

# Change Management for ESD: Examples from the Center for a Sustainable University, Universität Hamburg

Claudia T. Schmitt; Alexander Bassen

Universität Hamburg, Germany, Center for a Sustainable University (KNU)

Contact details for correspondence: [claudia.schmitt@uni-hamburg.de](mailto:claudia.schmitt@uni-hamburg.de); +49 (0)40 42838 9583

The Center for a Sustainable University (KNU) at the University of Hamburg (UHH), Germany, aims to establish institutionalized multidisciplinary research and education structures as well as application sites for sustainable development.

Following a whole institution approach geared towards becoming a university for a viable future, the KNU and its assumptions on sustainable development are introduced, serving as an example of how universities can become beacons of change and good practice in ESD. Presenting a general model of a four-fold term of sustainability in a research and university context, we illustrate applied change management processes that address ESD topics in several ways. The presentation will focus on three instances drawn from the work of the KNU to highlight how ESD is integrated within the UHH, one of Germany's largest universities:

- monitoring change: sustainability reporting as project-based learning for students and staff
- interdisciplinary research association "multilingualism and sustainability": discovering multilingualism as a resource of a sustainable university
- capacity building for future challenges: using creativity techniques and innovation methods in order to foster a "culture of transformation".

We will not only discuss the advantages and opportunities in realizing a whole institution approach for ESD, but we will also look into the problems and obstacles that universities may face when implementing institution-wide changes that facilitate it.