

# BETTER BUSINESS CHALLENGE

## Final Report



### CHARLOTTESVILLE AREA **BETTER BUSINESS CHALLENGE**

SMART. SUSTAINABLE. SUCCESSFUL.



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## TABLE OF CONTENTS

- I. ABSTRACT
- II. INTRODUCTION
- III. BODY
  - 1.) How we started
  - 2.) Criteria for decision making
  - 3.) First meeting
  - 4.) Second meeting
  - 5.) Contact organization and persons
  - 6.) Budget
  - 7.) Measure of success
  - 8.) Dissemination
  - 9.) Schedule
- IV. CONCLUSION
- V. FUTURE WORK
- VI. LESSONS LEARNED

## ABSTRACT

The Charlottesville better business challenge is a competition that gives businesses the opportunity to adopt more sustainable practices within their daily operations. To participate businesses first have to go through the BetterBusinessChallenge scorecard to make clear how sustainable they are right now. As a second stage they have to decide which sustainable goals they want to achieve and find a way to do it.

We were assigned to be consultants for McGuffey Art Center, a local exhibition center in downtown Charlottesville. During the project's two months we met with our business twice, which was the scope of the project at the start. At those meetings, and after researches, we developed a list of possible actions that could be implemented within their business.

Eventually we achieved our goal of raising awareness of the importance of sustainable practices in McGuffey Art Center and the approaches that we proposed to them will hopefully be carried on during next semester. Our main focus was to make them recycle, reduce energy usage and to make them be a civic example for the whole Charlottesville Community.

## INTRODUCTION

The world and its population have recently chosen a path that is not sustainable in the long run. People and corporations all across the world need to revise and lower their use of natural resources by adopting more sustainable practices and behaviors. Our task as concierges is to try making them aware of those practices that they can adopt.

The origin of our project is the organization BetterWorldBetty that has invented a challenge that is a friendly points-based competition. In the challenge businesses are encouraged to adopt sustainable practices into their operations and in that way gain points for the competition. To understand what practices they should, and can adopt, each business will receive a scorecard that contains a list of different actions that they can undertake. The actions will be listed under six categories: energy, water, transportation, waste, purchasing and leadership. The practices in the scorecard are somehow created in a way that allows the businesses to realize them now, without making them change their structure or strategy.

Our project as concierges in the challenge aims to convince the business that we are working with to adopt some of those practices. We are convincing them that working in a more sustainable way is not only better for the environment and for their own conscience, but it also adds more value to the business' customers and to the business itself. BetterWorldBetty has given us a great opportunity to make Charlottesville's businesses understand that it is possible. Practically our mission is to give advice to those businesses about how to create this value that will make them better off.

In pairs our class has been assigned one business each. Our group got assigned to McGuffey Art Center. The McGuffey School was built in 1916 and named after Dr. William H. McGuffey, author of the McGuffey Eclectic Reader books. The school was converted to McGuffey Art Center in 1975 and today it is housing 36 studios, a gallery exhibition space and also a gift shop. Today the McGuffey Art Center has 43 artists in its 36 studios. The building that it is located in is very old and has historical value. It does not own the building itself, instead it is renting it from the city of Charlottesville. Therefore there might be some restrictions in what actions it can take to improve its sustainability.

## HOW WE STARTED

In September we met Renee Balfour (an artist of McGuffey Art Center) for the first time and had them to inform us about their operations. Together we filled in the scorecard as she hadn't done it yet. The main topics we focused our attention on were: energy, water, waste reduction, purchasing and leadership.

Energy	Points Achieved	Points Possible
Do you use natural lighting whenever possible?	1	1
Do you use window blinds, curtains, solar shades or solar window screens to decrease heat in the summer and increase heat in the winter?	1	1
<b>SUBTOTAL</b>	<b>2</b>	<b>55</b>

Water	Points Achieved	Points Possible
Have you reviewed one year's worth of water utility bills and established a baseline of your water use?	2	2
Have you met with staff to solicit ideas on water saving options?	1	1
Have you detected and repaired plumbing leaks?	1	1
Do you have signage to encourage employees and clients to conserve water?	1	1
<b>SUBTOTAL</b>	<b>5</b>	<b>35</b>

Waste Reduction	Points Achieved	Points Possible
Does your company recycle?	1	1
Have you standardized the practice of double-sided printing and/or copying?	1	1
Do you have newsletters, reports, paycheck vouchers, etc. available online?	1	1
Have you converted from styrofoam and single-use containers to reusable items?	1	1
Do you donate used electronics or use e-waste recycling options?	1	1
Do you minimize water bottle usage by providing a water cooler or filtered water pitcher?	1	1
Do you purchase supplies in bulk as opposed to single serving products?	1	1
recycle paint thinners	1	1
<b>SUBTOTAL</b>	<b>8</b>	<b>35</b>

Purchasing	Points Achieved	Points Possible

Does your company prioritize selection of products and supplies that incorporate recycled materials (e.g., recycled content carpet, acoustic tiles, garbage bags, etc.)?	1	1
Have you installed air filters (in the HVAC system or freestanding) that trap airborne pollutants?	1	1
Do you regularly select local sources when making purchasing decisions for goods and services, including food?	1	1
<b>SUBTOTAL</b>	<b>3</b>	<b>25</b>

Leadership	Points Achieved	Points Possible
Have you publicized the company's participation in the Challenge?	1	1
Has staff volunteered as a group to participate in a community sustainability event?	2	2
<b>SUBTOTAL</b>	<b>3</b>	<b>35</b>

After that we have tried to understand their problems and issues and have created an initial plan of actions and practices that they can adopt to their operations. Since McGuffey Art Center is a quite complex and fragmented business, we do not know all the answers for them. But we ought to show our commitment and support for them to achieve a more sustainable operation.

To succeed with solving their issues and to come up with a plan for them, it is important for both us and the business to know what limitations of resources they have to make greener choices. And now when we know quite much about their operations, resources and intentions of being a part of "the Better Business Challenge," we will suggest them changes that we think will be appropriate and can be made in their daily operations of the business. Though, we have had to consider a few criteria that we have to take into account when we choose what actions and approaches we are going to propose for McGuffey Art Center.

## CRITERIA FOR DECISION MAKING

### Costs:

Since the main constraint that McGuffey is facing is very limited budget, we should find solutions that work, but cost either nothing or as less we can to implement them. The aim was to find solutions that make them save money at least in the long-term.

### Effectiveness of the results:

We wanted to find a balance between costs in the short term and savings in the long term, between the time consumed to implement something and the result obtained from it.

### Common Sense:

While having the meeting with Renee we agreed that there would be tons of things to do as at the moment not many actions of the scorecard have been undertaken. Using common sense we focused on some and try to do our best with the constraints we had.

### Short working period:

We worked with the business only for two months and afterward we have to go back to Europe. As a result we had to find "quick" solutions that the business will be able to implement in a short amount of time.

### Ease of implementation:

Renee told us that her main goal is to "make it easier" for the people working in the McGuffey center to adopt sustainable practices. What we need to do then is to find little things that can be done better: in a

more sustainable and green way. One main criterion was to find out solutions that weren't difficult and time-consuming but could still have an impact.

#### The building:

Considering the building is old and the artists are renting it from the city of Charlottesville, we had to find solutions that took into account both its history and all the constraints that derived from not owning it.

#### Personalization of the solutions:

As a criterion we eventually considered the specific business we were working with: their needs, their problems, their features. We listened to their obstacles and tried to find solutions to the issues they were facing, without proposing standardized answers or remedies but shaping the work on their necessities.

## WORK DONE AFTER FIRST MEETING

After our meeting with Renee Balfour at the McGuffey Art Center we found out that its main reason for participating in the Better Business Challenge is to create awareness of sustainable options among its 43 artists in the building. As it is right now you can describe every artist in the building as one individual company on its own, and this makes it slightly complicated to coordinate everyone to make communal sustainable choices.

Another restriction that Renee explained us was its budget. Since it is a non-profit organization it has a very limited budget to make changes in its operations, and we will have to consider this when we are proposing ways to make its business more sustainable.

By the time of our first meeting McGuffey Art Center was not implementing many sustainable practices in its operations, but we found out that it has started to review its bills, especially in its use of water. Renee told us that every summer it has summer camps for children, and during this specific time period its water consumption sky rockets. The McGuffey management is therefore incredibly interested in ways that it can reduce its water consumption, for example by installing low-flush toilets. They are also interested in reducing electricity consumption for example by installing motion sensors and energy efficiency bulbs.

Renee explained to us that the categories in the scorecard focus on energy, water, waste reduction and leadership. Considering that the McGuffey Art Center is a fragmented organization, we first have to try making a communal awareness among the artists regarding sustainable choices. This common awareness might be achieved by focusing on:

#### Leadership:

- Hosting workshops for the artists regarding green and sustainable topics
- Encourage McGuffey artists to sign up for Better World Bettys e-newsletters
- Participate in a community sustainability event
- Photos before and after the sustainable actions have been taken (to display the improvements made)

Regarding the participation in a community sustainability event, Renee told us that she and management are planning to have an exhibition with only recycled materials that will display and deliver a sustainable context to visitors.

After they have created awareness among their artists they can proceed on the actual changes in their operations, which will consist in:

#### Water:

- Establish water reduction goal
- Install low-flush toilets (especially considering the summer period)
- Install no-touch sensors for water fixtures

Waste reduction:

- Establish waste reduction goal
- Implement a fully digital document storage to reduce use of paper
- Encourage recycling among the artists by implementing a recycling system inside the building
- Making sure the artists are following the policy of returning envelopes used for internal purposes
- Encourage use of water fountains instead of plastic bottles
- Stickers in the bathroom encouraging the user of just using one napkin at a time
- Convincing all the artists of recycling paint thinner (instead of six gallons you can reduce it to one gallon)

Energy:

- Use of energy efficient light bulbs (as it is an art gallery there are plenty of bulbs)
- Individual electricity bills rather than as now, a communal one (to make them aware of how energy they consume)
- Charging single artists for additional equipment (for example a personal cooler)

So after the first meeting this was our plan, these would have been the areas we would have focused our attention on.

## BEFORE THE SECOND MEETING

After a talk with our mentor Teri Kent we have limited our scope of the project and have come up with a couple of tasks that we want to try to proceed with, or at least promote to Renee and the McGuffey Art Center. Teri told us that it was better to implement one thing completely than talk about dozens and don't achieve any practical result. So with her we tried to focus on some actions that could have had the biggest impact with the lowest cost. The tasks and approaches that we have discussed are:

1. An event/workshop that informs other artists about how to be more sustainable
2. Bins for recycling in every artist's studio
3. An art supply/material yard sale
4. Really try to reduce the waste
5. Give Renee information about :
  - the price of replacing the current toilettes with low flush toilettes
  - the price of replacing the current bulbs with energy efficient light bulbs
  - the possibility of having separate electricity bills instead of the communal one to make people aware of how much they consume

When we considered those approaches to our issues we had to evaluate and take into account the criteria that we mentioned earlier in this report. There are tons of things that we could do at the McGuffey Art Center, but we have to use our common sense to sort out approaches that won't meet the criteria.

When we considered the workshop for the artists we figured out that this probably is the best approach to start with. It will create a sustainable awareness among the artists in the building. It could therefore,

considering our short working period, be an effective way to achieve a slightly more sustainable business in the short term. After the workshop artists can start being more sustainable straight away. The workshop itself will not be very expensive and that we had to take into account too, considering McGuffey's tight budget.

The recycling bins for every studio in the building will probably be a follow up after Renee has had the meeting with the other artists. Recycling bins will have a direct effect on the environmental foot print of McGuffey Art Center to a low cost. It is therefore also an effective approach considering our short working period on this project. It is also a very easy thing to implement in the business. The only effort the artists have to put is to carry out and empty their bins in larger ones outside the building.

An art material/supply yard sale is a bigger task and approach that needs to be planned quite a while in advance. We will promote the idea to Renee and suggest that they should plan and schedule it for the spring of 2012. After our project time is done she can continue having this plan with Teri and the new concierges.

The idea about the yard sale arose because of the fact that the artists in the building are throwing a lot of art materials away. We thought that it could be a good idea to sell them to people in Charlottesville instead. Doing so is a way to create public reputation and also to create awareness of sustainability among Charlottesville citizens. A yard sale will also have the possibility to slightly increase the budget for McGuffey Art Center.

We have also considered small approaches to the issue, as putting stickers in the restrooms telling people to only use one napkin at a time and also to encourage the artists to recycle their paint thinner. Those approaches can be performed and implemented quite easy considering our limited scope of time and budget, and they will have a leverage effect on McGuffey Art Center's sustainability.

One approach that we found interesting and wanted to proceed with in the beginning was the idea of having an exhibition with only recycled material. Though, we have now realized that the scope of that would have been too large for us in this project. Both considering our short working period and the current budget that McGuffey is having. Hopefully we might have planted a seed so that McGuffey Art Center will proceed with this idea in the future, maybe with some new concierges or with Teri Kent as a mentor.

## THE SECOND MEETING

In November we had our second meeting with Renee. We went to her studio and explained her the plan we had come up with.

After having talked about the actions described above she told us there are other things she would really like to accomplish in the long term:

- change the light bulbs and have either the energy efficient ones or the led ones. To achieve this goal she would like to know the cost of this change and if there is any possibility of receiving grant-money. (For example in Atlanta businesses got paid for that)

- do in spring 2012 an exhibition with only recycled materials and host at the same time in front of the building some artwork made by an American artist called Charlie Brouwer. He makes outdoor installations made of old ladders. This event could be extremely important in raising awareness on sustainable practices among the whole Charlottesville community.





## CONTACT ORGANIZATION AND PERSONS

Our main contact for our project is the organization BetterWorldBetty in Charlottesville. The person within BetterWorldBetty that are our contact and project mentor is Teri Kent, the founder of the organization. Our contact with Teri consists of telling her about our progress and to receive feedback and suggestions about what goals and tasks we can try to achieve with McGuffey Art Center.

The main contact that we have at the McGuffey Art Center is the artist Renee Balfour. Her work has been featured in solo and group exhibitions throughout Virginia, Maryland, Florida, California and D.C. We have met her once and we will schedule a second meeting with her soon. With Renee we will discuss and try to come up with and carry out solutions to make the operations at the McGuffey Art Center more sustainable and environmental friendly.

Another person that we find very helpful for our project is our TA, Harriett Jameson. Harriett has helped us several times by explaining the content in some of our project deadlines more detailed than it is written in the syllabus. This has helped us as concierges to perform a better job with McGuffey Art Center and the project as a whole.

## BUDGET

To begin with we know that the budget is tight if not zero.

So our goal was to find actions that don't cost or actions that either in the short or in the long term make McGuffey art center earn /save money .

The cost of what we are planning to do is:

- concerning the event/workshop that informs other artists we think that there are no costs
- concerning the bins for recycling in every artist's studio we made a research on the internet and they are not very expensive (a cheap one is \$ 25, on <http://www.trashcansandmore.com/Recycling->

[C13662.html](#)). The solution we were considering is convincing each artist to buy them on their own, as a personal choice in order not to load the general expenses of the art center.

- concerning the art supply/material yard sale, this project by definition will make them earn a little bit. We would like to convince them to use the money they eventually got to undertake a sustainable action.
- The information that we'll provide to Renee are costless.

## MEASURE OF SUCCESS

Eventually we'll be extremely satisfied even if we'll only manage to raise awareness in the artists, because we think that that's the first step of every long-term and sustainable project. It's fundamental to make people conscious of the problems we are facing, it's important to make them understand that even at our level we can have an impact and it's critical to awake their civic pride. As McGuffey is a prominent center in Charlottesville they could be an example to the whole community. This is probably our main goal because if the people "change their mentality" we are sure that they will keep adopting sustainable decisions even after our temporary work with them. However, even the other actions that we described before are important so by December we'll hopefully have succeeded even in implementing them. The actions we chose are not many but this allows us to focus on doing them well given the time constraint that we have.

## DISSEMINATION

Our means of communication were:

- class meetings, during the lessons on Thursday we will explain the class how is our project proceeding
- final presentation of the project in December to the whole class
- google docs that Teri has created on Internet in order to keep her updated
- website of Betterworldbetty and Betterbusinesschallenge, thanks to this website the results that McGuffey will hopefully achieve will be publicly promulgated.

## SCHEDULE

Our team's schedule is determined by our meetings with the business and the project task deadlines.

**Week One: 10/3-10/9:** during this week we formed groups and we got assigned to the business, McGuffey art center. The groups are composed only of two people. In these days we shared our schedule, got to know each other, and brainstormed on what was the task. We emailed Renee and we eventually met on the 4<sup>th</sup>. We talked in general about the problems they were facing in terms of not being sustainable and we filled in the scorecard. At the meeting both of us were present and we split the work: when one was talking the other one was supposed to take notes in order to have all the information written down.

**Week Two 10/10-10/16:** during this week we were a bit overwhelmed about the task because we felt like we didn't have the technical knowledge to solve the problems that McGuffey was facing. On one hand this lack forced us to do research, gather information and expand our knowledge. On the other hand we had to rely on other people's advices, we had to ask Teri and the other groups for solutions. During this week we brainstormed a lot and we tried to figure out a schedule. During this week we did the conceptual design about this project: we had to refine the problem and propose a range of ways to address it after having chosen which criteria would have led us to choose among those approaches. We met to talk about the main concept and structure we wanted to give to the paper and then we split the work evenly. By the end of the week we eventually met again to work on our presentation slide and elevator pitch that was due on the 13<sup>th</sup>.

**Week Three 10/17-10/23:** during this week we kept on doing research for the possible actions that the business could undertake, we decided to focus on some specific parts of the scorecard and find quick, cheap solutions.

**Week Four 10/24-10/30:** during this week we contacted again our business to set up an appointment for the second meeting. After having talked to Teri we understood that we had to focus just on some items instead of coming up with too many ideas; so we worked and brainstormed about the best 4-5 things to do. During the week we logged the McGuffey scorecard on the BetterBusinessChallenge website. Our team started thinking about the preliminary report and work on that.

**Week Five 10/31- 11/6:** On the second of November the preliminary report was due. This paper was a draft of the final report and in it we had to discuss and describe in detail the work we had done and the work that was still to do. We completed all unfinished action items for the week.

**Week Six 11/7- 11/13:** during this week we met for the second time with the business and we really focused on the actions that could have been implemented in the short and the long term. We completed Mtg Log on Google Docs. Then we had a mentor meeting with Teri in which we talked about how the project is moving forward and listened to her advices.

**Week Seven 11/14-11/20:** during this week we submitted the progress made on action item before the deadline and we focused on action item. We updated the documents with the progress made after the second meeting.

**Week Eight 11/21-11/27:** during this week we did final research separately and then we met to discuss the results.

**Week Nine 11/28- 12/4:** during this week we contacted Teri to ask her for the last advices about actions to implement and we emailed Renee to tell her about our research. Our group has met to talk about the final report in order to do it in the best way we can.

**Week Ten 12/5- 12/10:** as this is the last week of the project we are working on the final report and on understanding was went well during these months and what could have gone better. We will contact Renee to talk about the actions that she undertook and about the actions she will undertake during the next semester, and eventually we'll ask her if she wants to be supported even after the semester from either Betterworldbetty or other students here at Uva. Unfortunately we will be back in Europe so except for emails we won't be useful and present.

## CONCLUSION

As taking part of this sustainability project we have accomplished both theoretical and practical practice. We have raised our knowledge about global sustainability and the importance of sustaining the earth and its resources. We have also gained insight about how small changes can affect in large scale from both a financial and a sustainable aspect.

As concierges for McGuffey Art Center we have accomplished what according to us is the most important thing to accomplish in a project like this. We have raised the sustainable awareness within the organization. Starting in a small scale is a critical part of being successful to spread the words and incentives for sustainability among businesses all over the world. A lot of businesses find it hard to take the first steps into a more sustainable approach to their operations, and sometimes they need someone to push them in the right direction. What we have done is to raise the awareness and encouraged McGuffey Art Center to adopt a more sustainable way of performing their operations. We have along the two months long project proposed a couple of solutions and ideas for them. Our beliefs and hopes is that they hopefully will continue working on those proposed solutions once we are done with our part of this project at the end of this semester.

McGuffey Art Center has been an easy partner to work with and they have shown us their interest in environmental issues. They have been open-minded about the propositions that we have made for them, and as far as we know they will continue with their work to reach a more sustainable approach even after we have left. Four of the main propositions that we made for them and encouraged them to carry out were to have a sustainability-workshop for all of its artists, switch out their ordinary light bulbs to LED-bulbs, and organize a yard-sale during the spring semester and also an exhibition with recycled materials. By organizing the yard-sale and the exhibition, they will most likely gain public attention in local media that they will benefit from. It will also raise awareness among Charlottesville citizens about the importance of recycling.

Some of the most important question that still remain is how much it will cost to switch out all of their light bulbs to LED, and how they are going to be able to fund the process of doing so. As we have mentioned earlier McGuffey have a very tight budget and they cannot spend too much money on desired changes. To find out exactly how much it will cost McGuffey Art Center first of all need to measure how many light bulbs they intend to switch out. This will require some work due to that McGuffey Art Center is a building full of exhibitions and artist studios it will have a large number of potential light bulbs that could be switched.

After having a discussion and meeting with Renee at McGuffey Art Center we came to the conclusion that a potential yard-sale could contribute to the funds that are needed for the LED-bulbs. Also the fact that they had changed their waste collection plan to a cheaper one will provide some extra budget for sustainable changes in the future.

During the project we have updated our progress with Teri, our mentor at Better World Betty, mostly through Google Docs. We have also documented our progress with previous milestones, such as the Project Definition, the Conceptual Design and the Preliminary Report.

## FUTURE WORK

The main parts that remain to be accomplished at this point of time are that McGuffey first of all needs to plan and schedule a workshop for its artists. We would propose the next concierge team to push McGuffey to carry out this directly at the start of their project, if McGuffey has not already done it at that time. We believe that having a workshop-meeting with all of McGuffey's artists is essential if they want to succeed with their wish to be more sustainable. Since McGuffey is a fragmented business every artist will have to agree on the yard-sale, switching the light bulbs and the exhibition to make everything possible.

We also believe that McGuffey needs to take more action themselves. As student concierges we already have a lot of other things going on in school and we are very time limited. The only thing that we can do is to plant ideas in the McGuffey organization and then they will have to use our ideas to decide if they want to carry them out or not. In our particular case McGuffey's next steps that needs to be taken after the workshop is to plan and organize the yard-sale and the exhibition. How much revenue might both of them generate? McGuffey needs to go through their inventories with materials that they would like to sell at the yard-sale and make a rough estimate of how much extra cash this will bring to their "sustainability budget". By doing so, they can easily estimate if they will have enough money or not to switch out their light bulbs.

Time and money are clearly the main resources that are needed for this. Earlier during the project we thought that their budget was their only main constraint. But after having two meetings with them we revised the main constrain to also include time. We found out that it would be too much time consuming for us as concierges to carry these approaches out on our own. McGuffey needs to understand that everything is about them and their business, and it should be in their interest of making their own business more sustainable and more cost efficient. As it is right now they have to increase their time spent, their pace and commitment to achieve the goals of having an exhibition and yard-sale next semester.

If they carry everything out, our qualified guess is that if they have their workshop in late January or early February they could most likely have the exhibition take place in March or April, and then the yard-sale after that. The timeline of everything is therefore depending on how quickly McGuffey will have their workshop where all the artists can gather up and discuss how they would like to carry everything out. If McGuffey makes sure the workshop takes place, then the next year's concierges can focus on new ideas for the future, and let McGuffey take care of the ones we gave them.

## LESSONS LEARNED

One of the most important lessons that we have learned during this project is that it is easy to talk about changes that you want to carry out, but it is in fact much harder to actually achieve them.

The main barriers that we had to overcome was the fact that McGuffey had a very limited budget, and that we were very time limited due to other projects running at the same time. To manage those constraints and barriers we had to find the right mix of engagement with McGuffey Art Center. They also had an occupied schedule, so we had to adopt us after their schedule as much as we could. Our project team came to the conclusion that meeting Renee at McGuffey Art Center 2-3 times would be the number of times that both parts would be most satisfied with. Renee had during our project her own exhibition taking place, which limited our access to her even more.

Those barriers and constraint clearly affected our goals that we stated at the beginning of the semester. At the beginning we thought that we were going to have more time to spend on meeting and consulting McGuffey Art Center. We also thought that they would be able to spend more time consulting with us.

At the beginning of the semester we created this list of things that we wanted to achieve. It was clearly too optimistic.

From the list of the things we wanted to implement after our first meeting that we mentioned earlier in this report we have now mainly limited our scope to encourage and guide McGuffey to;

- Host workshops for the artists regarding green and sustainable topics.
- Use energy efficient light bulbs (as it is an art gallery there are plenty of bulbs).

And also added;

- Have an art yard-sale.
- Hos an exhibition with only recycled materials.

Apart from that we have also proposed McGuffey to;

- Put stickers in the bathroom encouraging the user of just using one napkin at a time.
- Convince all the artists of recycling paint thinner

As you can see we have been cutting our scope quite a lot from the original one. The reason for the cut was the barriers and the time constraints that both we and McGuffey Art Center faced between our first and second meeting.

Even though we were forced to make those changes to our original plan we believe that our work with McGuffey has reached the original goal to create awareness about sustainability. We had to create changes and it was a great experience to do so. When you are facing barriers that are too hard to overcome you simply have to find another way around those. To find our way around them we have had some help from Teri, our mentor, who proposed some of the changes that we should make and on which events we should focus on. Overall we have learned to be flexible and to make the changes that are required to be successful.

If we were about to do one more semester as concierges at McGuffey Art Center we would definitely not have been as optimistic regarding resources and time as we were at the beginning of this semester. We would probably have approached the project with a more realistic approach now when we have more insight about McGuffey Art Centers business and operations.