The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance.

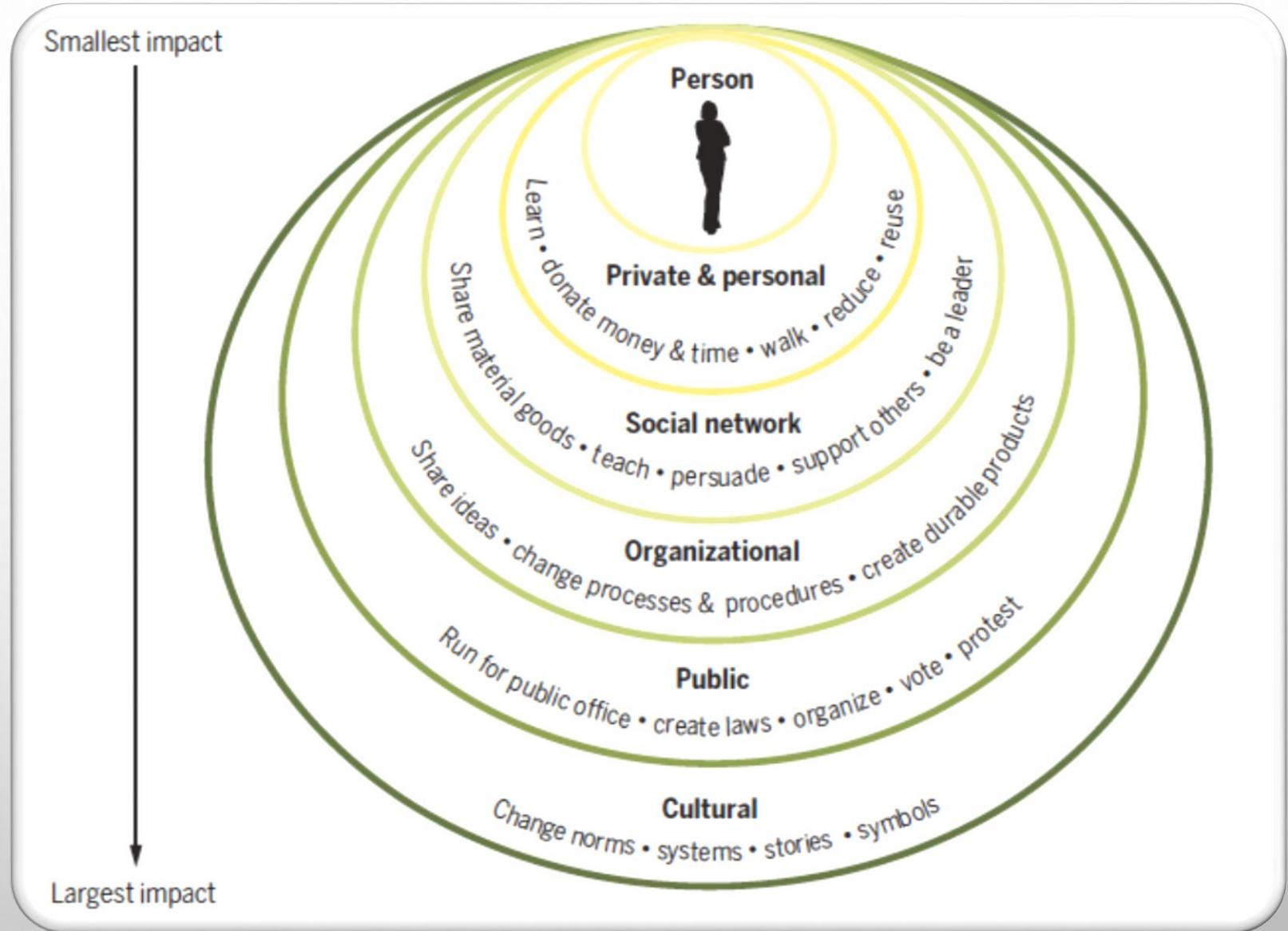
CREATING ORGANIZATIONAL CULTURE CHANGE IN HIGHER EDUCATION

AMIR NADAV, M.E.M.

ELISE L. AMEL, Ph.D.

UNIVERSITY OF ST. THOMAS

ACTING FOR IMPACT





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 CHALLENGES OF UNIVERSITIES

- AUTONOMOUS WORK
- DECENTRALIZED ADMINISTRATION
- TENURE CREATING LONG-TERM
IMPACT LEGACY



UNIQUE ADVANTAGES OF UNIVERSITIES

- PEOPLE ATTEND TO LEARN
 - LEARNING ORGANIZATIONS
 - SOURCE FOR INNOVATION
- 

SCIENCE-BASED ORGANIZATIONAL CHANGE A CASE



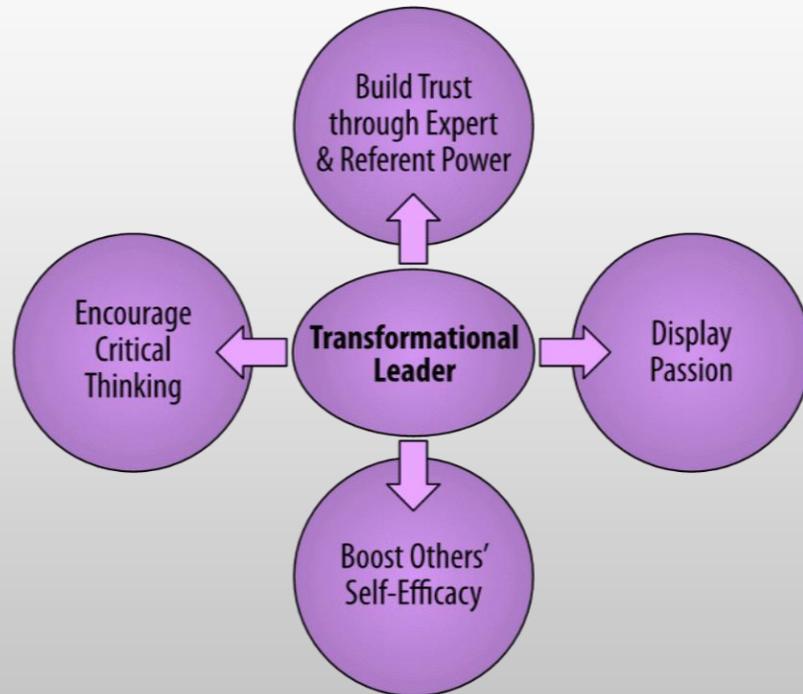
MISSION

...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”

CLEAR MISSION- ALIGNED VISION



TRANSFORMATIONAL LEADERSHIP



POWER
LEGITIMATE
EXPERT
REFERENT

COMMUNICATE NEED FOR CHANGE & EMPOWER OTHERS



St. Thomas Receives Silver STARS Rating for Sustainability

👤 Jordan Osterman '11 🕒 September 5, 2018 📁 [Homepage](#), [News](#), [Our Community](#), [Sustainability](#), [Top News](#)

The University of St. Thomas has received a STARS rating in recognition of its sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE). STARS, the Sustainability Tracking, Assessment & Rating System, measures and encourages sustainability in all aspects of higher education.

The recognition signifies a large step for St. Thomas in recognizing how much work supporting sustainability has already been done, and where more work can continue to grow.

"Sustainability is core to our mission of advancing the common good. I am proud that St. Thomas achieved a silver rating in our first STARS assessment," President Julie Sullivan said. "This assessment reflects a strong campus-wide commitment to sustainability and outlines opportunities for improvement. It provides a useful framework as to how we can better infuse sustainability in our academic programs, student life, facilities and operations, public engagement, and administrative functions."

"This is not the job of one person, but of all of us. I am excited that our Sustainability Council will engage our campus community and partners to develop a university-wide action plan to establish goals and guide our work," Sullivan added. "In his encyclical, Laudato Si, Pope Francis focuses on the principle of Catholic Social Teaching, care for creation, and urges us to work together in caring for our common home. Let's embrace this call at St. Thomas."

Year 1: Sustainability Baseline

- STARS recognition & eligibility for national rankings
- Identify & engage relevant units institution-wide

Year 2: Sustainability Plan

- Identify and adopt sustainability goals, commitments, KPIs
- Comprehensive & strategic focus for future actions

Year 3: Implement Plan

- Action steps improve sustainability performance institution-wide
- Evaluate & measure improvement

CLEAR PLAN INCLUDING GOALS



The Sustainability Tracking, Assessment & Rating System™ (STARS) is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance.

Reporting Tool

Register About Participate Reports Support Search

Home / STARS Institutions / University of St. Thomas / June 21, 2018



University of St. Thomas

Saint Paul, MN, US

Rating	Score	Liaison	Submission Date	Executive Letter
Silver	49.23	Amir Nadav	June 21, 2018	Download

Institutional Characteristics

Institutional Characteristics +

Academics

Curriculum + 22.17 / 40.00

Research + 12.48 / 18.00

Engagement

Campus Engagement + 4.50 / 21.00

Public Engagement + 14.49 / 20.00

STARS v2.1

INSTITUTIONAL CHARACTERISTICS

INSTITUTIONAL CHARACTERISTICS

- IC-1: Institutional Boundary
- IC-2: Operational Characteristics
- IC-3: Academics and Demographics

ACADEMICS

TRANSPARENCY / ACCOUNTABILITY

COMPLETE REPORT AVAILABLE ONLINE

[HTTPS://LINK.STTHOMAS.EDU/STARS](https://link.stthomas.edu/stars)



A Five-Year Strategic Plan

for

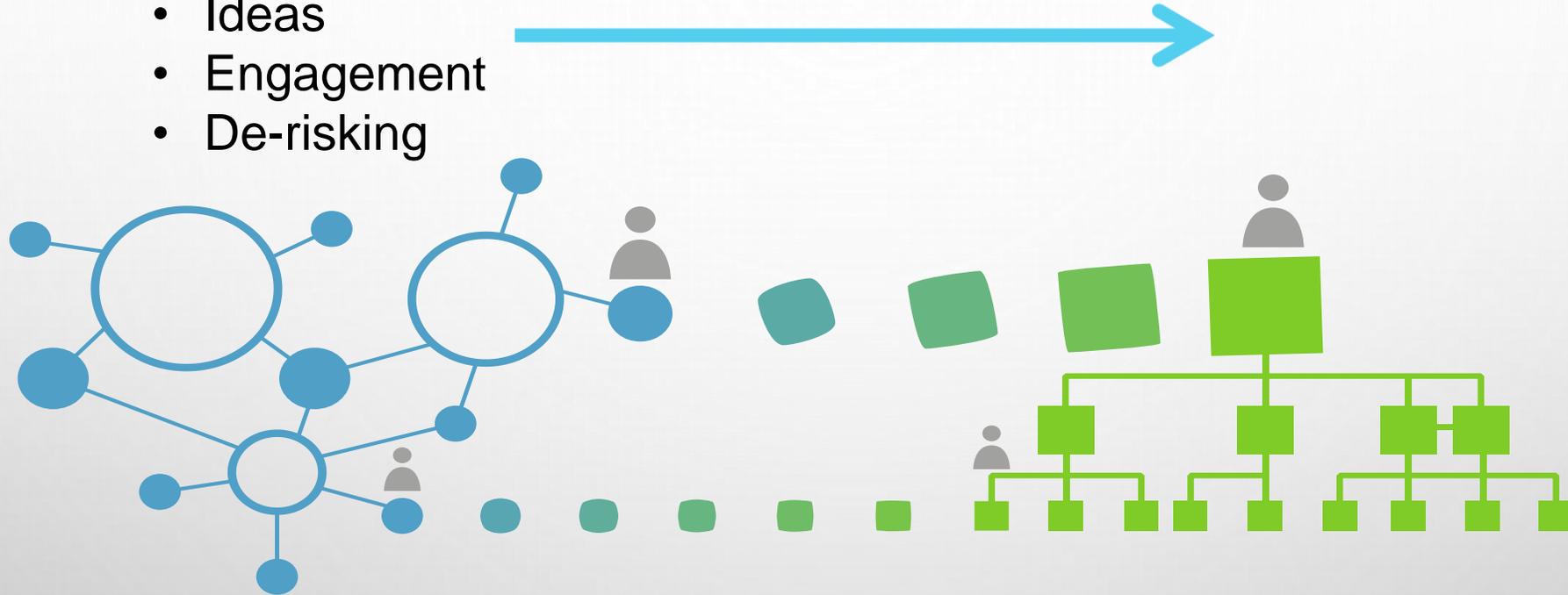
Sustainability at St. Thomas

Published Summer 2019



FRICION 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

BROAD PARTICIPATION & AUTONOMOUS WORKING GROUPS

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



Idea Wall: Share your vision

Participation Metrics

1555

Total Visits

1224

Unique Users

13:50

Avg Time (min)

187

Comments



Sort comments: Recent Popular

i ABOUT

? FAQ

Y LEARN MORE

Share with us about ...

- Academics
- Engagement
- Facilities
- Transportation
- Purchasing
- Innovation

Can we have our computer science students design an Amazon-like/Uber-like carpooling app?
[View the discussion](#)
13 days ago

Let's create more circular systems where the "waste" from one process is "food" for another. For instance, students have a million t-shirts; could they be collected and used for projects in the create space?
[View the discussion](#)
13 days ago

Department challenge. Which department can create the least waste in a week/month? Winner gets a set of mugs for the department.
[View the discussion](#)
4 days ago

I'd like to have a way to disseminate innovative ideas from campus into the neighborhood. Perhaps a sustainability fair (a la science fair). Maybe tagged onto something we already do like Neighborhoodfest.
[View the discussion](#)
13 days ago

I'd like the DFC students to be able to get a sustainability certificate through their coursework.
[View the discussion](#)
13 days ago

Zero-waste challenge! Carry around the garbage we create for a day/week/month. I think it would be eye-opening!
[View the discussion](#)
6 days ago

I'd like to see upcycled and high recycled-content products among those preferred options.
[View the discussion](#)
13 days ago

Let's celebrate sustainability innovations!! Annual recognition for best implementation!!!
[View the discussion](#)
13 days ago

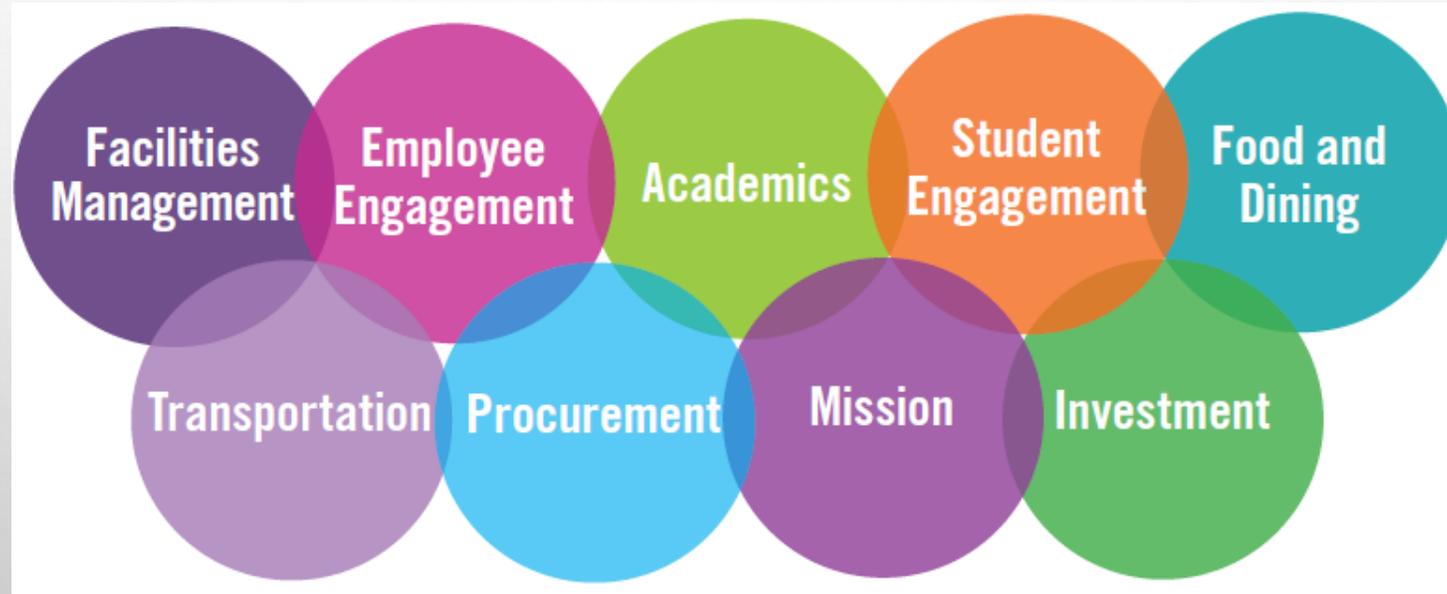
Type in this link or scan the QR code:

<https://link.stthomas.edu/sustainability-brainstorm>



SUSTAINABILITY STRATEGIC PLAN

FOCUS AREAS





THE WORK SO FAR

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

INSTITUTIONALIZE SYSTEMS, STRUCTURES, POLICIES



**EnGAGING
EMPLOYEEeS**

BLAZING A TRAIL OF RESPONSIBILITY

St. Thomas has always encouraged employees to proactively educate themselves on important topics and initiatives, so they can then lead the way for both current and future Tommies. We envision a work environment that empowers employees to participate in opportunities that contribute to sustainability on campus.

Pathways to success

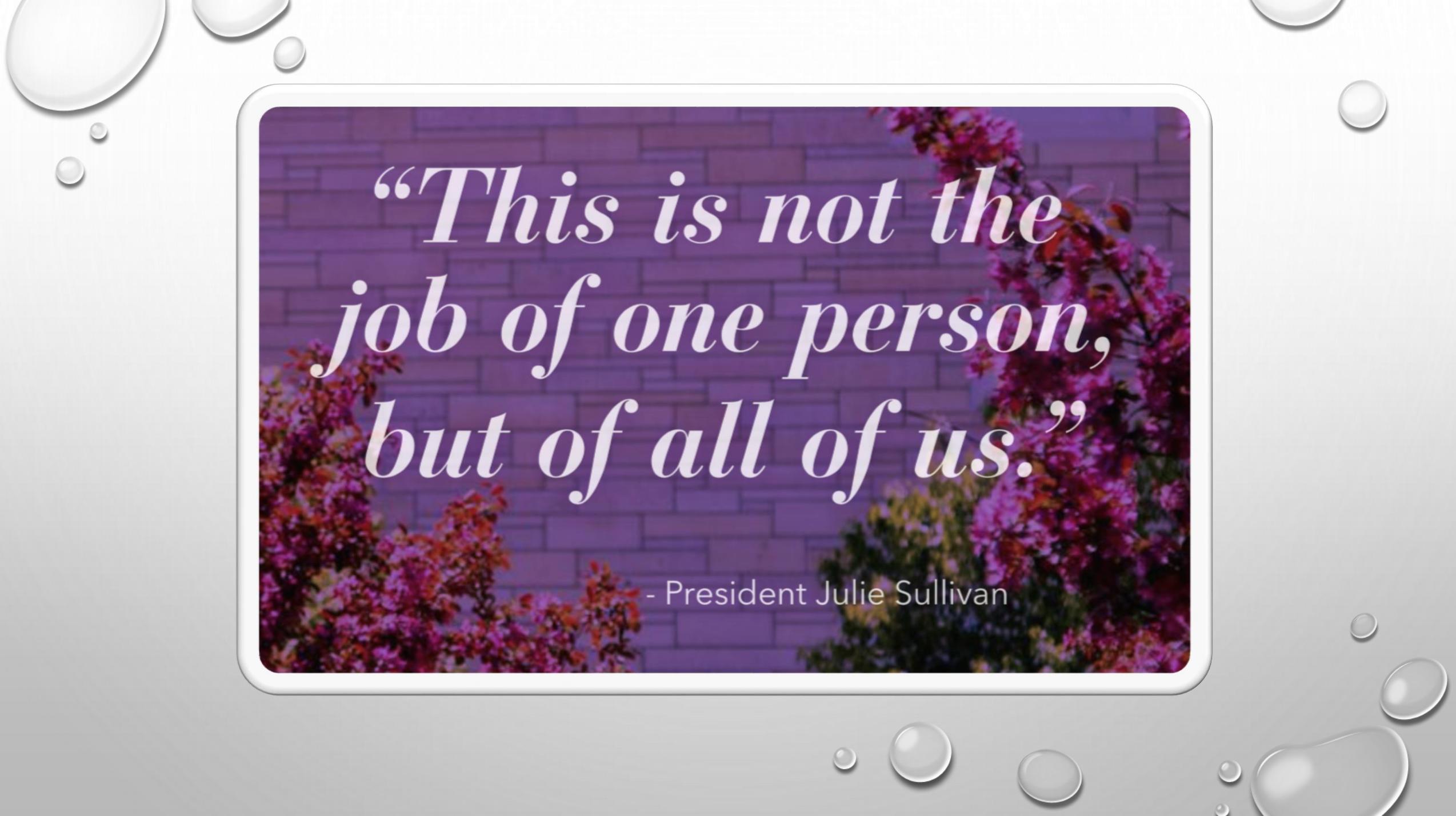
Currently, all St. Thomas staff receive annual performance assessments and have access to diversity and inclusion programming. Nearly half of all staff participate in training through the Leadership Academy, and a third utilize ongoing wellness programming. It is through these and other important avenues 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 pilot and evaluate an Employee Educators 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 reaching 85% of all new staff employees.
- 3. Assess all staff on sustainability competency**
Starting no later than 2020, sustainability was 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 initiatives and engage 50% of staff in Leadership Academy trainings related to campus sustainability by 2024. We will offer professional development on diversity and inclusion and sustainability to all employees, and we will distribute information on sustainability best practices for work areas. We will recognize employees with a sustainability badge through the Leadership Academy.



TRANSPARENCY/ ACCOUNTABILITY



*“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