Acknowledgements

This project could not have happened without the support, help, and cooperation of many members of the University of Michigan (U-M) community. Staff, faculty, and students expressed much interest and encouragement for our project. We extend special gratitude to the following people:

Bill Verge and Yoshiko Hill, U-M Plant Utilities engineers, and David B. Anderson, energy management coordinator, for the hours they spent with us explaining how campus buildings are heated, cooled, ventilated, and lit; and James R. Jones, research associate, for his explanations of U-M’s Energy Cost-Avoidance Program.

Barb Daoust, Dining Services supervisor, for her detailed information about food service operations, and Hal Pattullo, Food Stores manager, for his explanations of food procurement.

Buck Marks, Waste Management and Recycling supervisor, and Erica Spiegel, recycling education coordinator, for providing solid-waste generation and recycling-rate information.

Hank Baier, Occupational Safety and Environmental Health hazardous waste coordinator, for his interest in our project and for providing us much guidance regarding hazardous waste management at U-M.

Richard Giszczak, laboratory safety officer, for his support and help in explaining how the Chemistry Department manages its hazardous materials.

Laura Regan, Chemistry Department accountant, and other Chemistry staff, for conducting a time-consuming survey of chemical purchases.

Michael Hanna, Jennifer McGlothlin, and Mary Manor, members of the Chemical Tracking workgroup, for their time, support, and constructive feedback.

Dean Joseph B. White, for inviting us to “green” the Business School; Stu Hart, assistant professor, for all his advice and encouragement; John Bresette, instructional associate, and Brent Chrite, administrative manager, for their assistance with our electrical audit of the Business School; and all the current and future members of the Business School Green Team for their commitment to environmental responsibility.

James Crowfoot, professor of natural resources, for sharing his expertise in organizational change.
Barry Checkoway, professor of social work, for sharing his expertise in community participation.

Mitch Rycus and Allan Feldt, professors of urban planning, for having the foresight to see the value of this Project within an urban planning context.

Bell Labs, Chemtox, Vertere, and Logical Technologies, chemical tracking system companies who took the time to present their software programs to us.

Credit should also be given to many other members of the community for their assistance: Tracey Easthope, Henry Griffin, Barry Hart, Sarah Newman, Jack Novodaff, Larry Peck, Jim Peters, John F. Roberts, Judy Roper, Susan Svoboda, Kathryn Wilhoff, Tom Yavaraski, and others.

We also thank our families and friends for providing us with their support and encouragement, and for their confidence in our abilities to carry out this Project.

Finally, we thank our advisor, Professor Jonathan Bulkley. Although he has countless administrative and academic commitments at the local, state, and national levels, Jonathan found time to listen to our concerns and offer guidance without limiting us to any single path. Throughout the excitement and occasional chaos of this project, he treated us with courtesy, fairness, and a welcome sense of humor. It was a joy and a privilege to work with him.