

The logo for Antioch University New England is centered in a white rectangular box with a gold border. The text "ANTIOCH UNIVERSITY" is in a large, green, serif font, with "ANTIOCH" on the top line and "UNIVERSITY" on the bottom line. Below this, "NEW ENGLAND" is written in a smaller, green, serif font.


**ANTIOCH
UNIVERSITY**
NEW ENGLAND

The text "Collaborative Service Initiative (CSI)" is written in a bold, white, sans-serif font, centered on a dark green background that is part of a larger image of a forest stream.

Collaborative Service Initiative (CSI)

The word "GUIDELINES" is written in a very large, bold, white, sans-serif font, centered on the same dark green background as the text above.

GUIDELINES

The text "For Students, Clients, Faculty Advisors, and CSI Coordinator" is written in a bold, white, sans-serif font, centered on the dark green background.

**For Students, Clients,
Faculty Advisors, and CSI Coordinator**

The text "Department of Environmental Studies" is written in a bold, white, sans-serif font, centered on the dark green background. Below it, in a smaller font, is "(Last updated in August 2023)".

Department of Environmental Studies
(Last updated in August 2023)

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Introduction

Each year, Antioch University's Environmental Studies Department invites community organization leaders to submit proposals to collaborate with a team of our graduate students who are prepared to work on an environmentally focused problem or issue that is important to the organization. This program is referred to as Antioch's *Collaborative Service Initiative* or *CSI*.

As part of their Master's program at Antioch, graduate students must complete a capstone project to meet their degree requirements. One of the capstone options available is to serve as CSI consultants during their final spring semester, to solve "real world" problems within the community.

The *Collaborative Service Initiative (CSI)* is designed to provide an opportunity for organizations to work with seasoned students who have the content expertise and collaborative skills needed to complete a project within the local community. AUNE students apply their knowledge and skills to this external project, which can include place-based education, applied ecological or social research, exhibit and curriculum design, energy and materials management, program/organization evaluation, curriculum and program evaluation, or other consultation projects.

CSI proposals are solicited each fall and students actively participate in the selection of potential projects. Based upon the needs of the project and the expertise of the student participants, interdisciplinary teams of 2-4 students (with a faculty advisor) will be established during the semester preceding the CSI project. The team then chooses one of the proposed external projects and begins collaborating with the partner organization to develop a defined scope of work, seek solutions to the client-identified challenges, and provide high quality deliverables. The projects are completed over the course of the spring semester by the teams of graduate students with guidance and support from the client, AUNE faculty and the CSI coordinator and are finished by April.

Purpose

The *Collaborative Service Initiative* is an experiential learning opportunity for students and deepens their engagement with a community partner.

Through participation in a CSI, the students will...

- Demonstrate the ability to work with an interdisciplinary team,
- Enhance their applied research skills, communication proficiency, and professionalism,
- Increase their understanding and integration of local and scholarly knowledge,
- Increase their understanding of the student's field of specialization and its relation to other fields within environmental studies, and
- Serve an external partner organization in order to address an identified community/organizational need related to environmental studies.

The purpose of this guide is threefold: (1) to detail the expectations for conducting a *Collaborative Service Initiative (CSI)* in Environmental Studies; (2) to outline the key steps and timeline in conducting a CSI, and; (3) to give the student, client, faculty advisor, and CSI coordinator some ideas and guidance in successfully developing and conducting a team project with an external client, conducting required research, writing and presenting a final report, and completing an evaluation of the overall project process.

The CSI Process

1. ES Department Sends Out a Request for Proposals to Organizations

The term before each CSI project commences, the CSI coordinator in the ES Department will send out requests for proposals (RFPs) to organizations for proposed CSI projects. Faculty and students are welcome to invite organizations to send in CSI proposals. The requests for proposals will inform potential partner organizations that there is an opportunity to have a team of graduate students, with graduate faculty oversight, work on their project. *Refer to the Collaborative Service Initiative Project Description and Collaborative Service Initiative - Request for Projects* document for more information. (Completed three months prior to start of projects)

2. Identify and Select Projects and Project Teams

There will be a participatory process in which all received proposals for CSI project pass through an initial faculty screening (to eliminate those that are inappropriate for students in the ES Department due to scale, timeline, or other critical issues.) After this initial screening, students and assigned faculty members will participate in an open process where projects are chosen with typically teams of 2 to 4 students. This will be a student driven process and each student will be able to choose their CSI project. The selection process may require additional data gathering with potential partner organizations before final CSI projects are chosen. (This should be completed one to two months before start of projects.)

3. Negotiate Scope of Work Agreement with Partner Organization

Each project team will negotiate a Scope of Work Agreement with the partner organization. This Agreement assumes approximately 400 hours of work by the team members. This is approximately 120 per team member. However, the actual time will be that which is needed to complete your tasks.

The Agreement will include:

- clear project goals,
- primary audience of the study and report,
- partner contact person,
- student team contact person,
- faculty advisor
- an overall approach with specific tasks,
- time line with all key deadlines,
- time and staff allocated for each task,
- agreed upon out-of-pocket expenses (if any) that will be covered by the partner organization,
- key review dates with client, and
- all deliverables specified (such as what the final report, type of presentation, and additional resources that will be developed (specific software, film, etc.).

Remember to check if the project requires a review and approval by the Human Research Committee. Also address any issues of confidentiality. This written Agreement will be between the student team (signed by all students), and the partner organization. *A Scope of Work Agreement Template* (see Appendix I) can be used as a starting point and then modified, as appropriate. (This needs to be completed prior to start of project.)

4. Setup Final Internal Work Plan, Team Structure, and Evaluative Criteria in consultation with client, faculty advisor, and CSI coordinator

Internal Work Plan:

Prior to starting the project, set up a final internal work plan (in writing) that will include “who, what, when, and where” as well as “how” each task will be completed. Use a Gantt Chart or other graphic to ensure logical connections between each task.

Team Structure:

Set up the team structure (in writing) that will include internal systems of communications, roles and responsibilities of each team member, and how problems (which will arise) are to be resolved. Be specific.

Evaluative Criteria

Develop specific overall project evaluation criteria (both regarding processes and outputs) that will be used at the end of the project for your evaluation of the work on the CSI project. The individual and team assessment criteria will be reviewed and approved by your Faculty CSI Advisor during one of your meetings in the prior semester..

5. Conduct Project

Students and client should be prepared to commence work (agreement will be signed where workplan and timeline is outlined) by the beginning of the semester.

Conduct project based upon Scope of Work Agreement and internal work plan. Throughout the project each team member should maintain a personal project diary with your CSI project time spent each day and on what tasks. This will be referred to during project review meetings and when completing the project evaluation. Keep track of the agreed upon work plan and the activities actually completed. Were there variances and if so why?

Keep Faculty CSI Advisor updated on a weekly basis with scheduled meetings. . Some of these weekly meetings may be just a check-in with little substantive work to be accomplished). Students and client should set a regular schedule for meetings and check-in.

6. CSI Group Presentation at the *Student Research Symposium* (Date TBA)-not required but strongly suggested

The CSI groups are encouraged to participate in the *Student Research Symposium* in April to report-out on capstone progress. There will be a separate section during the day for CSI presentations.

The research symposium presentation is not meant to be an end of semester polished presentation. That opportunity will come when you report-out your final draft to your client. The feedback from peers and faculty will guide the group to a more successful completion of their CSI.

7. Produce Draft and Final Report

Clients usually like to see and review a draft report prior to your finalization of the report. Make sure that you offer this opportunity to the partner organization. The draft report and the final report (along with all additional resources such as software, film, etc.) must be professional and have one voice. This usually requires a clear format for all team members who are drafting the report and one person to do the final editing.

Make sure to properly cite all sources. It is anticipated that a typical final report will be 25 to 50 pages with appropriate appendices. (The first draft is due approximately three months after start of project and final draft is due to client and the faculty CSI Advisor during the last week of the term.)

8. Present Report to Client

Present the final report to the client—see appendix for guidelines. Make sure that any issues of confidentiality are addressed prior to writing and presenting a report. (This is completed during the last month of term.)



Roles and Responsibilities

Student Teams

1. Prior to the mustering meetings, where students begin to sort into groups, students will have received the CSI proposals in Sakai that were vetted by the CSI coordinator and selected by faculty.
2. At the end of two mustering meetings, students will sort themselves into groups.
3. Preliminary contact with the client will be made by a point person from the student team to make an introduction and clarify the project, expectations, and begin to negotiate scope of work.
4. Prior to contacting the client, the student team will meet with the faculty advisor and the CSI Coordinator to discuss if the scope is too large or too small for the student group that has formed. The scope will differ for groups of 2, 3 or 4. A revised scope may be outlined at this time to propose to the client. The student team, in consultation with the faculty advisor and the CSI coordinator, need to be cautious not to re-work the proposal to the needs of the students.
5. In the fall semester students may be required to attend a workshop on consulting and group dynamics.
6. In the fall semester students will attend a minimum of *one meeting* with the faculty advisor and the CSI coordinator to continue guidance in developing group norms, negotiating scope with the client, establishing a timeline and deliverables.
7. In the fall semester *one additional meeting* will be scheduled with the students, *client*, faculty advisor, and the CSI coordinator. This meeting will confirm that all parties are in agreement with the details of the project and how to proceed into the spring semester.
8. In the spring semester faculty are expected to schedule *weekly check-ins* with student teams. The check-ins can be done by email. Face to face meetings scheduled in person or remotely are recommended *every other week*.
9. The first meeting in January, either scheduled remotely or in person, will include the faculty advisor, students, client, and CSI coordinator.
10. Students are the primary connection between the client and team. It should be determined early on how often, or if at all, the team needs to be on site. A *weekly* check-in day and time with the client is recommended throughout the semester. Some of these could be very short. It is recommended that longer meetings are aligned with the timeline for specific steps to be completed during the semester.
11. The Faculty advisor will only intervene if communication fails between the student team and the client.

Faculty Advisor

1. Proposals are vetted by 1 or 2 faculty members who have the expertise to evaluate the proposal. They determine:
 - a. the merits of the problem proposed by the organization;
 - b. do our students have the required skill-sets;
 - c. If the proposal is best served to be worked on as a CSI. In some cases, the faculty may recommend the proposal may be best served as an internship or project.
2. A Faculty advisor with the expertise needed to advise the student team is assigned.
3. In the fall semester the faculty advisor will set up a minimum of *one meeting* with the CSI group and the CSI coordinator to guide in developing group norms, negotiating scope with the client, establishing a timeline, and establishing deliverables.
4. In the fall semester *one additional meeting* will be scheduled with the client, faculty advisor, student team, and the CSI coordinator.
5. In the spring semester faculty are expected to schedule *weekly check-ins* with student teams. The check-ins can be done by email. Face to face meetings scheduled in person or remotely are recommended *every other week*.
6. The first meeting in January either scheduled remotely or in person will include the faculty advisor, students, client, and CSI coordinator.

Client

1. The client submits a proposal that has a clearly stated problem, expectations, and steps with a timeline that will guide the students to an established endpoint.
2. The client can work with CSI coordinator in the fall to clarify the proposal.
3. Preliminary contact will be made by a point person from the student team to make an introduction and clarify the project, expectations, and begin to negotiate scope of work.
4. In the fall semester a meeting will be scheduled with the students, client, faculty advisor, and the CSI coordinator. This meeting will confirm that all parties are in accord with the details of the project and how to proceed into the spring semester.
5. The Scope of Work agreement should be written and completed no later than January 1st. It will then need to be signed by all the members of the student CSI team and the client. (See Appendix 1 as a starting point)
6. In the spring semester clients, in consultation with students, are responsible for setting up regular meetings. It should be determined early on how often, or if at all, the team needs be at site. A *weekly* check-in day and time with the student team is recommended throughout the semester. Some check-ins could be very short and done by email. It is recommended that longer meetings scheduled in person or remotely are aligned with the timeline for specific steps to be completed during the semester.
7. The student team should be your point of contact unless communication breaks down and you request a meeting with the faculty advisor.
8. Approximately 400 hours of combined work is expected from the students. Be mindful that the students need to complete all work and deliverables by the end of April.

Director of Career Support/Timeline

1. August - Sends out RFP
2. September – Deadline for applications
3. October – Reviews project applications, consults faculty advisors
4. November – CSIs are made available for students to read in Sakai (our learning management system)
5. November - Consulting and group dynamics workshop, initial group meetings
6. Before and during the faculty vetting, the coordinator may need to clarify the project and help the client fine-tune a project that fits the needs of our students and the organization.
7. In the fall attends meetings with the teams and faculty advisor to help establish norms, facilitate communication between the client and team to establish the scope, and to make sure the scope is understood and agreed upon by all parties involved.
8. Attends first meeting in January with team, client, and faculty advisor. After January meeting the CSI coordinator is available for consultation. The faculty advisor is the point person for university contact from this point forward.



Producing a Final Report

Before providing a draft or final report to the client, you must ensure that you have edited the project for spelling, grammar, and writing clarity. These edits also apply to the scope-of-work Agreement. It is inappropriate to rely upon your Faculty CSI Adviser or the client to perform these edits. Before providing a draft or final report to the client, you must ensure that you have edited the project

General edits

- Spell check the document
- Check personal pronoun usage – try to balance the use of first- and third-person pronouns
- Check consistent verb tenses; use past tense throughout the project.

Formatting Guidelines (See guidelines below for specifics)

- Use 12-point font
- Double space the entire document except the Literature Cited section
- Indent each new paragraph rather than using blank lines to set off paragraphs
- Use 1” margins all around
- Start each major section on new page
- Note: your project report should be printed as a double-sided document

Figures and Tables Guidelines

- Reference all figures and tables parenthetically in the text
- Order your figures and tables chronologically as they appear in the text
- Make sure that page numbers of figures and tables are correct in the Table of Contents
- Use 12-point font for all figure and table titles.
- Figure titles go underneath the figure, and table titles go above the table.
- If figures and tables are oriented as landscape, they must face the right margin rather than the binding

Document Formats

If a citation has more than two authors, the citation should be referenced in the text as “(Smith et al 2003)”; note that there are no commas. In the Literature Cited section all authors are listed.

Providing data

It is more informative to see means and standard errors or standard deviations in the text than the actual statistic if the statistics are given in the table. Your words have to be supported with numbers in some form, either in the table or in the text. Generally, numbers pointing to critical and significant results are included in the text, while other numbers of less significant results should be included in tables that are referred to in the text. If results are significant, the supporting statistics must be included parenthetically following the text describing the significant results, or that text has to refer to a table that contains the statistical results.

Formatting Suggestions

Order of Pages in Final Report

- **Title Page** (required) not numbered
- **Acknowledgments** (optional) lower case Roman numerals
- **Executive Summary** (required) lower case Roman numerals
- **Table of Contents** (required) lower case Roman numerals
- **List and caption descriptions of Figures, Tables, and Illustrations** with page numbers (optional) lower case Roman numerals
- **Body of Report** (required) – Arabic numerals, starts with page 1
- **Endnotes** (optional)
- **Literature Cited** (required)
- **Appendices** (optional but recommended)

Margins

Minimum Required:

- Use a minimum of 1” margin on all four sides
- Place page numbers in the bottom center of the page, ½” inch from bottom edge

Borders

Do not use decorative borders.

Page Numbering

Project and title page are not counted in the numbering of pages. Preliminary pages (for example: Acknowledgments, Executive Summary, Table of Contents) that precede the main text are numbered with lower case Roman numerals beginning with one (i). Starting with the Introduction, number the main text consecutively beginning with Arabic numeral one (1) in the bottom center. Check and re-check your final report to ensure that all pages are present and in numerical order.

Print quality

Only electronic copies need to be submitted to the ES Department. However, Clients may wish for both a hard and an electronic copy of your final report and final presentation.

Title Page

The title page must be double-spaced and is not numbered.

Section Headings

Each major section should begin on a new page. Major headings should be in 12-point font, **bolded**, and capitalized. First subheadings should be in 12-point font and underlined. Secondary subheadings should be *italicized*. The remainder of the text should be in 12-point font with no special formatting (plain), preferably in Times or Times Roman font. Scientific names should be *italicized* throughout, always given the first time a common name is used. Common names should be lower case (except for proper names, such as Wilson’s storm-petrel or Jefferson’s salamander)

Indenting

The first paragraph of each section or subsection should not be indented. Use standard ½” indents at the beginning of each paragraph following the first paragraph of each section. Learn how to you tabs in Word for all indenting. Do not use spaces as a way to indent or format your text or tables as such formatting often changes with font type and size.

Document Appendices

Unusually long or supplementary materials should be contained in appendices, e.g., raw data, large maps, or photographs. Appendices must be lettered (e.g., A, B, C) consecutively within the text of the project. The appendices must meet the standards for the rest of the project.

Literature Cited

The bibliography should meet your professional style requirements

Plagiarism and academic integrity

As a graduate student, you are entering a world of scholarly discourse where intellectual property rights are taken very seriously. In keeping with the academic and scientific tradition of respecting one another's ideas, you are expected to cite others' work and ideas properly. Please carefully review the plagiarism policy adopted by the ES Department to make sure you have a clear understanding of our expectations for academic integrity.

Footnotes and Endnotes

Footnotes and endnotes should be single-spaced with an extra blank line between notes. Discuss with your adviser where footnotes or endnotes would be more appropriate for your text.

Equations, Superscripts, and Subscripts

Equations, superscripts, and subscripts are acceptable provided they are legible when photocopied. They may be one size smaller than the text. To identify each equation clearly, isolate it with double spacing.

Foreign Language Use

Your project must be in English, but you may include quotations in languages other than English in your project provided they're accompanied by an English translation.

Tables and Figures

- Tables and/or figures can appear in the body of the text **or** at the end of each section or chapter
- Tables and/or figures may be formatted to appear either horizontal or vertical on 8 1/2" x 11" paper
- Figure and Table captions must be in 12-point font, single-spaced, and flush left. Table footnotes can be 10-point.

Graphics

Computer-generated figures and graphs must meet the same standards as the rest

Evaluation

Students complete the following for Antioch:

1. A self-evaluation (see appendix II-guiding questions); each student will develop their individual list of project learning objectives that will be used by them in their self-evaluation.
2. An evaluation of each individual team member (appendix III-example). The team will develop a list of criteria for assessing each team member.
3. An overall evaluation of the team and the outputs of the project. The team will develop a list of criteria for assessing the overall evaluation of the team and project outputs. Criteria to consider but not exhaustive: Did team members share the same set of goals? Was there a climate of trust? Was the work product a collective effort? Were the goals realistic?
4. A student evaluation of client/organization (Appendix V)

Client Completes the Project Evaluation

Each client will also be provided a confidential Project Partner Evaluation Form for submittal to the Faculty CSI Advisor. (Complete and submit during the last week of the term.)—see appendix IV



Appendix I

Scope of Work Agreement

Agreement Between Partner Organization and CSI Project Team

This Scope of Work (hereinafter "Agreement") is made by and between (**Partner Organization**) and the CSI Project Team of Graduate Students attending Antioch University New England (**CSI Team**). In consideration of the mutual promises hereinafter contained, the parties agree that this Agreement will be performed in accordance with the following conditions:

ARTICLE I Performance Period

The performance period of this Agreement will be _____ through _____.

ARTICLE II Scope of Work

For the term of this Agreement, CSI Project Team will perform the scope of services as described on page 3 of the Guidelines. This includes overall goals, timeline, tasks, and deliverables. **Attach finalized scope of work to this Agreement document. Much of this information will come from the finalized Request for Project Application.**

ARTICLE III Amount of Agreement (**may not apply to all CSI projects**)

The total amount of this Agreement is \$ _____. This includes **only** the following direct costs for performance of services _____.

ARTICLE IV Payment

There will not be payment except for agreed-upon direct costs as listed above. This will be paid upon completion of the project.

ARTICLE V Termination

This Agreement may be terminated by either party for cause in the event that the other party has failed to comply with any material condition of this Agreement and has failed to cure such breach within thirty (30) calendar days of written notice of the alleged breach. The notice shall state the alleged breach and be delivered by certified mail, return receipt requested, to the party at the address set forth in this Agreement.

ARTICLE VI Relationship

The CSI Project Team shall perform obligations under this Agreement as an independent team of graduate students.

Appendix II

Student Self-Evaluation

The following are questions that will guide the CSI Project Evaluation completed by each student:

- What work/tasks did you perform? What part of the project did you undertake?
- How well did you perform your work?
- What did you learn – both substantively and process-related – from the project?
- What did you learn about working on a team? What did you learn about being a consultant?
- How much time did you spend on the project?
- What reflections from your journal do you have?
- What overall suggestions do you have about the Capstone Project?
- If you were to do this project over again, what would you do differently, if anything?

Appendix III

Individual Team-Member Evaluation Form

Peer Feedback

The following will guide the peer assessments of each team member

CSI Team Project Title: _____

CSI Team Members: _____

CSI Team Member you are evaluating: _____

Your Name (Evaluator): _____

Period of Evaluation: From _____ (date begin) to _____ (date end)

PART ONE: QUANTITATIVE ASSESSMENT (CHECK *ONLY ONE BOX* FOR EACH OF THESE 12 ITEMS)

COOPERATIVE LEARNING SKILLS:	NEVER	SOMETIMES	OFTEN	ALWAYS
Arrives on time and remains with team during activities				
Demonstrates a good balance of active listening & participation				
Asks useful or probing questions				
Shares information and personal understanding				

SELF-DIRECTED LEARNING:	NEVER	SOMETIMES	OFTEN	ALWAYS
Is well prepared for team activities				
Shows appropriate depth of knowledge				
Identifies limits of personal knowledge				
Is clear when explaining things to others				

INTERPERSONAL SKILLS:	NEVER	SOMETIMES	OFTEN	ALWAYS
Gives useful feedback to others				
Accepts useful feedback from others				
Is able to listen and understand what others are saying				
Shows respect for the opinions and feelings of others				

PART TWO: QUALITATIVE ASSESSMENT

- 1) What are the most valuable contributions this person made to your team?
- 2) What are the most important things this person could have done more of to help your team?

Appendix IV



Client Feedback on CSI Project

Department of Environmental Studies

The client feedback form is due at the end of the students' CSI Project. Please complete, sign and email this form within one week of receiving your final project report to:
Suzanne Green, sgreen5@antioch.edu

Your feedback is essential for student learning and will be shared with the students and the team's faculty advisor.

Thank you for working with a CSI Project student team.

Name of CSI Project: _____ Date: _____

Individual (and position and organization) completing this form:

Students on CSI Project Team: -

Rating Key

4 = Student team exceeds expectations; 3 = Student team meets expectations; 2 = Student team shows progress toward meeting expectations; 1 = Student team does not demonstrate progress toward meeting expectations; NA = Not applicable; DN = don't know

Criteria	Rating	Comments
Goals of CSI Project were met		
Quality of work		
Ability to work with different members of the organization		

General comments on student team's strengths and challenges

Appendix V

Student's Evaluation of the CSI Site

Antioch University New England, Department of Environmental Studies

Organization and Location:

_____ Town: _____ State: _____

Student Name: _____

Client's Name: _____ **Title:** _____

Briefly, describe the CSI project:

Rate the negotiated scope of the project. Comment on you your ability to get the job done in a semester.

poor			fair		good		outstanding		
1	2	3	4	5	6	7	8	9	10

Comments:

Rate the human and physical resources supplied by the client and organization. Comment on your ability to achieve a successful outcome.

poor			fair		good		outstanding		
1	2	3	4	5	6	7	8	9	10

Comments:

