

Field Study of a Strategic Change

Loyola's Environmental Sustainability Initiative: Recycling



MGMT 472 – Fall 2010:

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“If all 6.8 billion people on Earth were living the life of an average American, we would need 5.3 Earths to sustain our wasteful habits.”



Adding a Global Perspective



Loyola University

Chicago, IL

CUERP

Students: 15,950

Faculty/Staff: 1,790



Masaryk University

Brno, Czech Republic

Green Campus

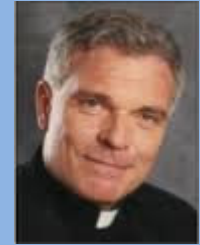
Students: 43,600

Faculty/Staff: 4,779

Introducing Change Agents at LUC

- **Sponsor:**

- Reverend Michael J. Garanzini, President



- **Inventor & Champion:**

- Dr. Nancy C. Tuchman, Director of CUERP

- Gina Lettiere, Recycle Coordinator for CUERP



- **Other Change Agents:**

- Students, Faculty

- **Critics:**



- Public



Recycling Model Used by CUERP



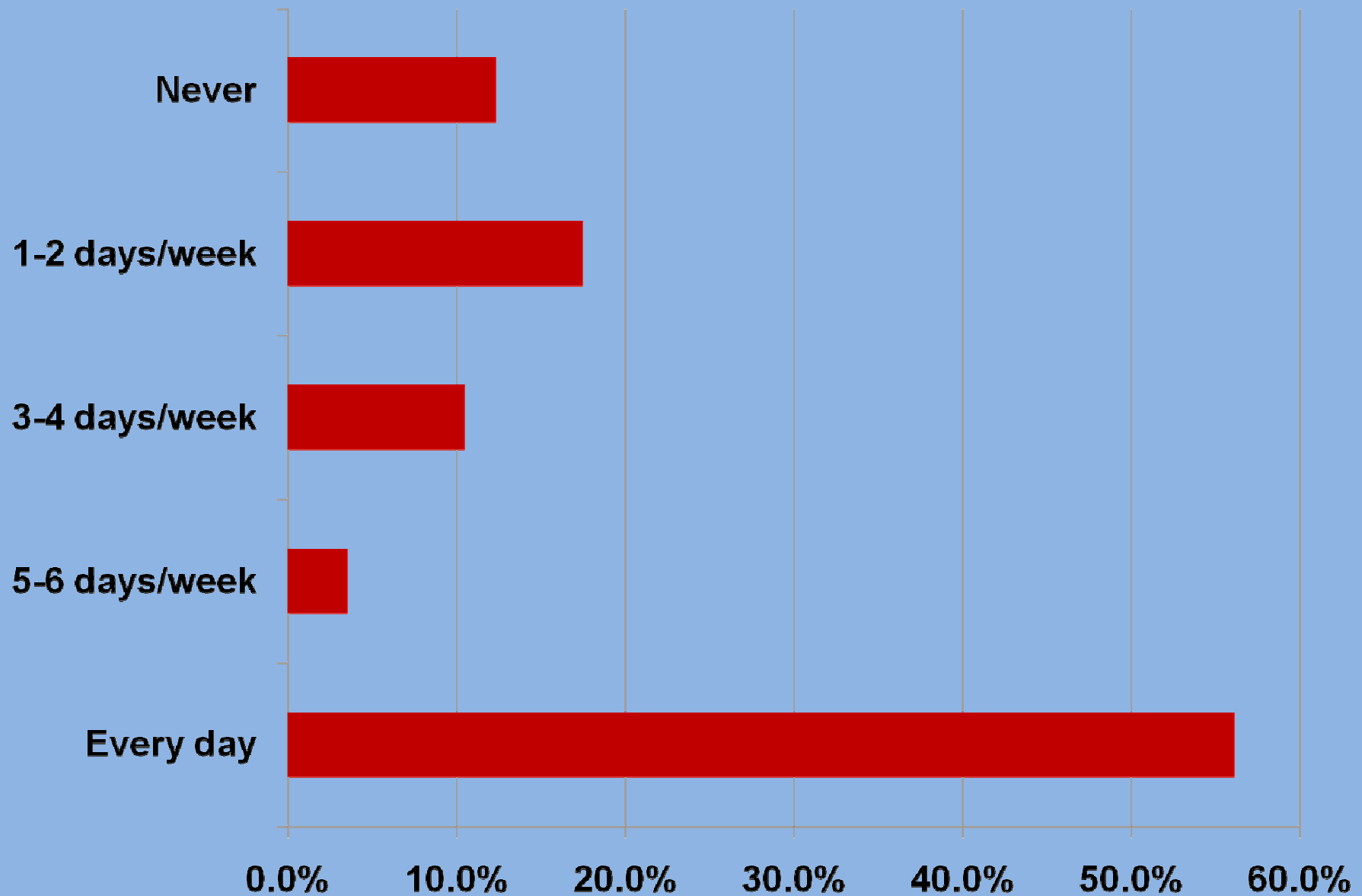
Loyola Force Field Analysis

Forces for Change 	Forces Against Change 
<p><u>Environmental Forces</u></p> <ul style="list-style-type: none"> •General support of recycling 	<p><u>Environmental Forces</u></p> <ul style="list-style-type: none"> •Sorting issues
<p><u>Organizational Forces</u></p> <ul style="list-style-type: none"> •Support of management •Cost effectiveness •Loyola culture •Proactive change managers 	<p><u>Organizational Forces</u></p> <ul style="list-style-type: none"> •Expensive to implement •Change results are temporary - new students •Huge scope of change initiatives •University politics
<p><u>Group Forces</u></p> <ul style="list-style-type: none"> •Small subgroup success, influences others •Participation in RecycleMania, Discover Loyola, Welcome Week 	<p><u>Group Forces</u></p> <ul style="list-style-type: none"> •Takes extra effort •Requires new change interventions •Education without action •Distrust the effort will truly make an impact
<p><u>Individual Forces</u></p> <ul style="list-style-type: none"> •Familiarity with recycling 	<p><u>Individual Forces</u></p> <ul style="list-style-type: none"> •Disbelief in program •No previous recycling experience/habit

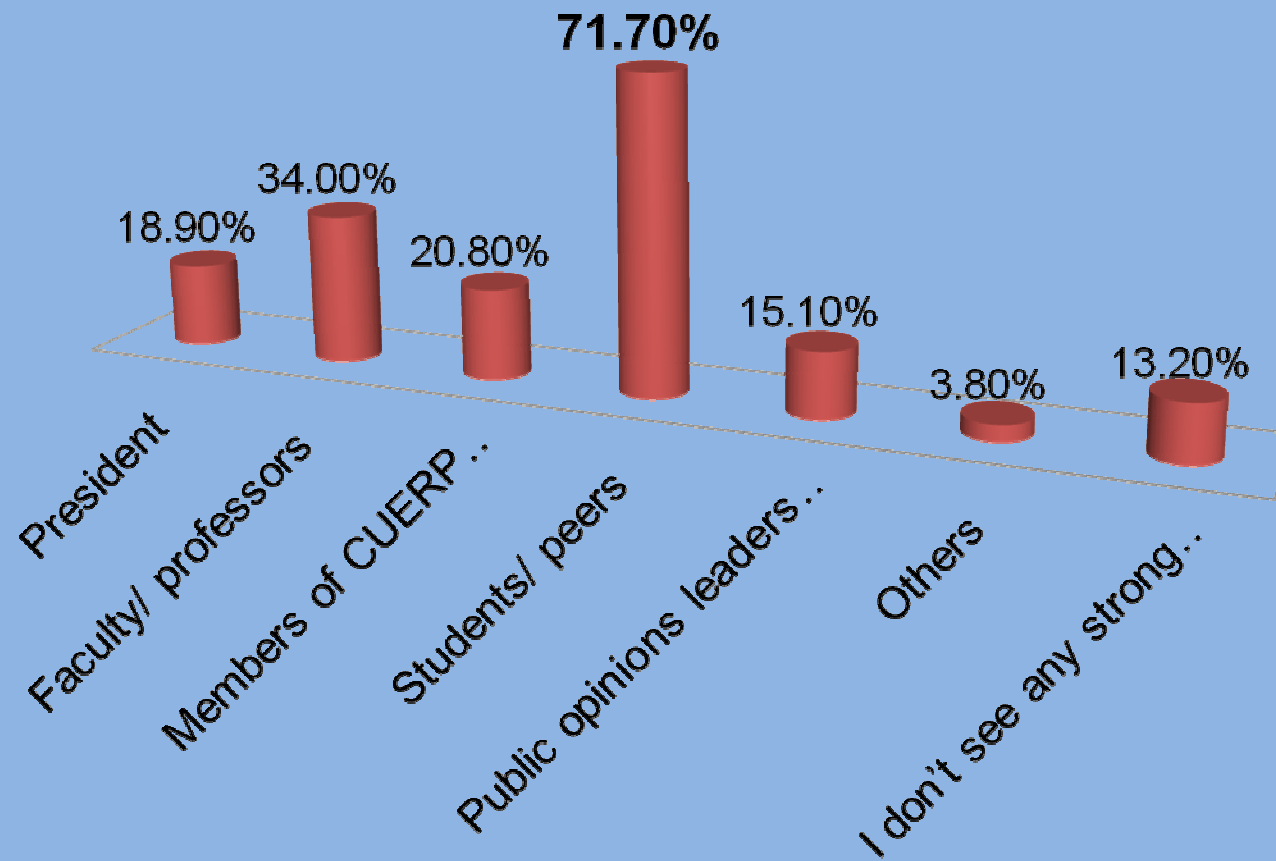
Key Learning from Our Study

	Loyola	Masaryk
Initiating Change	<ul style="list-style-type: none"> - Social responsibility/Jesuit value - Passion of individual faculty and students - Commitment from President 	<ul style="list-style-type: none"> - Driven by students
Leading Change	<ul style="list-style-type: none"> - “Top-down” 	<ul style="list-style-type: none"> - “Bottom-up”
Active Change Management	<ul style="list-style-type: none"> - No formal diagnosis - Force Field Analysis missing - Attainability of goals not verified 	<ul style="list-style-type: none"> - No Force Field Analysis - Shared Goals, Objectives - Clear Project Plan, regular meetings
Effective Change Agents	<ul style="list-style-type: none"> - Lack of clear direction - Champions challenged by competing initiatives - Too much reliance on intrinsic rewards 	<ul style="list-style-type: none"> - Students as champions motivated by intrinsic rewards - Continuously acquiring other stakeholders as change agents

How often do you recycle on the Loyola campus?

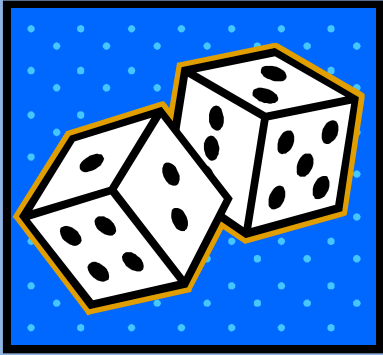


Who are the influencers of the recycling initiative?



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Duration, Integrity
Commitment, Effort

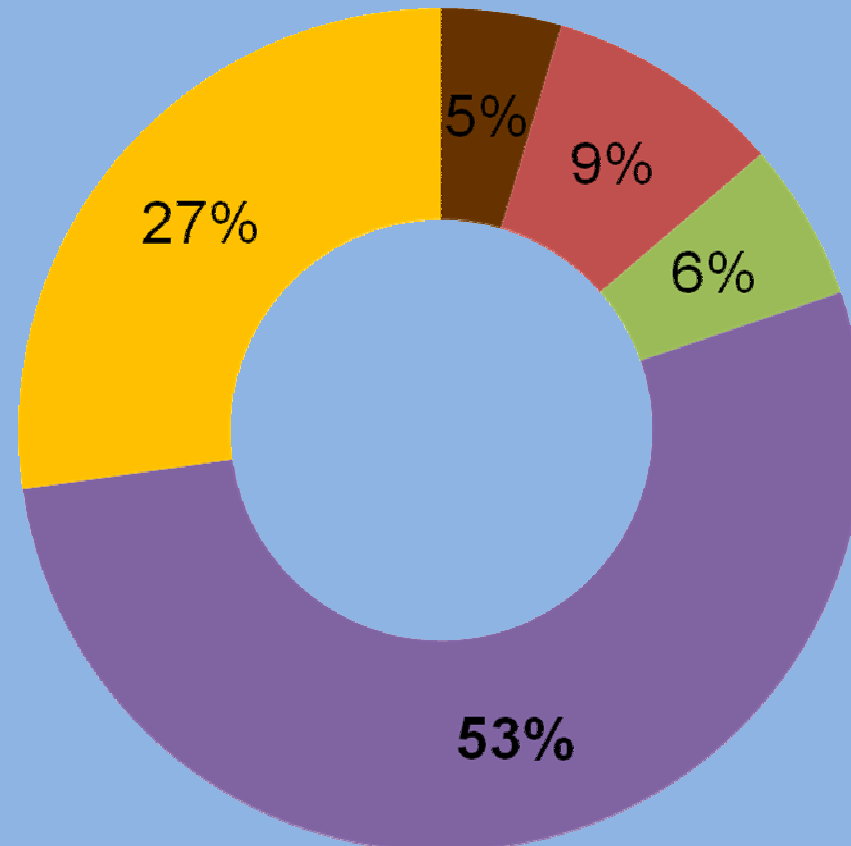
- D – Long duration, wise to check-in every 6 – 8 weeks
- I – Knowledgeable staff yields high integrity to work with other change agents
- C – Ongoing commitment of various change agents
C1 = Administration, C2 = Faculty and Students
- E – Consistent effort required to maintain progress of recycling initiative

Key Learning from our Study

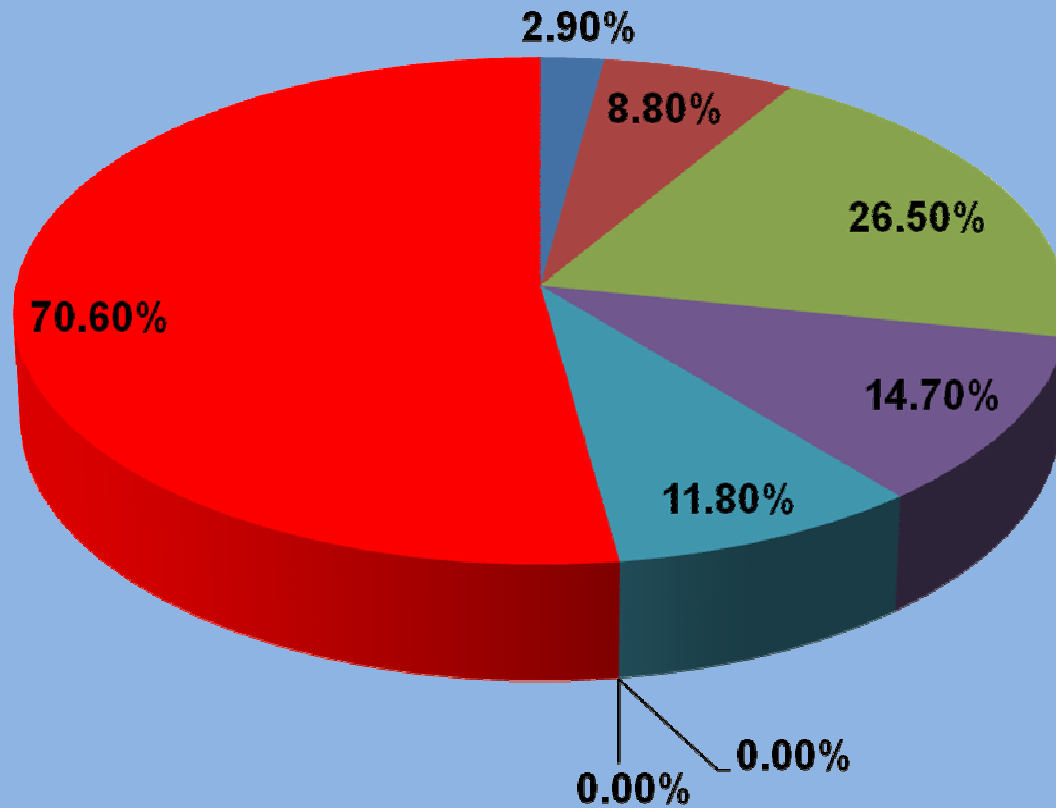
	Loyola	Masaryk
Implementation	<ul style="list-style-type: none"> -RecycleMania - Presentation at Welcome Week - Limited presence of recycling bins - Inconsistency of sorting methods -Lack of clarity of bins 	<ul style="list-style-type: none"> -Collaboration with other sustainability initiatives - Placement of recycle bins - Visible information and frequent communication - “Appeal” to students
Measuring Success	- Weight comparison of Trash & Recycling	- New initiative, data not available yet

How did you learn about recycling?

- Email newsletter
- Website
- Introduction week
- **Saw the recycling bins**
- Haven't heard about the program yet



Prevents you from engaging in recycling?



- Don't believe in the importance of recycling programs.
- Didn't know that a recycling program at Loyola exists.
- Don't know if my efforts would be supported by an effective waste management system.
- Don't believe in the success of such a program given previous experiences and reports in the media.
- Don't know how recycling works & separating waste is too complex to understand.
- Think recycling is too inconvenient and is not worth the effort.
- Don't think that recycling fits my personal image and values.
- Can't locate the recycle bins on campus.

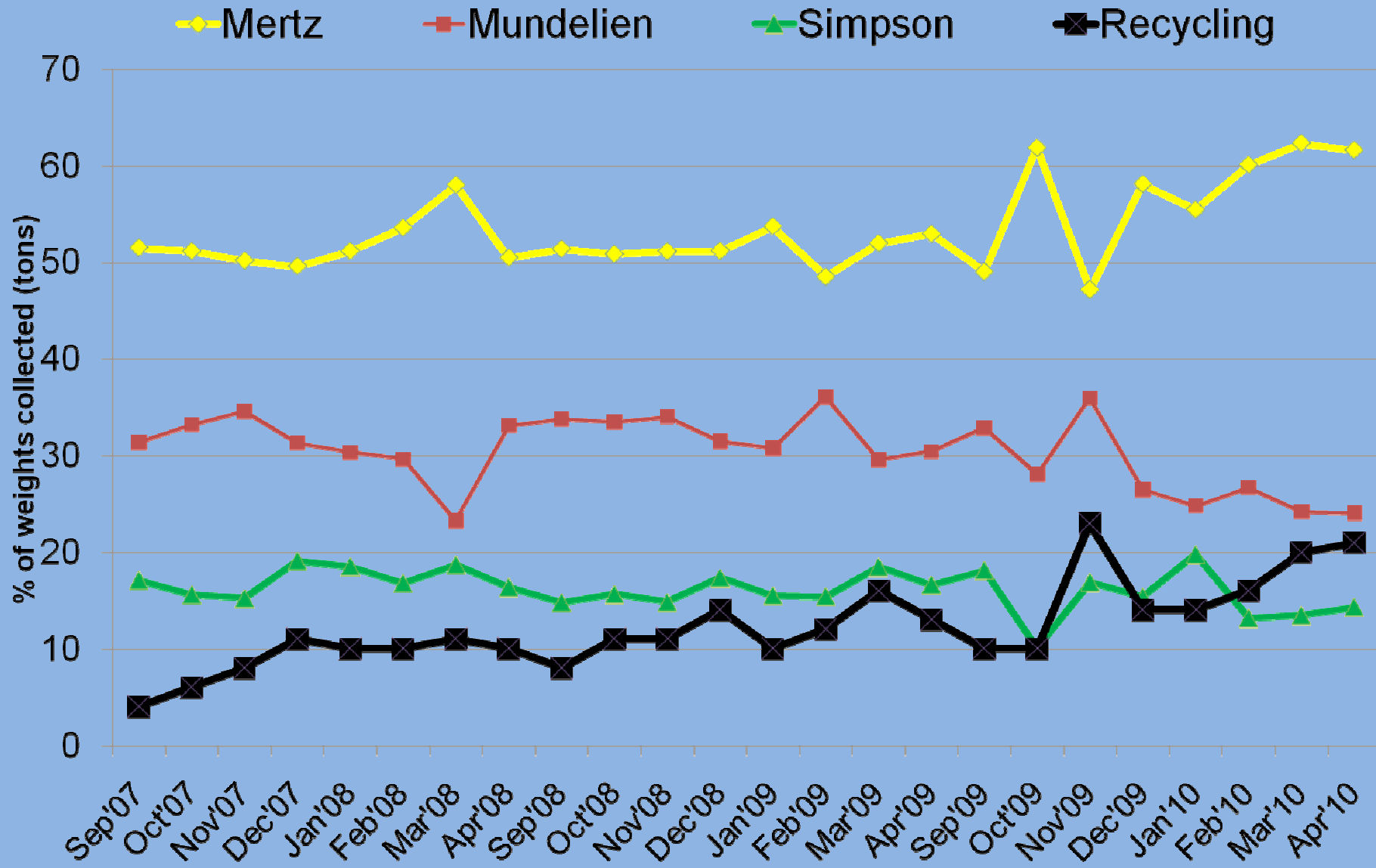
Inconsistency in Recycle Bins at Loyola University



Key Learning from our Study

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Recycling increased to 20% of total waste



Conclusions & Recommendations

- Integrate more **students as active change agents**
- **Make progress visible** – Celebrate small wins
- Inspire through **communication** & make people embrace behavioral change
 - Convey **consistent messages** through **multiple channels**
- **Enhance intrinsic rewards** for more individual action
 - Open up RecycleMania for students

Conclusions & Recommendations

- **Make recycling more convenient**
 - Put more bins out (e.g. classrooms)
 - Remove mixed trash bins
- **Educate** to recycle properly
- Sponsor and champions should embrace **more active approach to change management**
- **Learn from other schools** (e.g. Masaryk)

Recycling Model Used by CUERP



Thank You!
Make an Impact!
Questions?

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