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From climate action to coalition: Ypsilanti and EMU as models for sustainability

Abstract

Inspired by leading EMU's engagement with Ypsilanti's climate Action Plan in 2011, a journey began to discovering ways to cultivate healthy relationships through sustainability. How have other universities addressed climate change? How have other municipalities work with schools addressing sustainability? I explored national programs as well as a thorough review of Michigan's other public universitites. This thesis is a mix of best practices research and a proposal to both city and school administrators and stakeholders. Reviewing what other campuses and towns have done to address environmental and social justice, and the complex realms of economic and community development, a coalition based approach is recommended.

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Robert A. Jones

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Christine M. Clark

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FROM CLIMATE ACTION TO COALITION: YPSILANTI AND EMU AS MODELS FOR SUSTAINABILITY

By

Erica Mooney

A Senior Thesis Submitted to the

Eastern Michigan University

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in Partial Fulfillment of the Requirements for Graduation with Honors in Urban & Regional Planning, Geography & Geology

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More organizations and individuals, fellowships and changemakers than I can list could fill this page. Thanks for the infinite spiderwebs of innovation, struggle and triumph - may this work do as well. Thanks to the possibility of continuous connection, and cheers to the opportunities we have yet to share.

Thanks to my family, for building a home and for raising me in the country. Thanks for the sense of place and identity with the Huron River watershed, the Great Lakes watershed. I consider myself a citizen of the Midwest, the Rust Belt - to America the two continents and our shared spinning rocket of a spherical planet.

Thanks for home. It is as conduit to this innate interconnected gratitude that this proposal serves. Bless.

Preface

This is not a thesis paper. This is not a symposium poster. This is not writing. This is the physical representation of language depicting a visionary reality. It is not linear, nor is it adequate. This is a mirror of a concept of a living community. It is fragments of what does exist and the strategy for supporting and building capacity to expand and empower people. To empower Ypsilanti citizens, businesses owners and stakeholders to take action to reduce greenhouse gas emissions. This is not about carbon footprint. This is not about emissions. This is about surthrival. Surthrival = surviving + thriving.

Survival does not mean returning to the past. It means adapting with appropriate urgency and localized solutions to a warming climate. It means recognizing dependence upon increasing energy use at the cost of global, and therefore local, health and safety. Business as usual must and will shift to a new normal - sustainable and fossil fuel free, also referred to as a zero-waste post-carbon economy. Other language around the new economy includes solidarity economy and integrates time banking and barter with neighborhood tool and resource sharing. Sustainable lifestyles are interdependent upon community. Individual responsibility plays a role, yet focusing on individual independence is a myth not reflected in scientific fact. Our molecules depend on shared ecological systems, not to mention the billions of bacteria and other organisms that outnumber each human body's cell count.

How does this recognition of interdependence relate to campus and civic partnership towards sustainability? Current legislation requires permits for stormwater and environmental assessments. Imagine if these requirements were stepping stones to grant funding, prizes and international recognition of our unique community of Ypsilanti and at Eastern. With roughly 34 commuter students from metro Detroit and beyond, when we choose to catalyze climate action coalition here - linking to national and global grants, fellowships and more - we will pollinate and positively connect the entire region.

Implementing any urban planning initiative ethically requires not just cultural and technical competency - a sense of place brings authenticity to the effort. Active citizens are more inclined to be civically engaged in other ways, and active students are more likely to graduate. Numbers are inadequate to address these inclusive social justice and culture changes. They are important and no small part of the process, but not enough on their own. Building coalition, compiling existing resources and marketing these collective efforts through outreach and creative reporting will likely not turn a profit within a fiscal year. However, like any permaculture design, the return will be exponential over the years. The hardest work will be at the beginning and it will get easier as it grows and develops. The coalitions will spur new entities, social and creative enterprise – and reduce our carbon footprint while cultivating healthy and thriving partnerships.

Refocusing support to be accessible, responsive and interactive for students and citizens begets positive regard, belonging - and most of all, joyous implementation of the emission reduction tactics. Support will be in the form of time, expertise, connection, internship and research opportunities and more collaborative possibilities to come.

Abstract: Inspired by leading EMU's engagement with Ypsilanti's Climate Action Plan in 2011, a journey began to discovering ways to cultivate healthy relationships through sustainability. How have other universities addressed climate change? How have other municipalities worked with schools addressing sustainability? I explored national programs as well as a thorough review of Michigan's other public universities. This thesis project is a mix of best practices research and a proposal to both municipal and university administrations. Reviewing what other campuses and towns have done to address environmental and social justice and the complex realms of economic and community development, a coalition based approach is recommended. Place-based and integrative grassroots methods are discussed, as well as national and international programs and tools available.

Introduction

To begin to adequately respond to the needs of our living systems, Ypsilanti and EMU must support an intersectional coalition. The institution is within the city and our histories are all intertwined. Emissions and pollution specifically erase imposed borders, their impact transcending limits laws impose. Globally, one drop in the ocean effects every other part of our shared climate and atmosphere, water and resources. Sustainability is the complex relationship of human energy and resource use with the more than human living systems on Earth. Such a broad and readily applicable way of seeing the world through interdependence could seem too big to convey, or too confusing to investigate. If it's not already known, how LED lights or solar panels are related to local food or rain gardens might be cause for a lack of interest in climate action. Streamlining coverage of existing initiatives while expanding inclusive communication and collaboration will benefit all engaged.

Sustainability is about quality of life. Reducing toxic runoff and emissions, promoting healthy lifestyles, and supporting intermodal transit are all components of sustainable communities. The Climate Action Plan is a great start and contains twenty-six strategies meant to be feasible to address within five years.

Sense of place is that of knowing your role within the context of the whole. Of belonging, and gratitude – for all that came before, that is now and will come after. Sense of place means you are wise to the streets where you live. Perhaps you are intimately familiar with a particular place, maybe a spot by the river – or perhaps you pride yourself on knowing the back ways and best eats. Sense of place is that of culture, and pride in the diversity and heritage of your surroundings.

Active citizens are people, likely with a strong sense of place or otherwise belonging, people in any organization aligned with a shared purpose. For example, the linked volunteer groups of Kiwanas, Lions, Key Club and Jaycees. Ypsi Pride day, spurred from a coalition of Ypsilanti-based do-gooders is a great example of both active citizens and placemaking. Another example is less formal, the Abundant

Michigan, Permaculture Ypsilanti education and guild structure, coordinating homesteaders and dabblers. The town's hOur exchange time bank system was started by a group of very active permaculturalists and local foodies who attended one of the monthly film and potlucks at the library downtown. That monthly event is another excellent example of both active citizens and a sense of place - Growing Hope's once a month potluck paired with Transition Ypsi's monthly film and discussion hosted at the downtown branch of the District Library. The multitude of existing groups in town can share their needs, and with the shared climate action plan, we can facilitate need-resource sharing and expand capacity and opportunities for all.

These examples are only a sampling of the many stakeholders of the Climate Action Plan (CAP). Business owners, civic organizations such as the Downtown Development Authority, and city commissions, plus regional groups such as the utility company and governments are included as well. Each of these provides more fodder for collaboration on implementing legislation required, such as stormwater management, and agreed upon in the CAP and other plans – part of the outreach of the coalition will be archiving and assisting with internal plan and measuring efforts for each stakeholder.

Creation of the Climate Action Plan began with a grant through the Michigan Suburbs Alliance (MSA) and was enthusiastically and actively brought to Ypsilanti with many thanks as well to our city planner, Teresa Gillotti as well as thanks to the Mayor, staff and City Council for approving it in August of 2012. In order to get to the final plan document, MSA worked with Detroit-based WARM Training Center to gather emissions, plus contacted EMU's Physical Plant for their numbers. Steven Moore III, then the Sustainability Officer for the school was a consistently helpful and present contribution to many of the community events and was always happy to attend and support on-campus efforts. Since he had the job of at least two if not three people, our ideas for recycling ambassadors and internal coalition didn't get off the ground. He understood the importance of outreach and education regarding not just logistical emissions reduction and conservation, but cultural and social impact of linking existing efforts

and routes of communication and connection. Also missing from the institutions input was any buy-in or attention from the administrative staff, whose community relations director and other decision makers declined to engage or respond. This lack of overall cohesion in addressing campus sustainability continues to fragment the initiatives that do exist.

Supporting staff to manage logistics requirements for building efficiency and recycling, contracting for stormwater management and sort of supporting student efforts is not enough to transition towards a sustainable campus. There are strong and diverse individuals and groups who, with support and facilitation, can build an effective and efficient coalition to implement the Climate Action and other plans. Supporting coalition towards climate action underscores and involves all other plans, from the city's Master Plan, to the university's internal strategy and each and every department and stakeholder. All our visions, values and goals for future progress involve using energy, so let's find out where we are creating redundancies in our efforts so they can be combined, expanded or otherwise supported where and as appropriate per each site, proposal and initiative.

Methodology

One could say this research has been attempts to synthesize everything I've learned and experienced in life to date. That would not be inaccurate. To keep the chronology relevant, I'll summarize. The strong sense of place and regional identity begins with being born and raised along the Huron River. Born at St. Joes, home along the wide slow water to the homestead northwest of Ann Arbor where I lived for 18 years. The last five in Ypsilanti, I've always lived just two blocks parallel to the chain of parks along our fair Huron. I'll return to this watershed identity again, and for now will fast forward to Eastern relevant experiences.

Beginning in International Relations, my initial intent was to get into politics and diplomacy. I still see that arena as a strong component of the path I'm on. Active participation in discussion for my

entire school career has always lent a discriminating systems lens to each subject. Always prodding and exploring how any given topic runs up against other similar, contradicting or unrelated subjects or ways of knowing. I sought out sustainability and interdisciplinary courses, which I share in explanation regarding not concentrating my degree in Integrating Environmental Science and Society (IESS) or Sustainability. Both of those programs did not exist, IESS until I was a junior and Sustainability until this year, my fifth and final. Many of the courses are new and perhaps my mishmash of Global Ethics, International Political Economy, Sustainable Development, Sustainable Cities and other courses in my time at EMU make up for it a bit.

I was able to take two interdisciplinary courses, beginning my sophomore year with Global Energy Resources. Taught by three faculty members, the class looked at fossil fuel supply and demand from the perspectives of political science, philosophy, and physics. All the professors have gone on to develop and teach for IESS. I followed Margaret Crouch, the philosopher, to her Global Ethics course the following semester, and ended up following her to Brazil as well that summer.

Before Brazil, pause at March 2011. Without a job in Ann Arbor since mid-December, I hadn't driven my car in about as long. A lifelong dream became my reality: to live in a place with all my daily needs in walking distance. The experience of living on foot in such a commuter driven nation grants the walker a steady and rapid gait and critical thinking on our assumptions about energy use. Ypsilanti was just beginning to feel like home, and then I got hired at the Food Co-op – and quickly my sense of belonging skyrocketed. Plugged into a hub of local foodies and activists, my walks began to fill with familiar faces. One of the city's most honored elders, Lisa Marshall Bashert, who runs the Local Honey Project and communications for the co-op introduced me to Lindsey Scalera, a co-founder of The Giving Garden @ EMU.

Though Lindsey and I met that year, the study abroad exchange trips to Brazil and around the state with the Brazilians segmented my summer so I didn't end up spending much time at the garden. As previously hinted, the second interdisciplinary course was this study abroad trip. Both the Global Energy Resources class and the Brazil trip were offered one time only, and seem to be part of the learning curve for EMU's integration of science and society approach to sustainability. Our exchange course was titled "Global Environmental Change and the Conservation of Water Resources: Amazon and Great Lakes Basins" and taught many lessons in discussion regarding issues I am passionate about. The opportunity to share what I learned at 2012's Undergraduate Symposium was again thanks to Dr. Crouch and her unfailing support in translating the infinite spider web of sustainable solutions contained in my head and shared across the planet.

Meeting mentors and activists engaged both on campus and in Ypsilanti, as well as in my travels, altered the course of my life and secured to my decision to stay at Eastern. Learning from Lindsey as she graduated led to my position as president and (at first only) student leader for The Giving Garden. Urban planning was ensured as the best major through the Climate Action Plan process that began October 2011. I was able to bring a focus group to campus and keep a relationship with the city for much ShapeYpsi (master plan) involvement. As you may be able to tell, I am comfortable wearing many hats and serving as the conduit between many moving parts. The chameleon-like complex nature of emissions reduction means that there are groups in almost every single department and issue area that address the sustainable aspects of progress regarding each single issue area. For example, and next in the chronology is my own involvement with the College of Education and public schools – vital players in successful community awareness regarding environmental consciousness.

Thanks again to Lindsey – an EcoJustice graduate student when we met – I got an internship with the Southeast Michigan Stewardship (SEMIS) Coalition for the academic year 2011-2012.

Meeting and working for teachers from all over metro Detroit strengthened my knowledge of sustainability education and my connection to regional identity. One of the first events we attended was in October, 2011 at Marygrove College – the Great Lakes Bioneers Detroit conference – another

interdisciplinary node of sustainable change-makers. There I met Laughing Moon, who runs the Superhero Training Academy – empowering youth of all ages to find their superhero self and take authentic action in service to our collective future. We collaborated to bring the Portal of Possibility to the first EcoJustice festival and continue to keep in touch. Though I am not getting a degree in the area, much of my volunteering supports creative arts and tutoring in elementary education. A large part of successful models across the globe, and a main strategy in the Climate Action Plan is linking with local schools for outreach, research and more.

The most exciting and lasting link with EcoJustice is the festival we've organized since 2012 – when Derrick Jensen came to Eastern as part of the Porter Lecture Series. In order to bring a large audience to his talk, an Education & Activism conference took place the following two days. Full of interactive learnshops, powerful keynote talks and discussions, the event was a success in showcasing the fantastic variety of related groups, initiatives and research in Ypsilanti, at EMU, and in the region. It was so successful that it has continued annually, growing in scope and geographic attendance each year. Another example of how cohesive publicizing would benefit sustainability efforts – sharing calendars and collaborating on events would mean the continuation and growth of existing successes.

Finally to wrap up the timeline of influential relationships and opportunities that have contributed to this research and my vision for coalitions to implement plans – I'll mention the fellowships I've been chosen for. Thanks again to Lindsey, I applied in spring 2012 with Young People For! (YP4). The group is a program of People for the American Way and trains progressive student leaders in organizing skills and supports their work. Thanks to my wide range of experience, I was granted the fellowship with YP4! - they sent me to Madison over the summer for a weekend of training and networking with Midwestern students and it was there that I embraced my role as an activist and ally. A major part of the fellowship is what they call a blueprint – a plan to accomplish something on campus. Originally I attempted to bring the timeline of creating the CAP coalition, though the

immediate needs of The Giving Garden were simpler to address. We bought seeds, tools and more essential tools for supporting the garden. We were granted \$400 in funding and were able to buy supplies that are still benefitting the garden. Though I felt very alienated by the rather divisive issue-focused format of YP4! - and by not connecting with mentors – I sought support with their amazing staff who gave me a scholarship to attend the annual national summit (all the regional training groups together, 144 student activists!) January 2012 in Washington, DC. As an introvert, and still struggling with the issue based combativeness, I adapted to get along and learn more about climate action coalitions – and met some staff of the national Clean Energy Coalition. The obviousness of how sustainability links all the issue areas together, being my worldview, made it a challenge and blessing to translate compatibility with many other equally passionate students.

The alumni of YP4! includes six years of 100+ fellows continues to contribute to the ever-expanding universe of social change. My roommate from the national summit told me about Focus the Nation's (FTN) ReCharge Retreat, which she said was more powerful than YP4! I was chosen from over 200 applicants to be one of 20 delegates for the 2013 retreat – led by one of my favorite groups, the Center for Whole Communities. The weeklong experience for "rising clean energy leaders" takes place on Mt. Hood, Oregon – one of my favorite places and an exploding hub for seekers of a healthy and green lifestyle. The storytelling, technical and physical benefits of the retreat come to mind often. Personal travels to Portland total over a month of living there, and have not been a small factor in my confidence that localized coalition is not just possible, but an imperative for us to be recognized as an example.

Finally, my most recent professional development travel was to another area of the west coast noted for it's green and progressive lifestyle – the Bay Area. Through the alumni network of FTN's retreat (three years of 20 delegates), I heard about the Thriving Changemaker Summit through a webinar by co-host Coaching for Social Change on enrolling people to join in your cause. During the week I got

my wisdom teeth removed, spring break 2014, I found out and applied, was granted a full (\$950) scholarship and raised \$808 for travel costs through crowdfunding. At the end of the Summit, I signed up to travel the week after to another course with the founding organization, Academy for Coaching Excellence. This is how I ended up seeing both oceans within a day and travelling for a week and a half at the end of my final semester! The second course, Empowering Life's Energies, taught and practiced skills to bring the tools from the Summit home into all the work we do with others. I am continuing my education with the Academy and will bring a group of friends to their east coast debut this November. I am committed and dedicated to empowering others and creating myself a career doing so through the lens of building local capacity and linking institutions towards implementing Ypsilanti's Climate Action and Master Plans.

Though I am graduating, I am still very involved and committed to transitioning effective leadership for The Giving Garden. Following up with the relationships built there and the possibilities for implementing and beginning the extensive possibilities of climate action coalition is very closely linked to the goal of having the garden expand into more academics and programs, for example with the Autism Center nearby, which is in the works. A staff person to manage the garden, expand it to food forestry and provide food for dining services is just one small example of what sustainability could feasibly look like on Eastern's campus over the coming years. Most recently, a great successful partnership was cemented with the Garden's lifelong ally, the VISION volunteer center. They have hosted The Giving Garden, sharing office space and resources since 2013. The shared office has led to more emerging partnerships, with mentorship groups and the emerging on campus food pantry project. With so many amazing people doing great things, it's hard to know what the best next steps are.

In order to compile this paper, the symposium poster, and the linked resource appendices, seven years of research (and life experience) has been revised and focused towards town-gown sustainability.

That term, town-gown, is often used in planning to refer to the public relations aspect of higher

educational and other institutions regarding community engagement. Integrating urban planning with education, business with permaculture, these intersections are the cutting edge of development. Finding out what global, national and other example policies and coalitions are already established to address climate action and adaptation is an infinite spiral of links from collaborative group to group. My experience both in Michigan and across the country have opened many doors through personal connects to these internationally or nationally renowned groups, such as 350.org, Slow Food, or the NAACP.

My own personal volunteering with local food groups in Ann Arbor moved with me as I became steeped in Ypsilanti's growers and activists. Interning with SEMIS opened up a regional network that secured my sense of belonging to a larger watershed, the Great Lakes - as well as to the Detroit area and the state of Michigan. Fellowships with national programs expanded my visions of what is possible through strong relationships with leaders and groups from all over the country. Again, this growth secures a strong local and regional identity. In my travels I tell people I'm from the Huron River watershed, as I have never lived more than a quarter mile from the river. I explain it's adjacent to metro Detroit and part of the Great Lakes. All the national work has also made me comfortable with identifying as Midwestern. Many of the most relevant and exciting research involved takes place in the Rust Belt. Cities like Pittsburgh, Cleveland, and Chicago have robust and successful climate action plans for emissions reduction, with many food and social justice coalition models. This powerful sense of place and identity grounds me in gratitude for the service of this work in organizing existing efforts here at home.

These experiential connections are all represented virtually as well – and a large part of my resources to share are online. A favorite trick of mine for finding places and programs with great ideas for transition is to look up a familiar or recommended group and finding their 'friends'. Some groups have resource or link pages on their websites, some have facebook 'likes' and perhaps more social media

presence. Each network online opens another door to another facet of implementing creative solutions for public health and climate adaptation.

The broad application of the buzzwords "sustainability" "going green" and the like means that my research process, both online, in books and journals, and in person spider webs and encompasses each and every distinct subject or issue.

Such a broad collection of information, examples, plans and dreams brings somewhat of a weakness and challenge to my presentation. Until there is a platform for a shared virtual and physical library space I fear I will be unable to share the positive possible futures in a linear fashion. The task seems an insurmountable obstacle of reducing the profound plethora of productive programs into prescriptive bite-sized solutions. As such, I have attempted with all my focus to be mustered to keep this paper and the attached resource guide to emissions reduction and campus sustainability, through partnership with municipal and local partners.

Many books were a part of my research process though not all are cited. I lent out each of the thirty something books regarding campus sustainability available on MelCat, and all thirteen from Halle library. The vastness of the subject is both a strength and a weakness – I read and reviewed many more books, papers and sources than are directly cited in this paper. To somewhat address this lack of comprehensive references – until the physical info center strategy of the CAP is created – the appendices of this paper serve as summary of the best resources.

Literature Review

To begin at the beginning, the first book reviewed in depth is an easy to read straightforward tome titled Local Climate Action Planning, published by Island Press, the publisher for my favorite textbook: Cities as Sustainable Ecosystems, from Dr. Mayda's Sustainable Cities course. Written by a team made up of two doctorate professor-planners, Michael Boswell and Adrienne Greve whose first

two degrees are biological, plus Tammy Seale who is a professional planner with PMC World, all based in San Luis Obipso, California.

Right away, the authors clarify that to successfully address climate action, municipalities and institutions must create jobs. They agree that "the increasing sophistication and comprehensiveness of CAPs is generating a need for this new professional class. These may be full- or half-time positions and may or may not come with additional support staffing" (p.183, Boswell, Greve, and Seale). The reality of job creation is confirmed in each example studied around the state, nation and globe. All the case studies reviewed in preparing this thesis have dedicated civic-campus and or public-private coalitions dedicated to climate action issues, sometimes focusing on one facet such as food justice as well, and each successful coalition has at least one full time staff person coordinating partnerships. Not only those instigator / facilitator go-between positions, but all the new entities that are created, as well as the capacity building and volunteer increase that the coalition structure makes possible for existing stakeholders to expand towards hiring more or otherwise contributing to thriving community based economic growth.

Sticking with the specific plan strategies as blueprints for action, either "the implementation committee or climate program coordinator must identify a specific individual, agency, department or organization responsible for implementing each strategy" (184, Boswell, Greve, and Seale). The authors dictate, "all strategies should be assigned a priority and timing for implementation" (186, Boswell, Greve, and Seale). Regarding budgeting, it is recommended that "in addition to the costs for each strategy, there should be a budget for overall program administration that includes staffing, education and outreach, plan monitoring and updating, and so forth" (187, Boswell, Greve, and Seale). Many of the case studies I reviewed have housed their climate action coalition under a strong institutional stakeholder, such as creating a municipal department for sustainability, or nesting the coalition facilitator under an existing interdisciplinary academic institute. This support provides for office costs

and depending on the budget available from the hosting partner organization, may roll into educational and outreach efforts for that specific host. This often looks like the coalition(s) being branded as a program or initiative of the existing host's publicity and marketing – most commonly seen as nested into the host's existing web presence.

In addition to publicly engaging information on each strategy and how to get involved, the staffer must create back-end storage of details, budgets, and develop internal structures for monitoring and evaluation. The text states the three aspects or levels of implementation are basic monitoring – has this happened or not, on time and within budget? Was this desired direct action successful? How much did this reduce emissions? Each strategy "should contain a program for monitoring progress on implementation and achieving GHG emissions reduction targets, a program for reporting and publicizing these achievements, and a process for evaluating and updating the plan" (187, Boswell, Greve, and Seale).

Take a moment for an important aside to focus on accountability. The authors emphasize that

...having an implementation committee with the right people can be critical to success. If it is staffed by the people who have decision-making authority in their respective agencies and organizations, then it is much easier to ensure implementation. This is usually easier to accomplish with strategies that are to be implemented by local government agencies and departments since they usually have clear lines of authority. This may be more difficult with strategies that are to be implemented by community organizations such as nonprofits, which may have unclear hierarchies or little organizational capacity. In this case, the implementation committee may have to take a stronger role in ensuring accountability.

p. 185 Boswell, Greve, and Seale

Reporting is another essential component of transparent and accessible implementation. The text and most successful examples suggest "annual or biannual reporting of progress on CAP implementation and GHG emissions reductions" and specify "an annual report also helps to ensure that the CAP isn't ignored and holds accountable those responsible for implementation" (190, Boswell, Greve, and Seale). The book also suggests that "long term, complete integration of climate action

strategies in community planning documents may become standard" (191, Boswell, Greve, and Seale). Integrating successful metric sharing records into municipal planning benefits all - another support in seeking funding opportunities. Having the municipality not just seek out and act to include, but support active community groups and local organizations in civic sustainability efforts, lends overall legitimacy going both ways. A more accurate and realistic approach to revolutionizing our resource use and business as usual patterns is working together to learn from each other based on shared locale.

What does sustainability look like on a university campus? There are entire colleges and institutes dedicated to facets of sustainability all over the nation. Some integrate the way of thinking into every course and department, every building and landscape. One of the books available at Halle, about the University of New Hampshire called Sustainable Learning Community: One University's Journey to the Future, Berea College in Kentucky is another example as they've created an ecovillage, orchard and more. Many more schools integrate permaculture and food forests, such as UC Davis and Western Michigan.

To appropriately compare regional benchmarks for university sustainability programming, I've collected information from five other state master's universities. Most of the information has been gathered from what is available on the web. I have supplemented this data with contact by phone and email with relevant staff members, where indicated. For relevant context regarding what it looks like on Eastern's campus, the examples reviewed will be state-funded master's universities. There are seven beside EMU in the state, Northern Michigan (NMU) in Marquette being the only one in the Upper Peninsula. Ferris State (FSU), Grand Valley State (GVSU), Saginaw Valley State (SVSU), and Central Michigan (CMU) round out Lower Michigan - including our own Eastern Michigan University (EMU).

University of Michigan's Dearborn and Flint campuses are also defined as public master's schools. The decision to leave out of the comparison those two U of M satellite schools is because they are linked to the most highly endowed public university in the nation, and therefore an unrealistic

comparison. The lack of comparison is not to say that they are not doing amazing things – in fact there are a huge number of informal partnerships in the form of personal relationship between many Ypsilanti and EMU changemakers with the many offices, institutes and projects just next door in Ann Arbor.

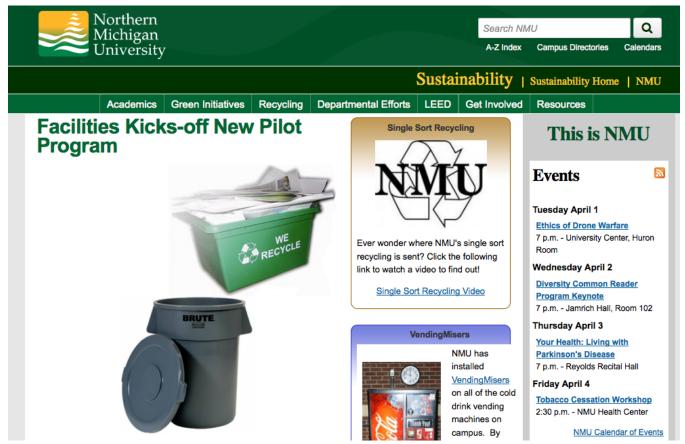
Washtenaw as a county has one of the highest concentrations of higher educational institutions in the nation. Though at first these partnerships may not be prominent in the creation of our local coalitions for climate action, the plethora of compatible groups lends an endless array of possible collaborative partnerships to keep in touch with. Many events can be cross-posted among similarly located and interested individuals, and some existing groups such as the Michigan Student Sustainability Coalition already are working to create clear ways of sharing calendars, best practices and more.

I am both an 'insider' and also an 'outsider' in framing the view of campus sustainability efforts. While a student at one of these universities, from a family familiar with the realm of academia - I'm simultaneously advocating for systemic culture change and organizational shifts. Though some ideals and visions may be considered radical, that word itself means at once new *and* different from the norm; radical means a return to the roots. That same paradox describes permaculture as a "cutting edge technology that's 1000s of years old" (Shein 4). This philosophy of "both + and" shapes my research. I strive towards a well-rounded perspective on the scope of feasible options for campus. Experience with municipal climate actions to draw from and inform my interview subjects and targeted sources.

Northern Michigan University's website has a "Sustainability Home" page, where campus news and information regarding recycling, academics, events and more ways to get involved. Academics home lists eight majors and thirteen minors related, and links to their centers for Native American and Math + Science kids. There is a spotlight on environmental research, and broadly available contact information. Short blurbs accompany photos or graphics on numerous pages detailing energy conservation and logistical efforts. A neat feature is their monthly "Go Green Question" which was only done for a sporadic three months – indicating there may be a lapse in staff to maintain this public

forum for campus sustainability. An important link is their "Road Map to 2015" which links to a separate website for their campus master plan. Greening campus is a main theme for their process and emissions reductions are included in the assessments. In fact, one of their goals is to "Be a model community for sustainable education and practices," the conclusion declares "The change we seek is a challenge to improve and not a threat to our current efforts" - "bold" and "progressive" with a commitment to "evolution" ("Northern's Future: The Road Map to 2015 1.0").

NMU Sustainability Home page includes many sections, seen below:



Each of these sections details the current programming for their campus, and includes contact information for the relevant students, faculty and staff.

Overall, Northern does a stellar review and on paper has much in the way of structure, organization and coordination regarding conscious environmental health and sustainable improvements. They have a perfect example of on-campus sustainability coalition. It looks like "two committees that are specifically related to sustainability efforts are the On-Campus Environmental Committee, with

oversight by the Engineering and Planning and Facilities and Operations departments, and the Environmental Innovation Program, which has oversight by Academic Affairs" ("Student Groups | NMU Sustainability"). The school also has at least nine active environmental student organizations, some chapters of national groups, who host events from direct action to speakers. One group, Students for Sustainable Living, are currently fundraising to build a food forest as landscaping around their dining commons. Overall, the small size, connection to Marquette and committed staff support creates a wonderful example of thriving campus sustainability.

Saginaw Valley State is equally committed on paper and in intention. They are not as far along in progress towards their goals of energy efficiency and stewardship. SVSU's Sustainability web page details definitions and information into sections on "Sustainability", "Carbon Footprint", "Sustainable Projects", "Other Universities", "Recycling", "Energy Conservation", "Future Projects", and "Ways to Get Involved". There is a contact link to a business services staffer, who I played phone tag with and later found out is one of a number of individuals who address campus sustainability.

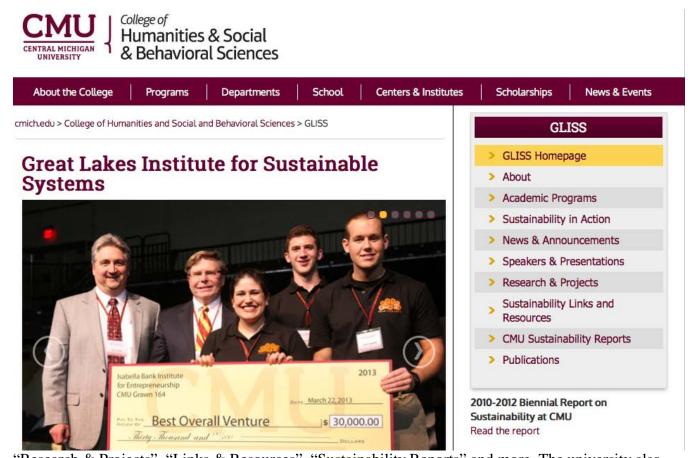
	Physical and Techn	ological Resources						
		The University will continue to develop, maintain and enhance its physical facilities and technological resources to support excellence thing, learning and campus life.						
١	AREAS FOR DEVELOPMENT	INITIATIVES	Ī.	ACTIONS	PROGRESS			
	1. Facilities and Infrastructure (continued)	B. Strengthen management of campus facilities operations. (continued)	B2.	Identify and implement additional initiatives that support high-level facilities stewardship (custodial, grounds, maintenance, and HVAC). (EVP-ABA & Campus Facilities)				
	2. Energy Usage	Develop a comprehensive campus-wide energy strategy.	A1.	Develop and implement an energy policy that addresses institutional commitment to utility cost-saving measures, carbon emission reduction and source reliability. (EVP-ABA & Campus Facilities)				
			A2.	Identify, evaluate and implement potential energy efficiency projects. (EVP-ABA & Campus Facilities)				
			A3.	Establish an investment plan to support energy initiatives. (EVP-ABA)				

Their internal master plan addresses sustainability from two aspects, facilities and capitalizing, quite literally, on some student dirt. Vermicomposting, aquaponics and other constructed growing related products are funding the most active sustainability initiative. It is clear from their plan that they are working towards sustainability:

Goai: The Univer	sity will develop and be know	n for distinctive programs that provide opportuniti	les for excellence to student
AREAS FOR	INITIATIVES	ACTIONS	PROGRES
DEVELOPMENT Programs and initiatives which improve the University's educational experience and which create distinctive qualities (continued)	C. Promote cross-disciplinary learning opportunities.	C1. Complete construction of multi-use greenhouse on campus for product development and interdisciplinary research. (SET, Administration & Business Affairs)	
		C2. Establish a multi-institutional environmental research initiative for cross-disciplinary study of regional freshwater issues. (SET, Foundation)	
		C3. Increase and intensify collaboration with regional research institutions such as the Field Neurosciences Institute. (HHS)	
		C4. Solicit proposals for innovative intercollegiate and cross-disciplinary learning opportunities in social sciences, arts and humanities, science, education, and related disciplines. (ABS, COE, SET)	

I emailed to ask about the structure of their staff support for the projects detailed on their pages. In an e-mail with the director of auxiliary operations, Dawn Iseler, she introduced me to the person from housing regarding similar programs. She also referred to their goals, ensuring SVSU is "looking into a more aggressive campaign for Fall 2014 but the ideas are still in the formative stages." (Iseler) In general, it is hard to tell with the virtual information and limited conversation what is forming at Saginaw Valley State University, though they do seem to be aware it is something they need to ramp up in addressing, and soon.

Central Michigan has a comprehensive web presence, due to the fact that they have created an official entity in this interdisciplinary institute to support sustainability programming horizontally across campus. The subtopics (which each have their own subpages too) include "Sustainability in Action",

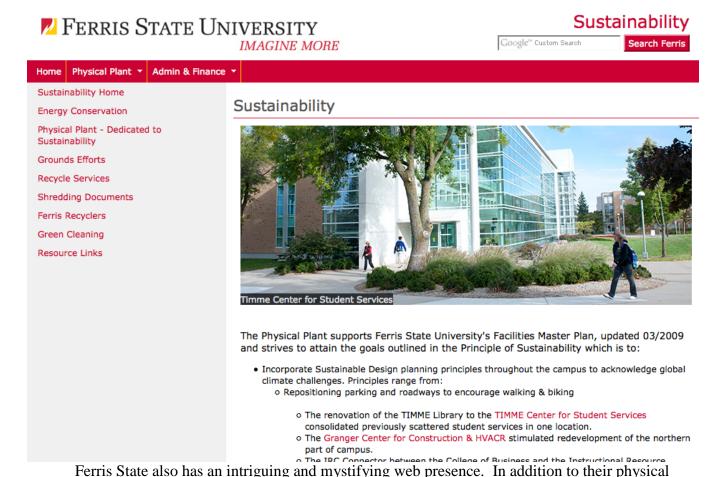


"Research & Projects", "Links & Resources", "Sustainability Reports" and more. The university also has a page through Residence Life web pages on "Things students can do on campus to live sustainably" which gives "Thanks to the CMU Student Environmental Alliance group for much of this great information!" indicating there is strong student engagement pushing for coordinated programming.

They also publish a biennial Sustainability Report, indicating progress on a number of benchmarks for emissions reduction and other indicators for environmental health.

The previously mentioned institute is called the Great Lakes Institute for Sustainable Systems. It exists to promote "academic programs, research, community outreach, and campus operations that are dedicated to the advancement of sustainable systems...through interdisciplinary collaboration within the University and through complementary external partnerships to benefit the community, the Great Lakes region, and the world" ("About"). Essentially, that is the entire goal of this thesis, tailoring the coalition based action proposal to what seems to fit best with what exists here in Ypsilanti. Luckily, my ideas are

subject to and will be transformed by action and engagement with stakeholders as it moves from visionary to physical reality.



plant's page, which includes pages on "Energy Conservation", "Recycling", "Green Cleaning" and more. They also have a series of pages dedicated to their Michigan Energy Center, which seems to be a research based partnership with DTE Energy to "work together to become energy independent." It'd be interesting to find out if the utility or university reached out to begin this partnership that "seeks to initiate, facilitate and support the dialog and innovation necessary to ensure Michigan a bright, promising future" ("Michigan Energy Center").

Grand Valley seems to have the most robust and active web presence, likely due to the fact that they have a team of staff, faculty and students dedicated to collaborating and centralizing programs and ideas. Their initiative has many subpages and subtopics, including "What is Sustainability",

"Community Engagement", "Education & Curriculum", "Campus Operations", "Student Involvement", "Events", "Resources" and more. This format is the most effective so far in compiling the diverse areas into one cohesive place.

I have also included in the research spreadsheet (appendix iv) demographic information including enrollment numbers and location details for each university. The context of the funding and place informs the degree of relevancy for each comparison.

Civic sustainability data and information comes from a mix of shared and separate networks.

The levels and departments of government echo the departments and offices at universities and other institutions. These separations have served as the default organizational structure yet are limiting.

Much of the lack of understandings regarding sustainability and systems thinking are connected to this departmentalization. Connections and intersections are the cutting edge of emerging structures for climate action.

The Climate and Knowledge Development Network (CKDN) is an excellent international example of the prominence of coalition at the cutting edge of global progress. The group works to combine research, policy and community climate change adaptation strategies. Virtually all they publish could be reviewed in support of this thesis. Their most recent report on "Subnational strategies for climate compatible development" most directly supports and explains the goals of coalition at EMU in Ypsilanti. Subnational is used to refer to governments below the federal level, in the United States most applicable to local governments (township, county, city, village, etc.) and also to state. The report, titled "Close to Home", "[argues] that the battle for climate compatible development will be won or lost in provinces, districts and cities." Yet they are quick to point out these small scales also have distinct opportunity and benefit. The most relevant conclusions are listed as follows, they being subnational governments, communities and coalitions of stakeholders.

They have a good sense of solutions that are effective in the local context and they have the ability to mobilize local resources for implementation, including people's time and knowledge. Effective strategies for subnational climate compatible development respond to these challenges and build on these opportunities. Such strategies:

- use flexible modes of decision-making available at the subnational level to go beyond national mandates for climate compatible development and to innovate solutions.
- raise the awareness of climate 'champions' in subnational government and bolster their climate leadership.
- build a strong case for action through effective, locally relevant communications about climate change impacts and the benefits of low-carbon, climate-resilient development.
- mobilize local expertise and support including in-kind resources, and forge alliances among civil society, businesses, researchers (including climate scientists), government decision-makers and civil servants.
- secure additional resources from outside the locality where necessary.

Anton, Cambray, Dupar, Westerlind-Wigstroem, and Gogoi April

These conclusions support the vision of three coalitions, two advisory for the city and university plus public shared action groups to adopt specific strategies.

The triple coalition comes from a locally tailored version of what Berkeley, California has created to implement their CAP. There are draft founding documents for the coalition (see appendix x) that are, with permission, almost verbatim to Berkeley's Climate Action Coalition founding documentation. The proposal for advisory committee of stakeholder organizations, businesses and groups from campus and community existing to support working groups comes from their structure. Galvanizing and collecting these people together comes from a blueprint of citywide emissions reduction. They "incorporate social justice concerns into the work we do and our projects strive to improve access to clean air and water, healthy food, local renewable energy, energy-efficient housing, and affordable, accessible, and reliable public transit" (Berkeley Climate Action Coalition | Ecology Center). Hosted by their Ecology Center and the city's Office of Energy and Sustainable Development, all the communications and efforts are presented as partnership of and for the city and community.

Another great civic example of sustainable action coalition, this one from the Rust Belt, is Cincinnati. Cleveland also has a robust and thriving local food coalition structure and plans. Both feature a sort of advisory committee, quarterly meetings, public advocacy task forces, general shared publicity, and at least biennial reporting using greenhouse gas emissions as main benchmark measures. In Cincinnati, their plan is called the Green Cincinnati Plan and has strong implementation support. City web presence declares "The greenhouse gas emissions is a benchmark to determine if the Plan's projects have been successful in moving the City of Cincinnati towards a more sustainable future." The steering committee "members included representatives of Cincinnati's business, government, environmental, academic, and civic organizations...and citizen representatives." The group meets four times a year, each of which "serve as status updates and direction setting interfaces. City departments, non-profit organizations, businesses, and interested citizens formed task teams to assist with the recommendations." Overall, they recognize that "recommendations require an advocacy component to educate the citizenry in best practices and the needed behavior change." To address the need for grassroots efforts to combine with citywide goals and initiatives, the city knows its staff must take on "many advocacy concepts are currently in development including a GCP pledge website and summit." In general, these basic components are found in every successful climate action program across the globe.

Since this work is not just about government or higher education or neighborhoods, but about bridging their shared needs based on public and environmental health, some literature on basic partnership is reviewed. Derek Vollmer collected conference proceedings from the National Science Academy's sustainability partnership focused meetings. Collected into a slim tome called Enhancing the Effectiveness of Sustainability Partnerships, the book contains case studies and best practice analysis for intersectional collaboration towards sustainability. Most importantly, some context regarding the urgency and challenges as opportunity is explained in great detail. Vollmer begins by stating that

systems thinking is required, perhaps "different rules of engagement and a higher level of thinking in order to identify solutions...successful efforts require that partners early on devote a large amount of time to listening" (25 Vollmer). Since our CAP in Ypsilanti has already been created, this advice is well timed to integrate cultural competency and other coalition communication trainings and tools into whatever coalition and plan is created specifically regarding Eastern Michigan as an institutional partner. An internal university plan is part of the norm towards addressing climate action that has yet to take place on EMU's campus. Vollmer continues, explaining "efforts that have struggled are often the ones in which the partnership rushed through this stage, listening only to certain factions, so they could move quickly into implementation, resulting in little if any change from a business-as-usual scenario" (25 Vollmer). More important perhaps, than being on the same page about logistical requirements, and rarely spoken as a key component in successful partnerships, though values and missions are often key products of any plan, is the importance of emotional connection. Vollmer explains that "partnerships require that we identify emotional drivers (e.g., how we want the world to be) and then weave these together with what we know to be scientific reality and what we believe is possible through the judicious application of technology" (13 Vollmer). This social and cultural importance throws into sharp relief the unquantifiable factors equally important for any successful coalition, especially regarding systems topics such as climate adaptation. What is often considered a great weakness of this coalition proposal, it's lack of administrative support or available institutional funding as of the beginning anyhow, is seen as a strength by Vollmer and the Academy experiences. They say that beginning from "a relatively blank slate...provides [emerging coalitions] with flexibility, and lends the experimental quality that can motivate partners in the early stages." (15 Vollmer) As for sustainability of funding and long term reach and impact, it seems inevitable that the emerging coalition will become structured, as it's own non-profit institution or perhaps remaining loosely coordinated (Vollmer). As for more analysis on the strengths and weaknesses of each option, some clarification is given regarding scope and size of coalition. "A

small number of partners that are focused on delivering a discrete, time-sensitive project may not find it necessary to establish an organizational framework, but larger partnerships, particularly those with openended membership and timeframes, will generally seek a more formal structure." (15 Vollmer) Finding an enabling but not suffocating structure with a balance of innovation, support and inclusion *must* have stakeholders willing to come to the table and see benefits of collaborating for climate action through need and resource sharing. As for funding, it is common to pull from many sources and take time to secure annual or regular stable funding structures. The author says it well, "These are newly founded organizations, generally without dedicated funding sources, often focused on public goods with little or no perceived economic value." (23 Vollmer) Some of the best recommendations are to draft an "ask/give" contract for funding, with "rules of the house" in writing with input from all partners. These contracts would show how each stakeholder is held accountable, what is expected and how profits returned by strategy would be divided to each or in some cases, returned to a collective fund that pays for coalition staff and costs. The contracts, options and decisions regarding funding would be determined by those that show up and are involved.

Analysis

Most immediately, Eastern and Ypsilanti can collaborate by compiling existing resources.

Collecting and making accessible information regarding what has already been accomplished, what's currently in progress and the groups working together to make adaptation happen will build capacity merely by being open to engagement. The university is already a member of a number of national sustainability contracts, groups and initiatives. The city's Climate Action Plan has yet to be recognized by EMU as part of their planning future. Working on a pilot program, perhaps building pollinator friendly rain gardens or a food forest on campus, could serve as implementation and framework building

for how the coalition would communicate and function, both internally with existing partners, and externally to the public - citizens and students.

Student organizations have identified a number of best next steps. Sending out a survey on sustainability awareness is a top priority for the Student Leader Group, Student Government Energy & Sustainability Committee. Through one of the national organizations, AASHE (Association for the Advancement of Sustainability in Higher Education), there is a survey with data collection and display tools built into our membership with them. That would be a great start, to know where to best address education and activities. Additionally, building an internal university coalition to complement a city coalition would support citizens and students in working together as action groups to tackle climate action strategies.

Overall, we may be on par with all the activities and levels of engagement and addressing campus sustainability. Due to the virtues and culture of Ypsilanti, citizens are aware of the urgency of mitigating our carbon footprint, waste, and energy use. Let's build capacity from such a robust foundation and support what exists! Doing so will bring in more coursework, more funding and lead to national and global recognition - bringing more trainings, experts, capacity and abundant, thriving sustainable growth and development.

Here at EMU, sustainability on campus is scattered and lacks cohesive media branding or shared strategy. Official use of that particular word began when students who started G.R.E.E.N. ran a successful recycling campaign. At that point, the Physical Plant gave the energy efficiency manager the recycling program job as well and changed his title to Sustainability Officer. Steven Moore, the aforementioned physical plant staffer, left EMU summer 2013. Currently, the positions have been separated and reassigned to different people. We now have Chris Grant managing Grounds, Motor Pool and Recycling services plus a logistical energy efficiency manager, not to mention many decision makers whose jobs are related but not directly involved with sustainability, such as facilities and

HVAC/R managers. The position of Sustainability Officer is in progress of being adopted by Amy Nuolf, who currently is (and will continue to be) working for EMU's Interior Design program. The related academic concentrations - IESS, Sustainability, Sustainable Construction and more related but not directly in name – are not connected to the various relevant student organizations and neither to the physical plant operations. Linking these disparate projects and programs and highlighting past successes regarding partnerships for sustainability will open up many more partnerships for the future. Engaging more coursework and connecting people who are working on similar topics will build connection towards an efficient and thriving campus community.

Eastern's web presence is by far the least comprehensive. Physical plant hosts one page with logos and information on the Energy Star Challenge. A link to more resources redirects to the same page. No direct contact information or links to other campus resources are present.

What do other Michigan universities do to address climate change? Do they track greenhouse gas emissions? Do they have staff to support sustainability programming? Ypsilanti and EMU are blessed with a unique location at the edge of suburbs, not technically part of metro Detroit and adjacent to Ann Arbor, another regional hub for sustainable development. Finally, best practices and recommendations for concrete action here in Ypsilanti are presented.

Organizing existing information on each strategy is part of the initial compiling of resources, part of which has already been done by the Suburbs Alliance as part of the published CAP. Transferring the existing data to shareable, interactive and accessible virtual formats would be part of the work of the hired facilitator. Also necessary to record and determine is priority and timing of each strategy as well as budget. Eastern Michigan and Ypsilanti have yet to address sustainability comprehensively and the catch-22 of not being able to afford or see value because the coordination isn't there could easily be solved by collaborating to support a coalition facilitator.

In short, a front-end public friendly and back-end user-friendly spreadsheets or other system for recording resources and progress for each strategy must be created. These can be linked to performance indicators, such as Michigan Municipal League's checklist (see appendix III) and reports. Organized as a coalition, the collective impact model can be leveraged for better likelihood of receiving grants and funding.

As with all planning, it is best to get engagement from decision makers from the beginning of any plan process, which happened a bit with the data collection that began Ypsilanti's CAP. However, since there was limited interaction with actual decision makers, it is more difficult to ensure implementation without a structure such as a coalition.

A possible collaboration with the ShapeYpsi brand of our most updated master plan could lend itself well to updates. Beginning in Ypsilanti with a 5-year update around 2018 builds collective impact collaboration that will be growing. City reports can showcase the community-based yet professional and innovative possibilities of collaboration within the common ground of climate action.

Connect Ypsi/EMU

Proposal for Localized Coalition: Towards Resiliency

A. Overview

Last year city council approved Ypsilanti's Climate Action Plan, detailing many strategies to cultivate a more sustainable community. In order to promote, facilitate and evaluate implementation efforts - including coordinating those already underway, this coordinating body is being proposed. Many if not all of the tactics require intersectional collaboration and volunteer action, some may catalyze the creation of new entities. In order to ensure this plan stays active and builds visibility towards a healthier Ypsilanti, dedicated leadership must be supported and promoted.

Mission: Connect Ypsi exists to facilitate implementation of Ypsilanti's sustainability initiatives. This collaborative effort will address the city's adopted local and regional plans with an emphasis on community-supported strategies. By coordinating communication, sharing resources and providing

logistical support, the coalition will build visible and active demonstrations towards our sustainable Ypsilanti.

EMU specifics = in order for this city-level coalition to successfully communicate with EMU representatives, the university should also create a cross-disciplinary coalition to support on campus initiatives, planning, and link up with collaborations taking place and capacity building opportunities in Ypsi. This will also provide resources for students to apply/receive fellowships, scholarships, grants, etc towards implementing projects related to sustainability planning.

B. Structure

Based on research of what many other cities and universities have done to support their Climate Action and similar plans, a two-part coalition is recommended. This coalition would have the authority for oversight and management of the plan, and for communication, support and evaluation. To ensure built in flexibility, transparency and accountability at all stages, it is also recommended to break up the process into multiple phases. All of these proposed structures will be evaluated and adjusted as needed by those engaged.

<u>Framework</u> (roughly via Berkeley Climate Action Coalition)

- + Leadership Team
 - Members must represent a stakeholder organization (EMU = office/department)
- Term & appointment: until replacement required (member must help identify), by application
 - Meets quarterly at minimum (to be determined by convened initial group)
- Responsible initially for founding documentation, then for coordinating annual reports on CAP implementation progress and resource advising / technical support as relevant
 - + Citizen Coalition (EMU = Students, staff, faculty, alumni)
 - Broken up in work groups, each must be responsible for moving forward at least 1 strategy per year.
 - Each strategy must have designated lead individual and/or organization.
 - 'Active members' are on work group(s),
 - 'members' volunteer occasionally, receive e-mails
 - Membership open by application (hosted on coalition website)
 - ++ Facilitator: Paid staff/"program manager", initially volunteer and will seek funding
 - Responsible for attending meetings, taking minutes, and messenger to/from each group.

- Record feedback form evaluation content post each meeting.
- Responsible for coordinating communications for web presence and traditional media.

Phases

Goal 1: Compile existing resources and communicate goal to engaged/identified stakeholders.

- + Create one-pager, possibly a brochure also for public promotion of CAP/plans.
- Letter with ask and benefits of engaging, goal of presenting to decision makers to identify prospective leadership team.

Goal 2: Support communication and transparency/accountability to general public through traditional and social media.

- + Web presence: coordinate with city + university via facebook and ShapeYpsi
- + Build media relationships around sustainability so sought out as source goal of cohesive connection seen ex. GoSolarYpsi letters to editor, EMU mentions CAP but a2.com and Courier didn't.
- Goal 3: Convene a group of sufficiently connected and interested people (potential leadership team members).
- + Facilitate initial meetings of 'leadership team': create/edit working vision/mission statement.
- + Assess and build roster of existing avenues of communication among and between stakeholders. Identify strategies used, time commitments available and best practices for cohesive communication from coalition members and coalition itself to community.
- + Create founding documents for functioning informal (not incorporated) coalition: Facilitate process of drafting formalizing documents. Present researched examples and recommendations, integrate input from coalition members and draft founding documents.

Tentative Timeline

MAY: Publish one-pager and approach stakeholders to get commitments for leadership team. Work on spreadsheets and pin down media/internet presence pathways.

JUNE: Attend meetings of partner organizations, volunteer groups, citizen groups, ex. key players and friends - pitch coalition.

JULY: Follow up meetings. Begin to synthesize/review existing local and regional plans, pulling stakeholders and recording similarities/redundancies.

AUGUST: Continue plan assessments, continue outreach and communication strategies.

SEPTEMBER: Put out public call to join citizen coalition. Set up meeting time(s) and agenda for all engaged to come to the table.

OCTOBER: Convene group! Share process, progress and present shared goals.

NOVEMBER: Facilitate process of writing mission statement.

DECEMBER: Meeting to finalize mission statement and draft founding documentation.

JANUARY: Share best practices and research towards formal structure. Drafting founding documentation.

FEBRUARY: Finalize founding documentation, avenues of communication from coalition to public and from coalition members to constituencies, also amongst citizen coalition work groups.

Future Goals

Shorter Term:

- + Communicate with local newspapers about coverage/possible reoccurring column/calendar spot
- + Prioritization/asset mapping for strategies and implementation of strategies = in singular document
- Incorporate other local (and regional plans?), finding redundancies and identifying more stakeholders
- + Create shared document (spreadsheets?) of plan strategies, resources, etc. pulled from plan document.
- Version shared to public and different version shared among coalition, editable and color-coded (adopted by work group, in progress elsewhere, short term viable, long term, etc.) and flesh out as used
- Continue working on GIS projects for EMU department course integration

Longer Term:

- + Determine which strategies require new entities
 - Become an incorporated non-profit?
- + Coordinate with 5-year Master Plan update, emission update and formal progress assessment
- + Facilitate need/resource sharing among Ypsilanti organizations
 - + Find and share resources required and available to achieve funding for required strategies
 - grants, awards, fundraising: donations, events, etc.
 - + Write proposals to individual businesses for CAP implementation
 - + Through resources such as networks & financing, facilitate business' CAP implementation

- + Create one-pager for each strategy requiring external (individuals, organizations, businesses) action
- + Standardize locally specific common metrics for monitoring and evaluating progress
 - See literature on collective impact, suggested by Growing Hope, mentioned by others.

D. Resources

Shorter presentation versions of relevant case studies and other best practices discovered will be available throughout the summer and/or as needed. Much of this concerns justification for this proposal document. Many tools, programs, processes, trainings and resources for monitoring, evaluation, and funding are available for climate action and sustainable community and economic development. Some sort of pro and con or at least an overview of the options discovered will ideally be presented as part of the drafting of founding documentation meetings. This time is more appropriate than now because the specific engaged stakeholders will determine the priorities and assets to work from.

E. Conclusions

Thank you, so very much for your consideration, patience and enthusiasm. This proposal is the product of many interviews and a lot of research. My intention is to continue to further this coalition by volunteering as the facilitator position, supplemented by being 'paid' in hours in Ypsilanti's hOur Exchange Timebank.

I hope sincerely that from this springboard we can align around the goals of co-creating a thriving, just and verdant Ypsilanti City.

The proposal as above has been submitted to the City of Ypsilanti's planner and also reviewed by Michigan Suburbs Alliance. Both have been excited to move forward with the idea and are willing partners in any ways they will be able. So far, since I am the singular individual carrying the project forward, it has not materialized. The timeline has been updated to reflect my graduation date and plans to stick around and create a job for myself (and others!). There are a number of proposals currently applied for, including a few personal leadership development fellowships or prizes. Most promising and exciting is the team that is coming together around applications for this year's Ford Motor Company

Sustainable Community Challenge. Possibilities for focusing a linear path of next steps are almost endless. The probability of funds available directing the specificity of next steps is very high, as there are many national, state and global requests for proposals. Meaning, we will hopefully start with one CAP strategy and use the process to build the framework for the coalition web presence and network. As that is created, hopefully a fellowship will come through and regardless Myself and others will continue to organize to share the backlog of successes on campus and in Ypsilanti. The form depends always and again on the who shows up and gets involved. The stakeholders already engaged and outreach efforts emerging are expansive enough to ensure that the ball keeps rolling.

Creating physical community space is a key factor in manifesting successful collective action. All over the nation and world this effect is proven. Many informal community groups, such as hOur Exchange Ypsilanti, the timebank and the permaculture guilds among others could share space with the physical resource center and sustainability library. The Ypsilanti District Library and City Hall have already offered to discuss hosting such a center. Students have expressed interest in such a space on campus, and the Green Corner in VISION's office suffices so far.

Conclusion

Ypsilanti is home to a unique and vibrant community true the values to it's motto of "Pride.

Diversity. Heritage". Eastern Michigan University is separate only in name, and also is home to many students, staff and faculty who are passionate about working together to cultivate a better, healthier and safer future through permaculture, EcoJustice, and all the names we can think of plus more on the topic of sustainability.

The number of local groups, formal and informal, related as stakeholders in our Climate Action Plan is...everyone. Daunting in scope, yes, and also exciting. Dedicating to the value of coalition building, meaning funding and staffing a facilitator to coordinate the existing and emerging collaborations, would show the rich history of partnership and creativity that has grown up and around in Ypsi City and at EMU. The separation between the two would lessen, and community members with students alike can begin cultivating a feeling belonging unknown by many town-gown citizens.

Imagine a single name under which all these efforts would fall, ShapeYpsi, streamlining the CAP strategies and implementation coalitions with publicity of past initiatives and partnerships archived in the same place. What would it be like if there was a physical space to house the informal and emerging creative and enterprising Ypsilantians? What would it look like to connect Ypsi's community directly with EMU courses and students through this shared lens of sustainability? The analysis and recommendations shared in this thesis propose some answers.

Compiling existing information of past partnerships and current efforts will display the framework for collective publicity via web presence and other outreach materials. Sharing this with stakeholders and putting together the Ypsilanti and Eastern advisory committees will create the supports for publicizing the shared action coalition. Perhaps the Ford Challenge proposal team will demonstrate what a strategy group looks like and further show how the coalitions work together.

It is essential to remember there is no one thing to do that will check the box of addressing sustainability on campus and in Ypsilanti. Environmental health is public health, is an ever-evolving way of seeing the world and of taking action. The coalition to implement our Climate Action Plan sees all Ypsilanti-based stakeholders as important in the journey of addressing sustainability. Those groups already involved coming together will build relationships that are accessible to the public and integrated into the student experience. Strong sense of place and belonging is vital to our surthrival.

Appendix I: Links, Tools, and Resources

Example Climate Action Coalition Websites

Pittsburgh Climate Initiative

http://pittsburghclimate.org/

Straightforward information sharing divided into sections for residents, business, higher education and government. They also publish relevant current events on the home blog page, and run a monthly e-mail newsletter with updates, events, and more ways to get involved.

Berkeley Climate Action Coalition

http://www.cityofberkeley.info/climate/

City website, for their "Energy & Sustainable Development" has many pages, including one for their Climate Action Plan. It contains a summary of the process creating the plan, vision and goals plus ways to get involved and some more links to national resources tailored for the City of Berkeley. Their coalition hyperlinks to the community organization that has a dedicated support staffer and hosts the working groups, the Ecology Center: http://ecologycenter.org/climatecoalition/ They manage the member lists and communication for the most part, linking to and running the coalition's facebook page: https://www.facebook.com/BerkeleyClimateCoalition which is also linked with both the city and Center.

Resources for Academia Faculty and Staff

National Clearinghouse for Educational Facilities | NCEF Resource List: Community Development and School Facilities | http://www.ncef.org/rl/community_development.cfm
Though this site has been archived due to lack of funding since September 1, 2012 – the resources are still vitally helpful. Focused on "the role public school facilities play in urban and rural economic development and community revitalization" there is much content regarding grade schools. Perhaps with the integration of higher education, a funder may appear to support the continual use of this fantastic library collection. NCEF is a program of the National Institute of Building Sciences and much of the content is regarding design impact on learning.

Resources for Government Officials and Professionals

Local Governments for Sustainability USA | International Council for Local Environmental Initiatives (ICLEI) www.icleiusa.org

Created in 1990, "ICLEI USA is the leading membership association of cities & counties committed to climate action, clean energy, and sustainability." For a small yearly fee, their vast library of tools, resources, examples and trainings plus the network of others engaged is made accessible. They consider themselves to be "the recognized leader in local sustainability. We are the *only* organization that offers a comprehensive approach to help your local government achieve its sustainability, climate protection, and clean energy goals. We set national standards and drive innovation." These statements are true to the point that many other similar resources are perhaps not as well funded or supported with staff per membership.

Partnership for Sustainable Communities | Smart Growth America

http://www.sustainablecommunities.gov/ and www.smartgrowthamerica.org/partnership
Born out of collaboration between three federal agencies, this website provides toolkits, webinar
training, case studies and more regarding the intersection of affordable housing, transportation, and
protecting environment. By the direct link with our national Environmental Protection Agency (EPA),
Department of Housing and Urban Development (HUD), and the U.S. Department of Transportation
(DOT), this source of grant and technical support is indispensable for municipalities. "Whether it's the
impact of transportation choices on the environment, or the impact of housing decisions on
transportation choices, the Partnership grants HUD, DOT and EPA the ability to coordinate federal
policies, programs and resources to achieve multiple goals at the same time." Here is a direct link to the
EPA's Smart Growth implementation resource/grant/support page:

http://epa.gov/smartgrowth/sg_implementation.htm

Great Lakes & St. Lawrence Cities Initiative

http://www.glslcities.org/index.cfm

Founded by Chicago's mayor in 2007 and joined by Toronto's soon after, this coalition works towards clean water and sustainable community. Since the format is by local government, most of the resources shared are regarding stormwater, pollinator and other sustainability policies, ordinances, plus outreach and education. They provide tools and support for cities of all sizes, from an internal award to external connections. Since 2009 the winner of the global Wege Small Cities Sustainability Best Practices Award has been a GLSI Cities member.

Resources for Citizens, Students, and Place-Based Communities

Resilience Circles: small groups for tough times (Curriculum)

www.local-circles.org/facilitators-corner

One of many models for place-based engagement, "A Resilience Circle is a small group of 10-20 people that comes together to increase personal security during these challenging times. Circles have three purposes: learning, mutual aid, and social action." Their website provides detailed curriculum for leading any group through a process of sharing stories, strengthening community and moving forward with authentic action. Also available are resources for people in deep distress, facilitation trainings and more tools for circles.

Regional Resources

Lean & Green Michigan | Michigan's Energy Finance Marketplace

http://www.leanandgreenmi.com/index.htm – great one minute animated infographic video on home page

Washtenaw County recently approved joining this statewide group promoting use Property-Assessed Clean Energy programs and renewable energy solutions. "Lean & Green MichiganTM is a public-private partnership that uses Michigan's new PACE statute but takes a market-based approach to energy finance

and economic development. In essence, we leverage the PACE statute to maximum effect by bringing private capital to bear to solve companies' energy problems, to create work for contractors and jobs for workers, and to green our communities."

Clean Energy Coalition ::: bridging needs. advancing change. ::: | Resources http://cec-mi.org/communities/resources/

This Ann Arbor based non-profit is "dedicated to promoting clean energy technologies as a way to create healthier, energy independent communities." Their resource page has a large and robust collection of links for funding and more national and state networks for renewable energy support. They have also collaborated to sponsor many initiatives in the area, including Ann Arbor's new bike-sharing program.

 $\label{lem:michigan of municipal League} Michigan Green Communities Challenge \mid Michigan Municipal League \\ www.mml.org/green$

Source of the checklist shared in Appendix III. A great collective impact shared sign-on buy-in to build cohesiveness with the state and region. Though regular webinars and newsletters seem to have lost steam since 2012, they still host a yearly summit and the League has many other wonderful resources regarding placemaking, advocacy and access to services among others. If this path is followed, the reward would be recognition as a model and positive leader in state-wide green communities efforts.

Tools & Resources - Best of the best

EcoAdapt

www.ecoadapt.org

This organization is a diverse "team of some of the earliest adaptation thinkers and practitioners in the field [that] has one goal - creating a robust future in the face of climate change." They provide consulting as well as provide awareness and communication training. The most immediately helpful resource on their site is the expansive library. Their publications include climate action plans, case studies, vulnerability assessments and toolkits. Many are co-created with partners, such as the Great Lakes Climate Adaptation Toolkit, a six part DIY action manual available through FreshwaterFuture.org

Learning Resources | Cross-Cutting Issues | Center For Whole Communities (CWC) http://www.wholecommunities.org/learning/cross_cutting_issues.shtml

The CWC is an inspiring network of consultants, place-based groups and other professional and citizen activists. They provide trainings, workshops, tools and resources for adapting to climate change while addressing social and environmental justice. Their publications are enlightening, giving a broad view of what change looks like across the globe. The Whole Measures framework for planning, implementing and measuring change "can serve as a foundation for a highly integrated, whole systems approach that effectively embraces a wide variety of values such as social equity, biodiversity, human rights, ecosystem health, civic engagement, and economic vitality."

Community Wealth | A Project of the Democracy Collaborative http://community-wealth.org/ | http://democracycollaborative.org/

These organizations provide a plethora of strategies and other support for community economic development. Their work starting The Evergreen Cooperative – a trio of sustainable, worker-owned businesses: laundry, solar panel installation and home weatherization - is how I found out about them, during an honors research paper on food policy coalitions in Cleveland. The overall goals of all the initiaitives work is to "[sustain] a wide range of projects involving research, training, policy development, and community-focused work designed to promote an asset-based paradigm and increase support for the field across-the-board."

Climate Action Knowledge Exchange www.cakex.org



From the above introduced EcoAdapt and Island Press, two other wonderful resources in their own right, came the organization, founded in 2010. CAKE "aims to build a shared knowledge base for managing natural and built systems in the face of rapid climate change." They provide clear information, community sharing and strategy directory, while providing targeted data tools and other relevant tools from other sites. The main four components are "Case Studies, Virtual Library, Directory, Tools" plus CAKE hosts a variety of "community forums for the discussion of current issues in climate adaptation."

Appendix II Erica Mooney - Thesis Logic Model

Resources Needed	Activities to Address	Outputs: evidence	Short & Long Term	Impact (lead to, 7-10)
+ People - Space and time + Media / communication - News coverage, promotional, cohesive expression of progress + Organizational support: existing groups, committees, EMU, library = point people from each (place-based shared values// goals//plan documents) + Connection to local and regional policy and decision making bodies	+ Committee for implementing Climate Action Plan (incorporate Master and other plan documents; reduce redundancy - centralize implementation, monitoring and assessment efforts + Network! Compile existing resources. + Build and facilitate coalition groups. + Operationalize project based "work groups" + Move forward with physical space resource center / sustainability library strategy in CAP	+ Cohesive branding = web presence, media + Voice/ears in regional and local policy cohesive and tied to documents/Ypsilanti actions + Coalition founding documents/existence + Metrics for Master Plan and other plans, grants channeled thru using those strategies + Collaborative events, campaigns, visible EMU linkages (cohesive) + Physical and virtual library / resource directory	1-3Years + Maintenance, feedback, evaluation and progress reports + Place based community & economic development. + Physical Space! +Synthesis of existing plans and goals. 4-6Years + Coursework (service learning) relating to CAP and plan strategies + Plan updates facilitated by coalition staff, Ypsilanti & EMU directed. + Body of support @ EMU = participatory institutional planning + New businesses/creative enterprise	+ Permaculture = Food forests, runoff management/water collection, value-added food, educational, and more businesses open. + Food Security (beyond Emergency Management) + Shift in safe spaces = expansion//dialog + Economic, ecological and social revitalization building resiliency + New structures of function place-based + Ypsi <3 SEMI <3

Appendix iii: Michigan Municipal League Annotated Checklist



Challenge Action List

The Michigan Green Communities Challenge serves as a guide for communities to measure their progress toward sustainability, encourages friendly and productive competition between Michigan communities, provides a framework for peer-to-peer benchmarking, and recognizes communities for their sustainability accomplishments.

The Challenge includes four categories – Administration and Planning (AP), Built Environment (BE), Economic Development (ED), and Natural Resources (NR) – each comprised of several action items. Communities earn points by completing these action items. Points may be awarded for collaborative efforts; the local government need not be the lead entity for an initiative in order to receive credit. In addition, communities can earn bonus points for reporting quantitative data.

Participation is free and open to all local governments in Michigan. Learn more and report online at www.mml.org/green.

ADMINISTRATION AND PLANNING (AP)

1.1 Government Sustainability Team 10 1.2 Community Sustainability Team 10 1.3 School District Coordination 10 2.1 Community Master Planning 10 (a) Sustainability Targets and Indicators (b) Environmental/Social Equity 2.2 Community Sustainability Plan 20 (a) Asset Mapping (b) Vision Statement (c) Indicators and Targets (d) Action Plan 2.3 Community Climate Change Plan (a) Govt. Footprint (b) Comm. Footprint (c) Action Plan - Mitigation (d) Action Plan - Adaptation 2.4 Open Space and Recreation Plan 10 2.5 Farmland/Food System Plan 10 3.1 Sustainable Community Ordinances 4.1 AP Collaborative Regional Initiative detai 20 4.2 AP Additional Initiative

BUILT ENVIRONMENT (BE)

			point		
1.1	Policies Encouraging Behavior		5		
1.2	Energy Conservation Outreach				
1.3	Home Energy Efficiency Progra	ams	10		
1.4	Property Assessed Clean Energ	gy (PACE)	10		
2.1	Local Government Building Eff	ficiency	165		
	(a) Energy Audits (c) Green	Certification			
	(b) Green Policy (d) Upgrad	des/Retrofits			
2.2	Community Building Efficiency	y	20		
	(a) Checklists (c) Historic	Buildings			
	(b) Certification (d) Educat	ion Program			
3.1	Outdoor Lighting Fixtures		45		
	(a) Policy (c) Private	Replacemen	t		
	(b) Public Replacement				
3.2	Track Government Energy/Wa	ter Use	10		
3.3	Track Community Electricity U	se	5		
4.1	Complete Streets Program		20		
	(a) Resolution (c) Implem	ent Plan			
	(b) Non-Motorized Transporta	tion Plan			
4.2	Government Alternative Trans	portation	5		
4.3	Electric Vehicle Infrastructure		10		
5.1	BE Collaborative Regional Initi	ative	20		
5.2	BE Additional Initiative		20		

ECONOMIC DEVELOPMENT (ED)

		points
1.1	Local Food and Agriculture	20
	(a) Farmer's Markets, CSAs, Cooperatives	
	(b) Community Gardens	
1.2	Economic Gardening	10
1.3	Buy Local Program	10
1.4	Business Recognition Program	5
2.1	Greening Existing Business	10
2.2	Developing Clean Economy Industries	10
3.1	Green Jobs Advisory Council	10
3.2	Local Green Job Corps	10
4.1	ED Collaborative Regional Initiative	20
4.2	ED Additional Initiative	20

REPORTING METRICS

(5 bonus points for each metric reported)

- 1 Sustainability Indicators
- 2 Annual Consumption
- 3 Annual Savings from Building Upgrades
- 4 Annual Renewable Energy Use
- 5 Certified Green Buildings
- 6 Government Fleet Characteristics
- 7 Government Fleet Fuel Consumption
- 8 Waste and Materials
- 9 Local Food Participation
- 10 Participation in Michigan Green Communities

NATURAL RESOURCES (NR)

THATORAL RESOURCES (THIT)	points		
1.1 Community Forestry Plan	10		
1.2 Tree Planting Program			
1.3 Tree Hazard, Health and Maintenance	5		
2.1 Government Vehicle Fleet Audit	15		
2.2 Government Vehicle Fuel Efficiency	15		
2.3 Anti-Idling Policies	15		
3.1 Renewable Energy Projects	160		
(a) Solar PV (e) District Heat/Cool			
(b) Solar Thermal (f) Cogeneration			
(c) Wind (g) Storage System			
(d) Geothermal (h) Other			
4.1 Water Conservation Plan	10		
4.2 Watershed Protection Plan	10		
4.3 Stormwater Management Plan	10		
4.4 Stormwater Utility	5		
4.5 Water Conservation Education	5		
4.6 Low-Impact Design Policies	5		
5.1 Recycling and Waste Reduction Programs	15		
5.2 Government Procurement Policy	5		
5.3 Government Building Waste Audit			
5.4 Community Composting Program			
5.5 Hazardous Waste Disposal Services	5		
6.1 NR Collaborative Regional Initiative	20		
6.2 NR Additional Initiative	20		

All communities that participate in the Challenge earn positive recognition for their sustainability efforts. The four recognition levels – Member, Bronze, Silver, and Gold – acknowledge progressively higher levels of achievement. Point totals are compared to other participants of the same community type. For example, a village will only be compared to other villages when calculating percentile rank. Cities and counties and townships will be compared to peer governments of similar size.

Challenge participants earn a logo to display on their website and in print materials, will be publicized at the annual conference and on the MGC website, and will be included in a press release.

The Michigan Green Communities Challenge is a partnership of the Michigan Municipal League, Michigan Association of Counties, Michigan Townships Association, Michigan Energy Office, and Michigan Department of Envrionmental Quality.

Appendix iv: Master's University Comparison Spreadsheet

	Eastern Michigan	Northern Michigan	Saginaw Valley State	Central Michigan	Ferris State	Grand Valley State
Populations:	Lastern wildingan	Northern Michigan	State	Central Michigan	i ems state	Grand valley State
<u> </u>	00 440	0405	10245	20200	1.4500	04477
# of students	23, 419	9405	10245	28389	14560	24477
Percent living	15% (no residency	38% (2-year (56 credit) residency requirement for	26% (72% of	240/	200/	270/
on campus	requirement)	non-locals)	incoming freshmen)	31%		
Employees	2400+	1223		2458	1393	
Location:	Ypsilanti, MI	Marquette, MI	University Center, MI (Saginaw & Bay City)	Mount Pleasant, MI	Big Rapids, Mi	Allendale Township, Grand Rapids, MI
Population	19, 621	· · · · · · · · · · · · · · · · · · ·	(51,508 & 34,932)	26183		20, 073
Area of	,		, , ,			
campus	800 acres	350 acres	748 acres	480 acres	880 acres	1339 acres
Web Presence:	No web page, search reveals student projects, sustainable construction and courses, research guide and article about being named one of the nation's most ecofriendly schools by Princeton Review which details on some campus facilities relevant projects, however they were merely of the 728 rated and did not make the final list of 322 green colleges	to: Academics, Green Initiatives, Recycling, Dept'l Efforts, LEED, Get Involved & Resources, each with many sub- pages. Another sub-page from Residence Life homepage	(found only via searching) Sustainability: project history, facts and links to local and national resources. More found by searching, not linked: other campus efforts, future project idea list, how to get involved with link to Green Cardinals, carbon footprint (.pdf on ways to reduce personally, and campus comparison), and energy conservation	Great Lakes Insitute for Sustainable Systems has: about, academic programs, sustainability in action, news & announcements, speakers & presentations, research & projects, links & resources, sustainability reports, and publications. Residence Life has a page on sustainability info and resources for students living on campus.	Relatively comprehensive thru facilities	Very comprehensive web presence
Recycling	Broken link on physical plant website	Tab from home page, extensive details and resources, video on single sort	Unlinked page on recycling bin locations and .pdf of accepted materials	Web page with info on programs, locations, waste reduction tips and FAQ	More than one page with details and locations on and off campus	Details with program info, tips and resources on and off campus

Physical Plant/ Facilities/Groun	One basic text page, Energy star commitment and "more info" link to same page	LEED + initiative info, co-leaders of On-Campus Environmental Committee (O-CEC). Grounds, golf course and native plant areas have their own sub-pages with cost savings, more details + resources	LEED + initiative,		Host of only web presence besides DTE partnership page	Details with relevant on campus efforts regarding efficiency
Residence Life	Sustainability community option	Web page with survey details, resources and efficiency improvement details including green cleaning, water-saving devices, and more	No information directly from their web pages	Page regarding tips and recycling logistics	None found	None found
Academics	Southeast Michigan Stewardship Coalition (regional EcoJustice education network), Sustainable Construction, more degrees not directly linked	Web page with sub pages: majors & minors, Center for Native American Studies, Research, Seaborg Center (technology & design makerspace), and contact links. Departmental Efforts tab details programs for 12	Dow Science and Sustainability Education Center to begin summer '14, LEED AP+ majors and certificates	GLISS serves as clearinghouse for sustainability related programs and research	Sustainable Architecture	Coordinates web presence, many interdisciplinary and sustainability related partnerships

Dining Services	No relevant information on web, archived Eastern magazine story tells of Trayless plan starting '13	Sub-page under Departmental Efforts: Bio- degradeable utensils, trayless option, future plans to conserve more water and resources	Composting partnership with sustainability campus group, partial diversion of organic waste including coffee grounds and shredded paper from other departments	Report from 2010 on sustainable practices	none listed	Robust list of ideas plans and projects currently underway and for future involvement
Supported Student Groups	GREEN via VISION (DCI Center)	Superior Edge research institute, a number of related committees and O-CEC rep option for students	Green Cardinal	None, lots of research support	none listed	None listed, unclear
Student- directed groups	The Giving Garden, SustainablEMU, and more related	Nine listed under "Get Involved" tab on Environmentally Focused Student Group page	None specifically linked to "sustainability"	Three listed	At least five listed	At least six listed
Plan/Document Goals and Progress	None shared	Road Map to 2015 plan, Wildcat Innovation Fund towards on- campus institute tying together all existing on- campus efforts	No specific energy related plan. Strategic plan mentions relevant concepts show in 3 FIGURES	Biennial Sustainability Report, 2008-2010 and 2010-2012 found on web, AASHE member	Signed American College & University Presidents' Climate Commitment	Comprehensively integrated into campuswide planning
Physical space	None designated	Native Plants area, none other directly designated though supported by Center for Student Enrichment	None designated	Great Lakes Institute for Sustainable Systems	None designated	Unclear

					"FSU's Kendall		
					College of Art and		
					Design named		
					Gayle DeBruyn as		
		Asst. Dir. of			its		
		Facilities also titled			first Chief		
	None currently	"Building Services			Sustainability		
	designated	& Sustainability",			Officer" - 8/15/13		
	specifically, Chris	waste			was adjunct for 22		
	Grant manages	management (+ 11			years,		
	the Motor Pool,	other staff plus 14			remains as such		
Sustainability	Recycling and	students make up			and runs a LEED		
Staff	Grounds	O-CEC)	None designated	Tom Rohrer	design firm	Unclear	

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