

Needs Assessment for Earthright

Pavilion at Dobbs

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Executive Summary

When I began the needs assessment process for Earthright at Pavilion at Dobbs, I determined three areas with a performance gap: composting, recycling, and promoting local food. Sources for data included Pavilion employees, management, and the Earthright facilitator. Conversations with the facilitator gave me a sense of optimal, structured observation of employees provided data on actuals. Interviews with management revealed key information regarding feelings, causes, and possible solutions. In the course of the needs assessment, one of the performance gaps was removed, as a menu for daily local options was created and displayed in the entryway. Changes to the current method of recycling proved impractical. A SWOT analysis determined that the project to introduce compostable plates should move forward, and analysis of actuals helped me identify employee training needs for composting.

Problem/Opportunity Statement

The marketing department of Campus Dining Services has initiated a program called Earthright to promote eco-friendly service in all CDS locations. Its projects include composting, recycling, and promoting local food options. Earthright's projects are off to a good start. However, Earthright is still a new program and the majority of customers and employees alike do not yet know it exists. Lack of information and participation hinders performance.

Earthright has recently been working hard to make all dining halls on campus more eco-friendly by arranging low-cost options for purchasing local food, recycling, reducing water usage, and composting food waste. However, neither the students eating at Pavilion at Dobbs nor the majority of the staff working there know which food is local and which gets shipped in mass quantity from across the country. Plastic and metal containers frequently end up in the trash, and I have talked to several workers who did not know we had a recycling bin. A few employees express disillusionment with Earthright, saying that the program is all talk and no action.

In an optimal situation, customers and employees would be aware of local food options available each day. Employees would rinse and recycle cans and plastic bottles labeled #1 and #2. All food waste produced at the dining hall would be collected in compost bins.

There is a gap in customer knowledge, and also a gap in employee knowledge and performance. Before either of these can be addressed, however, the projects need to management's approval. Earthright is, in a sense, new technology.

Organizational Description

Pavilion at Dobbs is a dining hall on campus at a large research university. It is one of three all-you-care-to-eat locations operated by Campus Dining Services, and operates for a profit with the mission statement "Campus Dining Services: Nourishing the Mizzou Spirit through good food — happy people — comfortable places." Approximately 20 full time workers, 40 part time workers, three part time managers, and four full time managers work at Pavilion, which serves around 10,000 customers (2000-3000 per day). Two of the managers are relatively new to Pavilion, although they have worked for CDS for some time.

The current financial situation is down a little bit from usual, as Pavilion's food costs per meal have been rising. Hence, there has been a recent effort to monitor or reduce portion sizes, especially for more expensive options like meats.

Audience Analysis

The individuals whose needs will be assessed are managers at Pavilion at Dobbs, who are determining the practicality of sustainable practices, and employees at Pavilion at Dobbs who may need training in order to implement Earthright projects that are chosen to move forward at this time. Subgroups include full-time employees, part-time student employees, supervisors, and management, with age and experience level ranging from first year college freshmen with no prior work experience, to international students primarily working in order to improve their English, to full-time employees who have worked for Campus Dining Services as long as 35 years. Employees are assigned to a particular job or “station” within Pavilion on any given day, and must be trained regarding any changes to employee expectations.

Primary and Secondary Data Sources

The Earthright facilitator is the best source of information on optimals. She has promised to keep me up-to-date on all of Earthright's current projects. Actuals are best determined by data collected through observation of employees. Customers can also provide valuable primary data regarding feelings and knowledge. Pavilion management is an excellent source of primary data in all categories. Due to the abundance of primary data sources, no secondary data will be consulted during this needs assessment.

Data Gathering Techniques and Instruments

Managers at Pavilion can answer environmental questions regarding funding and space, and working with management to determine solutions is crucial. Personal interviews will provide the advantage of a high degree of flexibility as I explore these issues in depth for the first time and gain perspective. Additionally, this technique has a high potential for buy-in; the managers with whom I conduct interviews are more likely to advocate changes based on a needs assessment in which they played an integral part. Two interviews will be conducted with members of management regarding optimals, actuals, feeling, causes, and solutions (Appendix A: Earthright Interview Protocol).

Direct observation can provide an unbiased view of actual performance, and is ideal for a situation in which recycling bins and compost bins are available but used only by some workers. Two observations will be conducted, focusing on what employees in a particular area do with recyclable or compostable items. The observation guide includes questions regarding the particular area where each observation is conducted, including how many sinks are available for rinsing recyclables, and where recycling and compost bins are located, so that results from different areas can be compared based on ease of recycling and composting as well as the number and type of items placed in bins (Appendix C: Recycling Observation Guide).

Conducting a survey questionnaire of customers could provide valuable information on feelings toward eco-friendly changes and knowledge of Earthright and its projects. A customer survey is included (Appendix E: Earthright Survey); however, the survey will not be conducted during this needs assessment due to the difficulty of distributing it to customers in a non-invasive fashion. I do not have access to customer emails, through which I would ideally distribute the survey. The other option, handing out and collecting the surveys in person, was turned down for the following reasons: doing so would unnecessarily harass customers while they ate, create extra work for employees when unwanted surveys were wadded up and left on tables or in the serving area, and result in biased data from customers influencing each other not to take the questionnaire seriously.

Data Gathering Process

Two managers from Pavilion at Dobbs were interviewed. The interviews were conducted face-to-face at Pavilion, downstairs in the managers' office where there was privacy and minimal distraction. Answers were recorded manually. Respondents were interviewed to determine their perceptions of Earthright, their sense of how each of Earthright's projects would ideally fit in with current expectations for employees, and their concerns about the each project moving forward. Both interviewees were asked the same set of questions using the attached Interview

Protocol, but the interview was conducted in a conversational style rather than following the protocol word for word.

The original observation guide asked the observer to circle which station he or she was observing: desserts, beverage, upstairs cook, or downstairs prep. For the first observation, I circled “upstairs cook” and made tally marks each time I observed a cook produce a recyclable item or throw one away during the breakfast shift. What made the guide impractical was that I could only observe the cooks’ activities in one location (upstairs) and could not see what recyclable items they produced or threw away during their trips downstairs. With other stations such as beverages where the employees make many more trips up and down the stairs, this would make my observations even less effective.

For my second observation, I updated the observation guide to focus on a particular trash can rather than the workers on a particular position. I observed all workers that threw items in that trash can, and double-checked trash bag contents to make sure the items I identified as recyclables were actually recyclable. Because of the new strategy, I was not able to identify how many recyclable items were created total, only what was thrown away. However, direct observation is not the most reliable method of determining how many are created; extant data such as inventory records can provide that information. Instead I expanded the guide to include compostable items thrown away, as these can easily be observed at the same time.

Data Analysis Process

A SWOT analysis was conducted regarding the proposed switch to compostable plates. Data collected during the interviews and observations was organized into two “internal” categories (Strengths and Weaknesses) and two “external” categories (Opportunities and Threats). The first two categories included factors pertaining to the change itself, while the second two included factors affected by but not directly part of the change.

I had intended to conduct a SWOT analysis for three Earthright projects—recycling, composting, and promoting local food options. At the time of the analysis, the composting project was under strong consideration, with customer testing of the plates ongoing and a final decision from management pending. The interviews and observations had provided sufficient information that I felt confident in assigning factors to their proper categories and providing a recommendation based on these data. Meanwhile, the other two projects were in very different states. The recycling project was generating little interest, and management interviews indicated that, while Pavilion already owned rolling bins that could be used to store and transport recyclables, the recycling bin outside was not big enough to hold any more containers than were currently being recycled each week! With recycling pick-up occurring only once per week, space was a major issue and not one I had any idea how to remedy. On the other end of the spectrum, the idea of a local foods menu had picked up steam and was already up and running, with a menu prominently displayed in the Pavilion entryway and updated daily. Accordingly, there was no reason to conduct a SWOT analysis.

Data Gathering Technique	Data Gathering Instrument	Data Source	Data Summary
Interview	Earthright Interview	Pavilion Manager	Earthright has garnered strong support, particularly now that the program avoids placing extra burden on

	Protocol		employees, but it needs more people involved in order to work more quickly. Various local items are offered at Pavilion every day, but placing signs near these items and changing the signs daily would be more hassle than it's worth. Compostable plates are mid-process of testing, but Earthright needs to find a workable option for compostable bowls and small plates too. Recycling more is "not an option" because the bin outside fills up too quickly as it is and only gets collected once a week. Dobbs will benefit financially through Earthright's projects and will also be able to get more produce through Bradford Farms. There's a strong competitive spirit among dining halls, so some kind of ranking system to show who has the highest percentage in various categories would be an effective motivator.
Interview	Earthright Interview Protocol	Pavilion Manager	Earthright awakens students and staff to the need for sustainability in personal life, and to the small steps needed to make that happen at work. Pavilion is eager to begin the transition from plastic plates to compostable. Having permanent signage for more local food items would get in the way. We need signage for every aspect of composting, too. It's very hard to find compostable cups that are cheaper than Pepsi cups. We have rolling bins that could be used to transport bottles and cans for recycling and could be stored in the grease room. Earthright's programs have financial benefits for Pavilion and wider benefits for CDS and the community. CDS should receive recognition for pushing the initiative.
Observation	Recycling Observation Guide	Pavilion employees upstairs behind the main serving line disposing of recyclable items	The area contained three trash cans and no recycling bin or designated place for recyclables, though a sink was available that could be used for rinsing them. Five cans and three paperboard cartons (possibly recyclable) were thrown away during the breakfast shift. No items were recycled or set aside for recycling.
Observation	Recycling Observation Guide	Pavilion employees downstairs in the prep area disposing of recyclable and compostable items	The area contained a large bin for recycling cardboard, two compost bins, and three trashcans. No place was designated for recyclable cans or bottles, although three sinks were available for rinsing them. More than 100 cardboard boxes were recycled during the breakfast shift, with the bin being taken out and refilled three times. Three types of compostable items (bread heels, bananas, and kale) were thrown away in trash cans during the shift; no other compostable items were produced in this area.
Survey	Earthright Survey	Customers eating at Pavilion at Dobbs	Not conducted due to concerns over in-person distribution and lack of contact information needed for other methods

General Data Summary and Interpretation

Pavilion managers showed knowledge of and appreciation for Earthright's efforts, and were grateful for Earthright's commitment to reduce costs and "not to cause hardship" for management and employees. They expressed frustration with slow progress, while understanding what caused delay.

They expressed concern about using signage to promote local food, saying that signs "take time to make and replace" and "would get in the way". Instead, they emphasized the benefits of events like "Meet the Farmer" and suggested that customers "refer to the website" to learn about local options, which include our pasta, tortillas, beef, eggs, bakery items, and some produce. Management will gradually introduce compostable plates to test customer reactions but are concerned about how long it will take Earthright to find compostable bowls and cups. They showed interest in recycling more cans and bottles, with their primary concerns being space and signage. They said we have two rolling carts that could be used and stored in the grease room.

Both stated that while the primary benefit of Earthright is financial, local food is a benefit in itself and helps the community. They disagreed on recognition for involvement: One noted a "strong competitive spirit among dining halls", and the other said, "The real recognition is more customers becoming conscious and supportive, changing their own habits," and emphasized that CDS, not Pavilion alone, "should receive recognition for pushing the initiative."

Observations revealed little by comparison with what I've observed during unofficial, unstructured observation in the course of the semester. However, they did indicate that compost bins are not being used for all compostable items, even where available. They also showed a much larger volume of cardboard being produced than other recyclable material, and most if not all cardboard was recycled.

Knowledge/Skill Needs

Knowledge and skill needs identified for Pavilion employees include identifying compostable items and, to a lesser extent, recyclable items, and determining where these should be placed. Structured observations showed that employees are throwing some compostable items in trash cans even when a compost bin is just as easy to reach. At other times, I have found things like plastic wrappers and gloves in the compost bins, leading me to wonder whether all employees know what these bins are for.

Test Items for Dining Hall Employees

Ideally these questions would follow a brief training session on eco-friendly practices in the workplace. Without such a training session, these test items would violate Rule #1 of writing valid items: "Only ask people questions they can answer." (Van Mondfrans, 1985). Our employees have not received any instruction or training in the past regarding recycling or composting.

Optimal: Employees send all compostable waste to green bins for composting.

1. What happens to most food that goes to the dishroom?
 - a. It is thrown away.
 - b. It is composted.
 - c. It is sent down the garbage disposal.

- d. It is sorted for donation.

The correct answer is B. Many workers dump out bowls and plates over a trashcan before sending them to dishroom, thinking that it makes no difference. Actually, sending food waste to dishroom is the easiest way to compost because the dishroom has a green compost bin where workers dump all leftovers before washing dishes.

Bloom: This is a Level 1 question that asks respondents to recall relevant knowledge (Remembering). The knowledge dimension is Factual Knowledge, which is necessary the conceptual and procedural issue of composting efficiently and successfully.

Optimal: Employees send all compostable waste to green bins for composting.

- 2. Which of the following items is compostable? (Select all that apply)
 - a. The heel of a loaf of bread from deli
 - b. A loaf of bread that has gotten moldy
 - c. A plastic, powder-filled glove
 - d. A plastic plate from traditional line
 - e. A paper plate from vegetarian line
 - f. A paper filter full of coffee grounds

The correct answers are A, B, E, and F. The compost bins are primarily for food waste, but paper waste such as coffee filters and compostable plates will not hurt anything. However, we often find plastic in the compost cans as well, especially plastic gloves, indicating that some workers either do not know or do not care what should go in these bins.

Bloom: This is a Level 3 question that asks respondents to differentiate recyclable from non-recyclable items by distinguishing between important and unimportant information presented (Analyzing). Its knowledge dimension is factual: respondents are not asked about procedure (how to compost), but about knowledge needed for that process to succeed (what is compostable).

Optimal: Employees rinse and recycle empty cans and recyclable plastics.

- 3. What is a good way to tell if a plastic container is recyclable in Columbia? (Choose all that apply)
 - a. Ask a supervisor or manager whether or not to recycle it
 - b. Check the bottom of the container—if it has a recycling symbol, recycle it
 - c. Check the bottom of the container—if it has the number 1 or 2, recycle it
 - d. Look closely at the plastic—if it's clear enough to see through, recycle it

Options A and C are correct. Asking a supervisor is always a good option. Because Columbia only recycles plastics numbered 1 and 2, looking for a recycling symbol isn't enough. While #1 and #2 plastics do tend to be clear, other see-through plastics such as plastic wrap and ziploc bags should not be thrown in the recycling bin.

Bloom: This is a Level 1 question that asks respondents to recall relevant knowledge (Remembering). Its knowledge dimension is procedural, testing whether employees know how to carry out a task.

Recommendations

The opportunities created by switching to compostable plates greatly outweigh the threats, especially considering management's desire to support the Columbia community. Meanwhile, the strengths and weaknesses of implementing this project at Pavilion fairly well even out. Long-term cost benefits will in the short term be offset by initial cost, and will only be realized if reasonably priced, quality compostable bowls and cups can be found. As soon as Earthright can find bowls and cups that meet our needs, the project should move forward.

Labeling local foods on the serving lines would require extra time and effort and many different signs; instead, a large daily local menu has been placed in the entryway to advertise local options. Changes to the current procedures for recycling are impractical at this time, as cardboard is already being recycled consistently and the facility lacks space to store additional cans and plastics until weekly pickup. Rinsing and recycling containers would also take up employees' time, without providing financial benefit or creating new opportunities.

Earthright Interview

Date: _____

Interviewee: _____

Group: _____

Interviewer: _____

Interview Protocol

Vision (F)	What do you think Earthright is trying to accomplish?
(O)	What do you wish it would accomplish?
Processes (A)	I love the displays we've been putting up of local tomatoes and cheeses for sampling. Is that something we're going to continue?
(A/K)	What other foods do we offer that are produced locally?

Tools (A)	The compostable plates that were originally recommended by Earthright didn't pass our test run. Are any alternatives being considered?
(C)	Or is there anything that would make these plates a more workable solution?
Environment (C)	We already do a great job of recycling cardboard—I think a big part of that is having a bin by the elevator for boxes. Would it be possible to have recycling bins for cans and bottles inside as well?
(S)	What would it take to make that happen?

Rewards (F)	In what ways will Dobbs benefit from Earthright's projects?
Recognition (S)	What kind of recognition should there be for involvement?

Appendix B: Management Interview Responses

1. What do you think Earthright is trying to accomplish?

Respondent 1: Earthright is trying to advertise possibilities and gauge interests, and reduce costs, which it has already done through its trayless program. It is also working to help CDS partner with Bradford and other local sellers. It has talked about working to decrease utility bills, and has mandated Energy Star appliances. One of its main goals now is to not cause hardship to management or employees, which was a problem in the past.

Respondent 2: First, to let students and staff be aware of needs for sustainability, even in private life. Second, to make staff conscious of small steps needed.

2. What do you wish it would accomplish?

Respondent 1: I like what Earthright is trying to do, but I wish it would move faster, especially with finding compostable plates that will work. Part of the problem is that they don't have enough people.

Respondent 2: Transition from plastic to compostable.

3. I love the displays we've been putting up of local tomatoes and cheeses for sampling. Is that something we're going to continue?

Respondent 1: The displays didn't go as well as they could have. It was a campus-wide event, but kind of rushed here. We are talking about having signage for the salad bar and elsewhere, but labels take time to make, and it's a hassle to make and change them. Some local foods like pecans are expensive.

Respondent 2: The cheeses were an event but aren't such a practical example because those aren't something we normally serve. We have a Meet the Farmer event coming up to tell students about Legacy beef and local Time Out items. More of our meat comes from Legacy Beef than customers realize, like the beef in French dips and the hamburger in our chili. We have signs for Legacy Beef, but having permanent signage for other things would get in the way. People can always refer to the website.

4. What other foods do we offer that are produced locally?

Respondent 1: We regularly offer pasta from St. Louis, locally made tortillas, and Ellis Bakery items. Our Stanton brother eggs used to be well advertised, but that dropped off after a while.

Respondent 2: Local farmers don't always have enough produce for us, so sometimes it's half local zucchini, half from U.S. Foods, things like that. We get a lot of produce from MO Food for MO People.

5. The compostable plates that were originally recommended by Earthright didn't pass our test run. Are any alternatives being considered?

Respondent 1: We're testing new compostable plates, you remember the ones that were used at the picnic.

Respondent 2: We're testing the new plates, but not putting them in use until we have signage for: why we're using them, what to do with it. We'll have one can on each corner for compostable plates, and gradually train the customers. No actual composting until after customers are trained, however, as we don't have a compost compactor yet. For a while, plates being "composted" would actually go in with the garbage too, but customers wouldn't know that, and at least they're still compostable rather than plastic. We need to make sure people are going to participate before making an investment. That's my idea, anyway.

6. Or is there anything that would make these plates a more workable solution?

Respondent 1: We need more than just plates though. We need compostable bowls and small plates. Does the company offer those? We are waiting to find out from Earthright. It would not take long to test.

Respondent 2: We need to gradually introduce bowls and cups. It's very hard to find compostable cups that are cheaper than Pepsi cups.

7. We already do a great job of recycling cardboard—I think a big part of that is having a bin by the elevator for boxes. Would it be possible to have recycling bins for cans and bottles inside as well?

Respondent 1: The bin out back fills up too fast, and only gets collected once a week. We would like to recycle more. It's just not really an option.

Respondent 2: Pushable carts are an option, but we should use the extra ones we already have rather than purchasing new ones. We have two old leaky trash carts that are just taking up space in the store room. I would like to see us use those.

8. What would it take to make that happen?

Respondent 1: Getting a blue cart like the rolling trash bins is a possibility.

Respondent 2: We would need space and signage. The grease room is a good place for hiding things.

9. In what ways will Dobbs benefit from Earthright's projects?

Respondent 1: Dobbs will benefit financially from these programs, and because of composting we'll be able to get more produce from Bradford Farms.

Respondent 2: There are financial benefits to less expensive plates. The main benefits are less for Dobbs than for CDS and the community. Also, local sometimes means fresher. There's a new definition of local, as in small companies, no matter where they are. Helping small companies benefits the economy.

10. What kind of recognition should there be for involvement?

Respondent 1: There's a strong competitive spirit among dining halls, even if we pretend there isn't. I don't really know what kind of recognition there should be, but maybe some kind of ranking to show who has the highest percentage in each category.

Respondent 2: The only recognition there should be is more customers coming here because of wanting to support the cause. The real recognition is more customers becoming conscious and supportive, changing their own habits too. CDS should receive recognition for pushing the initiative.

Appendix C: Recycling Observation Guide

Observation Guide for Dining Hall

Date:

Time of day:

Trash Can Location (CIRCLE ONE):

By Stairway

By Cooks' Table

By Elevator (Upstairs)

By Desserts

By Deli

By Prep Area (Downstairs)

TOOLS, ENVIRONMENTS, AND PROCESSES

What is the general environment/layout like for recycling?

Do employees have a sink nearby for rinsing cans and bottles?

If employees rinse recyclables, what step do they take next?

Where do employees place cardboard for recycling?

If cardboard is placed somewhere other than the cardboard bin, who picks it up and what does he or she do with it?

Number of times a recyclable item is thrown away (List item name and use tally marks):

Can or Bottle	Cardboard

Number of times a compostable item is thrown away (List item name and use Tally marks):

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EXPECTATION AND FEEDBACK

Do employees who throw recyclables or compostable items away appear hesitate before doing so?

REWARDS, RECOGNITION, AND FEEDBACK

Are there any visible rewards, recognition, or feedback observed? If yes, what?

OTHER NOTES

Appendix D: SWOT Analysis

SWOT Analysis—Compostable Plates

<p>Strengths</p> <ul style="list-style-type: none">• Decreases the cost of buying plates• Decreases amount of garbage pickup that Pavilion needs to pay for• Compost pickup is free (Bradford Farms, Columbia)• Meets Earthright (Marketing) objectives• Creates an eco-friendly public image	<p>Weaknesses</p> <ul style="list-style-type: none">• Going fully compostable means switching cups and bowls as well• Cost of compostable cups will be higher than regular cups• Additional cost of purchasing a compost compactor• Liquid can slowly seep through compostable plates, causing a mess• Requires additional signage on trash cans
<p>Opportunities</p> <ul style="list-style-type: none">• Workers and customers begin to view composting as a normal activity• Customers interested in being eco-friendly patronize Pavilion• Workers and customers take pride in eco-friendly practices• Improve relationship with Bradford Farms and the community• As Bradford Farms grows due to our compost, more local food will become available for Pavilion to purchase	<p>Threats</p> <ul style="list-style-type: none">• Customers used to black plastic plates may complain about the change• Some customers may throw non-compostable items in compost can• Complaints from Bradford Farms if too many non-compostable items end up in compost

Earthright Survey

We want to learn about how interested students are in sustainability and hear your opinions on projects that could help Campus Dining Services become more eco-friendly. Thank you for taking the time to complete this brief survey!

Using a check mark or X, please rate how important you consider each of the following activities to be:

	Very Unimportant	Unimportant	Important	Very Important
1. Recycling				
2. Composting				
3. Buying locally produced food				

Questions 1-3 collect data on **optimals** and are **Type 1** questions that elicit general information on **beliefs**

4. Do you know of any local food options that have been offered at Pavilion at Dobbs?
 - a. No, I haven't heard of any.
 - b. Yes (please list below)

Question 4 gathers data on **actuals** and is a **Type 2** question that elicits specific information on **knowledge**

Please rate your feelings on each of the following projects ideas for Pavilion at Dobbs:

5. Getting employees to recycle bottles and cans produced at work
 - a. Strongly Against
 - b. Against
 - c. Neutral
 - d. In Favor
 - e. Strongly in Favor

6. Switching to compostable plates and compost bins for customer use
 - a. Strongly Against
 - b. Against
 - c. Neutral
 - d. In Favor
 - e. Strongly in Favor

7. Featuring local food options daily, including fresh foods grown or baked in Columbia
 - a. Strongly Against
 - b. Against
 - c. Neutral
 - d. In Favor
 - e. Strongly in Favor

Questions 5-7 collect data on **feelings** and are **Type 4** questions that elicit **feelings**

We would love to hear student perspectives on what you would like to see happen.

8. Do you have any suggestions, comments, or concerns?

Question 8 gathers data on **optimals** and is a **Type 2** question that elicits specific information on **beliefs (what ought to be going on)**. It's placement after the questions about three specific projects makes a specific answer more likely than if it were placed elsewhere

9. Have you heard of Earthright prior to this survey?
 - a. No
 - b. Yes

Question 9 gathers data on **actuals**. By Rossett's typology, it is a **Type 1** question designed to paint a general picture of student **knowledge**

10. Would you like to learn more?
 - a. No
 - b. Yes. (Write down your email below to find out what you can do to help, or visit dining.missouri.edu and click on "Earthright")

Question 10 gathers data on **feelings**: knowing whether this survey captured students' interest or whether Earthright sounds boring to them can be useful in terms of gauging our customers' support of sustainability projects in general. By Rossett's typology it is a **Type 1** question that elicits **feelings**