

LEADING PROFOUND CHANGE: AN EXECUTIVE SUMMARY

The members of the Steering Committee encourage all ACUPCC presidents and chancellors to take an active leadership role in the ongoing process of developing and implementing the climate action plan. We have developed *Leading Profound Change* to help all of us do the big-picture thinking that drives this important work. We recommend that you to read the full 13-page document. This Executive Summary informs you of the key concepts in the paper.

By signing the ACUPCC, we have made an extraordinary commitment to leading the way – into largely uncharted territory – towards overcoming one of the biggest challenges in modern history: eliminating net greenhouse gas emissions in order to have a socially, economically and environmentally sustainable society. To do this, we have each agreed to create climate action plans that promote the education and research needed to generate solutions, and to demonstrate those solutions in our campus operations. This is a commitment not only to our stakeholders – students, alumni, faculty, staff, administrators, trustees, and local communities – but also to each other and all of the ACUPCC signatories that make up this network.

We are at a critical juncture in this initiative, and the broader sustainability movement. Most of the charter signatories have met their commitment to publish greenhouse gas inventories and work on two tangible emissions-reduction actions; however some have not. Many signatories are ready to publish timetables and strategies for becoming climate neutral; some are not. In order to raise the percentage of signatories meeting these important milestones, we hope you will remain vigilant in fulfilling all of the aspects of this ongoing Commitment.

We are asking you to focus on three tenets to propel the ACUPCC forward:

- 1) Treat sustainability as a major transformative initiative employing all the leadership skills of a major institutional change;**
- 2) Invoke the broad-based support of emotional and participative change; and**
- 3) Empower a dedicated group to establish tangible metrics, milestones, and concrete results.**

Active leadership on an ongoing basis from the president or chancellor is critical for ensuring the success of individual campuses – and, consequently, of the initiative as a whole. Like any other major initiative, the changes needed to focus institutional attention and resources on the climate commitment agenda will require attention to institutional change. The role of senior administrators in leading change will depend on your campus experience with large-scale efforts and what you have learned about how to launch and sustain change on a campus-wide basis.

In many cases, administrators, staff, faculty and students begin the climate action planning process with feelings of optimism and enthusiasm, but quickly feel stuck because there is no clear way for the senior administrators to directly move the process along and ensure collaboration from all of the relevant departments and groups on their campuses. As a result, feelings of frustrations, paralysis, and resentment

can emerge and derail the process and be replaced with a demoralizing feeling that the task at hand is not possible.

Of course, to address these challenges, we will all continue to draw on our own proven approaches to organizational leadership, tailored to the cultures and circumstances of our institutions. However, we believe the size, scope and complexity of creating a climate action plan makes this challenge unique in many ways, and may require exploring new and different approaches as well. Unlike most other recent nationwide efforts, the climate commitment agenda requires an effective alignment of campus operations, research and education, and campus-community collaboration in order to create an environment that supports the kinds of creative solutions needed.

The accompanying resource *Leading Profound Change* represents the beginning of a dialogue and exploration of effective approaches, tools and concepts for leading the kind of change needed to fulfill the ACUPCC in ways that enhance our institutions immediately and over the long-term. The paper, which includes links to our colleagues' on-campus success stories, addresses the question: *What new and different approaches can we share from our experiences to ensure deep and enduring success?*

The paper discusses the role of an effective president in a rapidly evolving 21st century organization; successful ways to communicate and foster collaboration; concrete steps to develop clear goals and metrics for accountability; the "Five Disciplines" to create a learning organization; ways to make conversation a strategic tool; and strategies to address limiting factors.

We, the members of the ACUPCC Steering Committee, look forward to your reactions, feedback and other ideas. We thank you for your continued active engagement in this initiative and ongoing leadership in creating a better future.

Ed Balog President, Aquinas College

Horace Mitchell President, California State University-Bakersfield

Esther L. Barazzone President, Chatham College

David Hales President, College of the Atlantic

David Shi (co-chair) President, Furman University

Mary Spangler (co-chair) Chancellor, Houston Community College

Marshall Drummond Chancellor, Los Angeles Community College District

William Merriman President, Southwestern College - Kansas

Martha Saunders President, The University of Southern Mississippi

Tim White Chancellor, University of California, Riverside

Mark Emmert President, University of Washington

Judith Ramaley President, Winona State University

Michael Crow (co-chair) President, Arizona State University

Kathleen Schatzberg President, Cape Cod Community College

Verna Fowler President, College of Menominee Nation

Rosalind Reichard President, Emory & Henry College

G.P. "Bud" Peterson President, Georgia Institute of Technology

Mary Spilde President, Lane Community College

Herlinda M. Glasscock President, North Lake College

Thomas Purce President, The Evergreen State College

Mitchell Thomashow President, Unity College

Jaqueline Johnson President, University of Minnesota Morris

William S. Pfeiffer President, Warren Wilson College