CREATING ORGANIZATIONAL CULTURE CHANGE IN HIGHER EDUCATION

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UNIVERSITY OF ST. THOMAS
PAST, PRESENT AND FUTURE OF UNIVERSITIES

- ROLE AS A SOCIAL SYSTEM WITHIN HUMAN SOCIETIES
- CONTRIBUTIONS TO CURRENT UNSUSTAINABILITY
- POTENTIAL AS DRIVERS OF SUSTAINABILITY AND REGENERATIVE WORK - MAGNIFY IMPACT
UNIQUE ADVANTAGES OF UNIVERSITIES

• People attend to learn
• Learning organizations
• Source for innovation

UNIQUE CHALLENGES OF UNIVERSITIES

• Autonomous work
• Decentralized administration
• Tenure creating long-term impact legacy
SCIENCE-BASED ORGANIZATIONAL CHANGE
A CASE
MISSION

...THE UNIVERSITY OF ST. THOMAS EDUCATES STUDENTS TO BE MORALLY RESPONSIBLE LEADERS WHO THINK CRITICALLY, ACT WISELY, AND WORK SKILLFULLY TO ADVANCE THE COMMON GOOD.

VISION

“TO CATALYZE UNIVERSITY-WIDE ENGAGEMENT TOWARD CREATING AN EMBEDDED CULTURE OF SUSTAINABILITY THAT PREPARES STUDENTS TO BE SUSTAINABILITY LEADERS DURING THEIR UNIVERSITY YEARS AND BEYOND”
TRANSFORMATIONAL LEADERSHIP

1. Encourage Critical Thinking
2. Build Trust through Expert & Referent Power
3. Boost Others’ Self-Efficacy
4. Display Passion

Transformational Leader
POWER

LEGITIMATE

EXPERT

REFERENT
## Clear Plan Including Goals

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<tr>
<th>Year 1: Sustainability Baseline</th>
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<td>• STARS recognition &amp; eligibility for national rankings</td>
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<td>• Identify &amp; engage relevant units institution-wide</td>
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<th>Year 2: Sustainability Plan</th>
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<td>• Identify and adopt sustainability goals, commitments, KPIs</td>
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<td>• Comprehensive &amp; strategic focus for future actions</td>
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<th>Year 3: Implement Plan</th>
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<tr>
<td>• Action steps improve sustainability performance institution-wide</td>
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<td>• Evaluate &amp; measure improvement</td>
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The Sustainability Tracking, Assessment & Rating System™ (STARS) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.

University of St. Thomas
Saint Paul, MN, US

Rating | Score | Liaison | Submission Date | Executive Letter
--- | --- | --- | --- | ---
Silver | 49.25 | Amir Nadav | June 21, 2018 | Download

**Institutional Characteristics**

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**Academics**

| Curriculum | 22.17 / 40.00 |
| Research | 12.48 / 18.00 |

**Engagement**

| Campus Engagement | 4.50 / 21.00 |
| Public Engagement | 14.49 / 20.00 |

**Complete Report Available Online**

[HTTPS://LINK.STTHOMAS.EDU/STARS](HTTPS://LINK.STTHOMAS.EDU/STARS)
FRICTION IS REDUCED & FLOW INCREASED BY LEADING FROM THE MIDDLE TO TAP ENORMOUS POTENTIAL SYNERGY BETWEEN ADAPTIVE & HIERARCHICAL NETWORKS

- Sensing
- Ideas
- Engagement
- De-risking

- Permission/Invitation
- Resourcing
- Business Alignment, Cohesion
- Scaling Strategy & Structure

"Optimize Synergy Between Both Operating Systems" by Leith sharp is licensed for sharing and adapting under Creative Commons CC BY SA 4.0
| Phase I | • Broad input on vision, opportunities, participation  
                      • Students, employees, faculty, alumni  
                      • Fall 2018 |
|---|---|
| Phase II | • Refine goals and priorities based on input  
                      • Working groups with operational units  
                      • Spring 2019 |
| Phase III | • Review process – Vice Presidents, Cabinet, President  
                      • Revisions and approval by university president  
                      • Adoption by summer 2019 |
Sustainability Strategic Plan

Our Process

- Digital Idea Wall: 1200+ participants
- 9 Work Groups
- 4 Courses
- STARS Assessment
- Vision Workshop: 60 participants
- Review
Idea Wall: Share your vision
Participation Metrics

1555
Total Visits

1224
Unique Users

13:50
Avg Time (min)

187
Comments

Type in this link or scan the QR code:
https://link.stthomas.edu/sustainability-brainstorm
INSTITUTIONALIZE SYSTEMS, STRUCTURES, POLICIES

Created in 2015, the University of St. Thomas Office of Sustainability Initiatives has built a comprehensive system to support the integration of sustainability across the curriculum and confer annual awards for sustainability innovation in the classroom.

As a result, St. Thomas offers 95 courses that address sustainability, originating from over 80% of academic departments. From environmental science to engineering and social work, our faculty guides their curriculum and research with sustainability-oriented learning goals. More than one in 10 of our faculty members conduct research on sustainability. Nearly 60% of departments have at least one faculty member engaged in sustainability research. Our Sustainable Communities Partnership initiative has integrated 114 regional and on-campus sustainability projects into 100 courses across 24 disciplines. We also provide Sustainability Scholars grants to support student-faculty research collaborations.

WHERE WE’RE HEADED BY 2024

1. Align and support a sustainability culture throughout campus
   We will draw upon the principles of Laudato Si to explore the role of sustainability in the university’s convictions through broad discussions with the university community and administration. We will establish a Sustainability Hub to link academic, co-curricular, and operational initiatives on campus. The university will support sustainability work as valid, interdisciplinary teaching and professional engagement in tenure and promotion decisions.

2. Offset emissions from academic travel
   We will investigate mission-appropriate approaches to carbon offsets, and implement a policy to offset carbon emissions from all study abroad air travel by 2024. We will also...
TRANSPARENCY/ ACCOUNTABILITY

BLAZING A TRAIL OF RESPONSIBILITY

St. Thomas staff are in high demand, employees are constantly engaged in initiatives on important topics and initiatives, so they can then lead the way for both current and future students. We encourage a work environment that empowers employees to participate in opportunities that contribute to sustainability on campus.

Pathways to success
Currently all St. Thomas staff receive annual performance assessments and have access to diversity and inclusion programming. Nearly half of all staff participate in training through the Leadership Academy, and a third utilize wellness programs. It is through these and other important initiatives that we will focus our continued implementation of sustainability practices in the work environment.

EDUCATING EMPLOYEES

1. Support employee peer-to-peer education
   We will pilote and evaluate an Employee Education Program focused on implementing sustainability practices in the work environment. By 2024, 25% of all employees will be directly targeted by a peer-to-peer sustainability education program.

2. Introduce new employees to the university’s sustainability goals
   To increase awareness of sustainability as a strategic priority for new employees, we will incorporate sustainability information into new employee orientation and onboarding activities, with a goal of teaching 80% of all new staff employees.

3. Assess all staff on sustainability competency
   Starting in 2022, sustainability will be added as a component to the integrity competency in the Performance Assessment process. All staff full-time and part-time will have sustainability included in performance reviews.

4. Increase employee ability to engage in sustainability leadership practices
   We will increase employee awareness of sustainability themes and engage 50% of staff in a sustainable Leadership Academy to promote sustainability by 2024. We will offer professional development opportunities to all employees, and new, establish information on sustainability best practices for work areas. We will recognize employers with a sustainability badge through the Leadership Academy.

EnGAGING EMPLOYEEs
“This is not the job of one person, but of all of us.”

- President Julie Sullivan
THANK YOU!

- WEB: WWW.STTHOMAS.EDU/SUSTAINABILITY
- FACEBOOK: USTOSI
- TWITTER: @UST_OSI
- EMAIL: SUSTAINABILITY@STTHOMAS.EDU