

## **Online Appendix B. Examining Alternative Explanations**

I conducted a follow-up analysis of the sustainability managers' comments on STARS to explore the possibility that perhaps they were avoiding tasks that were either already managed by another occupational group or that they viewed as potentially leading to considerable conflict with another occupational group. The primary consideration in this case is that many of the issues that were eliminated or significantly weakened – such as same-sex partner benefits, health care, equal pay, and parental leave – could be seen as more within the jurisdiction of human resource professionals.

In order to investigate whether or not concerns about encroaching into the jurisdiction of other occupational groups were driving the cutting of certain tasks, I went back and coded each of the 1,347 reviewer comments for whether or not they mentioned another occupational group in their justification for whether or not they thought they should be engaging or not engaging in certain work. Through this coding, I found that only 70 comments, or about 5% of the overall comments, mentioned another occupational group. The most frequent groups that were mentioned were: (1) facilities managers; (2) faculty; (3) administration; (4) sustainability committee members; (5) dining staff; and then finally (6) human resources. Human resource managers, who seemingly would have had the greatest potential jurisdictional conflict over the indicators that were eliminated, were only mentioned 6 times in the comments. Furthermore, the occupational group that was mentioned the most, facilities managers, have a jurisdiction that is most closely aligned with the STARS category of Operations, which is the category where the majority of indicators remained relatively unchanged or were strengthened. The final version of STARS had more indicators in Operations than in any other category. As a final check, I qualitatively examined all of the mentions of other occupational groups in the STARS comments, and it became clear that other occupations were primarily discussed in relation to how the sustainability managers could influence other groups, for example how they could encourage dining services to start composting or how they should work to integrate sustainability into faculty tenure requirements. In sum, these additional analyses provide further evidence that the processes that resulted in jurisdictional drift were not heavily influenced by sustainability

managers' concerns with avoiding work that they perceived to be overlapping with the jurisdictions of other occupational groups.