Annual Plan
Green Hub Twente

2021

UNIVERSITY OF TWENTE. | Green Hub Twente

Annual Plan 2021

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ABBREVIATIONS

CFM Campus and Facility Management

CES Centre of Educational Support

CfE Centre for Entrepreneurship

ECIU European Consortium of Innovative Universities

SACC Student Affairs Coaching and Counselling

SEE Programme Sustainability, Energy & Environment Programme,

SU Student Union

UT University of Twente

SMEs Small and Medium-sized Enterprises

1. INTRODUCTION

Dear Reader,

Leaving such a challenging year behind as 2020, with pressing global issues such as the pandemic, as well as being one of the three warmest years recorded (WMO, 2020), we are more than ever reminded of the importance of collaboration and action to solve shared, international challenges, such as global heating, inequality, ecosystem collapse, and many more. Because of last year's irrefutable revealing of systemic faults in our society and economies, there is now an uncanny quality to setting intentions or resolutions that January always brings; 2021, therefore, feels like a year of both challenge and opportunity: an opportunity to set our bearings for the positive transformation we now need to navigate.

In this document, we detail Green Hub Twente's goals and ambitions for 2021. We are determined to keep building a foundation for sustainability within the UT community, in order to contribute to a smaller environmental impact of the institution, as well as equip the future workforce with the skills, knowledge and network to solve complex environmental issues.

1.1 Opening Vision Statement

Green Hub Twente will play an active role in guiding, implementing and tracking UT's sustainability policies, and build a broad sustainability intelligence network amongst the student body, researchers, companies and the Twente community. As the central platform for sustainability at UT, it will implement an agenda for a healthy and sustainable campus driven by students. Not only limited by environmental sustainability, it will further collaboration and long-term behavioural change by inspiring stakeholders with sustainability solutions ranging from technological to social innovations, as well as embedding ecological and systems thinking into the way this university works.

1.2 Executive Summary: Outlook into 2021

As part of our mission to become the central point where all knowledge and initiatives related to sustainability within the university reinforce each other, this report outlines SMART goals for each of our five portfolios, and at overarching levels of our organisation that intersect with UT's existing efforts to become a transformative sustainable university.

Our planned activities for the coming year build on six intensive months of organisational development: a lean-green start-up embedded in the UT institution. As we continue to spread our roots throughout UT's channels, stakeholders, and associated sustainability organisations, we have collected a good baseline upon which to base our operations in 2021. Although this work is never finished, Green Hub must stay in touch with organisational life in real-time we have already begun to see key themes, touch points and areas of development

that stakeholders experience in similar ways as problems, unknowns, and uncertainties. Our strategy for the coming year, therefore, will hinge around the reduction of uncertainty and unknowns amongst various stakeholder groups regarding the extent and specific nature of UT's sustainability activities.

With this in mind, our core project lines will concern these specific activities:

- Collecting and making sense of the vast amount of information concerning sustainability initiatives in research, education, operations and entrepreneurship at UT and the surrounding area.

- Working with CFM, SEE-programme, and our first start-up partner, PLAEX to research and improve UT's waste management processes.

- Improving the choice of vegan and vegetarian options in catering.

- Getting in to better contact with the numerous student associations and organisations on campus and assisting them in the management of their own sustainability efforts by producing a guideline package that acts as a key resource in this regard.

- Understanding the barriers preventing students and staff from becoming more engaged and enthused in sustainability, environment and climate-related know-how and activities, as well as developing a comprehensive understanding of their needs and assets.

Review of 2020
Starting in August 2020, the first weeks of Green Hub Twente were spent with teambuilding activities, role definition, and vision sessions. Green Hub Twente was officially opened during the 2020 Sustainability Week, where a launch event and announcement was coupled with an expert panel debate on the topic of resilience in interconnected crises of climate and corona. After this event, the Green Hub's activities became more structured according to the different portfolios. Several smaller events were organised, such as the Plaex automatic-waste separation demonstration and the online MasterMind – Green Hub Lunch Event, both of which were successful. Furthermore, planning has started for the Sustainability Series, a series of events that will be organised together with Designlab and SUsTain during spring of 2021. A final cross-portfolio project was initialised: the Sustainability Reporting Initiative that will continue throughout 2021. The goal of this project is to systematically map out and report on the different sustainability initiatives and activities that are connected to UT, including research and education activities, as well as operational efforts and companies that are connected to UT.

Research and Education Portfolio
The R&E portfolio built strategic, mutually beneficial links with staff members from the Strategy & Policy department, key stakeholders like Studium Generale, the Centre of Energy Innovation (CEI), and individual researchers from different scientific backgrounds and research groups. Mutual contact has been made with over 20 staff members from different research groups, and interviews have been conducted with over half of those. Green Hub is furthermore in close

contact with key actors from the Honours and selected Masters Programmes, in order to increase the knowledge base in the respective domains on both sides via a knowledge exchange.

Operational Sustainability Portfolio

The OS portfolio has been regulated in close collaboration with CFM and the SEE-programme, specifically The Environment and Sustainability Policy Officer and SEE-Programme Manager, Brechje Maréchal. Green Hub needed to define and align its operations portfolio to the existing sustainability policy and implementation plan, and thus decided to do so in five categories: *energy, water, waste, travel/mobility and procurement (food).*

The OS portfolio and the Green Hub Coordinator manage the partnership with PLAEX, who continuously collaborate and guide PLAEX's idea of a smart recycling bin. The OS portfolio also guides a group of Serious Gaming students who created a sustainable quiz-like app. Green Hub Twente Operations also set out to gain information about the collection of waste on campus, surveying all four waste streams getting to meet contract and project managers.

Projects and Community Portfolio

The aim of the P&C portfolio has been connecting communities which have mutual objectives and creating projects between stakeholders. The focus: to discover and map the sustainability-related stakeholders of UT and to understand their needs. The objective of these gatherings was to acquaint Green Hub Twente with these various partners and to clarify our objectives and likely commitments to supportability at UT. Our stakeholders range from professors and researchers to entrepreneurs, students and support staff who are working in the field of sustainability. We started with building a strong relationship with SUsTain who have a thriving community of students interested in sustainability. Additionally, a good relationship with Extinction Rebellion (XR) and their branch University Rebellion (UR) opened up opportunities beyond the University.

P&C has helped organise some activities of the Sustainability Week, as this was both an operational sustainability activity and a collaboration with other higher education institute stakeholders. We were introduced to staff members of Saxion and ROC Twente that organise the Sustainability Week in their respective institutions. The Shaping Expert Group, too, were a constant support to get to know the different stakeholders and work around the University. Stakeholder engagement and mapping also contributed towards our understanding of the needs of the campus community. These needs directly informed the groundwork for projects like vegan food at UT, a tree planting initiative, community gardening, and a program at student housing for better waste management.

External Affairs and Communication Portfolio

In consultation with the communications advisor for sustainability, the EA&C portfolio formulated a modular approach to our various social media platforms and drafted up a communications strategy for sustainability. In cooperation with UT *Marketing and Communications*, EA&C Green Officers promoted the Green Hub through its own website and social media, as well as through direct contact with external stakeholders. Green Hub's network in and around the UT has grown; dozens of stakeholders populate our growing list: among them,

university employees, student associations and movements, sustainable energy companies and other universities. The main focus has been to establish effective work structures, implement good team communication, familiarise with the work environment and stakeholders of the UT, establish social media channels and our website and explore sustainability movements and initiatives on and around Campus. The website has been developed with a goal to make information easier to navigate, and towards organisational transparency. Green Hub has had an immediate presence on social media platforms, namely Instagram, Facebook and LinkedIn. Our presence and followers have been growing steadily. Green Hub now also produces the *Sustainability Newsletter of UT*, initially published by the SEE-Programme to share updates on sustainability happening in operational management. The Sustainability Week was promoted via social media channels and via an Instagram takeover of UT. It was originally planned to take place on campus but had to switch to a digital-hybrid at the last minute due to the untimely government announcement. Nevertheless, many events could still take place, such as the SUsTain Speed Dating Event, and the Mastermind Discussion Event we hosted on sustainability jargon.

Systems Entrepreneurship Portfolio

Systems Entrepreneurship officers stayed in close contact with both Novel-T and the Student Union throughout our first months in order to ensure complementarity and connectivity within the discipline of entrepreneurship. Green Hub Systems Entrepreneurship continues to develop our own distinct approach to entrepreneurship specific to the mission of transformation for sustainability. As we come into contact with more start-up actors, we realise there could well be added value from our approach to acting as sustainability and change management advisors. We extended this network in the mode of appreciating and understanding the specific challenges these entrepreneurs face with regards to sustainability, impact, and system change; not only with the entrepreneurial efforts made within the student population, but outside of the UT ecosystem as well. This has been done by meeting with relevant actors, such as Novel-T, B-Corp Twente (Eshuis), the Student Union, as well as relevant sustainable start-ups and companies at the Kennispark. One key engagement included one SE officer undertaking B-Corp training with the Learning Community 'B-Corp Twente'. Another key line has included our participation in research on innovative business activities in the upscaling of upcycling business ventures, together with academics and business actors in Sweden, Germany and the Netherlands. Other activities have been mapping out relevant stakeholders for the Green Hub, developing the Green Social Space concept for the Bastille, and the design and set-up of our office on the third floor.

2. LOOKING FORWARD TO 2021

2.1 Governance Structures and Processes

Regarding internal organisation and governance of Green Hub Twente, attention will be given to the formalisation and systematisation of workflows and cross-portfolio projects. This concerns processes such as the organisation of events, stakeholder mapping and management procedures and documentation of portfolio activities for future Green Hub Twente Student Officers. Whereas during the first months of Green Hub Twente these activities were necessarily conducted in a more improvisational manner, more attention will be given to a systematic organisation of these activities during 2021 (See Strategy 2021). For now, we focus on our governance structures and work processes.

Working at Green Hub Twente

Green Hub Twente is student-led. The Green Officers are the engine of Green Hub, working to build a broad network amongst the student body and UT staff, who bring innovative ideas into Green Hub. The first officers were instated August 2020. The officers are organised in five portfolios and work together with and under the supervision of the Green Hub Coordinator in order to build a team spirit and momentum for UT's organisational transformation to sustainability.

Green Officers have a 'portfolio twin' which means that each portfolio has two students that function as automatic and essential sparring partners in order

Parts of the Green Hub team hanging out, during a team building event in 2020.

to guarantee flexibility and continuity. This also allows officers to share and adapt responsibilities and time as it fits their schedules. Whilst officers carry the responsibility for their tasks, they work closely with the Coordinator. Green officers are employed via UT Flex and work up to 8 hours a week on their portfolio. Once the measures to deal with the corona crisis subside officers also have Office Duty. This entails that there are always two to three employees present at the physical office during the Office hours (Monday to Friday from 10.00 till 16.00). Officers also oversee the writing of the Annual plan and the Annual report. To ensure these reports represent the current interests of the community feedback processes are to be developed and installed.

Green Hub officer Recruitment for 2021
The initial Green Officer contract is optionally (determined during onboarding) six or twelve months, with a possibility of extension. To ensure efficiency and continuity, officers cannot all be replaced simultaneously. There will be recruitment cycles in which two to three officers are replaced. These cycles depend on availability and extensions but are planned to run semi-annually.

We keep relevant, outstanding, and interesting tenders from the volunteer network and student community on record. However, previous involvement in the community is not a requirement. Everyone is free to apply to Green Hub. Our recruiting messages will be posted in the sustainability newsletter and on our website. More detailed information on becoming a Green Officer can be found on our website.

Green Hub Coordinator
The Green Hub Coordinator has a full-time position as a staff member of the University, on a two to three-year contract. However, this role lies beyond the sole purpose of the coordination of the five portfolios. As officers are instated for relatively short periods, the coordinator makes sure that Green Hub strives towards achieving its long-term goals. The Coordinator is the face of Green Hub as they guarantee continuity. This is especially important for the external representation and longer running projects. As Green Hub develops, the coordinator facilitates the organisational development alongside the team in an effective, open and fair working conduct and culture going forward.

Specialised Support Officers
For the initial set up of Green Hub a Specialised Support Arm was created to provide Green Hub Officers and the coordinator with additional expertise and support spanning four domains: (1) Organisational & Lean Development, (2) Intrapreneurship & Psycho-social wellbeing, (3) Clean Energy Innovation and (4) UX/UI Design. They work 4 hours per week and their initial contract is for six months with a possibility of extension. Support officers work across the portfolios depending on the project and team needs.

Mentor Network
Additional support for Green Hub officers is created by instating a mentor network consisting of a diverse, talented, and experienced body of experts and leaders in the areas of sustainability, circularity, and climate action. This role is of top priority as it enhances the position of Green Officers as transformative sustainability professionals who carry the positive change in wider society after

their work for Green Hub.

To ensure that officers become effective positive change agents, mentoring takes place on two levels: the individual as well as team mentoring. Mentoring is expected to be around one hour per month for each officer. In this time, mentors impart their experience to support Student Green Officers in their effective performance. Next to that mentors support personal and professional learning pathways of officers. When students, alumni, professionals, or university staff wish to become mentors, they contact the coordinator, joining the matchmaking process with the most appropriate mentee.

Advisory board

To embed accountability, efficiency, and different perspectives in the organisation an Advisory board is to be established. The first board is to be instated in 2021 to support and provide guidance so that Green Hub's efforts are best reflected in the UT organisation. It ensures Green Hub functions optimally and can access the most appropriate advice to fulfil their evolving tasks and responsibilities. The board advices on a broad spectrum of activities like recruitment, organisation development and reporting. We welcome their innovative advice and invite them to embed dynamic perspectives in our procedures, as they guide direction, quality improvement, and effectiveness.

Advisory board members will be drawn from the diverse community in a broad sample of the UT. They are expert representatives for their respective areas of expertise. The aim is to include members from all over the UT ecosystem for example, the Student Union, the scientific community, the teaching community, Strategic Business Development unit, University Innovation Fellows, the Environment and Sustainability Policy Office, a CFM representative, and a representative from the Management of UT. Board members qualities are to complement the existing structure and knowledge; they are there to give focus to or sometimes challenge, giving direction on big picture issues

Based on the needs the board meets quarterly or biannually. The size of the advisory board should remain efficient and manageable. Therefore, the board will consist of about eight members. A chair will be selected to guide the meetings, being committed and aware of time management for the meeting. The Chair is in close contact with the Coordinator and Support Officers. To ensure good organisation and time management an agenda will be send out. In this all the board members are informed of the purpose and background information of the meeting so that they can provide valuable advice.

Broader Network

Green Hub's aim is to take central position in a broader network that collaborates on navigating the transformation to sustainability. Green Hub will serve as a point of contact for student organisation and study associations, start-ups, researchers, regional companies, and other external actors. Green Hub aims to connect the fragmented parties and initiatives focusing on a plethora of sustainability topics, filling a gap that currently exists at the UT. The further development of this network is one of the main goals for 2021.

Volunteer Network

To attain the impact Green Hub aims for, each portfolio is to be supported by relevant groups of volunteers. Green Hub endeavours to build a vast volunteer network to complement the work of Green Officers. Interested parties can immediately get involved working with current team members. Green Hub volunteers gather and share ideas and information on sustainability. They can also come up with and execute projects together with Green Officers. They also generally assist and participate in Green Hub activities. They are encouraged to be 'Sustainability Intelligence Agents' across UT: to act, propagating the mission, vision and values of transformation to sustainability that the Green Hub represents. Volunteers can build their own sustainability service portfolio, which would be beneficial in the case of an application to a Green Officer position or other sustainability related positions as volunteers build up their network.

This network connects anyone at the UT interested in sustainability, ranging across backgrounds motivated students and driven staff work together. Everyone is welcomed to partake, be it Exchange Student, PhD, Support staff, Professor, Manager or a different position. This network is undergirded by the partnership with SUSTAIN, and the collaborations with Design Lab, the SU and others.

The recruitment and instating of this network is undertaken by the Green Officers. The Green Officers recruit, retain, and manage these into their respective roles, with volunteers falling under respective portfolios.

2.2 Context & Outlook: A Transformative Action Imperative

To understand the context in which Green Hub operates, we at Green Hub have compiled important observations and trends; by outlining the changes UT has to manage, its sustainability ambitions can bear fruit.

Often changes are made in small steps and sometimes in bigger leaps; nonetheless, our society changes and develops under the changing external dynamics. Our living environment is changing drastically with increasingly overcrowded cities and a digital world that our lives increasingly taking place in (Raad voor Volksgezondheid en Samenleving, 2020). Presently the time feels rather turbulent as we are confronted with a forced change due to the pandemic. However, the pace at which change takes place will increase according to studies and predictions (Raad voor Volksgezondheid en Samenleving, 2020). One important driver is digitisation but the impact of issues such as climate change, and changes in the population should not be forgotten. Climate change is a topic of high relevance for the Netherlands due to it facing some big environmental challenges, as large parts of the country are below sea level it even is considered Europe's most dangerous place to live (Lundberg, 2016). This puts the Netherlands at a high risk of Flooding. Climate changes effects are two-fold: the rising sea levels and more extreme weather cycles which work in compound to increasing the risk of devastating floods. Other environmental challenges are air and water pollution, loss of biodiversity, and overexploitation of natural resources. Strangely, as a technologically well-developed country, the Netherlands only derives a minimal amount of energy from renewable sources. In the coming years our society will be shaped by the challenges of a transformed living environment in which complexity increases through the

Photo by Vishwas Katti via unsplash.com.

associated opportunities and limitations of challenges, and the resulting growing body of knowledge.

These challenges are not isolated but intertwined. Due to the systemic complexity of challenges, their solutions need to rise beyond the boundaries of existing domains and disciplines. Thus, it is of utmost importance to establishing connections and knowledge exchange, for example between science, practice, and different policy areas. This requires going beyond your own box and short-term thinking, which is often easier said than done. The complexity of the rapid changes often leads to paralyses as it sometimes is unclear where to start.

Universities are often given the status of role models for our future society, as the society of tomorrow begins today (Ahmad,2012). Thus, our society's future and well-being heavily rely on what is (not) taught (Nicolescu, 2006). Through its education the University develops the skills of the leaders and citizens of tomorrow, thus bearing serious responsibilities to increase awareness and inspire the values that will help to achieve a just and sustainable future (Ahmad, 2012; Sterling, 2002; Cortese, 2003; Johnston, 2007). Seen as the bridge between knowledge generation and application, a learning environment enables future graduates to be responsible citizens capable of responding to the sustainability challenges (UNESCO, 2004). This makes universities key players in the sustainable development movement (Waas et al., 2012).

Sustainability is a topic that is stirring both students and staff. UT aims to become an institution that makes ecologically sound, socially just and economically viable decisions, and to continue to do so for future generations. Therefore, UT aims to emphasise sustainability concepts in its curriculum and research so that their students contribute to an environmentally healthy and equitable society. UT has several initiatives related to sustainability but seeks to connect them. Green Hub

is the UT's vessel to create a sustainable community supporting sustainable development in its local community and region. To do this Green Hub will work on creating an engaging central platform which connects, informs, and supports the UT community to advance its sustainability transformation, eventually creating a bottom-up movement for sustainability, climate, and social justice.

As many initiatives have been set up within the UT landscape, it is important to map the current situation. To ensure greater impact it is important that collaboration between initiatives is facilitated so that best practices can be shared. This does not only include organisations and departments of UT itself but also of its external partners. The aim is to build a network of people engaged with sustainability in which effective communication and collaboration takes place between a wide variety of partners. Green Hub aims to become the central place where all these activities and parties come together, connecting people and initiatives at the University of Twente.

To do this effectively, we want to lay a good foundation and then continue to grow. Once the community mapping is done the basis is established. Then, Green Hub will progressively stimulate related initiatives and make connections between people involved with sustainability. Information regarding research and other activities will be collected, organised and made available; in so doing, Green Hub could become a central access point for information regarding sustainability. This will help to apply in-house knowledge in improving the performance of the UT on sustainability matters. Green Hub can facilitate with sustainability projects with its understanding of the UT landscape by weaving people with expert knowledge into the Green Hub network. Green Hub's nascent network already includes research departments as well as partners like Sustain, NovelT, Student Union and the DesignLab. Due to its network Green Hub can facilitate both the creation and realisation of ideas to make the UT and its education, research, community, and culture more sustainable.

As the future of business practices in wider society comes from entrepreneurship, Green Hub will also empower sustainable, social and systems entrepreneurs as ambassadors of transformative sustainability. To advance sustainable entrepreneurship, Green Hub will establish a network, allowing entrepreneurs to build on each other's ideas and experiences.

As a well-connected base, Green Hub will also be involved in the organisation of sustainability events. This will support the creation of awareness and offer networking opportunities. One example of an event is the Sustainability Week, organised in partnership with other educational institutions in Twente, which is designed to inspire all to realise a sustainable future. Additional events are conferences and networking opportunities.

Additionally, Green Hub actively will be involved in shaping, realising, implementing, and tracking the UT sustainability policy and performance. For example, we analyse and track UT's Shaping 2030 Vision, survey the United Nation's Sustainable Development Goals, and waste management protocols. Green Hub safeguards the institutional integration of sustainability throughout the university. UT's Shaping 2030 Vision is aimed at making sustainability the norm throughout the UT landscape and culture. To bring the vision into

practice, Green Hub aims to assist in the creation and realisation of plans – with its seats in the Sustainability Shaping Expert Group and the SEE Programme Steering Group - as well as in the development of new goals; this includes the monitoring and reporting on progress. Green Hub will thus contribute to putting the ambitions of Shaping2030 into practice, together with a consortium of different units (such as SEE, SEG, CFM, and Strategy and Policy actors) who are collectively responsible for progress in UT's sustainability journey. Shaping Expert Groups (SEGs) have been established to connect and boost initiatives across UT's organisational structures, forming an important connection to the Green Hub. Green hub will also reflect on the university's sustainability efforts by offering constructive feedback, as well as taking an active role in implementing recommendations.

Based on this context, Green Hub defined aims to focus on for the coming year. Green Hub promotes understanding of, awareness of, and participation in sustainable activities at the UT to encourage lasting behavioural change. Unfortunately, it appears that much of the year 2021 – at least until the summer - will be characterised by COVID-19 restrictions. Because of this, it is likely that many of our activities will primarily be online. This includes the organisation of events, team-building activities and stakeholder meetings. We think that it is important to consider this situation not only as a limitation but mainly as an opportunity. As it appears that the online environment will continue to grow more important after the pandemic is over, we think that by learning to navigate and establish ourselves in this online environment, our level of adaptation to this long-term development increases. In this sense, we stress our adaptation to the new normal after the pandemic-induced perturbations through strategic digital transformation. In the next section our proposed key aims were translated into multiple goals that guide us towards achieving the impact we envision for the coming years. Bearing in mind that we cannot do everything at once, the goals were developed to reach our vision in the long-term. Goals were selected to illustrate and provide insight into the progress achieved. In the next section you will find Green Hub's core goals and activities for 2021 which serve as input for portfolio specific goals.

2.3 Focussed Strategy 2021

Stakeholder Management
- For stakeholder management, it is important to ensure consistency across all portfolios so that a common stakeholder database can be established. This central stakeholder database is crucial for enabling Green Hub Twente to fulfil the role of connecting sustainability activities across the UT and Twente more widely.

Events
- For the organisation of events and other cross-portfolio projects, it is important that a workflow is formalised to systematically document ideas for projects and events, to determine the composition of cross-portfolio teams working on these projects, and to ensure a clear distribution of roles fitting the portfolio of each member.

Reporting, Evaluation & Information Management

- For the documentation of portfolio workflows, it is important that this is done comprehensively and consistently to guide future Student Officer employees of Green Hub Twente in their activities.

- To ensure effective internal evaluation, we will develop a systematic approach for assessing the success of our own activities, with regard to our own SMART goals, as well as through the means of appointing our Advisory Board who will provide the necessary perspective to give valuable feedback.

- As part of our strategy to alleviate the challenge of work and knowledge continuity, as well as to lead by example, we will work towards a systematic approach for writing Green Hub reports as part of continuous improvement of how Green Hub activities are reviewed, managed, and acted on.

- Following on from the aforementioned reporting and evaluation strategy, we can therefore better contribute and support the application of sustainability, or non-financial ESG (Environmental Social Governance) reporting within UT. We will also explore with partners across UT service centres and student bodies how we could (in best case scenario) organise this in future reporting cycles towards integrated whole UT-reporting.
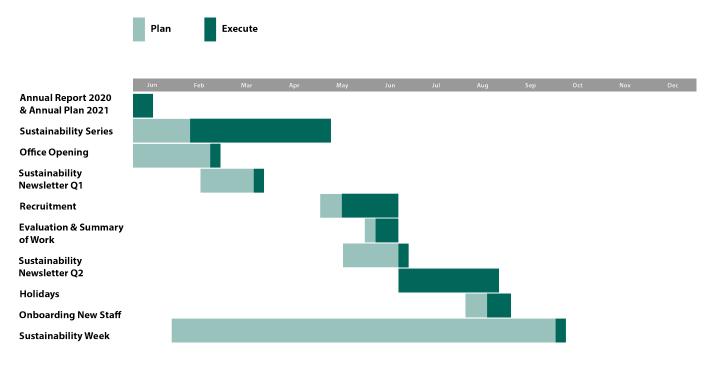
Digitalisation

Key opportunities and challenges we scope relating to digitalisation include the following:

- On the website, we will explore the optimal format for sharing UT sustainability activities within a <u>central sustainability intelligence platform</u>. This platform has the ambition of being easily accessible, navigable, visually attractive, and comprehensive. We believe that such a platform is a key opportunity for creating an effective and easily accessible overview of all sustainability activities at UT, which, by dint of having all sustainability intelligence in one UT-housed place, will act as a data-informed amplifier of all actors at UT – whether students on the hunt for circular economy courses, or young researchers looking for inter or transdisciplinary research projects to collaborate in.

- In the organisation of online events, efforts should be made to explore fitting formats for effective engagement of the audience and participants. We therefore aim to use traceable metrics of engagement and learn how to improve our digital impact. Furthermore, effective ways for organising hybrid events (I.e. physical events that are livestreamed) should be explored and experimented with in line with the lean methodology.

- For the Green Hub Twente's social media channels, efforts to find the optimal audience engagement strategies for shared content will continue in the experimental lean approach as mentioned in our strategy for online events.

- Digital workflows in the online Teams environment can be streamlined further to ensure efficient communication among team members. Smart file organisation, work flow tracking and effectively using the inbuilt and further improvements to the Teams environment will be key to our ongoing digitalisation strategy.

3. GREEN HUB GOALS & ACTIVITIES

3.1 Year Overview of Activities

Below is a general overview of the key activities for Green Hub in 2021.

Planning overview or 2021.

3.2 Overarching Goals

The overarching goals of Green Hub Twente are embedded and strongly related to the vision of the organisation and its purpose to serve as a central point of sustainability knowledge and initiatives at the University of Twente. The overarching goals would act as an umbrella that delivers and drives individual portfolio goals.

Within the University of Twente

Short Term Goals

Goal 1.a: Green Hub Twente aims to keep creating a network of teams, individuals and faculties who work on topics related to sustainability in various fields like education, research, entrepreneurship, and society.

Goal 1.b: Green Hub Twente aims to play a major role in contributing to the sustainability policy and reporting of the UT by strategic co-working with groups like the CEI, SEE etc.

Long Term Goals

Goal 2.a: Create an open-source database of all information related to sustainability at the UT ranging from initiatives at the university level, sustainability research topics and student initiatives.

In the Twente Region

Short Term Goals

Goal 1.c: Co-create a network of external companies, communities, organisations and initiatives that work on sustainability topics including water, energy, waste management, societal change in the Twente region.

Long Term Goals

Goal 2.b: Design and begin to build a central sustainability information, knowledge sharing and collaboration platform for the benefit of the entire Twente community.

Within Green Hub Twente

Short Term Goals

Goal 1.d: Set up standard internal work processes, particularly with respect to the transition for team members through proper documentation and pass over of information about the daily way of functioning and activities of the Green Hub Twente.

Goal 1.e: Ensure proper well-being, networking and personal development of the team members through various team building activities that could make Green Hub Twente a Great Place to Work.

Goal 1.f: Enhance the working of the team through proper and regular advice from the s experts from our Advisory Board and Mentor Network.

Goal 1.g: Create a stakeholder map of all Green Hub contacts within and outside the UT to ensure that all touch points are recorded and for the use of the future student officers of Green Hub.

Long Term Goals

Goal 2.c: Set up systems to integrate community feedback into the annual plans for the green hub

3.3 Portfolio-Level Goals

Research & Education Portfolio Goals
In the Research and Education portfolio, much of the work in 2021 is connected to the overarching goals of working towards a sustainability reporting process and systematically inventorising Research and Education sustainability activities within UT. The goal is to work towards providing an overview of all relevant Research and Education activities, in such a way that they can be regularly reported on and made visible and insightful through the aforementioned central sustainability intelligence platform. This overview would be useful for both internal and external stakeholders who wish to learn more about sustainability activities at UT. In the process of creating this overview a network will be established with key Research and Education stakeholders, including researchers, study associations and existing sustainability platforms and initiatives. We will use this network to further determine how Green Hub Twente can contribute to sustainability in Research and Education by taking note of stakeholders' needs and wishes. These core activities are further specified in a number of concrete goals for the Research and Education parts of the portfolio respectively.

For the Research & Education portfolio, key goals and activities are as follows:

Research Goals

Goal R.1: Formalise a bottom-up network of sustainability researchers, with contacts in all relevant research groups (before April/May 2021)
- Create an overview with information of all contacted sustainability staff members
- Establish mailing list for direct contact with sustainability staff members
- Besides individual staff members, contact existing platforms and initiatives (e.g. ARISE, Scientists4Future)
- Employ network to learn staff needs with regards to organised networking initiatives, outreach opportunities and other potential ways that Green Hub Twente can be of help

Goal R.2: Continue conducting interviews with sustainability researchers (until summer 2021)
- Analyse first set of interviews that have been conducted, to further determine how this information can be used (for inventorising research activities and staff needs)
- Adapt interview approach according to what has been learned
- Conduct further interviews

Goal R.3: Explore a data-based approach to use bibliometrics for categorising research activities (from February onwards)
- Explore how quantitative bibliometrics data can complement and be integrated with qualitative data from interviews and surveys

Goal R.4: Use all information obtained from the above-described activities to:
- Develop a comprehensive approach for categorising and mapping research activities at UT

- Explore ways to create interdisciplinary networking opportunities for sustainability researchers
- Determine how sustainability research can be systematically reported on in annual reports
- Explore ways to make research activities visible and accessible for a broader public, e.g. through events and social media channels. This would be done in collaboration with other portfolios, especially the External Affairs and Communication portfolio.

Education Goals

Goal E.1: Establish a baseline of students' interest in sustainability in education
- Organise meetings with multiple study association representatives
- Assess whether there is any pre-existing data on this topic
- Explore ways to obtain (additional) data on students' interest in sustainability in education (e.g., an independent survey, focus groups)
- Obtain this data, using the method decided upon previously

Goal E.2: Ensure sustainability is a significant topic in the new Master vision for master programmes
- Decide with Strategy & Policy how best to stay involved in the Master vision development
- Explore ways to incorporate sustainability in the Master vision
- Advise UCOW on ways of incorporating sustainability in their Master vision

Goal E.3: Learn from the energy transition projects with CEI
- Regularly meet with CEI to stay up to date
- Advise where and when necessary

Goal E.4: Support the development of transdisciplinary education, challenge-based learning, and lifelong learning
- Keep in contact with main stakeholders that are working on projects related to these topics.
- Stay up to date on developments and new projects within this area, by regularly meeting with current stakeholders, teaching staff, and Shaping Expert Groups.
- Connect stakeholders with whomever they need in order to progress (e.g., experts, companies, students).
- Advise where and when necessary.

Operational Sustainability Portfolio Goals

In the Operational Sustainability portfolio, our work and projects in 2021 are connected to two overarching goals. Both goals are focused for within the UT. Goal 1b is to contribute to the sustainability policy of the UT. By regularly meeting with SEE members, we aim to work on projects that are directly aligned with UT sustainability goals. In the beginning months of 2021, this means executing the projects directly related towards the policy theme of waste. By doing these projects we hope to gain insights into what is being done regarding waste at the UT and communicate that to relevant stakeholders. Findings can be used to share with various parties that are involved, whether they are students or people in charge of policy. Next to this, we hope to raise awareness of waste management with the Project and Community Portfolio (Goal PC 4). The core activities for our own first two goals (the beginning of 2021) are stated below.

Operational Sustainability Goals

Goal OS 1: Gain (further) insights into waste (stream) management on campus:
- Get into contact with contract and project managers in order to gain permission/ obtain information
- Survey all four waste streams of the UT
- Present information in either video or infographic format
- Collaborate with stakeholders (working with the P&C portfolio) with respect to drastic reduction of plastic use and towards the waste policy theme of 2020/2021

Goal OS 2: Continuously support and guide the realisation of innovative and implementable operational sustainability idea's:
- Maximise potential from PLAEX partnership for both Green Hub and PLAEX, and other related initiatives by e.g. talking and teaching about waste and waste streams together throughout 2021.
- Guide a group of Serious Gaming students towards creating a game-like quiz to be incorporated in the (digital) sustainability walk to be finished in the beginning of 2021.

Goal OS 3: Create an overview of relevant sustainability initiatives for student organisations, collaborating with projects & community and external affairs & communications
- Continue exploring what is being done with/for student organisations by UT, with the SU.
- Define possible collaboration opportunities with SU / SUsTain
- Make an inventory of existing initiatives and ideas
- Bundle information in a meaningful way for all stakeholders involved that is easy to maintain and adjust
- Use this network to define focus on events, daily operations, or both
- Use this network to gain insights into the needs and wishes regarding operational sustainability

The second goal is linked to long-term overarching *goal 2a, to create an open-source database of all information that relates to sustainability*. Our focus here is on sustainability initiatives and options for students and especially student organisations. The goal is to work on creating an overview of all relevant

sustainability initiatives of these organisations, whether that is related to hosting events or day-to-day and operational context. This overview will be made in such a way that they are easy to implement, are comprehensive in nature and information is easy to obtain.

The overview will not only be useful for student organisations and its (board) members, but also for anyone who wants to learn more about operational sustainability activities at the UT at meso-level. Similarly to the overview of the central sustainability intelligence platform by Research & Education, we want to create a network with which we can see how we can further contribute to (operational) sustainability. We aim to gain more insights on the needs and wishes of sustainability from this group of stakeholders.

Projects & Community Portfolio Goals

The important vision of Green Hub is to build a broad sustainability intelligence network amongst the student body, researchers, companies and the Twente community. The first goal of the P&C portfolio is to create a stakeholder database and to help students and other stakeholders to know what exactly is happening in the field of sustainability. We aim to ensure consistency in the stakeholder database that Green Hub is building with input from all portfolios. This lack of information regarding who is undertaking activities to do with sustainability is fulfilled by Green Hub Twente. The other goals are more related to the "projects" part of this portfolio, and are aimed towards stakeholder engagement and awareness, which are critical steps in building a central platform.

For the Projects & Community portfolio, these are our key goals and activities for 2021:

Projects & Community Goals

Goal PC 1: Making a stakeholder map overview document
- Create a mind-map like overview document of all the sustainability related stakeholders at (and related to) the UT using our own meetings and input from other portfolios.
- This document will be available to all portfolios and will help them to gain insight of the sustainability network at the UT and to understand how to approach new stakeholders.

Goal PC 2: Promoting vegan and vegetarian choices on campus (with SUSTAIN / Leon Borgdorf)
- Having at least 1 day in the semester only dedicated to Vegan meals in UT canteen (preferably in the sustainability week). In order to promote veganism/ vegetarianism.

Goal PC 3: Tree planting fund - Bring back nature around us
- Start a tree planting fund to plant trees on the campus in collaboration with André de Brouwer with all the known parties that are interested in this Initiative (three have been mentioned so far). Our goal is to plant the first tree by the end of this year and to have plans for more.
- Even though the aim is to plant as many trees as possible in the future, this tree planting has a symbolic meaning. By giving people or associations a

tree with their own (association's) name on it, this can help association to appreciate this nature and have more eye for it.

Goal PC 4: Raise awareness on sustainability/waste reduction in the UT community
- The aim is to have at least 3 campaigns throughout the year to raise awareness regarding suitability's aspects such as: conducting discussion on topics such as waste management (sustainability series), conducting a Waste Wwalk, reaching out students in different housing, summer/winter Kick-In etc.
- We are aiming to reach 500 people (students and others) through this campaigns (if online) and more can be expected more if the corona measures are down and things are offline

Goal PC 5: Community gardening
- When people know how their food is made, they hopefully appreciate it more and throw away less food as they know how difficult it is to make it.
- We want students and staff of UT to experience having to eat vegetables/fruits grown in their own garden. This is done to raise awareness on food waste and to know the difference between chemical and non-chemically treated food.
- Aim is to encourage at least 20 more people to have their own gardening at UT or at their place.

Photo by Elaine Casap via unsplash.com.

External Affairs & Communication Portfolio Goals

The vision towards 2021 focusses on better communication amongst internal portfolios as well as with external stakeholders regarding the ongoing projects/activities. Since we are in an early start-up phase, we hope to try and experiment with various form of audience engagement via social media. The experience, as well as the results from such calculated try outs, would help us to know more about the shape, form and type of content we need to consider.

This experimentation will be towards the establishment of our own signature content for sustainability: combining content rooted in science and technology coming from UT with sharing and raising awareness about a broad spectrum of content from external trusted sources (as well as producing our own take on these) that focusses on the transformations required towards a more sustainable world. We also need to keep our fingers on the pulse of matters close to students' or regional interests depending on the target mix.

Website development is another focus for this year. Making separate portfolio pages with the updates from activities carried out would add more clear and descriptive elements to the organisation.

External Affairs & Communication Goals

Goal EAC 1: Content collection, segregation and distinct content templates per platform e.g. Linked-in, Instagram, Facebook.
- LinkedIn: Formal, Academic, professional, refined content, news, video links, website/article links.
- Facebook: LinkedIn content + General informal updates (worth mentioning) with elaborated description as caption.
- Instagram: Formal & informal updates (worth mentioning) with brief description as caption, fun updates on stories. Having an online platform for team-members to submit their content (with description, footage, tentative date to be posted, preferred social media platform, etc)

Goal EAC 2: Establish a signature approach to content on sustainability transformation

Goal EAC 3: Website development: structuring, making it make sense, segregating portfolios and having useful content per portfolio.
- Including pages with information specific to the different portfolios.
- Including a page that contains sustainability-related job opportunities within the UT community.
- Integrating an interactive overview of sustainability-related projects and stakeholders within the UT.
- Improved photography.
- Including more interactive and engaging content.
- Refining the text to increase readability.

Goal EAC 4: Meeting the following statistics before 1 July 2021:
- Reach 400 followers on Instagram
- Reach 150 likes on Facebook page
- Reach 150 followers on LinkedIn

Goal EAC 5: Support sustainability start-ups within UT in terms of visibility, effectively curate and maintain external stakeholders and promote Green Hub Twente.
- Making sustainability related content across the UT as central as possible.
- Having all the protocols, standards, branding elements of the Green Hub noted down and saved structurally for the successors to follow-up conveniently.

Systems Entrepreneurship Portfolio Goals

The System Entrepreneurship Portfolio's overarching objective for 2021 (and beyond) is to take tangible steps towards becoming a central hub for companies (specifically, but not limited to, start-ups and SMEs) to contact on sustainability.

Goal SE 1: Create a central network database; a Client Relations Management excel for successors of the current officers.

Goal SE 2: Develop the Green Social Space Concept together with other portfolios and the Student Union: intended as a meeting place for entrepreneurs and individuals to get into dialogue, debate and share their sustainability ideas, concerns, and have informal gatherings.

Goal SE 3: Ensure and provide specific support for students with sustainable business models within the existing UT Challenge by working with Novel-T and other portfolios.

Goal SE 4: Adopt the role of counsellor to companies with queries about sustainability issues, if requested, and forward queries to relevant stakeholders where possible.

Goal SE 5: Enhance distinct entrepreneurial function of sustainable start-ups – including current and potential partners, such as Plaex and Impulse.

Parts of the Green Hub team during the team-building event in 2020.

Specialised Support Arm Goals

The System Entrepreneurship Portfolio's overarching objective for 2021 (and beyond) is to take tangible step

Organisational development & Lean Support Officer Goals

This support arm focuses on internal operations and team to develop a strong foundation for future challenges.

Goal ODL 1: Organisational development by:
• Establishing a P&C (Planning and Control) cycle for the organisation for both strategic and financial operations.
• Standardising and developing an overview of operations.
• Establishing ICT facilities for operations

Goal ODL 2: Team skills development by
• Developing necessary training for the team member includes lean training, teamwork and personal development.
• Developing transition and introduction tools including but not limited to Transition documents.

Intrapreneurship & Psycho-Social Wellbeing Goals

This support arm seeks to empower the officers to be proactive, self-motivating and action oriented by identifying and establishing a system that enables them to achieve their goals and helps them to realise their full potential.

Goal IPS 1: Professionalise Green Hub by:
• Generating an overview of training facilities available at the UT for student officers before 30 July 2021.
• Setting up protocols for internal tool/process evaluation before 30 July 2021.
• Setting up protocols on dealing with principles for reports before 30 July 2021.
• Setting up protocols for the introduction of new Green Officers before 30 July 2021.

Goal IPS 2: Create a system to support and ensure Green Hub psycho-social well-being by:
• Setting up a tool for planning wellbeing sessions and to hold at least 2 meetings before 1 July 2021. Collaborate with Student Union Wellbeing Board Member and OD Support Officer.
• Generating an overview of the facilities available at the UT before 1 July 2021.
• Generating an overview of tools to help officers develop effective coping strategies before 1 July 2021.
• Identifying gaps and possible solutions before 30 July 2021.

Clean Energy Transition Goals

Goal CET 1: Develop a long-term collaboration with Centre for Energy Innovation (CEI) in the field of energy transition especially relating to the R&E portfolio in Green Hub
- Recording all activities and touch points of collaboration between CEI and Green Hub for the benefit of both organisations and the UT.
- Finding key regions where Green Hub could be of help to CEI and vice versa and to linking the areas of collaboration to relevant portfolios.

Goal CET 2: Collaborating with clean energy initiatives in the Twente region
- Aiming to collaborate with at least 2 more projects/initiatives in the Twente region on clean energy for mutual benefit.
- Continue to add to the list of energy initiatives which could eventually contribute to the open database of all information related to sustainability of Green Hub.

Goal CET 3: Supporting core team on energy-related matters.
- Creating a channel of contact with all portfolios to discuss about any initiatives they would want to make in the field of energy sustainability.
- Contributing at least one energy sustainability idea to each core portfolio for them to work in the field of clean energy.

UX/UI Design Goals

Goal UXI 1: Design the base for an overview of sustainability-related projects and stakeholders within the UT, to later be integrated on Green Hub Twente website, before 1 July 2021.

Goal UXI 2: Design the pages for Green Hub Twente website with information specific to the different portfolios, before 1 July 2021

Goal UXI 3: Design the page for Green Hub Twente website that contains sustainability-related job opportunities within the UT community, before 1 July 2021

Goal UXI 4: Refining the text to increase readability of each page on the website, before 1 July 2021

Goal UXI 5: Support External Affairs and Communication in building a strong presence on social media, meeting the following statistics before 1 July 2021:
- Reach 400 followers on Instagram
- Reach 150 likes on Facebook page
- Reach 150 followers on LinkedIn

CLOSING STATEMENT

We Wish you a Happy New Year!

If 2020 has taught us anything, it is to love and cherish the people in our lives, as well as to listen to the urgent warnings coming from the scientific community. In light of this, Green Hub Twente will continue to strive towards making UT a more sustainable organisation that equips students with the tools necessary to tackle complex societal challenges. If you want to join us on this journey, we would love to connect with you, and are only a few clicks away (see links below).

Best Regards,

Green Hub Twente

To Stay in Touch:

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