

# SEM and Resilience Survey

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## Abstract

2020 provided unique opportunities to test and exercise resilience in our lives, businesses and institutions. In parts of North America, both the global pandemic and massive wildfires threatened and disrupted business operations for many industries. During this period, mature Strategic Energy Management (SEM) programs continued running at scale. Discussion with SEM program administrators and implementers at the Northwest SEM Collaborative conference in October of 2020 surfaced interesting feedback: SEM programs were adjusting to circumstances effectively and were still meeting and even exceeding energy saving goals. Anecdotally, participants in SEM programs responded and adjusted quickly to internal and external changes, and their SEM practices seemed to be fairly resilient, despite these major disruptions.

The North American SEM community wanted to go beyond these anecdotes to better understand what happened and why during this very unusual year. This qualitative research leverages relationships held by SEM program administrators in the US and British Columbia to survey program participants about the effects of the 2020 pandemic and/ or natural disasters on their operations. We seek to better understand if and how SEM affected the operational resilience of these businesses, and how the crises affected their energy management efforts. The survey also explores the particular SEM practices or principles that helped participants adjust to or recover from changing circumstances, as well as any elements of SEM that were particularly brittle, unhelpful or likely to fail when standard business operations were challenged.

## Introduction

### Strategic Energy Management

Utilities and other Administrators of SEM programs worked with the Consortium of Energy Efficiency (CEE) to define SEM, which is described in the CEE SEM Minimum Elements as follows:

“Strategic Energy Management can be defined simply as taking a holistic approach to managing energy use in order to continuously improve energy performance, by achieving persistent energy and cost savings over the long term. It focuses on business practice change from senior management through shop floor staff, affecting organizational culture to reduce energy waste and improve energy intensity. SEM emphasizes equipping and enabling management and staff to impact energy consumption through behavioral and operational change. While SEM does not emphasize a technical or project centric approach, SEM principles and objectives may support capital project implementation.”

Common EE program designs serving the commercial and industrial sectors, including Custom and Deemed approaches, focus on encouraging implementation of capital projects to save energy. These energy projects often take 1-3 years to develop from concept to completion. Savings outcomes in these types of programs are frequently jeopardized by unexpected forces outside of the program's or participant's control, including major changes in the participant's business or in the economy overall. SEM resource programs were conceived and developed in the late 2000s as a way to overcome the loss of savings from cancelled capital projects during the Great Recession. By focusing on operations and especially low and no-cost opportunities, SEM provided a significant source of energy and cost savings that benefitted participating businesses and helped ratepayer-funded programs achieve their savings goals during challenging economic times.

The efficacy of SEM programs in the face of significant disruption was tested again during the pandemic and natural disasters of 2020. There were big challenges to overcome, especially in maintaining participant engagement after shifting to remote delivery of SEM coaching and training. Expectations were low. But discussion with SEM program administrators and implementers in late 2020 surfaced interesting feedback: SEM programs were adjusting to circumstances effectively and were still meeting and even exceeding energy saving goals. Anecdotally, participants in SEM programs had responded and adjusted quickly to internal and external changes, and their SEM practices seemed to be fairly resilient, despite these major disruptions.

### SEM and Resilience: A Hypothesis

The authors posit that practicing SEM can improve an organization's resilience – in particular, their ability to effectively respond and adjust to both planned and unexpected changes in business operations.

Aspects of SEM programs that can contribute to such organizational resilience include:

- SEM programs engage, train and empower staff at multiple levels of an organization to understand and manage energy use in their organization's buildings and processes. SEM embeds a culture of energy management within the organization. This improves the awareness and knowledge of key individuals/ teams and fosters communication between departments within the organization more broadly.
- In SEM programs, participants gain an increased understanding of the energy using systems and equipment within their facilities. Teams are encouraged to develop and document standard operating procedures that can support more effective, efficient operations, such as in the event of a planned or unplanned shut-down, in order to prevent back-sliding and maintain energy savings.

### Why it matters:

Evidence indicating implementation of SEM is resilient to ecological, social and economic disruptions can bolster the case for the valuable role of SEM in the larger challenge of addressing climate change. Due to the impacts of climate change, there is significant risk that long term mitigation efforts such as

improving energy efficiency will be ignored and unfunded, as businesses and governments respond to expensive, immediate crises that jeopardize human health and safety. But it is also absolutely essential that we reduce carbon emissions by continuing and accelerating the transition to a clean energy economy. Optimized, flexible approaches to energy management which help businesses adjust to and manage rapid, unexpected change will be more relevant, successful and economically beneficial overall than programs with a narrow, rigid or more prescriptive design and focus.

## Purpose and Method

### Purpose of Research

- 1) To inform and improve future SEM initiatives including program design, strategy and tactics.
- 2) As supplemental information to inform evaluations of SEM programs.
- 3) To explore how capacity for resilience develops and what may help increase it.

### Objectives

- Survey program participants about the effects of the 2020 pandemic, wildfires and/ or other major unplanned disruptions on their operations.
- Characterize if and how SEM affected the operational resilience of these businesses, and how the crises affected their energy management efforts.
- Identify the particular SEM practices or principles that helped participants adjust to or recover from changing circumstances
- Identify elements of SEM that were particularly brittle, unhelpful or likely to fail when standard business operations were challenged.

### Method

A survey was conducted among current SEM program participants in the US and Canada. The following summarizes the steps with the survey.

- 1) Develop survey: A set of survey questions were developed for administration through an online platform. The number and depth of questions reflects the research objectives and a target of under 10 minutes for respondents to complete the survey. The questions were programmed into the online platform (Survey Monkey) and the survey was opened for responses on June 1<sup>st</sup>, 2021. Appendix A of this summary provides the full set of final survey questions.
- 2) Recruit respondents: The project team targeted receiving 50-200 responses to the survey. To accomplish this, the project team reached out to utilities and other organizations that administer SEM programs to request that they distribute the request for survey to their participants. This included an announcement in the North American SEM Collaborative electronic newsletter in May 2021 followed by direct outreach from team members to explain the project and solicit their commitment. Upon completion of the survey, all participating PAs

were offered a summary report of their participants' survey responses and a data file of their individual responses.

Nine SEM program administrators (PAs) agreed to distribute the survey request and were provided with an email template to support outreach to their SEM participants. The email template described the purpose of the survey and provided links to the survey instrument. The templates used to recruit PAs and SEM participants are provided in Appendix B.

- 3) Complete survey: 91 survey responses were received between June 1<sup>st</sup> - June 30<sup>th</sup>, 2021. 100% of respondents completed the survey and their average time to complete the survey was 8 minutes.
- 4) Provide descriptive summary of results: The authors have provided a basic, descriptive analysis of the survey outcomes (see below). The full data set is available upon request for those seeking to perform further analysis.

### Limitations

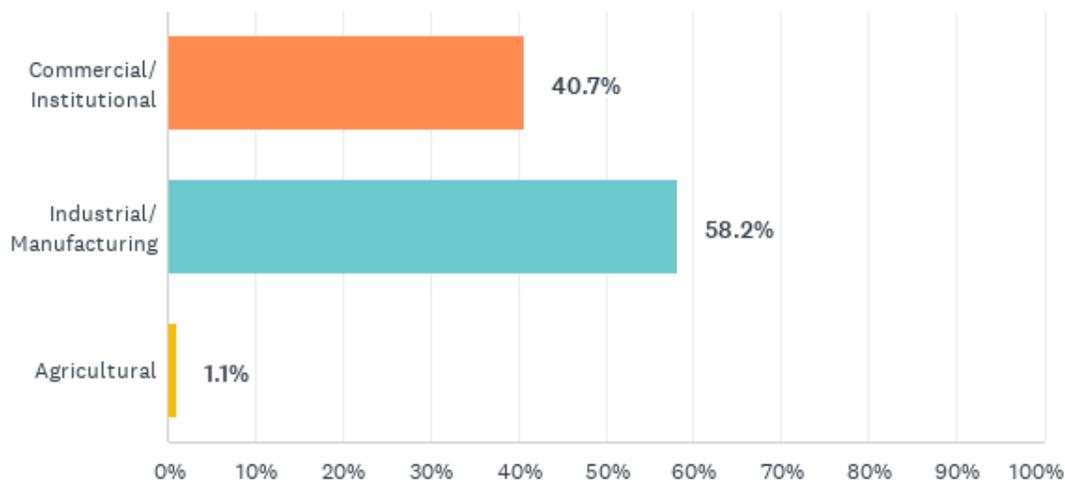
This research entails a number of limitations, including a non-random sample, lack of a control group, and reliance on participants' self-reports. While results provide some insight into the experience of SEM program participants who responded, they may not be applicable to non-respondents more broadly. Due to these limitations, survey results indicate but do not support drawing definitive conclusions that practicing SEM builds capacity for resilience in an organization.

## Survey Results

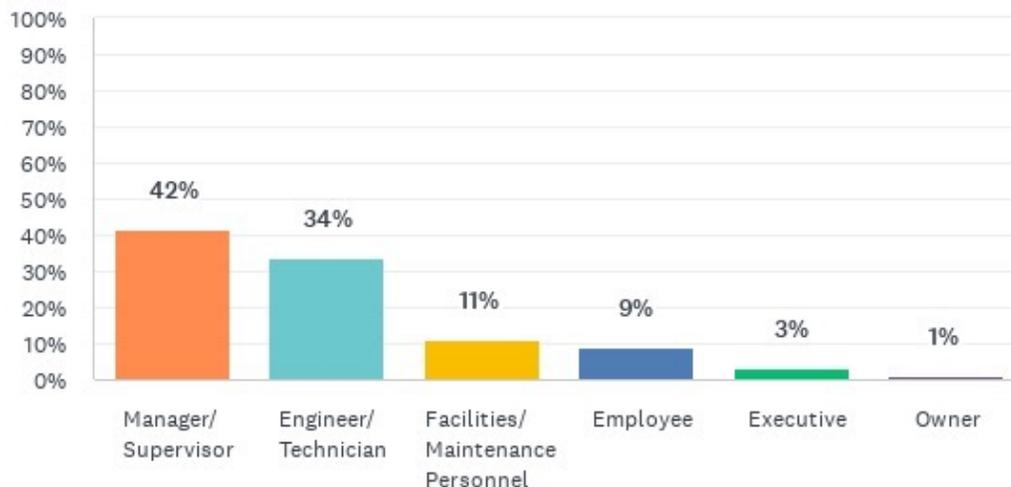
### Characterizing the Organization and their SEM program participation

The following six questions were collected to provide context and support analysis of the more substantive questions about SEM and resilience that follow. Basic analysis of participant responses did not uncover differences when comparing Commercial or Industrial participants or number of sites participating in the program. There was also no clear trend or difference associated with the role of the person responding within their organization. But the number of years an organization has been involved in SEM (Q5) is positively correlated with their perception that SEM has supported their organization in adapting to planned and unplanned changes (see questions 16 and 17).

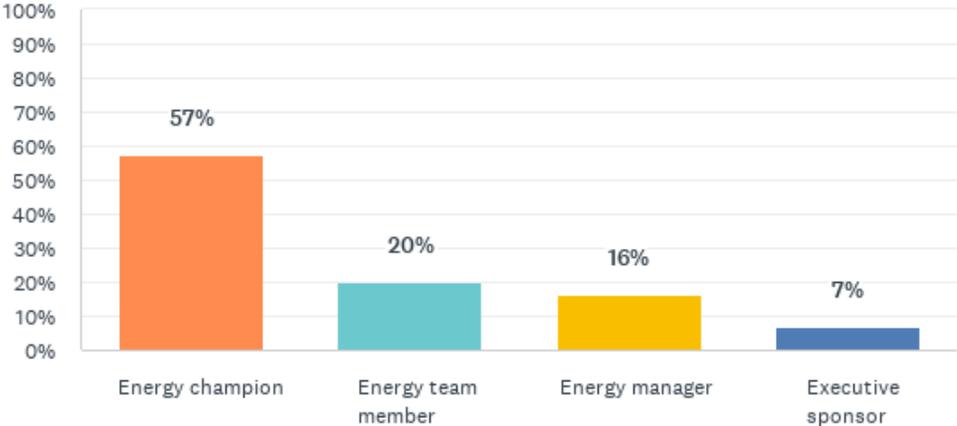
*Q1 Which one of the following best describes your organization's market sector?*



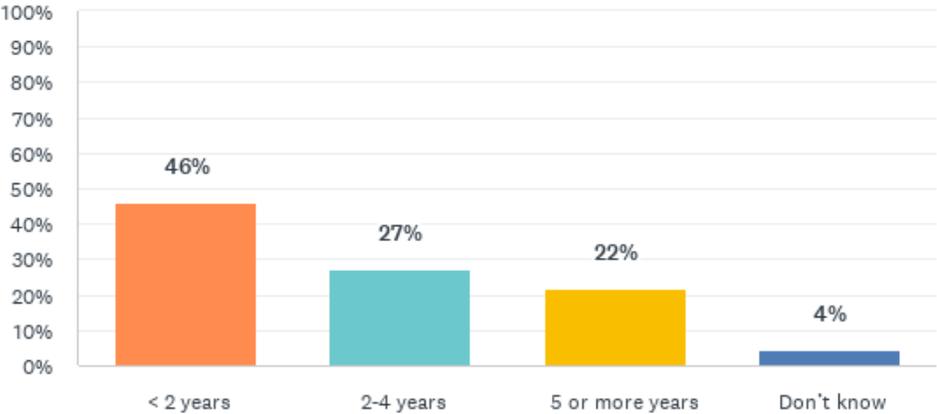
*Q2: Which of the following best describes your position ?*



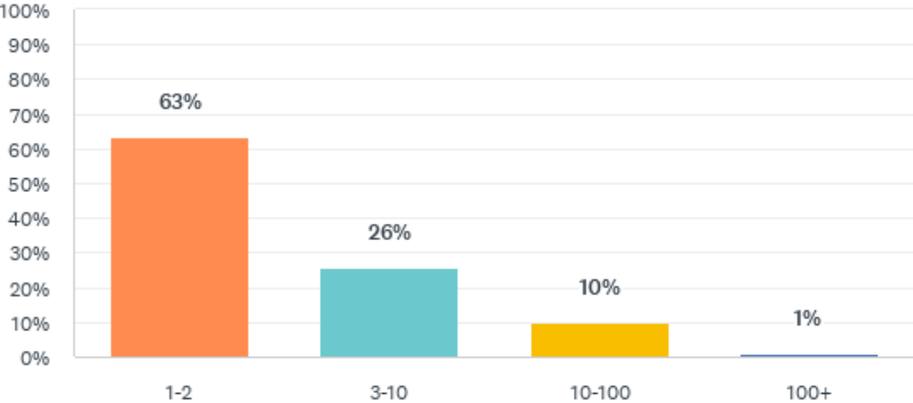
Q3: Which of the following best describes your role in SEM at your organization?



Q5: How many years has your organization been in the SEM program?



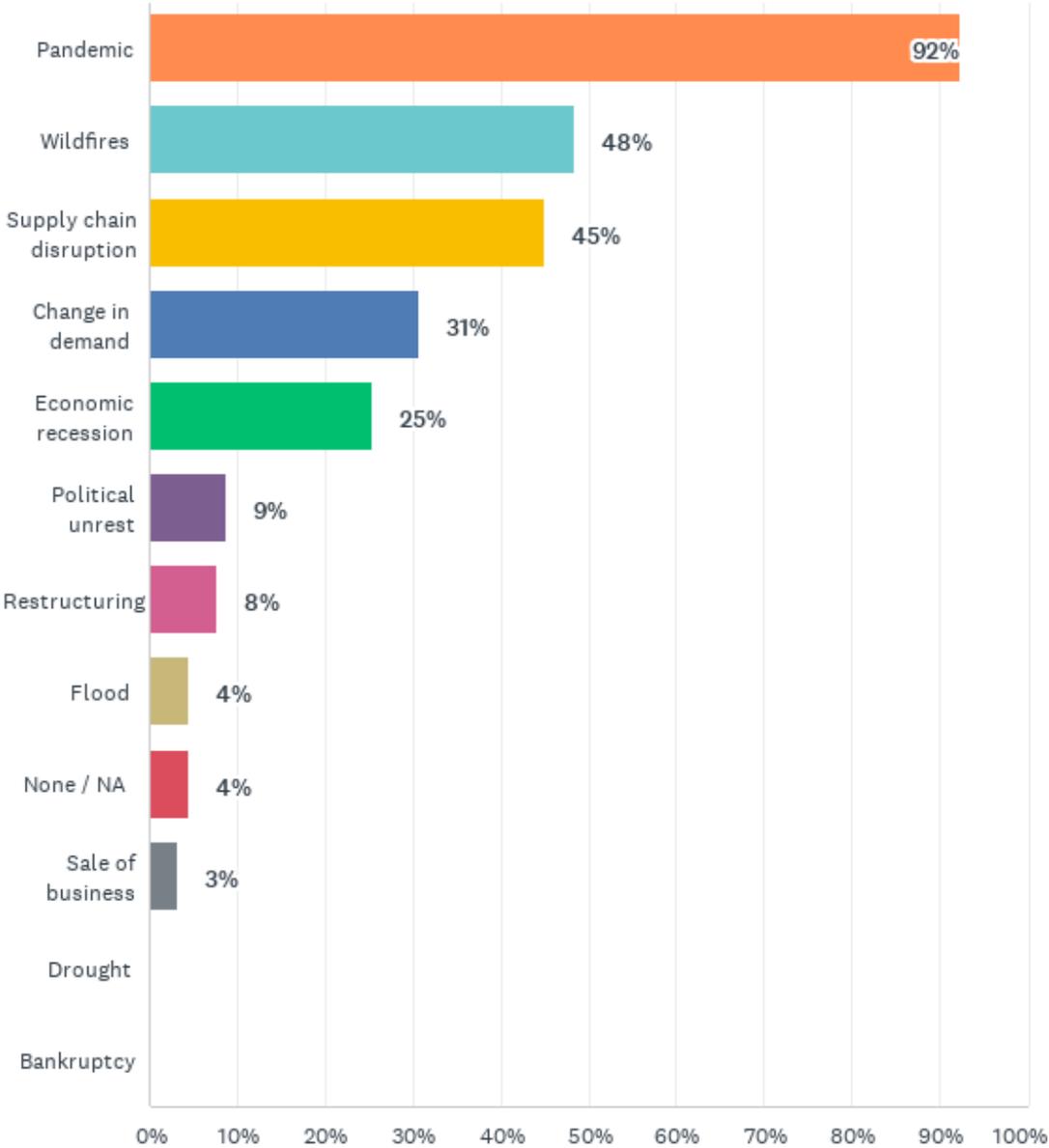
Q6: How many of your organization's properties/sites are participating in the SEM program?



Characterizing the disruptions faced by the organization

A positive answer to Q7 below was necessary to continue the survey. Only 2 of 91 respondents answered “not applicable”, indicating that their site was not directly affected by major disruptions in 2020. The surprisingly high percentage of survey respondents experiencing wildfires (48%) was tied to the high number of respondents from the Pacific Northwest of the US and Canada, where mature SEM programs have been running at scale for many years.

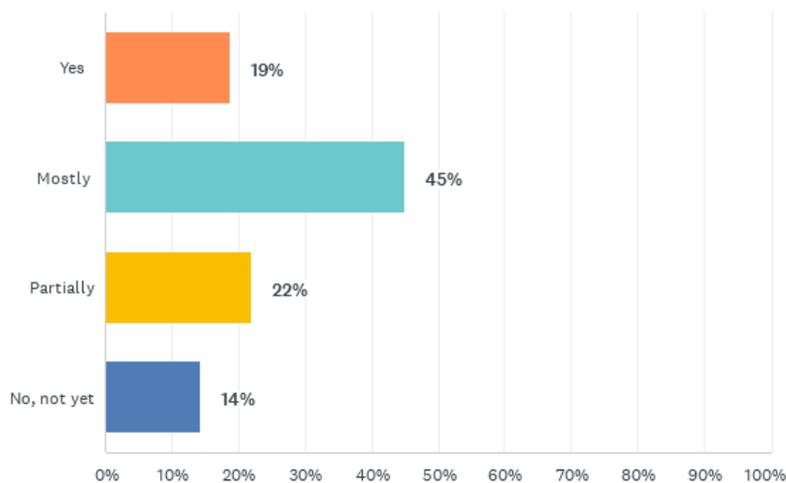
Q7: For your sites/ properties participating in SEM, which of the following major disruptions affected business operations in 2020? (select all that apply)



Q8: What impacts did you or your Energy Team face in 2020? (select all that apply)

ANSWER CHOICES	RESPONSES	
Working from home	74.44%	67
Increased use of virtual meeting platforms	68.89%	62
Furloughs or reduced hours	37.78%	34
Inconsistent schedules (due to changes in business hours, childcare demands, other)	35.56%	32
Reduced capacity for SEM from core Energy Team	34.44%	31
Critical supplies or materials not available or delayed	28.89%	26
Decreased organizational focus on energy efficiency	26.67%	24
Layoffs	23.33%	21
Reduced interest in SEM from leadership	21.11%	19
Restrictions/ limited access to tools or information	13.33%	12
Temporary loss of power, water or other utilities	12.22%	11
Business closure	7.78%	7
Damaged or destroyed buildings/ equipment	6.67%	6
Internet bandwidth limits	5.56%	5
Evacuation	2.22%	2
Not applicable/ None of the above	2.22%	2
Total Respondents: 90		

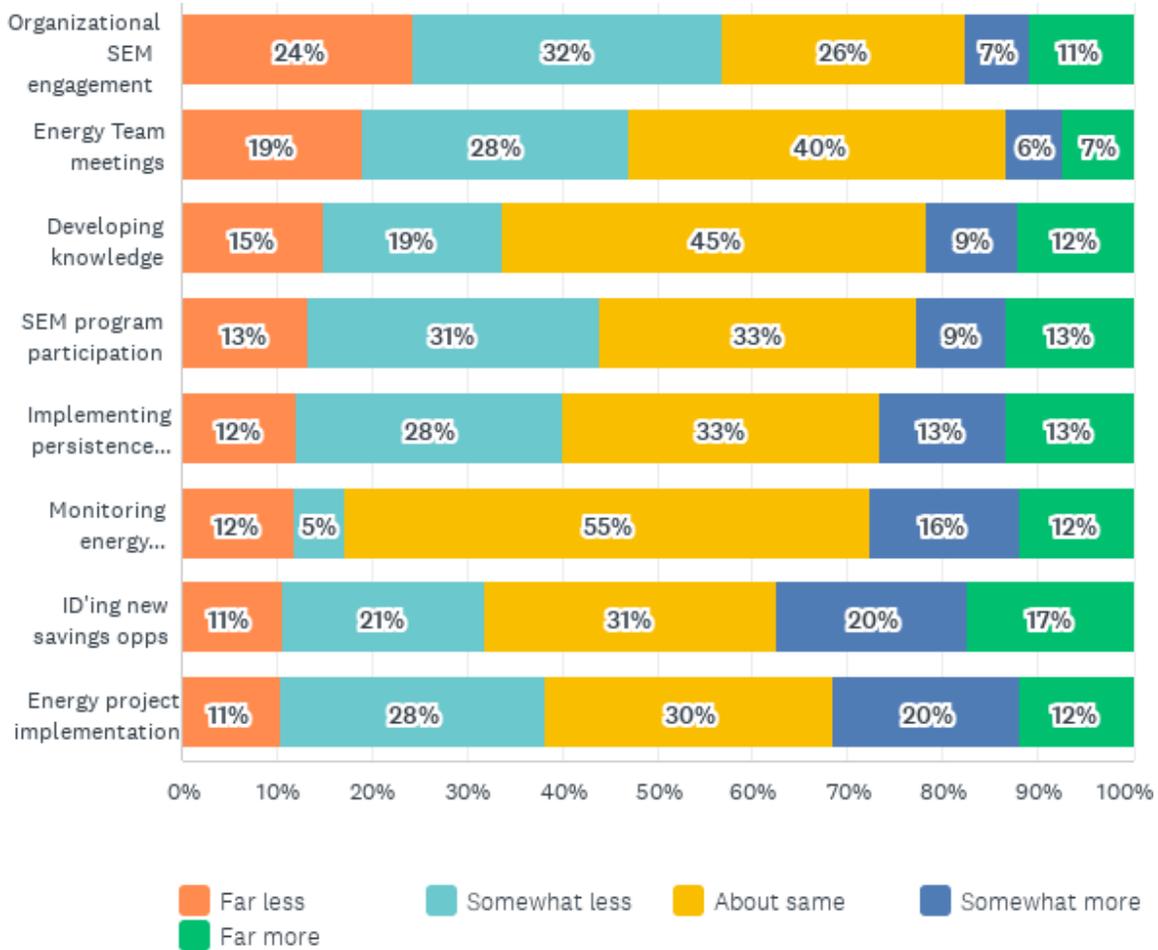
Q9: Are business operations more or less back to “normal” now?



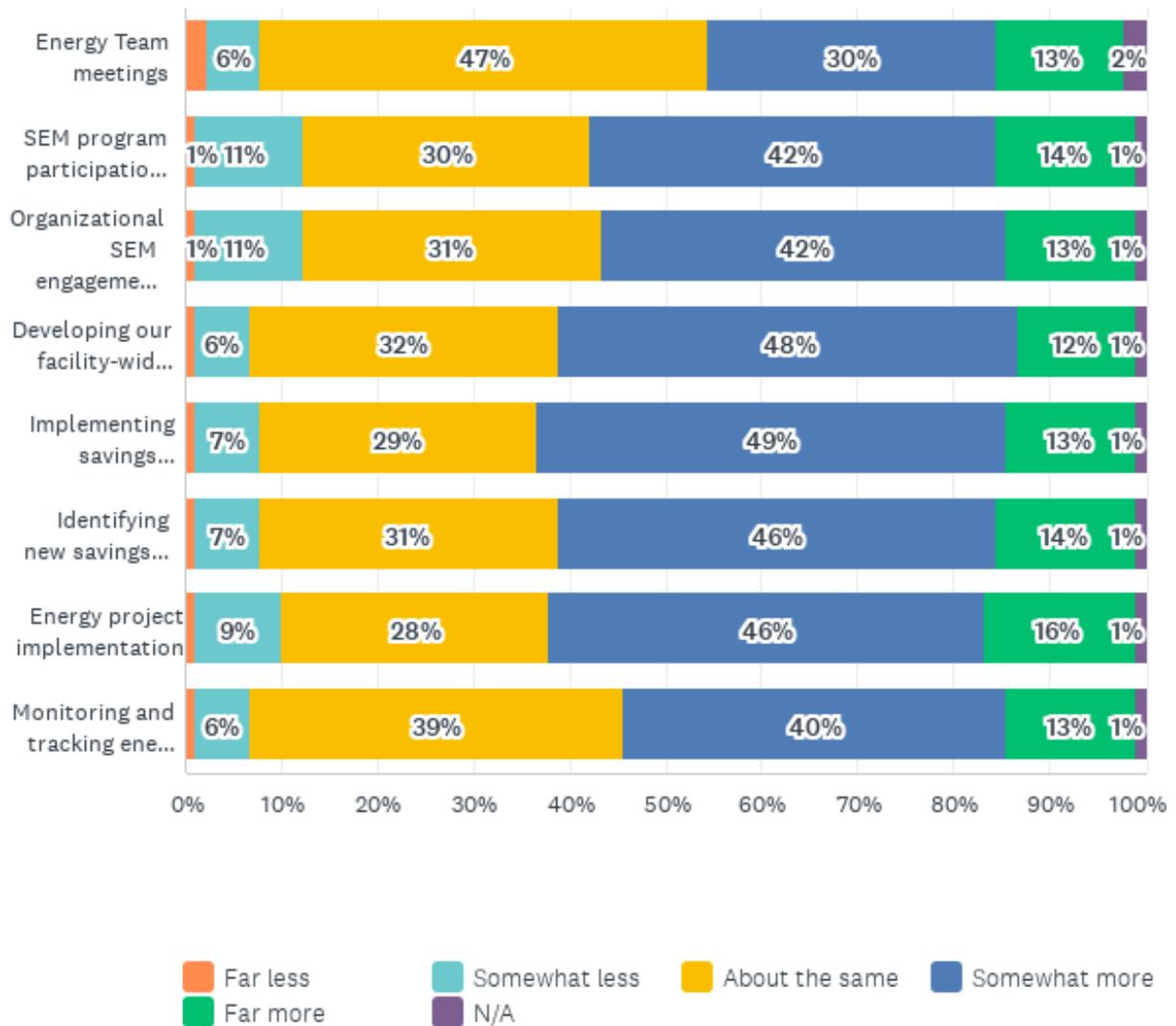
The effect of disruptions on SEM efforts (i.e., the resilience of SEM practices)

Questions 10, 11 and 12 gathered information about how the disruptions participants experienced affected their SEM initiatives and results.

*Q10: Compared to 2019, what was your Energy Team’s level of involvement in the following SEM efforts in 2020?*



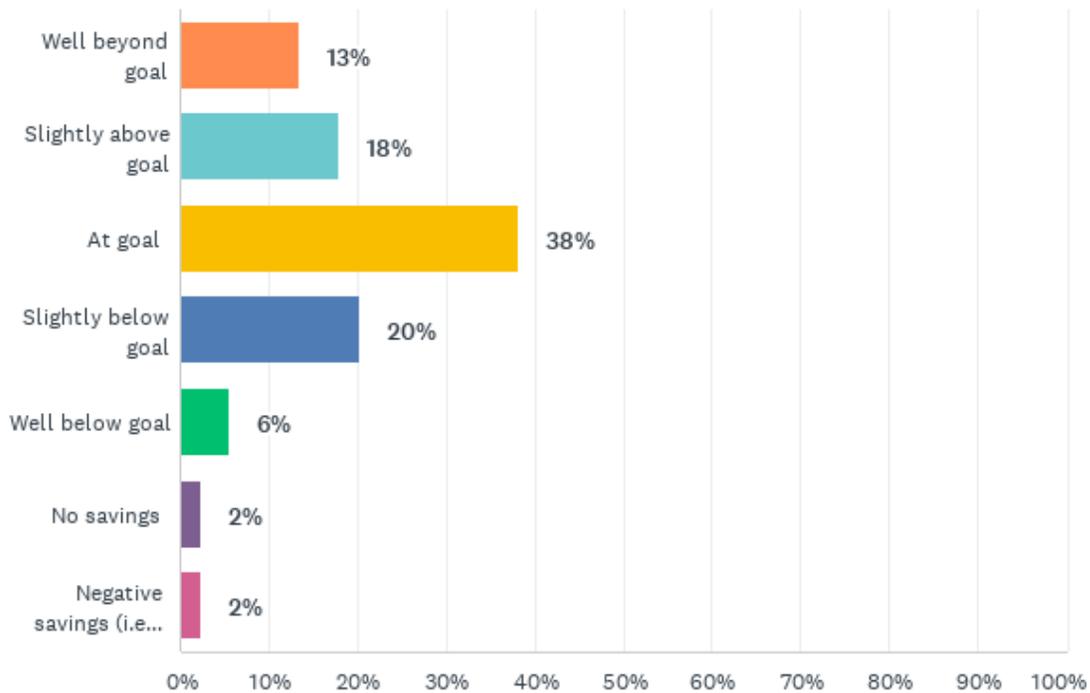
Q11: Compared to 2020, considering the year to date and looking forward, what do you expect your Energy Team's level of involvement will be in the following SEM efforts in 2021?



The following is the options survey participants had in answering Q11:

- *Energy Team meetings*
- *SEM program participation (eg, workshops, coaching calls, etc)*
- *Organizational SEM engagement (eg, employee engagement, Energy Team calls, reporting, etc)*
- *Developing facility wide energy plans*
- *Implementing savings opportunities*
- *Identifying new savings opportunities*
- *Energy project implementation*
- *Monitoring and tracking energy performance*

Q12: How would you characterize your progress towards your energy savings goals over the past year?  
(select the best answer)



### Useful, Difficult and Beneficial Aspects of SEM

Questions 13, 14 and 15 were posed to gain insight into which aspects of participation in SEM were useful or challenging, as well as benefits experienced. These results provide anecdotal evidence for the potential for SEM to be a support as well as a burden amid disruptive times. This feedback is particularly worthy of attention by program designers and implementers.

Q13: Were any specific SEM practices, tools or program offerings particularly useful during the disruption or in recovery?

59 respondents answered this open-ended question. 24% of those who answered (n=14) said No or Not Applicable, while 76% responded positively to the question. 5 respondents simply answered “yes”, and did not provide additional information. 40 respondents named at least one specific aspect of their SEM effort they thought was particularly useful during the disruption or in recovery. Common themes and examples of responses included:

#### **Virtual meetings, workshops and tools (n=10):**

*“The virtual tools such as Zoom all resources available on Sharepoint. Remote meeting helped keep the team going”*

*“Virtual meetings helped fill gaps where in person gatherings were not practical”*

*“Energy Team Meetings help redirect focus towards energy efficiency”*

**Technical support (n=12) and Onsite Technical Support (n=6):**

*“SEM coaches did a BMS review for us and identified several potential issues that the maintenance department has been working on.”*

*“Their willingness to get “boots on the ground” rather than just coaching from afar was critical.”*

**Coaching support (n=5):**

*“Our coach keeping us motivated and accountable”*

*“Persistence practices, but more importantly communication with our coaches; our coaches have been available through the pandemic and wildfires assisting our team and providing support.”*

**Reducing energy use in unoccupied buildings (n=5):** including mentions of building scheduling, zero state monitoring, control software scans.

*“The awareness fostered by SEM kept us 'on it' -reducing energy in unoccupied buildings”*

**Peer to peer learning (n=5):**

*“Online conversations with other energy managers”*

*“Talking to the other members helped us understand how other facilities were dealing with issues”*

**Energy performance data/ models (n=3):**

*“Utilities tracking to monitor utilities cost reductions and opportunities for further saving”*

*Q14: Did any specific SEM practices, tools or program offerings fail or become a problem or source of concern during this period?*

55 respondents answered this open-ended question. 65% of those who answered (n=36) said No or Not Applicable. 19 respondents indicated that at least one aspect of their SEM effort was challenging or failed during the pandemic and other disruptions.

The most common theme in these responses (n=9) was **the difficulty of keeping staff engaged** in SEM efforts due to internal labor capacity constraints. This affected employee engagement, energy team engagement and general organizational engagement. Representative responses included:

*“Employee engagements section was not useful as due to internal labor shortage issue”*

*“Maintenance team members lack of interest”*

*“Long workshops were difficult during times when manpower was short.”*

*“Just our ability to stay focused. It was an organizational issue, not a program issue.”*

The next most frequently mentioned issue (n=5) was the difficulty of holding meetings during the pandemic and **challenges associated with trying to implement SEM remotely.**

*“During the initial part of the pandemic, figuring out meeting times and safe means to conduct was challenging.”*

*“Because we were all working from home, and most of us still are, the occupant behavior aspect of our program suffered the most.”*

*“Energy hunt during the pandemic was difficult - engagement in meetings is difficult with half of the SEM team at our site.”*

A few respondents (n=2) mentioned challenges to persistence of previously implemented savings measures due to **increased ventilation** air flow requirements associated with operating facilities with employees in them during the pandemic.

*“Air flow rates at code minimums, had to be increased during the pandemic”*

Only one respondent mentioned **lack of funding** as an issue.

*“Lack of funding made implementing found opportunities tough”*

Q15: Which of the following benefits (if any) has SEM provided to you in these times? (select all that apply)

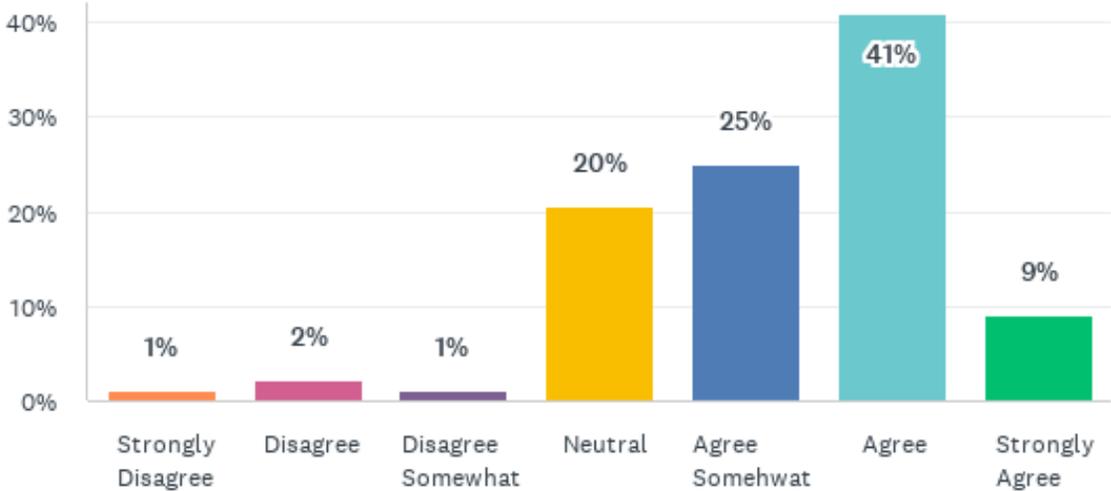
ANSWER CHOICES	RESPONSES	
Framework for Energy Team training, either onsite or off-site	60%	49
Motivation and tools to complete deferred maintenance projects	54%	44
Creating opportunities for internal staff connection (e.g., at energy team meetings, coaching calls, workshops)	54%	44
Community connections and new relationships with other organizations	39%	32
Support to complete "invasive" projects like HVAC, lighting, etc. during low occupancy	35%	29
Helped meet operating cost reduction targets	32%	26
Helped meet environmental reduction targets	28%	23
Recognition from leadership for our efforts	26%	21
Standard Operating Procedures (SOPs) developed to save energy supported effective shut down, start-up, rescheduling	24%	20
Resiliency planning	22%	18
Shut down periods provided an opportunity to assess base loads and diagnose energy waste	17%	14
PR/Marketing success story	16%	13
Employee morale boost	13%	11
None of the above	5%	4
Total Respondents: 82		

### The Effect of SEM on Operational Resilience

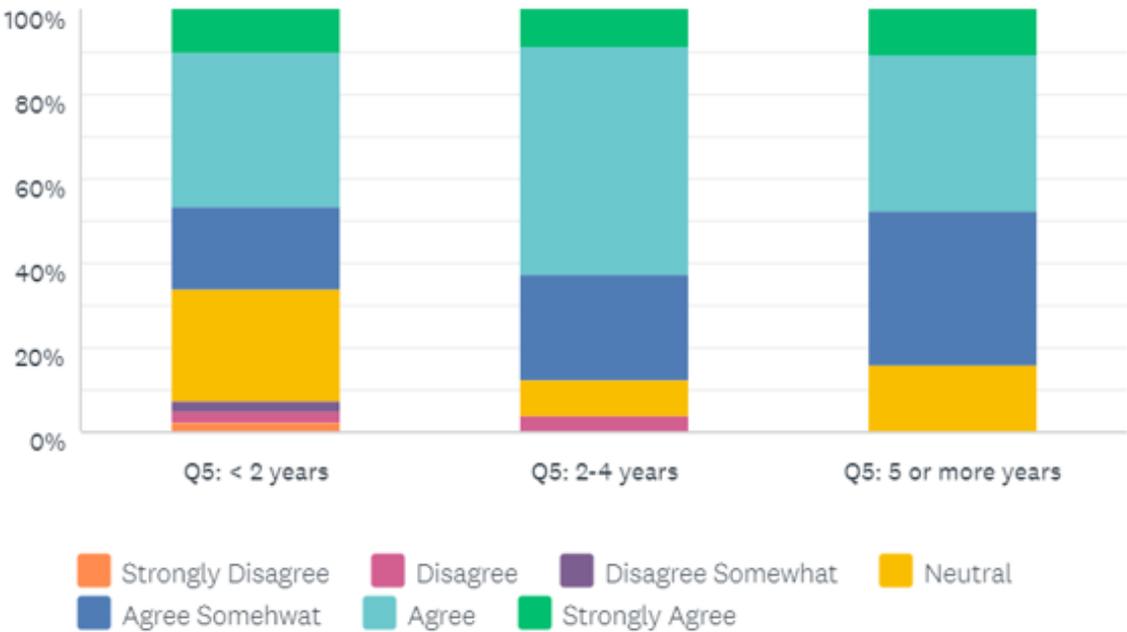
Questions 16 and 17 sought to gain insight into primary questions of interest about whether SEM helped participants with organizational change, both planned and unplanned. One limitation is potential variance in how participants interpreted these questions—either focused narrowly on energy efficiency changes in business operations, or more broadly. With that caveat, as the charts indicate below, there is clearly a strong positive trend in the responses crediting SEM. Responses to each question are broken out by the number of years participants have been in SEM. A modest trend appears, suggesting the participants who have been in SEM longer are more likely to agree that SEM has helped increase their capacity to navigate planned and unplanned changes. This raises the question of whether the time it takes to plan and put in place resiliency measures is a factor and if there are practices and tools SEM

programs and can use/provide to simplify or streamline the work involved for SEM participants. These kinds of considerations could help avoid risks to the participant and the program.

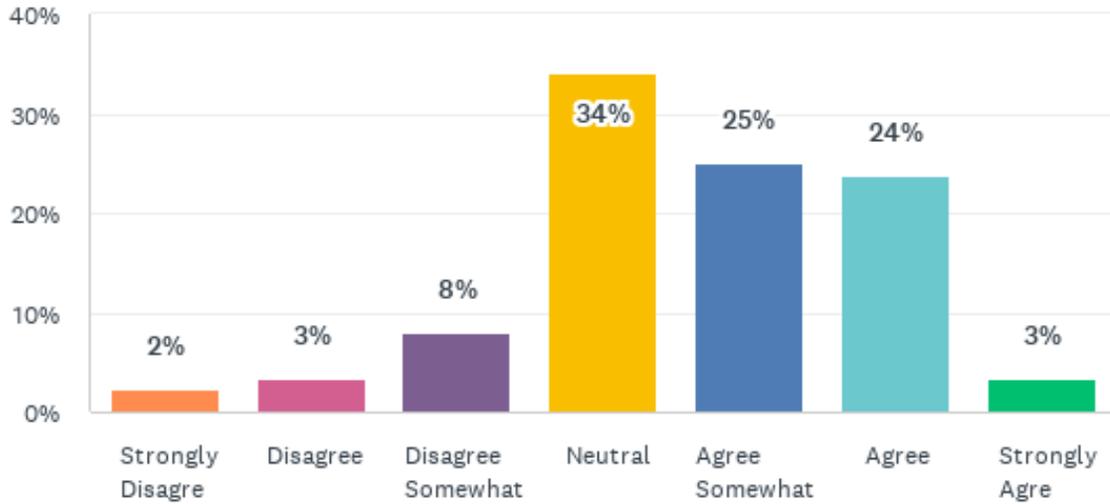
Q16: Please indicate the degree to which you agree or disagree with the following statement: Participation in SEM has helped us proactively prepare for and effectively support implementation of planned changes in business operations.



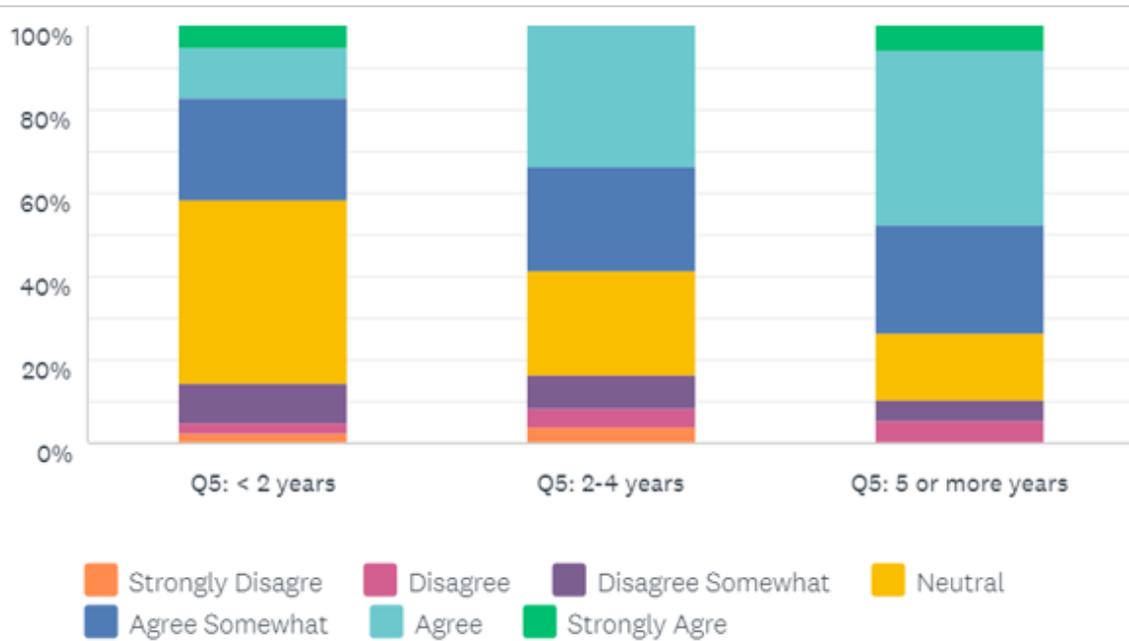
Q16 responses broken out by years in SEM



Q17: Please indicate the degree to which you agree or disagree with the following statement: Participation in SEM has helped increase our capacity to effectively adapt and respond to unexpected changes in business operations.



Q17 responses broken out by years in SEM



## Conclusion

The results from the 91 SEM participants outlined here provide insight into customer experiences during the uniquely disruptive events that transpired in 2020 and carried into 2021. Such disruptions are projected to be exacerbated by climate change. While not definitive, due to the limitations of the research methodologies, the survey results provide supportive evidence for the idea that SEM programs have the potential to help organizations navigate change, minimize impacts of disruptions, and provide other benefits. This helps bolster the case for the value of SEM and energy efficiency programs that more holistically engage customers in developing cultures of energy efficiency throughout their organizations.

Readers who are interested in diving deeper into the data set are encouraged to contact the authors to request access.

## Appendix A: Survey Questions

Thank you for taking the time to fill out this survey, which should take no longer than 15 minutes to complete.

Purpose: A research project is taking place to understand the effects of the 2020 pandemic, wildfires or other major disruptions on companies engaged in Strategic Energy Management in the US and Canada. The research will seek to identify the particular SEM practices or principles that helped organizations adjust to or recover from rapidly changing circumstances, as well as any elements of SEM that were particularly brittle, unhelpful or likely to fail when standard business operations were challenged. This information will be used to identify and recommend improvements that could be made to the design or delivery of SEM programs to support operational resilience.

Which one of the following best describes your organization's market sector?

- *Commercial/ Institutional*
- *Industrial/ Manufacturing*
- *Agricultural*

Which of the following best describes your position ?

- *Owner*
- *Executive*
- *Manager/ Supervisor*
- *Engineer/ Technician*
- *Facilities/ Maintenance Personnel*
- *Employee*
- *Other*

Which of the following best describes your role in SEM at your organization?

- *Executive sponsor*
- *Energy champion*
- *Energy manager*
- *Energy team member*
- *Other*

What utility or organization administers the SEM program that you have been participating in?  
(ie, who sent you this request for survey?)

*[ Open text box ]*

How many years has your organization been in the SEM program?

- *< 2 years*
- *2-4 years*
- *5 or more years*
- *Don't know*

How many of your organization's properties/ sites are participating in the SEM program?

- *1-2*
- *3-10*
- *10-100*
- *100+*

For your sites/ properties participating in SEM, which of the following major disruptions affected business operations in 2020? (select all that apply)

- *Pandemic*
- *Wildfires*
- *Flood*
- *Drought*
- *Economic recession*
- *Political unrest*
- *Supply chain disruption*
- *Restructuring*
- *Bankruptcy*
- *Sale of business*
- *Significant change in product/service demand*
- *Other*
- *Not applicable/ None of the above*

What impacts did you or your Energy Team face in 2020? (select all that apply)

- *Business closure*
- *Critical supplies or materials not available or delayed*

- *Furloughs or reduced hours*
- *Inconsistent schedules (due to changes in business hours, childcare demands, other)*
- *Layoffs*
- *Working from home*
- *Restrictions/ limited access to tools or information*
- *Internet bandwidth limits*
- *Increased use of virtual meeting platforms*
- *Temporary loss of power, water or other utilities*
- *Evacuation*
- *Damaged or destroyed buildings/ equipment*
- *Reduced interest in SEM from leadership*
- *Reduced capacity for SEM from core Energy Team*
- *Decreased organizational focus on energy efficiency*
- *Not applicable/ None of the above*
- *Other (specify)*

Are business operations more or less back to “normal” now?

- *Yes*
- *Mostly*
- *Partially*
- *No, not yet*

Compared to 2019, what was your Energy Team’s level of involvement in the following SEM efforts in 2020?

(Select from range for each: Far less, Somewhat less, The same, Somewhat more, Far more)

- *SEM program participation (e.g., workshops, coaching calls, etc)*
- *Energy Team meetings*
- *Organizational SEM engagement (e.g., employee/ occupant engagement, reporting, etc.)*
- *Developing our facility-wide energy knowledge base*
- *Implementing savings persistence strategies (e.g., routine maintenance, SOPs, etc.)*
- *Identifying new savings opportunities*
- *Energy project implementation*

- *Monitoring and tracking energy performance*
- *Not applicable – we were not participating in the SEM program prior to 2020*

Compared to 2020, considering the year to date and looking forward, what do you expect your Energy Team’s level of involvement will be in the following SEM efforts in 2021?

(Select from range for each item: Far less, Somewhat less, The same, Somewhat more, Far more)

- *SEM program participation (e.g., workshops, coaching calls, etc)*
- *Energy Team meetings*
- *Organizational SEM engagement (e.g., employee/ occupant engagement, reporting, etc)*
- *Developing our facility-wide energy knowledge base*
- *Implementing savings persistence strategies (e.g. routine maintenance, SOPs, etc.)*
- *Identifying new savings opportunities*
- *Energy project implementation*
- *Monitoring and tracking energy performance*

How would you characterize your progress towards your energy savings goals over the past year? (select the best answer)

- Well beyond goal
- Slightly above goal
- At goal
- Slightly below goal
- Well below goal
- No savings
- Negative savings (i.e. our energy performance was worse than baseline) :(

Were any specific SEM practices, tools or program offerings particularly useful during the disruption or in recovery?

*(Open question)*

Did any specific SEM practices, tools or program offerings fail or become a problem or source of concern during this period?

*(Open question)*

Which of the following benefits (if any) has SEM provided to you in these times? (select all that apply)

- *Motivation and tools to complete deferred maintenance projects*
- *Framework for Energy Team training, either onsite or off-site*
- *Community connections and new relationships with other organizations*
- *Resiliency planning*
- *Creating opportunities for internal staff connection (e.g., at energy team meetings, coaching calls, workshops)*
- *Support to complete “invasive” projects like HVAC, lighting, etc. during low occupancy*
- *Shut down periods provided an opportunity to assess base loads and diagnose energy waste*
- *Standard Operating Procedures (SOPs) developed to save energy supported effective shut down, start-up, rescheduling*
- *PR/Marketing success story*
- *Recognition from leadership for our efforts*
- *Helped meet operating cost reduction targets*
- *Employee morale boost*
- *Helped meet environmental reduction targets*
- *Other (please specify)*

Please indicate the degree to which you agree or disagree with the following statement:

*Participation in SEM has helped us proactively prepare for and effectively support implementation of planned changes in business operations.*

- *Strongly Disagree*
- *Disagree*
- *Disagree Somewhat*
- *Neutral*
- *Agree Somewhat*
- *Agree*
- *Strongly Agree*

Please indicate the degree to which you agree or disagree with the following statement:

*Participation in SEM has helped increase our capacity to effectively adapt and respond to unexpected changes in business operations.*

- *Strongly Disagree*
- *Disagree*
- *Disagree Somewhat*
- *Neutral*
- *Agree Somewhat*
- *Agree*
- *Strongly Agree*

## Appendix B: Outreach Templates

North American SEM Collaborative electronic newsletter (distributed May 25, 2021)

SEM Program Administrators are invited to **participate in a timely, targeted research project on SEM and Resilience**. An online survey of participants in Commercial and Industrial SEM programs will be conducted soon to gather information on how participants in SEM programs were affected by and are recovering from the major disruptions of 2020. The research will characterize if and how SEM affected the operational resilience of these businesses, and how the crises affected their energy management efforts. The research will seek to identify the value of particular SEM practices or principles during this challenging year.

We **would like to hear from Program Administrators who would be willing to send out the invitation to the online survey to their SEM participants**. We estimate the survey will take participants ~ 10 - 15 minutes to complete. PAs who respond will receive the survey link and a customer-facing email template, on or around May 26th and would send out the survey to participants by June 1st. The project team will share research findings with participating PAs and will provide each PA with a summary of the data gathered from their SEM participants. Preliminary findings may be presented at the NA SEM Collaborative Summit in July.

**Please respond directly to [kimcrossman@greatworkenergy.com](mailto:kimcrossman@greatworkenergy.com) before May 26<sup>th</sup>** to indicate your interest or questions.

### SEM Participant Survey Request Template

To: [SEM Participant]

From: [Program Administrator or Implementer]

Re: Request to complete SEM and Resilience survey

[Program Administrator] invites you to **participate in a timely, targeted research project on Strategic Energy Management and Resilience**.

An online survey of organizations participating in SEM programs in North America is being conducted to gather information from those whose local operations were directly affected by the major external disruptions of 2020 (pandemic, wildfires, etc.). The research will seek to identify any particular SEM practices or principles that helped participants adjust to or recover from rapidly changing circumstances, as well as any elements of SEM that were particularly brittle, unhelpful or likely to fail when standard business operations were challenged. Findings from the research will be used to inform and improve future SEM initiatives.

Please note that this is simply an invitation to take the survey, and there is no obligation to do so. [Program Administrator] is not administering or sponsoring this research, and your participation is entirely optional. The online survey is designed to take less than 15 minutes to complete. Please click the link below to take the survey on your desktop computer, tablet or phone, or scan the QR code with your mobile device to go directly to the survey.

<Survey Link>

<QR code>

