12 AM
6	girls	Aug 1, 2012 9:53 AM
7	Some initiatives, like meeting LEED on new buildings or recycling more, are easier to achieve. Others, like using less chemicals to maintain the grounds and dealing with politics of transit and faculty parking could be politically impossible for quite some time.	Jul 31, 2012 8:03 PM
8	I was disappointed in Mary Sue Coleman's weak basically political endorsement of the program at it's midpoint even though we were told that it had her backing.	Jul 31, 2012 2:45 PM
9	Didn't see any solicitation for input.	Jul 31, 2012 12:25 PM
10	I think that there were many opportunities to become involved. It was a great experience.	Jul 31, 2012 11:26 AM
11	Promote webinar, teleconferencing, and other remote meeting technologies. The U got rid of the mileage reimbursements for people driving to meetings, but that doesn't necessarily reduce emissions. It just moves the cost on the employees. An active culture of promoting online/onphone meetings will reduce emissions.	Jul 31, 2012 11:18 AM
12	I personally found the ability for Operations and Academia to work at the same table on an institutional project was extremely beneficial. The process created synergies between groups that often don't intermingle.	Jul 24, 2012 8:28 AM

Appendix C: Standard Interview Questions

Sample of Interview Questions: Analysis Team

Timing: Interviews will last approximately 1 hour

Framework: Interviews will be structured to match the priorities and goals of the evaluation.

Questions:

Did the CSIA foster campus-wide culture of sustainability?

1. Do you think the CSIA process resulted in new and sustained partnerships or collaborations between units (student groups, sustainability committees, etc.) and departments?
2. Do you think the CSIA process strengthened already existing partnership collaboration efforts between units and departments?
3. Have you noticed an increase in “sustainably” focused conversations around campus?
4. Did the overall process of the IA give you a broader understanding of sustainability? Did it advance your knowledge around the subject? How/how not?
5. Do you feel that the CSIA provided leverage to prioritize sustainability related action on campus?

Did the CSIA framework significantly advance sustainable operations at the University of Michigan?

6. Do you feel that the outcomes (2025 goals and guiding principles) have influenced sustainability decision making on campus? If so, how?
7. Do you think the CSIA framework created any opportunities for the University to participate in off-campus initiatives? (with the city of Ann Arbor, Detroit, other universities, etc). If yes, can you provide an example?

Did the CSIA facilitate effective coordination of sustainability efforts across UM Campus?

8. Compared to your original expectations when you first became involved with the CSIA, did the end results fall short, match up, or exceed expectations? How so?
9. Were expectations clearly and consistently communicated to and your team
10. Do you feel you were given adequate time to complete what was expected of you?
11. Do you feel you were under-compensated, adequately compensated, or over-compensated for the work that was expected of you?
12. In your opinion, was the assessment PROCESS (the work conducted by the analysis teams and the integration team) representative of multiple campus constituencies and their interests? How or how not?
13. In your opinion, were the assessment OUTCOMES (guiding principles and 2025 goals) representative of multiple campus constituencies and their interests? How or how not?
14. Do you feel there was a low, medium, or high level of consensus within your analysis team?
15. Was your team effective in completing the analysis assigned to you? Why or why not?

Did the CSIA establish a process/framework that is considered legitimate by stakeholders?

16. How would you describe the overall level of transparency of the process? (Open process with ample opportunity for feedback and input or very closed, etc)
 - a) Do you feel there were adequate opportunities to provide input throughout the process?
 - b) Do you feel you were heard and that your ideas and/or concerns were addressed appropriately?
17. What is your impression of the overall process's ability to encourage and support creative ideas and strategies? Were they welcomed?
18. Do you feel that the decision makers were committed to the process? How?
19. Did you/do you have trust that leadership would do something with the outcomes of the assessment?

Did the CSIA establish a credible integrated assessment process/framework?

20. Do you feel that the integrated assessment method was the right choice for developing long-term stretch goals for campus sustainability at U-M? Why or why not?
21. Do you feel the outcomes (2025 goals and guiding principles) were biased in any way? How?
 - a. Do you feel biased results may have occurred from process facilitation or manipulation?
22. In your opinion, did the CSIA process create:
 - b. Social Capital (Meaningful connections were made around the subject of sustainability; big influence on the culture of sustainability?)
 - c. Political Capital? (More campus decision making is involved/focused on sustainability on campus, etc)
 - d. Creative Capital? (new, innovative ideas, ongoing sparks, etc)

Is there anything else you like to mention about the CSIA and the process?

Sample of Interview Questions: Staff

Timing: Interviews will last approximately 1 hour

Framework: Interviews will be structured to match the priorities and goals of the evaluation.

Questions:

Did the CSIA foster campus-wide culture of sustainability?

1. Do you think the CSIA process resulted in new and sustained partnerships or collaborations between units (student groups, sustainability committees, etc.) and departments?
2. Do you think the CSIA process strengthened already existing partnership collaboration efforts between units and departments?
3. Have you noticed an increase in "sustainably" focused conversations around campus? If so, can you give an example?
4. Did the overall process of the IA give you a broader understanding of sustainability? Did it advance your knowledge around the subject? How/how not?

5. Do you feel that the CSIA provided leverage to prioritize sustainability related action on campus?

Did the CSIA framework significantly advance sustainable operations at the University of Michigan?

6. Do you feel that the outcomes (2025 goals and guiding principles) have influenced sustainability decision making on campus? If so, how?
7. How has the CSIA influenced budgeting?
8. Do you think the CSIA framework created any opportunities for the University to participate in off-campus initiatives? (with the city of Ann Arbor, Detroit, other universities, etc). If yes, can you provide an example?

Did the CSIA facilitate effective coordination of sustainability efforts across UM Campus?

9. Compared to your original expectations when you first became involved with the CSIA, did the end results fall short, match up, or exceed expectations? How so?
10. In your opinion, was the assessment PROCESS (the work conducted by the analysis teams and the integration team) representative of multiple campus constituencies and their interests? How or how not?
11. In your opinion, were the assessment OUTCOMES (guiding principles and 2025 goals) representative of multiple campus constituencies and their interests? How or how not?

Did the CSIA establish a process/framework that is considered legitimate by stakeholders?

12. How would you describe the overall level of transparency of the process? (Open process with ample opportunity for feedback and input or very closed, etc)
 - a) Do you feel there were adequate opportunities to provide input throughout the process?
 - b) Do you feel you were heard and that your ideas and/or concerns were addressed appropriately?
13. Do you feel that the decision makers were committed to the process? How?
14. Did you/do you have trust that leadership would do something with the outcomes of the assessment?

Did the CSIA establish a credible integrated assessment process/framework?

15. Do you feel that the integrated assessment method was the right choice for developing long-term stretch goals for campus sustainability at U-M? Why or why not?
16. Do you feel the outcomes (2025 goals and guiding principles) were biased in any way? How?

Is there anything else you like to mention about the CSIA and the process?

Sample of Interview Questions: Decision Makers/Steering Committee

Timing: Interviews will last approximately 1 hour

Framework: Interviews will be structured to match the priorities and goals of the evaluation.

Questions:

Did the CSIA foster campus-wide culture of sustainability?

1. Did the overall process of the IA give you a broader understanding of sustainability? Did it advance your knowledge around the subject? How/how not?
2. Do you feel that the CSIA provided leverage to prioritize sustainability related action on campus?
3. Have you noticed an increase in individuals or units championing sustainability related action on campus?

Did the CSIA framework significantly advance sustainable operations at the University of Michigan?

4. Do you feel that the outcomes (2025 goals and guiding principles) have influenced sustainability decision making on campus? If so, how?
5. How has the CSIA influenced budgeting?
 - a. Has there been an increase in new funding for action related to the sustainability goals?
 - b. Has there been a re-prioritizing of existing campus funds related to the sustainability goals?
 - c. Has there been an increase in external funding related to the sustainability goals?
6. Do you think the CSIA framework created any opportunities for the University to participate in off-campus initiatives? (with the city of Ann Arbor, Detroit, other universities, etc). If yes, can you provide an example?

Did the CSIA facilitate effective coordination of sustainability efforts across U-M Campus?

7. Compared to your original expectations when you first became involved with the CSIA, did the end results fall short, match up, or exceed expectations? How so?
8. Compared to the utility of the CSIA outcomes (2025 goals and guiding principles) do you feel the overall LENGTH of the CSIA project (~2 yrs) was too short, just right, or too long? Why?
9. Compared to the utility of the CSIA outcomes (2025 goals and guiding principles), do you feel the overall COST of the CSIA project (~\$300,000 + staff time) was cheaper than expected, just right, or too expensive? Why?
10. In your opinion, was the assessment PROCESS (the work conducted by the analysis teams and the integration team) representative of multiple campus constituencies and their interests? How or how not?
11. In your opinion, were the assessment OUTCOMES (guiding principles and 2025 goals) representative of multiple campus constituencies and their interests? How or how not?
12. Do you feel there was a low, medium, or high level of consensus among decision makers regarding the CSIA? (around the process, the outcomes, the associated decisions, etc)

Did the CSIA establish a process/framework that was considered legitimate by stakeholders?

13. How would you describe the overall level of transparency of the process? (Open process with ample opportunity for feedback and input or very closed, etc)
 - a) Do you feel there were adequate opportunities to provide input throughout the process?
 - b) Do you feel you were heard and that your ideas and/or concerns were addressed appropriately?
14. What is your impression of the overall process's ability to encourage and support creative ideas and strategies? Were they welcomed?

Did the CSIA establish a credible integrated assessment process/framework?

15. Do you feel that the integrated assessment method was the right choice for developing long-term stretch goals for campus sustainability at U-M? Why or why not?
16. In your opinion, did the CSIA process create:
 - a. Social Capital (Meaningful connections were made around the subject of sustainability; big influence on the culture of sustainability?)
 - b. Political Capital? (More campus decision making is involved/focused on sustainability on campus, etc)
 - c. Creative Capital? (New, innovative ideas, ongoing sparks, etc)

Did the CSIA produce salient and useful information for the University of Michigan?

17. Would you consider the CSIA a useful tool in addressing sustainability issues on campus?
18. Did the CSIA process advance the university's ability to evaluate and report sustainability actions?

Is there anything else you like to mention about the CSIA and the process?

Sample of Interview Questions: Integration Team

Timing: Interviews will last approximately 1 hour

Framework: Interviews will be structured to match the priorities and goals of the evaluation.

Questions:

Did the CSIA foster campus-wide culture of sustainability?

1. Did the overall process of the IA give you a broader understanding of sustainability? Did it advance your knowledge around the subject? How/how not?
2. Do you feel that the CSIA provided leverage to prioritize sustainability related action on campus?
3. Have you noticed an increase in individuals or units championing sustainability related action on campus?

Did the CSIA framework significantly advance sustainable operations at the University of Michigan?

4. Do you feel that the outcomes (2025 goals and guiding principles) have influenced sustainability decision making on campus? If so, how?

5. How has the CSIA influenced budgeting?
 - a. Has there been an increase in new funding for action related to the sustainability goals?
 - b. Has there been a re-prioritizing of existing campus funds related to the sustainability goals?
 - c. Has there been an increase in external funding related to the sustainability goals?
6. Do you think the CSIA framework created any opportunities for the University to participate in off-campus initiatives? (with the city of Ann Arbor, Detroit, other universities, etc). If yes, can you provide an example?

Did the CSIA facilitate effective coordination of sustainability efforts across U-M Campus?

7. Compared to your original expectations when you first became involved with the CSIA, did the end results fall short, match up, or exceed expectations? How so?
8. Compared to the utility of the CSIA outcomes (2025 goals and guiding principles) do you feel the overall LENGTH of the CSIA project (~2 yrs) was too short, just right, or too long? Why?
9. Do you feel you were given adequate time to complete what was expected of you?
10. Compared to the utility of the CSIA outcomes (2025 goals and guiding principles), do you feel the overall COST of the CSIA project (~\$300,000 + staff time) was cheaper than expected, just right, or too expensive? Why?
11. In your opinion, was the assessment PROCESS (the work conducted by the analysis teams and the integration team) representative of multiple campus constituencies and their interests? How or how not?
12. In your opinion, were the assessment OUTCOMES (guiding principles and 2025 goals) representative of multiple campus constituencies and their interests? How or how not?
13. Do you feel there was a low, medium, or high level of consensus among decision makers regarding the CSIA? (around the process, the outcomes, the associated decisions, etc)

Did the CSIA establish a process/framework that was considered legitimate by stakeholders?

14. How would you describe the overall level of transparency of the process? (Open process with ample opportunity for feedback and input or very closed, etc)
 - a) Do you feel there were adequate opportunities to provide input throughout the process?
 - b) Do you feel you were heard and that your ideas and/or concerns were addressed appropriately?
15. What is your impression of the overall process's ability to encourage and support creative ideas and strategies? Were they welcomed?
16. Do you feel that the decision makers were committed to the process? How?
17. Did you/do you have trust that leadership would do something with the outcomes of the assessment?

Did the CSIA establish a credible integrated assessment process/framework?

- 18.** Do you feel that the integrated assessment method was the right choice for developing long-term stretch goals for campus sustainability at U-M? Why or why not?
- 19.** Do you feel the outcomes (2025 goals and guiding principles) were biased in any way? How?
 - a.** Do you feel biased results may have occurred from process facilitation or manipulation?
- 20.** In your opinion, did the CSIA process create:
 - a.** Social Capital (Meaningful connections were made around the subject of sustainability; big influence on the culture of sustainability?)
 - b.** Political Capital? (More campus decision making is involved/focused on sustainability on campus, etc)
 - c.** Creative Capital? (new, innovative ideas, ongoing sparks, etc)
- 21.** Do you think this process can easily be replicated? Under what conditions?

Did the CSIA produce salient and useful information for the University of Michigan?

- 22.** Would you consider the CSIA a useful tool in addressing sustainability issues on campus?
- 23.** Did the CSIA process advance the university's ability to evaluate and report sustainability actions

Is there anything else you like to mention about the CSIA and the process?