



GREEN HUB TWENTE
ANNUAL REPORT 2022

UNIVERSITY
OF TWENTE. | Green
Hub
Twente

ANNUAL REPORT 2022

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GLOSSARY

CSIP	Central Sustainability Intelligence Platform
SS	Sustainability Series
SW	Sustainability Week
SIGs	Sustainability Innovation Goals
KPIs	Key Performance Indicators



1. INTRODUCTION

A. OPENING STATEMENT FROM THE GREEN HUB COORDINATOR

2022, at least for Green Hub, was a year of organisational transition and development. We worked hard to build effective internal work processes, and a safe, fair and lively team environment for all our officers. This was not without its tensions and struggles. As Green Hub Coordinator, I also had some tough lessons to do with my sensitivity and the responsible and transformative leadership I aspire towards. I made mistakes and have done my best to communicate where this occurred as well as what I am doing to make this better. We have to balance our values of equity, empathy and openness with efficiency and effectiveness as an organisation. I also strongly believe that – like Jacinda Ardern – you can be both sensitive and strong. In attempting to find that balance, I, unfortunately, lost some valued officers, and I want to speak directly to them to say that I really appreciate all of their efforts towards shaping the Green Hub culture; without your questions and feedback – even when there were disagreements – you triggered the necessary reflection we needed: we are not of the system, but in it and we need to remember that. Every officer has contributed to sculpting Green Hub and we want to make sure this is recognised in the long term.

Just how exactly we build and maintain a distinct culture within an existing institution will always add to the pre-existing challenge of developing a new organisation. Creative tension and critical feedback are a part of that. We hope, and are now actually seeing that this process spreads organically throughout the UT, with the Sustainability Dialogues, the development of a Sustainability Transformation definition for the UT, and the Climate Crisis Coalition's actions; with change from within and change from without. We have to start by healthifying ourselves so that we can create a space in the system that can catalyze and inspire positive, healthy spaces and conversations to take place elsewhere on campus.

In early 2022, we organised ourselves to implement the results of the 2021 impact assessment. We went through some essential workshops, internal debates and dialogues about our shared values, our stance on campus and the balancing act between our moral and scientific background as sustainability and climate professionals, and the UT identity and institutional state of the system. We realised that we have more agency than we realise, and, that, after focussing to cultivate our inner team morale, fostering meaningful relationships between ourselves in our work (a big thanks to our HR & Org Development Officer, Amalia in particular here!), we have been better able to meet the needs in our community.

As we enter 2023, we are tenaciously hopeful that the new activities the year brings will start to show more and more what Green Hub Twente can do, as well as what we have already done. I am proud that in less than three years, we have built an embedded sustainability startup within a larger, complex institution; an unprecedented and unique challenge like every Green Office will attest to. For this reason, I want every team member who began with the Green Hub in 2020 to be recorded and acknowledged as 'Co-Founders'.

We hope to continue to report our progress, warts and all, for future generations to learn from (so that they can save the effort of repeating well-trodden pitfalls too) as well as providing a comprehensive track record of all our successful projects that sometimes go unnoticed in the fray of competitive university life. I aspire for Green Hub to propagate a healthier, more sustainable way of working, and that all future officers remember to unlearn damaging traits inherited from our forebears that no longer serve us. In the words of Arundhati Roy, in thinking about using the pandemic, within which our organisation was born, as an opportunity to transform: remember to walk through the portal lightly.

B. EXECUTIVE SUMMARY: PERFORMANCE HIGHLIGHTS 2022

In 2022, GHT was able to have significant achievements in different aspects:

1. Be involved in the research and education sustainability improvement of the University of Twente.

Green Hub Twente was an important contributor to enhancing the performance of the research and education at the University of Twente. SDG Mapping, as the UT did not have any strategic plan on how to map its research and education to SDGs, Green Hub Twente contributed to a research database collected manually. In addition, an SDG Showcase coming up in 2023 to open up and educate researchers on how they can use SDG as a base for their research.

2. Connect students to the organisational change for sustainability towards reaching the goals of Shaping 2030.

Green Hub was able to connect students to the top organization of the UT by launching the Think Tank event in 2022. We wanted to translate the knowledge and ideas students have into actions that could help the UT in its Shaping 2030 journey. During this event, participants had the chance to brainstorm, design think, pitch their ideas, and win a prize!

3. Expand our network reach by connecting with other Green Offices in the Netherlands, Utrecht University, and TU Delft.

For the first time, Green Hub connected with the Green Office at the **University of Utrecht (UU)**. Because we always strive to learn and connect, this was an opportunity for both sets of Green Officers to know more about what the other universities are doing with regards to sustainability. The main purpose of the visit was to understand more how the UU established the Green Faculty Teams in different faculties at the university. This is a plan that will make a huge impact with regards to organisational changes for sustainability at the UT.



ThinkTank

Do you want to help shape 2030?
Now is your chance to innovate
the future of the UT.

15 November 2022
17:45
DesignLab

The poster features an illustration of three people (two men and one woman) in red shirts and dark pants, standing and talking. A magnifying glass is positioned above them, and a lightbulb is shown above the woman. A dashed line with an arrow points from the lightbulb towards the right. A gear is also visible on the right side of the illustration. A QR code is located in the bottom right corner.

UNIVERSITY OF TWENTE. Green Hub Twente UNIVERSITY OF TWENTE INNOVATION FELLOWS Student UNION.



2. WE ARE GREEN HUB TWENTE

Green Hub Twente consists of five portfolios which work together as one team with different roles. The consistency of honesty, team work, and proper division of tasks within the hub's members were the most important focus points in 2022.

A. MISSION STATEMENT

Green Hub Twente (GHT) is the central unit for sustainability at the UT focusing on upscaling initiatives and raising awareness on sustainability. We invest and capacity-build relationships across campus, keeping strong bonds with UT faculties, student organisations, scientists, support staff and researchers by:

- Mapping sustainability into education at the UT by linking them to the SDG's
- Acting as an anchor for all sustainability related initiatives at the UT
- Connecting internal stakeholders such as students and staff on sustainability within the UT
- Expanding our reach and network weaving
- Deliver impactful projects to a target group in the community
- Identify the needs of the community (students, scientific & teaching staff, administrative staff & invested community members)
- Providing guidance/support to share their opinion and be involved in shaping 2030
- Transforming thoughts and ideas into actions

B. VALUES

Green Hub Twente wants to make sure its values are always aligned with what its members think should be enacted. To do that, during the Autumn Retreat 2022 took place at Boekelo Enschede, where the hub's members gathered for social activities that also included workshops on how members of one team can work together effectively whilst building shared values.

The main outcome of these workshops was used to set up the values for 2022. Green Hub's core values lie

in **transparency, respect, empathy, trustworthiness, resilience, teamwork, objectivity, and innovation.** These values can be explained and interpreted as:

- We believe in operating with **transparency** and honesty in all our actions and communication.
- We value treating everyone with **respect** and **empathy**, taking into account their perspectives and needs.
- We prioritize being **trustworthy**, reliable, and accountable in everything we do.
- We strive to cultivate **resilience**, the ability to adapt and recover from challenges and setbacks.
- We recognize the importance of **teamwork**, collaboration, and cooperation in achieving our objectives.
- We endeavor to approach situations with **objectivity**, impartiality, and fairness.
- We embrace **innovation** and actively seek out new and creative solutions to problems and opportunities.

C. OUR VISION

Green Hub Twente sees sustainability in an intersectional and holistic manner, woven throughout UT's culture and landscape, whilst itself striving to be open, transparent, and honest with its community. Its vision is to be of an eye in the sky, with its feet rooted in the bottom-up of the university, connecting all the dots of systems change for sustainability and planetary health.

D. IMPACT STATEMENT

The Green Hub's impact lies mainly in contributing to the UT's sustainability transformation, not only from an academic perspective but also on an organisational level. Green Hub wants to have sustainability implemented into the university's research, education, and community. This way, redundancies are removed from within the Universities' structure and work processes by establishing the Green Hub as the central office for collecting sustainability information, providing advice, and aiding decision-making across the UT ecosystem.



Navigation sign with various directional arrows and text, including 'Galerie', 'Kunst Campus', 'Kunstwerk', and 'Kunsthaus'.

3. ORGANISATIONAL DEVELOPMENT

A. BACKGROUND

Green Hub Twente was founded to take on the responsibility of connecting all sustainability initiatives in the UT. It is a student-led, staff-supported interconnected service point; the heart of sustainability in the university culture, connecting people to opportunities to contribute towards a more sustainable world. It set out to develop new goals, create plans and realize them, as well as evaluate and provide feedback from the ground on the progress the University makes on its pathway of transition to sustainability.

The Green Hub is rooted in the Green Office Model, which started in 2010 in Maastricht and has change-agency and ‘tempered radicalism’ (radical comes from the root Latin word meaning ‘root’) at its core. This means seeing the university as a whole system requires understanding root problems before prescribing solutions.

In 2022, there was a lively discussion about what our role is and our stance as an embedded organisation. This also meant updating and revisiting our values and code of conduct. Our Retreats were a big part of this internal learning process.

B. ORGANISATIONAL STRUCTURE & PLACE IN THE UT

In 2021, an Impact Assessment commissioned by the former CFM Director, resulted in Green Hub realizing it neither had the capacity nor the power to lead the sustainability transformation at the UT. This is where Green Hub Twente (GHT) wanted to increase the quantity but also the quality of collaborations and its meaningful relationships with the UT’s organisations that have a stake in sustainability, such as DesignLab, Sustain, Student Union, and NovelT. One hand alone can’t clap.

The 2021 Impact Assessment came to the conclusion that it could have found a more permanent place in General Affairs, and/or set up like Novel-T/Design Lab. However, after internal discussions within CFM, there was a commitment and willingness from the CFM Projects & Policy Department Lead that Green Hub could get what it needed within CFM. From here after we have operated with the increasingly proactive support and respect of CFM. This is where we report to, where we draw our resources from, and a unit that is growing more and more proud that we are a part of them. Together with the SEE-Programme – itself a

part of CFM B&P for longer, we now form the ‘head and heart’ of sustainability at the UT.

C. HOW OUR ORGANISATION DEVELOPED IN LIGHT OF TDMI ADVICE

As has taken place every year, Transdisciplinary Master Insert students from the Responsible Futures and Leading Systemic Change tracks dive into case work on Green Hub itself. Each year, we also benefit from their work and the advice they come up with, which we then try to integrate into how we grow and develop as an organisation.

We were advised to adopt a change approach based on Agent-Based Modelling of the TDMI Leading Systemic Change course of 2022. We summarise key recommendations below, as well as the overall Change Approach they advised, see **Figure 7**, Appendix:

- “take the time to format clear goals and define KPIs to work towards these goals.”
- “because of its student-led approach, the strength of GHT lies more in a bottom-up approach than a top-down approach”
- “Adopt the value propositions of: Promotion and Awareness, Educate and Advise, and Connect and Display (see **Figure 8**, Appendix)”
- adopt and adapt the suggested KPIs or define new KPI’s connected to these value propositions.
- adopt 5 channels: Events, CSIP Platform, Initiatives, CBL and Trainings (see **Figure Y**, Appendix).”
- “Lastly, we advise GHT to reorganise their internal structure to include only full time employees and
- define a total of 9 roles, from which 3 are staff members. These are the Network Manager, General
- Manager and Secretary. The other 6 roles will be fulfilled by a full time student board and include: CBL consultant, Event planning, CSIP, Communication and Consulting (see **Figure 9**, Appendix).”

In the end, we could not adopt all the advice of the TDMI group due to time and capacity restraints. Making the space has been challenge due to the nature of the work of building a new organisational system

into an existing hierarchical one. Certainly KPIs have been developed by the Project Portfolio Manager, and these have been rooted on reflection from 2022 (see Table 2, p. 24). The updated KPIs will be shared in the Annual Plan 2023-24.

Furthermore, the Green Hub 2.0 proposal was formulated with the whole team, finalised and proposed to the line management in CFM at the end of 2022. This also integrated the changes advised, including more staff positions; not full time, but certainly more time in general for Green Hub officers to work, as well embedded Master Insert positions. We will see how this proceeds in 2023, and expect an Executive Board decision in the middle of the year.

Performance monitoring has been implemented in the form of quarterly individual evaluation meetings, with preparation and interviews for all officers to help reflect on their professional development and performance.

A more coherently understood vision, mission, values and KPIs was co-developed in 'Brand Identity' and other cross-portfolio, team meetings, management stand-ups and general office conversations. As 2022 closed we were happier and more satisfied with our unique stance and purpose in the UT system. We expect this will translate forward with more self-assuredness for every Green Hub officer knowing their limits, and precisely how what they do in their work contributes to the overall mission and vision.

D. OUR RELATIONSHIP WITH THE SEE-PROGRAMME

Why & How we work with them

Whilst Green Hub focusses primarily on research, education, community, and increasingly, innovation, there is also an established programme since 2018 at the UT that prepared the overarching sustainability policy of the university, which a specific focus on operations. It sprouted from two prior policies on energy usage and environmental permits, with the addition of specific policy implementation plans for the broad-based campus sustainability efforts. Hence the acronym Sustainability, Energy and Environment (SEE)-Programme¹.

The SEE-Programme's established policy has set out 10 themes by which the implementation of the operational sustainability takes place:

1. Energy
2. Travel and Mobility
3. Food and Drinks
4. Waste
5. Events
6. Buildings

7. Procurement and Purchasing
8. Water
9. Biodiversity
10. Finance

Since 2021, Green Hub has paired its Operations portfolio directly with the activities the SEE-Programme undertakes across these 10 themes. The operations officers work side-by-side with the staff policy officers of SEE-Programme in this regard.

For the details of our project activities with SEE-Programme, see section 4.b.ii, "Operational & Consulting".

E. THE GREEN HUB INTERNAL STRUCTURE

I. Overview

The Green Hub internal structure is important to make sure projects, events, workshops, and educational tasks are smoothly implemented. In this section, the GHT's internal redesign from 2021 until 2022 is discussed.

In 2021, we saw ourselves as Change-Managers for Sustainability. In 2022, we managed to be those Change-Managers by focusing more on research and education inside the UT, and strengthening our internal and external bonds with sustainability-related organisations.

As Green Hub is as critical to itself as it is to the UT, it is important to note that the first step for change is to have a better internal structure within Green Hub. This is why GHT decided to restructure the internal design of portfolios and tasks.

II. Design of team: 2021 vs 2022

2021's structure consisted of three portfolios: Research & Education (R&E), Operations & Consulting (O&C), and Marketing, Community, and Communications (MCC) as seen in Figure 1.

The expand in reach and demand resulted in a need for more people to handle projects in a systematic way. As the team grew to be 25 members in total by 2022, the internal structure changed dramatically by adding two more portfolios: Events, and Design.

- The **UX/UI and graphic design officers** in the support team during 2021 needed support in the tasks they were involved in. That is why a detailed analysis of the main job was done. It was concluded that different tasks should be accomplished: design thinking, deploying different research methods to enquire about the needs of the end users, designing UX/UI intuitively, etc. These positions are important to Green Hub as they're considered the interface between sustainability information and

the way it was presented to the audience. This is why, these two positions were merged into one portfolio named, the **Design portfolio**.

- On the other hand, the **Events portfolio** was added as a possibility to handle events by Green Hub instead of external stakeholders, by needed logistical planning, and in response to demand.

The internal structure in 2022 is presented in Figure 2.

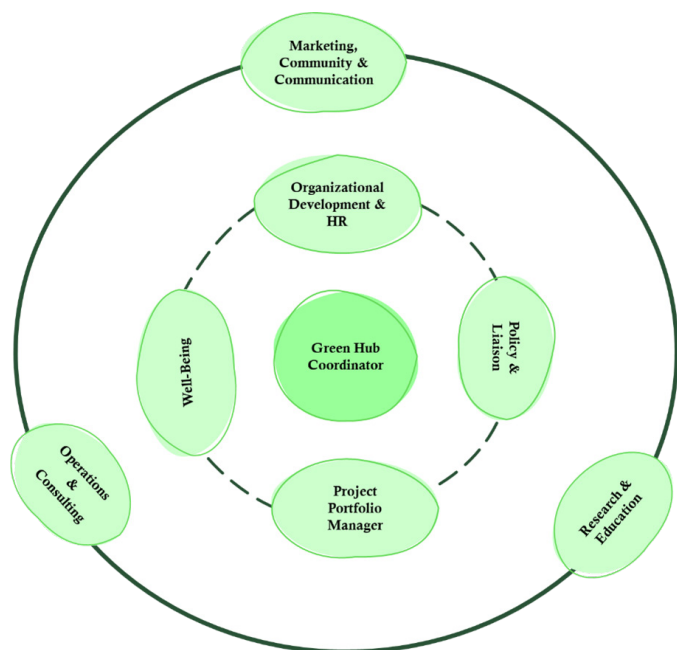


Figure 1. 2021 Internal Structure.

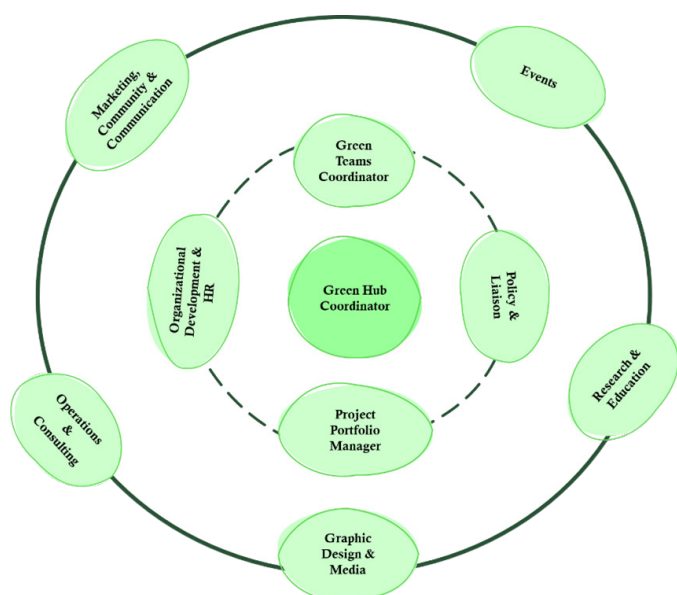


Figure 2. 2022 Internal Structure.

III. Scope of portfolios

All portfolios have their own operating scope which is listed in bullet-points below. Of course, every portfolio has freedom to initiate projects and have their own goals, if and only if in line with their portfolio scope.

- **Research & Education:** infusing sustainability into the academic and teaching missions across the various faculties and institutes of the UT.
- **Operations & Consulting:** consulting and liaising with the business and entrepreneurship community in and around UT and everyday aspects of campus organisation and maintenance.
- **Marketing, Community & Communications:** ensuring that the Green Hub fulfils its role as the central and first point of contact for all matters to do with sustainability within the UT. This Portfolio Group strategically presents this knowledge to wider society and the UT Community at large.
- **Design:** adding the competency of design thinking to the core product portfolios and is also responsible about UX/UI design of the modules of the (CSIP).
- **Events:** this portfolio is responsible for handling the events at Green Hub from preparations to the end result. This also includes all communications with collaborators.

IV. Green Hub 2.0

An Updated Green Hub Twente

The UT set the goal of becoming a sustainable university 13 years ago. Major changes and investments need to be made to reach that goal and make the next eight years count. As a people-first university, this means investing in relevant expertise, competencies, and experienced sustainability professionals in the right places in the institution. As a knowledge and action hub for sustainability transformation, Green Hub has the potential to positively transform mindsets and work structures by building trust and connections between the community and the science on Planetary Health. Doing so inspires students and staff to choose sustainability as a lifestyle, not an obligation. By platforming and empowering community members, it can channel agency, activism and entrepreneurship for positive social and environmental impact and a more sustainable University overall. The new Green Hub Twente organisational set-up can meet both the immediate and long-term challenges to UT sustainability. However, limitations of its current structure create high turnover, limited resources (capacity & man-hours), and disconnection with the campus. Therefore, we propose the following changes to effectively execute our mission, increase organisational stability and responsiveness to stakeholders, improving our contribution to the University's sustainability transformation.

Summary of what was proposed in *GH 2.0 A Transformative Community Organisation, Redesigned* (refer to Figure 3):

New staff and student positions

The addition of two new staff positions and one new student employee position - master thesis inserts - intends to increase and concentrate the capacity for coordinative and managerial tasks while bringing additional skills and knowledge into the organisation.

Further, an extension of the maximum working hours per student officer (currently 8h per week) is requested. This allows for greater flexibility in their contributions.

Faculty Green Teams (see section V. below)

As we observe them working at TU Delft, Hogeschool van Amsterdam, and other Green Office counterparts in our network, Green 'Teams' work with a team of 2-3 students and one member of staff supporting this team. The realization of such a network, including its continuation and potential professionalization, will be a core responsibility of the new Research & education coordinator position.

Budgetary increase

An increase in budget from €235,000 to an estimated €310,200 would be sufficient to meet these requirements and generate substantial impact for a comparably small price. Therefore, the requested increase amounts to €75,200, or 3.7% of the annual revenue/cost budget.

Proposal Reasons

The Coordinator was stretched too thin to concentrate enough on guiding Green Hub and its team due to increasing responsibilities at the strategic and institutional levels of the UT, contributing to leading its organisational transformation. At the same time, the broad and connecting approach of GH demanded a large number of meetings, calls, connections and administrative work. **Bringing the Green Hub to organisational maturity via the addition of two staff positions** competent and experienced in sustainability management and research and education programme coordination ensures the capacity to effectively and consistently meet the considerable demand across the UT.

This request came at a **turning point** for the Green Hub and the UT, where opportunities and challenges intersect: With the subsiding Covid pandemic, life is returning to campus, opening new opportunities to engage, promote, and reshape the community and stakeholders. At the same time, sustainability-related issues are dominating public debate and policy, including in Universities. The Green Office movement, counting the Green Hub Twente and Saxion Green Office as two of its newest members, are consequences of the greater emphasis on this transition that will undoubtedly play an essential role in education, research, and public attention. Being at the forefront of this development is and will continue to be subject to scrutiny and a measure of relevance and prestige for many institutions.

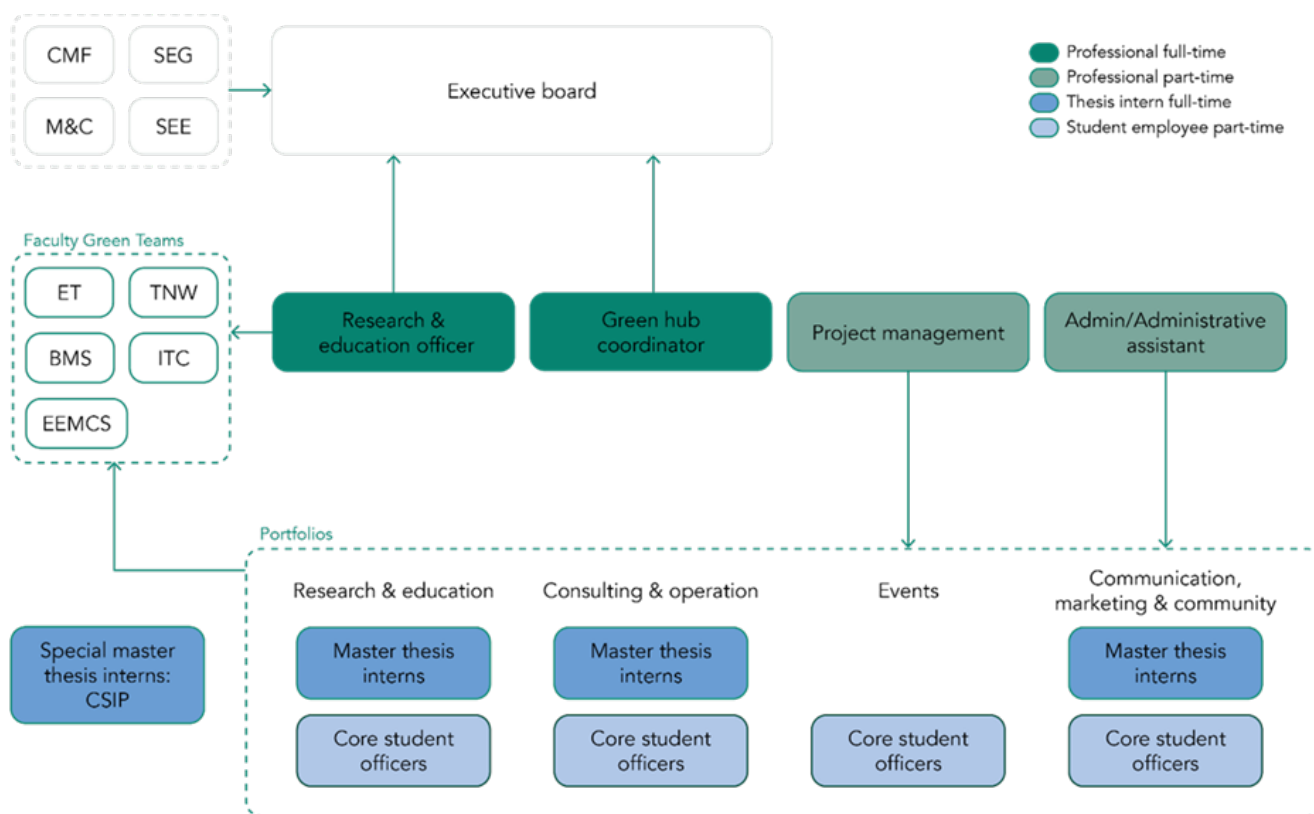


Figure 3. New Organisational Design.

V. Faculty Green Teams

So far, Green Hub Twente has been operating on the University level following the top-down approach (see Research & Education in section 4). Therefore, all of our events, workshops, and collaborations were inclusive for everyone eager to learn and contribute to the organisational transformation for sustainability. In such a way, we have been able to form a sustainability community and establish a strong network within the UT. However, since our establishment as an organisation, we received a plethora of requests which required a tailored approach to successfully advise or help the stakeholders.

In the beginning, we have successfully managed to process all specific requests, but as we grew, the number of such requests increased causing a burden on the green officers and the management team. Consequently, we were not able to fulfil the needs of every party that approached us as much as we wanted to. For example, some requests required specific connections and institutional knowledge of a faculty that we simply were not knowledgeable of. In addition, we observed a larger involvement of some faculties compared to the others, causing an imbalance in sustainability initiatives across UT. As a solution, **we proposed faculty green teams**, which are student / staff teams operating on the faculty level. In an ideal scenario, each of five faculties at UT will have their own faculty green team which will be advised and guided by the Green Teams Coordinator as a Green Hub representative.

As part of the organisational transformation for sustainability at the UT, a position called Green Teams Coordinator is added to be part of a change for **Green Hub 2.0**.

Faculty green teams will scan the sustainability status at the faculty, and operate based on the faculty's demand. They will be experts for their own faculty. Of course, Green Hub Twente employs Green teams coordinator who will be a connection between the green teams and Green Hub assuring smooth communication and knowledge transfer. Therefore, the formation of faculty green teams will allow operating on bottom-up level, and diffusing in all institutional pores which will yield in tailored initiatives, sustainability overview, and collaboration between the faculties.

The Faculty Green Teams proposal, as of the end of 2022, was shared internally to the new Strategic Sustainability Coordinator and Unit Head of CFM B&P, after which it was approved. It shall be distributed to Faculty Boards of all UT faculties in early 2023.

F. REFLECTION ON 2022

In 2022 Annual Plan, solutions for improving the work progress were proposed after an impact assessment in 2021. Table 1 shows how the issues numbered from 1 to 7 were handled and if any action/improvement took place in 2022.

Nb.	Issue	Solution	Action in 2022
1.	Data Sharing/Knowledge Transfer	Future officers will work next to their predecessors	Action took place
2.	No Feedback System	Feedbacks on portfolios level, management, and vice versa	Action took place
3.	Inefficient Meetings	75% ruling	Action took place
4.	Long-term time/work	Planning events based on academic calendar	Action took place
5.	No Consistent Cooperation within Green Hub	Project template document prepared ahead of time	Action took place partly
6.	Lack of Stakeholder Outreach	Resumption of on-campus all green stakeholders event	Action took place
7.	Portfolios Capacities	Descriptions and requirements for each officer were shared	Action took place

Table 1. Issues Reported in 2022 and Action Response.

From Table 1, it can be seen that almost all of the issues reported in the Annual Plan 2022 were considered seriously in the second half of the year and actions took place. Based on this assessment, the Annual Plan 2023 will be written. Please refer to Annual Plan 2022 for more context.

Green Hub Twente was made to heal the system around it, of which the health sector is a major part of the healing process. This is why, Green Hub is still aware and consistent with the Covid-19 regulations set by the Dutch government.

G. COVID

Green Hub Twente was established during the Covid-19 pandemic. In 2022, lockdowns were lifted, and health restrictions such as wearing masks, keeping 1.5 m distance, and vaccines obligations were all eased. This made working life easier by holding meetings, workshops, and events physically.

Although better cooperation between team members was seen after the pandemic, yet, Green Hub Twente and the UT still advises for regular testing, getting vaccinated, keeping a distance, working online when symptoms arise, and washing your hands often.



4. PROJECT ACTIVITIES 2022

A. OVERARCHING SUMMARY

In the following section, a highlight of the key events and projects organized or supported by Green Hub Twente is given. Our portfolio reports provide an overview of how each portfolio contributed to the team, along with a detailed account of the events they participated in during 2022.

B. PORTFOLIO REPORTS

I. Research & Education

Contribution to Green Hub

R&E mainly works on improving the visibility, connectedness and embeddedness of sustainability in research and education. In the yearly sustainability ranking instrument of StudentenvoorMorgen, SustainaBul, the UT scored lower than it should have when it comes to sustainability in research and education. We assess this likely due to the low recognition of what we already do and areas where programmes, courses and research projects have clear opportunities for solving sustainability problems and contributing e.g. to the climate and ecological crises. In this regards, R&E aids in:

- Improving the visibility of researchers working on sustainability at UT. We help in establishing a strong connection between different researchers and nurturing the collaboration of the UT with external stakeholders.
- Connecting with other green offices in the Green Office Movement to network and discuss the different approaches to improve sustainability in research and education.

Achievements/Events Involved

- **Researchers Database:** It is a detailed document that contains a list of all the researchers in UT who work in sustainability related topics. As there is no central website for sustainability at UT, this database can easily be used by the members of Green Hub to contact any researcher. As of now the list contains around 150 researchers working in different topics. This database can be used in Central Sustainability Intelligence Platform (CSIP) (see section Design) platform to central network of different professors and researchers in UT.
- **Green Talks:** an (interactive) podcast in which Green Hub platforms the work of stakeholders and (UT) researchers to the students and staff of the UT. Green Talks² is another main pillar of our sustainability education that also platforms

the UT's most interesting researchers on broad sustainability issues that concern e.g. ecosystem health, the climate crisis, energy transition, and multifarious topics. In 2022, three episodes were launched which you can find it online on YouTube, Apple Podcasts, Spotify, and Google Podcasts.



Figure 4. "Is the Crisis a Chance for change?" Episode with Nando Tolboom.

- **SDG Mapping:** There are more than 2000 researchers at the UT and a large number of courses related to sustainability. One of the main goals of Green Hub is to incorporate all these details in the CSIP (refer to section Design). Although, there is a database created manually, it's a bit difficult to cover all of them. To assist in this, there is a collaboration with young professionals at UT who have a questionnaire which maps research and education at UT with the SDGs. As Green Hub is helping in promoting the questionnaire, there is an agreement that they share the outcome data.
- **Increasing Sustainability Education:** as not all courses at the UT include theoretical and practical knowledge to prepare students for the sustainability transformation at the UT, a demand for change is needed. This was done by two intersecting strategies well-cited in the sustainability in Higher Education literature³:
 - *Bottom-up approach:* While professors and teachers play a significant role in shaping the courses and educational programs offered at the University of Twente, change in these areas can be slow and challenging to implement. Nonetheless, this approach is what has inspired the formation of Green Hub Twente

- a student-driven organisation that champions a bottom-up approach to promoting sustainability policies and initiatives. As such, we prioritize grassroots efforts and community-driven solutions to drive meaningful change and progress towards a more sustainable future.

- *Top-down approach:* This approach is exemplified by a meeting with Tom Veldkamp in August 2022, in which the aspirations of the GH were discussed. In preparation for the meeting, a network of people knowledgeable about decision-making procedures within the UT was established. The people in this network were consulted in preparation for the meeting to determine which ideas of the GH are feasible and how realistic pathways to putting them into practice could look like. The conclusions that were made includes annual reporting of sustainability issues, changing the reward structure, and asking programme directors for programme's specifications.

- **CSIP:** The Central Sustainability Intelligence Platform (CSIP) is a platform that consolidates all sustainability-related information at the UT including research, education, events, projects, and internships. By centralizing and visualizing this data, the CSIP will enable Green Hub to identify our strengths and limitations in promoting sustainability. The Green Hub's design team (see Design) is currently working on a wireframe for the CSIP, while the R&E team is collaborating with two other UT institutions on a proposal to create a CBL database. This database will map UT education programs according to CBL applicability, SDGs, and project orientation, serving as a guide for im-

plementing sustainability-related CBL and providing a data stream for the CSIP. The CBL database will also expand Green Hub's in-house knowledge about challenge-based learning.

- **Global Problems, Local Solutions (X2C):** Global Problems, Local Solutions (formally X2C) is a minor program currently in development. This BMS minor will educate students about global problems, and the impact local actions can have, and guide them in creating local solutions that impact a global problem. R&E was a big contributor to this minor.
- **4TU Sustainability Challenge Honors Program:** this new Honors program for master students is the first CBL Honors program at UT.4TU.RSC and is a collaboration between the University of Twente, the Delft University of Technology, and the Eindhoven University of Technology.

4TU. RESPONSIBLE SUSTAINABILITY CHALLENGE



II. Operational & Consulting

Contribution to Green Hub

The Operational & Consulting portfolio successfully contributed to the vision of the Green Hub by engaging students and stakeholders to think and implement sustainability on their projects.

Achievements/Events Involved

In collaboration with SEE-Programme:

- **Waste Visualization:** work was done on making a visualization of where the waste wasted at the university goes to, and all the processes that it involves. The project is to be continued in 2023.
- **Mobility:** brainstorming was done on how to tackle unsustainable mobility that occurs from and to the University of Twente, further progress expected in 2023.
- **Waste Separation Project:** This is a pilot project which deals with analyzing the behavior of students and the staff of the University of Twente before and after a certain intervention which makes the segregation more visual, is introduced along with the dustbins. The project started well but is facing challenges as it was during the exam weeks and some communication gaps were observed.
- **Events Working Group:** periodical meetings with representatives of Student Union, Business days, kick-in, CFM, Vesting bar to discuss sustainability of events on UT level, share experiences, set goals, and action points.



Green Hub-Driven

- **Green Certificate:** the green certificate project works as a design tool, to help the Events portfolio organize their event sustainably and certificate them as a recognition. The Green Certificate helps analyze how sustainable your event is with a use of a special questionnaire. The focused topics are Communication, Catering, Energy & Transit Footprint, and Materials & Waste. The checklist can be also used in the earlier stage of the event design to get some inspiration and directions to go.

Any UT (student) organisation can apply using this link: <https://www.utwente.nl/en/sustainability/green-hub-twente/more-sustainable/for-events/>



- **Green Laboratories:** The project aims to evaluate how sustainable the laboratories at the UT are by making sure they select the best equipment for the desired applications, keeping close attention to the energy consumption of the equipment, and making sure that the waste is sustainably being disposed of.
- **Zero-plastic Usage:** involvement with a Vrije Universiteit Amsterdam researcher and a researcher from the University of Twente to research how plastic-free products influence consumer behavior when buying fruits or vegetables in supermarkets.
- **Local Community Challenges:** contact with local businesses was made to help them accomplish their goals, such as consultancy to local farmers and students that wanted help to work on their sustainable projects (example: cardboard bike and

“food first” project). Projects were also conducted with companies, for example a collaboration with the local startup 5ahead aimed at creating a local sustainability related lab on campus. The team was also involved in raising awareness in respect to the current energy crisis, and contributed to creating an energy saving workshop for ITC hotel residents.

- **Establishing Connections with Other Institutions:** networked with other green offices, as well as actively participated in the UT-VU symposium, aimed at fostering joint research on sustainability together with Vrij University in Amsterdam.
- **Solar Fence Project:** it involved an local named Rens Meijer, a citizen of Enschede, who wanted to try out the concept of capturing solar energy and converting it into house heating and generation of electricity with it. A proposal of all his ideas was made and handed to him for review. The next steps of the project include finding researchers or students who would want to take that project as a research topic, approval of the concept draft report by them, and handing over the project.
- **Think Tank:** students not related to the sustainability movement are engaged in brainstorming, ideating, prototyping, and presenting the idea to reach Shaping 2030 goals. The main goal is to get new members in the loop of the sustainability movement, create a positive association with sustainability, raise awareness and contribute to the Shaping 2030 goals.
- **VR Waste Separation Game Kick-in:** the game in collaboration with Lithuanian software developer that in a non-intrusive manner teaches students how to separate waste specific to UT campus.

- **MST collaboration:** raising awareness about Green Hub and UT, and sharing experience on sustainability transformation.
- **Kick-in Sustainability Working Group:** bi-weekly meetings including brainstorming and action on making kick-in events more sustainable. The resultant solutions can be found in the overview of kick-in.

III. Events

Contribution to Green Hub

The events portfolio targets Green Hub’s mission mainly by developing or keeping the Hub’s relationships with sustainability-related communities and organisations either inside the UT or externally, strong and smooth.

Achievements/Events Involved

- **Consultation Meetings:** these weekly or monthly meetings helped keeping strong connections with other student associations at the UT
- **Sustainability Week (SW):** These set of events is the main achievement of the Events portfolio. New collaborations were made with different associations and more than 10 events took place that needed a lot of communication, planning, feedback sessions, and creativity
- **Summer Kick-in:** promoting Green Hub for the new students joining UT and to raise awareness of different sustainability initiatives on campus.
- **Sustainability Series (SS):** events were done in collaboration with DesignLab and Sustain which are important partners of sustainability at the UT

IV. Design

Contribution to Green Hub

The design portfolio relates to Green Hub’s vision of overseeing and connecting the sustainability dots by aiming on the design of the CSIP. The CSIP which was discussed previously in “Research & Education” is a central platform where all sustainability news, events, internships, and collaborations will be published and shared on.

Achievements/Events Involved

- **CSIP:** The CSIP is a project explained in Research & Education section. The design portfolio was responsible for the prototype for the website, usability tests, and connections with Mendix.
- **SDG Showcase:** This project is mainly lead by R&E portfolio (see Research & Education section)



but with a strong collaboration with design portfolio by looking for exhibition spaces, connecting portfolios, and plan the event with all showcases and posters.

- **Brand Identity:** Currently, the design portfolio is developing a brand identity and an own website that represents and distinguishes Green Hub Twente as a serious organisation. In 2022, we weren't allowed to have our own logo as Green Hub Twente since we are part of the University of Twente. That is why, brand identity is a very important part of our current projects at GH.
- **Green Talks and Think Tank:** The design portfolio helped in effectively communicating the project idea in a visual way by providing the posters and promotion materials needed.

V. Marketing, Communications, and Community

Contribution to Green Hub

Generally, MCC studies the visibility of the sustainable community at the UT and creates a certain perception/image of what the GH is about by:

- Having an open entity connecting the community and the university regarding matters of sustainable development.
- Making the topic of sustainability more accessible to a young multicultural audience trying to establish a basic knowledge base.
- By this and other means, MCC expanded Green Hub's community, involving different associations, companies but also individual stakeholders.

Achievements/Events Involved

MCC took part by promoting and being involved in the following events (detailed description will be seen in the sections for the corresponding portfolio which was mainly in charge):

- **Sustainability Week (SW):** is a week full of sustainability events organized in collaboration with Saxion and ROC. In 2022 it took place from 21st November to 25th November. Some of the events were: Yoga Workshop, Sustainability Walk, Sustainable Student Party, Living Room Philosophy, etc. The MCC Portfolio was responsible for the promotional marketing of the Sustainability Week events. Our promotion efforts consisted of two types: offline and online promotion. The online promotion involved creating social media posts and designs specifically tailored for posting on Instagram and LinkedIn. Meanwhile, the offline promotion involved setting up a stand displaying posters with information about the events, and offering cookies to attract potential attendees and encourage them to register. Additionally, we contacted all relevant associations involved in hosting events, providing them with useful tips

and data on how to effectively promote events through social media channels.

- **Sustainability Series (SS):** is a series of events targeting sustainability community of UT and Twente region. The SS2022 started in April and ended in July. Each month thematic and consisted of educational activities (lunch lectures, vegan cooking workshop, debate and panel discussions, etc.) as well as social activities (movie night, light bulb chat, etc). Topics covered in SS2022 were Fast fashion, Water & Oceans, Social injustice and Sustainability at UT. As the event organizers, we hold the responsibility of overseeing all aspects of event management, including but not limited to venue booking, speaker outreach, activity preparation, material and snack procurement, scheduling, and devising an effective marketing strategy to attract attendees. To this end, we developed a comprehensive marketing strategy, which entailed creating visually-appealing posters and disseminating them across various communication channels. In order to reach the widest possible audience, we leveraged several communication channels to promote the events. For instance, we sent the posters via WhatsApp groups, utilized our social media platforms to post promotional materials, and displayed the posters on screens located throughout the university. Our aim was to make the event visible and accessible to as many individuals as possible. Moreover, we ensured that all logistical aspects of the event were taken care of, such as arranging for the venue and organizing appropriate activities. We also made sure that snacks and necessary materials were readily available, and created a well-structured schedule to ensure that the event ran smoothly. Overall, our goal was to deliver a well-executed event, from start to finish, and provide an enjoyable and engaging experience for all attendees
- **Green Talks:** The MCC portfolio had an active role in the Green Talks podcast regarding the distribution and sharing of the episode. The work of MCC starts from editing the episode to creating reel trailers and updating the content to the different platforms (YouTube, Instagram, TikTok, Spotify, apple music, LinkedIn, etc.). After adapting the episode to the various channels, the role of MCC is to share it and make it visible. We create a consistent marketing strategy for the promotion, creating the text, hashtags, and tags. We adapt the language of promotion according to the different platforms in which the episode is shared, and we reply to comments or reactions.
- **Think Tank:** MCC developed a promotional game to increase awareness and interest. Over the course of one week, we positioned a stand in front of the Vrijhof, inviting individuals to participate in the game and subsequently register for the Think Tank. Furthermore, we utilized social media channels to promote the event by sharing a poster

created by the Design Portfolio and producing a persuasive reel to encourage participation.

- **Green Certificate:** The role of MCC in the green certificate project is to make it visible to associations and to let relevant stakeholders of the UT community know that there is such a tool to verify the sustainability of events. In the past, we shared the possibility of the Green Certificate and the information on how to apply for it on different channels (i.e., Instagram, LinkedIn, and newsletter); currently, we are developing a new strategy to implement the visibility of it further.



Figure 5. Community Garden.

- **Newsletter:** is an online monthly update of sustainability initiatives at UT. To receive the newsletter users must sign-up with their email on our website. In 2022 we managed to improve the design of newsletter and accurately inform our community with sustainability happenings. The newsletter is the official monthly update of Green Hub. It summarizes the activities and projects that took place in the past month and will take place in the upcoming. The newsletter is divided into two sections: the first is a “call to action” in which the new month’s events are communicated. The second is a “news” section, in which a summary of what happened in the last month is made. Priority is given to Green Hub activities; however, in the newsletter, there are also other news and events related to sustainability on the UT, so even other associations we collaborate with find their space in the newsletter. At the moment, we have 350 people subscribed for the newsletter list.
- **Community Gardens:** The university community gardens have proven to be a great connection for the Green Hub. A collaboration that was started in October 2022 has provided one graduation project for Creative Technology. This graduation project proposal entails the creation of a smart water collection and distribution system. The community gardens provide ample opportunity to expand the number of projects and challenges. In the future, the community garden might provide a permanent source of challenge-based learning opportunities for students at UT.

For all the events mentioned, MCC connected the portfolios and made the best possible promotion for the mentioned events/projects. Recently, the implementation of offline promotion into our usual online strategy which proved to be very successful. One collaboration that was especially successful was the “ThinkTank” event as the work was very structured.



5. GOVERNANCE & ACCOUNTABILITY

It is imperative that we practice what we preach at the Green Hub. This closing section aims to share how we have worked to install good systems of governance and accountability within our own organisation, as well as how we nudge and impact these structures in the university around us. We also acknowledge that we may not be able to fulfil both intrinsic and extrinsic functions simultaneously and might indeed have to focus on ourselves first to better impact our surroundings.

A. IN OUR OWN ORGANISATION

The coordinator, whilst in effect working as the 'CEO' for Green Hub, is both the leader and guide for all the student Green Officers working on their various projects, and the navigator of change in the wider system that also presents the face for the Green Hub's values. The responsibility for these roles is therefore very high. As a result, the coordinator continued to develop the components of leadership that best support the team and Green Hub as an organisation – including directive, delegation and strategic coordination of the networks and pathways our officers have initiated since 2020.

Stemming from the workload and multiple overlapping roles reported in 2021 as the coordinator's role to support and lead the team, a negotiation and streamlining was pushed for in 2022 within CFM and across the UT. It was communicated that the coordinator could fulfil the core role of coordinating Green Hub whilst expected (tacitly or otherwise) to perform several others. It was noted that this was not only down to a case of 'saying no' more; the root problem was the system that places too high a burden on too few people working to make the wider organisation more sustainable.

1. Partnership development

At Green Hub Twente, we recognize that collaboration is a critical aspect of our strategy for achieving our mission of promoting sustainability across all its dimensions.

Our mission does not only shed the light on the importance of maintaining qualitatively strong relationships with our partners (see section 2.a), but also of forging meaningful connections with those who share our commitment to sustainable practices and values. As a result, we work tirelessly to foster collab-

orations with like-minded organisations, leveraging our collective strengths and resources to drive positive change and achieve our shared vision of a just, fair and sustainable future.

We have established numerous partnerships with other associations at the University of Twente, each with its own unique set of goals and objectives.

- **DesignLab:** Green Hub Twente has a proven track record of successful collaborations, including numerous projects in direct partnership with the Design Lab, such as the Sustainability Series 2021 (see Chapter 4.b), which exemplify our commitment to advancing sustainable practices and values through innovative and collaborative initiatives. However, in 2022 the collaboration with DesignLab was fluctuating since Design Lab opted out from Sustainability Series 2022 with little context. In Green Hub, we were sad and disappointed with this decision. Nevertheless, in late 2022 we discussed the previous happenings and decided to set-up a partnership document with expectations and values of both parties, which will be finalized in 2023.
- **Sustain:** Sustain is the sustainability student association of Twente4 that has existed since 2018, before Green Hub was established. It has been a natural and close partner ever since we started and has been alongside us as we have grown to be able to better support the needs they have as well as other associations. Our communication was strengthened in the middle of 2022 by mutual promotion of each other events, and opening up the Green Hub's Office to Sustain board and committee meetings. Nonetheless, in September 2022 Sustain changed their board. Even though we put efforts in continuing this collaboration, Sustain was not responsive. Still, Green Hub acknowledges the importance of this partnership and would like to continue collaborating in 2023, however, with clarifying the expectations of both parties.
- **Student Union:** In 2022, Green Hub Twente established a collaboration agreement with the Student Union (SU), reflecting our shared commitment to sustainability and raising awareness among students. SU is a supportive partner aligned with our goals, and we look forward to working together to make a positive impact on our community.

- **University Innovation Fellows (UIF):** Since UIF was rooted in Design Lab’s environment, the collaboration with UIF will and DesignLab goes jointly. The collaboration document with Design Lab will also involve UIF as our partner.

II. Performance overview for Green Hub

Like all organisations, Green Hub Twente experiences its fair share of challenges and successes. Internally, we prioritize open communication and transparency to maintain a cohesive and productive team. Weekly meetings keep everyone updated on ongoing projects and decisions, and major choices are made with consideration of the team’s collective input. For example, yearly KPIs are established after a team-wide meeting to ensure that everyone’s perspectives are taken into account.

On the other hand, we also recognize the importance of learning from our mistakes to facilitate growth and

progress. As such, we actively seek feedback from team members on their portfolios, management, and adherence to our code of conduct. By fostering a culture of open dialogue and continuous improvement, we believe that Green Hub Twente can remain internally strong and stable.

Reflection on the KPIs 2022F

Figure 6 shows the KPIs goals and activities set by Green Hub Twente after a discussion with the whole team. This is a yearly progress step that is done to ensure all team members are involved in the performance indicators for the upcoming year.

Table 2 shows the reflection on the KPIs set in 2022 by GHT. The goals and activities for each impact are seen in details in Figure 6 in the Appendix.

Impact focus		KPIs: Translate into Measurable Indicators	Action/Target
A. DEEP institutional embedding	Footprint reductions	Progress in sustainability performance across the 10 themes defined with the SEE-Programme. Monitor and provide feedback on performance and gaps.	SEE-Programme Annual Plan 2022 – Action taken by SEE-Programme with GH support
	Curriculum change	Scale, scope, reach & number of stable interventions in education for sustainability across faculties	Faculty Green Teams (refer to Faculty Green Teams) – Target partially attained
	Governance influence	The number and quality of projects delivered successfully, continuity, staff turnover and team wellbeing. A mature, effective and autonomous Green Hub is measured by the stability of its own governance.	New position for Strategic Sustainability Coordinator as of January 2023 – Target partially attained
B. WIDE community engagement	Partnership collaborations	The number, diversity and quality of GHT partnerships and collaborations on projects deemed successful on the basis of impact, achievement of stipulated goals, or experimentation leading to an innovation.	Refer to Partnership Development – Target partially attained
	Reach & engagement	The extent & performance of GHT alumni, the network reach, and diversity of stakeholders active in the Green Hub’s community.	Target not attained, less developed than hoped/planned – Action needed for 2023
	Learning interactions	The impact if GHT training and coaching in the community about hands-on sustainability and systemic change, in terms of the workshops and talks it gives. Additionally, how material shared by GHT promotes learning & development in its community on or offline.	Target attained – Refer to Project Activities 2022

continued on the next page...

C. LONG lasting changes	Team continuity	<p>a. The knowledge base is accessible, navigable and actionable enough for its team to provide useful and up-to-date guidelines for all projects GHT has conducted.</p> <p>b. GHT has a stable, open and honest work culture that provides opportunities for students to develop their skills and competencies of systemic change</p> <p>c. GHT Reports provide a transparent and comprehensive track record of performance, activities, lessons learned and actions taken over time.</p>	Target attained – Refer to Values and Organisational Development, section a.
	Organisational development	The GHT learns & grows iteratively according to the action learning/research approach, adopting the start-up model of organisational development, matching its growth patterns to the needs present in its environment, as well as the internal identity, values and principles of the Green Office Model	Target attained – Performance, code of conduct, and relationship with ourselves.
	Alumni engagement	The alumni network demonstrates the quality of the positions and activities of all its members, whilst also showing the magnitude of the impact this community is and will be having as the generations pass. The nature of sectors, jobs and best practices exemplified by these systemic change makers are shared for the community back at base in Twente.	Target not attained – Action needed for 2023

Table 2. 2022 KPIs Reflection.

Reflection on SIGs 2022

Sustainability Innovation Goals (SIGs) that were part of GHT Annual Plan 2022 are SIGs 1 to 3. A reflection on these SIGs is seen in Table 2.

Nb.	SIG	Reflection
1.	Green Hub Organisational Development and Maturity: Develop and lobby for a mature Green Hub organisation within the UT.	Target attained – Green Hub in 2022 went through an organisational transition and with the GHT 2.0 proposal is on track (check section iv).
2.	Embedding Sustainability into Research & Education: Initiate, develop and implement Green Hub faculty liaison programs.	Target not yet attained – With the establishment of Faculty Green Teams in 2023, progress will be made (check section v).
3.	Action Learning Competence: Proactively cultivate wellbeing, personal resource management, and good mental health in the workplace.	Target attained – GHT team members feel structurally supported, have agency in their work & there is a good team environment that in turn supports good mental health.

Table 3. Reflections on 2022 SIGs.

B. GOVERNANCE FOR SUSTAINABILITY IN THE UT

To be accountable is to openly share problems regardless of how bad they make us, or others look. Failures are just as important to learn from, if not more so, than our successes

Every year, we like to end our Annual Report with a retrospective on the lobbying and advocacy for organisational transformation of the UT for sustainability, so that it can truly meet its commitments and respond to the community's recent calls to action. At the end of 2022, we see the emergence of a new coalition of concerned students and scientists for the climate crisis including University Rebellion, Extinction Rebellion, Vegan Student Association (amongst others). A number of actions and calls for change took place and a call was made via the Executive Board and DesignLab to undertake a dialogue series. Green Hub initially expressed concerns about the speed and closed nature with which the beginning of this process resembled. However, after initial consultations, it was agreed that Green Hub, Design Lab and University Innovation Fellows together – with the first two using it as a pilot to test new partnership formation.

Our limits remain the power and resources required to make hefty, polemic decisions, which we are adamant should still come down to the Board – this is also why a new position is being set up in between the top-down and bottom-up: the Strategic Sustainability Coordinator position who is the balance and stop-gap for these forces.

This position will fill the gap we outlined in previous years' reports; that is the gap of governance and infrastructure for sustainability and change management therein. This may include a representative commission that informs and advises, with the prerequisite training, knowledge and experience of sustainability

science and management. This could be set up as an outcome of the Sustainability Dialogues that came 'out of the woodwork' in November 2022.

Transforming organized human life logically requires a systemic perspective as resolving the system's flaws at the root does not neatly fit into any one operational box. When we talk about transformation for sustainability, we mean a fundamental change in how we operate and organize ourselves so that we can reign in the extent to which we have infringed on planetary boundaries. As in previous years we continue to stress the need for effective and compassionate leadership that tries to balance and temper the negative implications of the transformation we need. After finding our voice more in 2022, Green Hub better equipped to guide the systemic change needed around it – so long as we safeguard and work hard to cultivate a safe, healthy and rewarding work environment for our officers and surrounding community. As we end 2022, we aim to manifest this role and place in the UT ecosystem more and more.

We are the roots, the forest floor, the management, leadership and the Spiegel are the canopy, both essential and interconnected parts of a thriving ecosystem.

Yours faithfully and sincerely,

Green Hub Twente



6. APPENDIX

Impact focus		Goals & Activities
DEEP institutional embedding	Footprint reductions	radical reductions in the social and ecological footprint of our university's operations: circularity in operations, emission reductions, vegan & vegetarian catering, eliminate plastic waste
	curriculum change	integration of education for sustainability across disciplines: curriculum inventory, new sustainability courses, applied research projects, support for teachers
	governance influence	translation of sustainability as core priority into planning and decision-making processes: strategic goals, policies, action plans and reporting
WIDE community engagement	partnership collaborations	collaboration among diverse partners for joint impact: student organisations, academics, staff members and actors beyond campus (municipalities, NGOs, schools, businesses, activists)
	reach & engagement	reaching diverse target groups to learn about and engage with sustainability: raising awareness and offering engagement opportunities to students & staff with diverse interests (beyond the "green bubble")
	learning interactions	interactions among people working for sustainability to learn from and support each other: virtual & in-person knowledge sharing and capacity building
LONG lasting changes	team continuity	safeguarding the continuity of knowledge, funding, projects and stakeholder relations over time: motivating work culture, effective team transitions, alumni advice, and communicating results to satisfy funders
	organisational development	developing organisational capacity of the team over time: evaluating and learning from past efforts, and innovating with new structures and approaches
	alumni engagement	engagement of graduates as change-makers after their studies: developing skills and values among students to become leaders of tomorrow

Figure 6. Goals & Activities of 2022 KPIs.

GREEN HUB TWENTE RESTRUCTURING:

THE PROCES

CREATE SPACE TO FOCUS ON RESTRUCTURING

1. Reduce involvement in all non-essential projects and initiatives in order to focus on restructuring for the next year

Q4 - 2022

PREPARE RESTRUCTURING PROPOSAL

1. Work together with internal & external stakeholders to create a plan for GHT restructuring.
2. Investigate the bureaucracy required for the creation of a student board/team

SET THE STAGE FOR THE NEW TEAM

1. Promote open roles for the student position, and start recruitment for the management positions.
2. Design and prepare an appropriate training for each role.
3. Start looking for sustainability experts that can take on the role of mentors.

GET EVERYTHING READY FOR A GREAT START

1. Finalize the recruitment for the student and management positions.
2. Confirm availability of mentors and explain expectations for the role.
3. Define clear goals and role descriptions for each Channel Manager.
4. Finalize vision and KPIs for GHT

SUMMER

TRAININGS

1. Train new employees to ensure they know what to do and what is expected for their role.
2. Together with mentors, train Channel Managers in their role, and provide into to the field of sustainability.
3. Train the entire team to work together efficiently, using bonding activities to build trust and collaboration.
4. Build actionable protocols and train the team in how to best use them

PERFORMANCE MONITORING

1. Set quarterly dates for internal evaluations, which will use KPIs to evaluate performance and better focus efforts
2. Make use of the vision to set clear priorities for events and initiatives
3. Set boundaries, and don't take on projects unless they make a impact towards achieving GHT vision and KIPs

AY 2022-2033

Figure 7: Advised Change Approach by TDMI group 'Leading Systemic Change 2022.

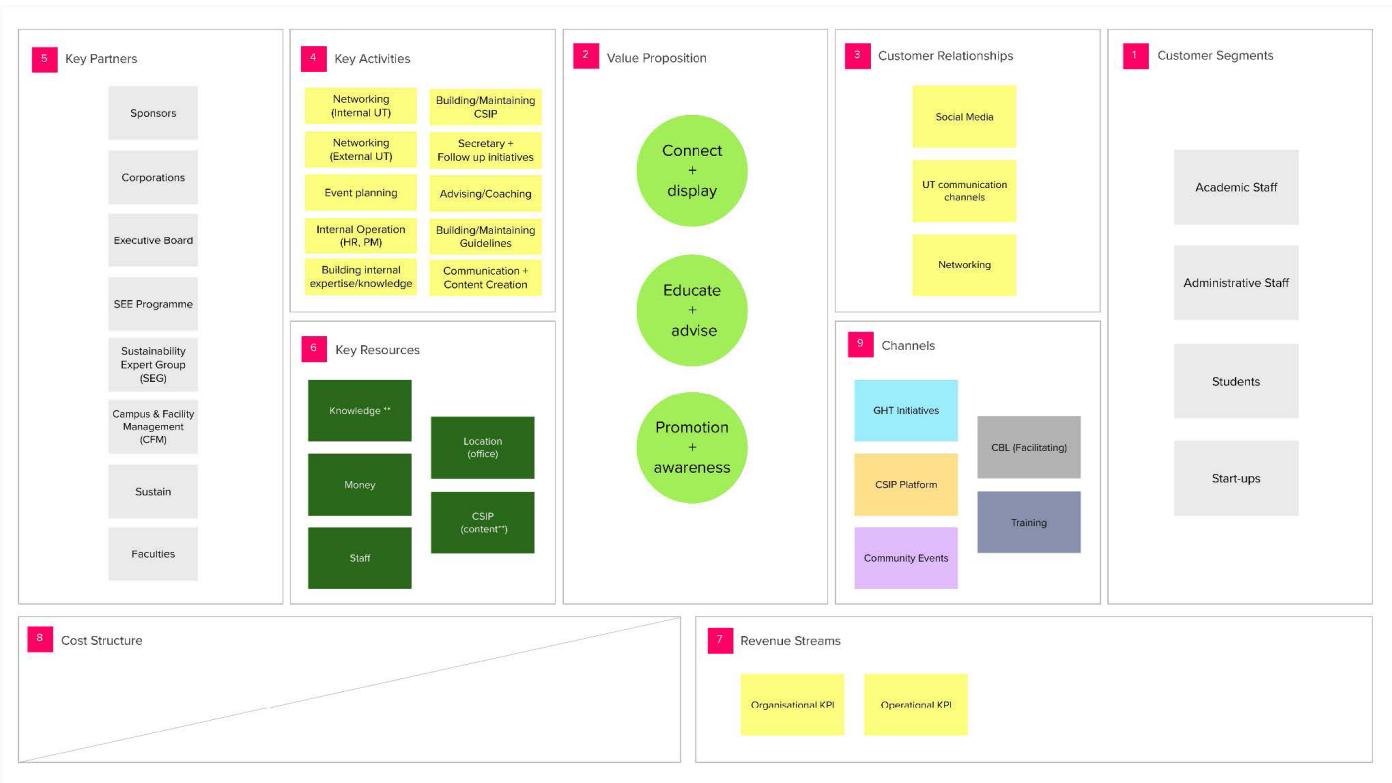


Figure 8: Advised 'Channel Approach', Business Model Canvas, TDMI group 'Leading Systemic Change 2022.

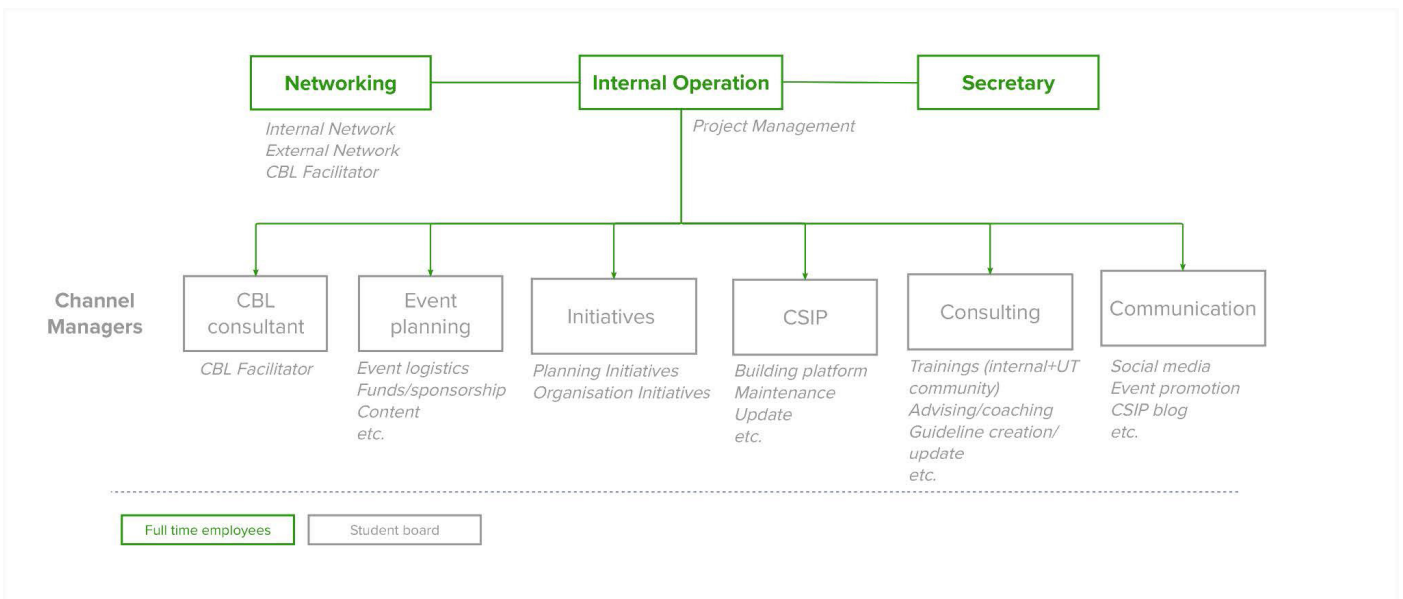


Figure 9: Advised Organisational Structure, with key proposed staff and student positions per channel, TDMI group 'Leading Systemic Change 2022'

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