

**Annual Report**  
**Green Hub Twente**

**2020**

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## **Annual Report 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

This document is the first Annual Report of Green Hub Twente, which serves to provide an overview of Green Hub's activities during 2020. Because this is the founding year, the described activities cover the first formative months of August to December, during which extra attention has been given to the internal organisation, strategic outlook and vision, mission and values of Green Hub Twente. Furthermore, an indication is given of current activities which carry over into 2021. A more detailed, full description of the plans for 2021 can be found in the Green Hub Twente Annual Plan for 2021. Overall, we hope that this report provides clarity and insight into the role of Green Hub Twente and its establishment within the wider institution of the University of Twente.

This first section of this report proceeds with an Opening Statement from Green Hub Coordinator Alex Baker-Friesen, and concludes with an Executive Summary of the report. The second section describes the vision, mission and values of Green Hub Twente that were collectively established by the team. The third section outlines the internal organisation of Green Hub as well its place and role within the University of Twente. Section four describes the activities during the year of 2020, distinguished per portfolio. Finally, section five describes the strategic outlook of the team.

## 1.1 Opening Statement from the Green Hub Coordinator

2020; what a year to start a new organisation! It goes without saying that this has been a challenging year for all of us. Had I known I would have ended the year in Twente, having begun it running my own start-up down in Maastricht, I would not have believed it. We have all had to adapt a great deal these last months. I therefore open this report with my personal reflections about starting UT's own green office, and why its role is needed even more during pandemic crises of climate and corona.

Green Hub Twente is a novel sustainability start-up embedded in a complex public institution that itself strives to achieve a positive impact on the world around it. We were founded with the aspiration to design for solutions to systemic issues that I have seen Green Offices - and change-agents for sustainability more widely - face internationally. These challenges crystallise around: the visibility of our initiatives; credibility of our efforts in the wider academic and administrative community; autonomy as regards to decision-making, innovation and governance; ensuring the continuity of know-how generated over time; and, the drift of the core mission to transform towards a more sustainable world.

September 2020 marked a decade since a group of liberal arts and science students in Maastricht generated the first student-driven intrapreneurial green office. I think it is therefore a great time to be explicit about how our own Green Hub Twente sits in the context of this wider movement, for the benefit of those who are not so familiar with it. I hope you will find this as inspiring as we do; here, I therefore share a little about my vision for the Green Office movement in the 2020s. When I started at UT I began with a conception of the UT-style Green

Office as a pioneer in the wider movement that dares to experiment and do what the Green Office model was originally designed to do: to guide transformations to sustainability of Higher Education Institutions from the inside-out. Based on my previous experiences, the precise definition of what an organisational transformation for sustainability entails, and what the role of a green office in that is, has been complex<sup>1</sup>.

Although it is the role of the green office to act as change-agents, they must also contend, temper, and mediate the competing interests and power dynamics in each of the disciplinary and service-centres that make up the modern University. Back in Maastricht – where the first Green Office was founded - the role ascribed to students in green offices was the ‘tempered radical’. After a bit of research, I would now recast this with two key functions. One way of working is more like how embedded entrepreneurs behave in large complex organisations: student green officers act as intrapreneurs within the existing University strive to challenge sub-optimal practices on sustainability with tangible solutions. The second function is in line with a definition of activism I draw from Hannah Arendt - informed by her political theories of praxis and action; students and young people act as ‘transformative change agents’ who take part in ‘sustainability praxis’. They realise and manifest their inherent agency and stakes in the future state of the traumatised system they are inheriting by audaciously, and pragmatically, redesigning it from the inside.

I have had a number of discussions about what I mean by activism since I began as coordinator of the Green Hub in May, 2020. It seemed that I had a different way of understanding it. With my background in sustainability science, I was trained to make sure that stakeholders were first able to make time to express and commonly define what they mean by key terms before marching forward on a transition or change process that might - due to the differing expectations of what is meant by activism or sustainability - lead in altogether different directions, creating unnecessary tension and flash-points. This report is (through the lens of my fantastic team of green officers!) an attempt to bring this discussion out in to the open, as well as a fulfilment of my intention to share what I have learnt about UT’s sustainability actors and initiatives in my 6 months in my role as Coordinator. Although this report’s main goal is to report on the advent and early start-up phase of the Green Hub in UT, it is also a means to connect the many dots that currently reside just under the surface in a university, and region, which I have learnt prefers to walk the talk. I think the UT community can permit itself to talk more about its numerous sustainability initiatives which we connect and amplify.

As you will read below, Green Hub is actually less defined by what we do, and more by what our community does towards sustainability, whether in research, education, operations, or entrepreneurship. The values Green Hub stands behind reflect the imperative for change starkly outlined by sustainability professionals, climate scientists, ecologists and a plethora of other ‘canaries in the coal-mine’.

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<sup>1</sup> Everything we have done has been built on two strands: the work of Processes of Change honours students, key members of policy and strategy professionals in UT, and the Policy Officer for Environment and Sustainability; and my experience in research and experimentation with how to transform organisations (and universities specifically) for sustainability.

It is our mission to learn and collect, as well as to garden and plant seeds: grounding transformative capacity into the UT community and its surroundings. I must be clear here, there is undoubtedly a great deal of potential.

Besides my individual role in Green Hub Twente, in the summer of 2020, I was eager to create a second layer of reflection with the active participation of the very first cohort of student Green Officers. These aspiring sustainability professionals certainly did not disappoint in the imprint, learning and contribution they have made to our emerging Green Hub signature! You will see all their work below; a testament I make is just how much has been achieved in the little time they had to get settled in and kick off their portfolios and specialised roles. Because of all the diverse initiatives we see in and around the University of Twente and its counterparts to do with sustainability - including energy transition, circularity, transdisciplinary learning and research practice, resilience and adaptation to climate change - I am convinced we can system(at)ically confront the monumental task before us. A great portion of our work circumscribed in this report, therefore focusses on the challenge of mapping and making sense of all the initiatives, infrastructure and existing inventories for sustainability in UT. This is why I have said to a number of core stakeholders in the shaping of our sustainability transformation that, in essence, direction is more important than speed; I continue to stress doing the work of listening to and properly appreciating all the intentions and activities set by students and staff across the University of Twente. It is precisely because of the challenges we face, that we need more room to breathe in our work and personal lives.

Sterkte en Gezondheid,

Alex Baker-Friesen

## 1.2 Executive Summary: Performance Highlights 2020

Coordinator Highlights: From May to July 2020, the Coordinator began to meet and listen to a wide range of academic, student and administrative stakeholders. This constituted an initial scan of the interests and needs of the community at that time. It also acted as a handover of all the organisational know-how from the environment and sustainability policy officer, whose introductions were essential to this process. July was punctuated by the exciting and extensive first round of recruitment for student Green Officers. By mid-August, a diverse team of 10, with complementing skills, interests and talents, was initiated into their roles in the Green Hub. Four Specialised Support Officers with more specialised, strategically or practically important, skillsets were also hired on half-day per week basis. Two student Green Officers work in tandem for each of the following five portfolios for one day per week equivalent.

The Research and Education 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. Furthermore, Green Hub is 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 through knowledge exchange.

In Education, we built significant links to the European Consortium of Innovative Universities and actors working on Challenge-Based Learning; we began to see the overlaps too between the domains of challenge-based learning, citizen science, action research and the overarching theme of education for sustainability. Transdisciplinary learning, challenge-based learning (CBL), and lifelong learning are promising forms of education that Green Hub Twente is supporting. Green Hub Education has a nascent and supporting role to link challenge providers to challenge-based learning projects, as well as scoping out and leveraging challenges as a provider itself for ECIU and other actors in UT innovating education with CBL.

In Research, our activities can be summarised as follows: 1) explore how Green Hub Twente can cater to the interdisciplinary networking needs of research staff, 2) systematically map out and categorise the sustainability research activities at UT, and 3) provide a channel for researchers to reach out to a broader audience or stakeholders in other domains.

The Operational Sustainability 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). While these categories are quite broad and not always mutually exclusive, they are collectively exhaustive; it was easy to align them to UT sustainability goals and prioritise accordingly. The focus for 2020 was thus travel, mobility and waste. Being in touch with student associations like ASV Taste was key to this Green Hub sub-branch as well, as operational activities within the student community were of special interest. The OS portfolio and 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 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.

Regarding Systems Entrepreneurship (SE), staying in close contact with both Novel-T and the Student Union was key; we continue to develop our own distinct approach to entrepreneurship specific to the mission of transformation for sustainability. We ensure connectivity within the discipline of entrepreneurship - more generally - to extend the network, not only with the entrepreneurial efforts made within the student population, but outside of the UT ecosystem as well. The SE portfolio has its main interest in contacting entrepreneurial stakeholders within and outside UT. 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 based in Sweden, Germany and the Netherlands. Other interests of the portfolio lie within mapping out relevant stakeholders for Green Hub, the Green Social Space concept for the Bastille, and the design and set-up of our office on the third floor. Furthermore, a close contact was established with interested parties outside of the UT.

In Projects and Community, we began by reaching out to the various stakeholders within our lines of contact and extended these to keep associated members and the community active regarding sustainability. The aim has been connecting communities which have mutual objectives and creating projects between stakeholders. The main focus was 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 that are interested in sustainability. Additionally, a good relationship with Extinction Rebellion (XR) and their branch University Rebellion (UR) opened up opportunities beyond the University.

Together with Operational Sustainability (OS), P&C 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. The stakeholder engagement and mapping also led to and 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. By serving as a contact point for various stakeholders, we often receive requests or questions from stakeholders to ask other Green Hub portfolios or the Green Hub in general. For example, SUsTain mentioned the idea of a job platform for green job openings, and we forwarded this idea to the group. We also connected XR/UR to external relations to interview them on climate activism.

In consultation with the communications advisor for sustainability, the External Affairs and Communications portfolio formulated a modular approach to our various social media platforms and drafted up a communications strategy for sustainability at UT and beyond. In cooperation with the Marketing and Communications Department of UT, the External Affairs & Communications (EA&C) Green Officers promote Green Hub through its own website and social media, as well as through direct contact with external stakeholders. The current Green Hub stakeholder list has 32 stakeholders; among them are university employees, student associations and movements, sustainable energy companies and other universities. Since the opening of the Green Hub, its network in and around the UT has grown. The EA&C Green Officers work on increasing Green Hub's visibility. 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 - continued by the UX/UI design support specialist - with a goal to make information easier to navigate, and to shift the focus from recruitment to 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. Content includes Green Hub updates and activism updates from internal as well as external stakeholders of the UT. Green Hub Twente also has a YouTube channel consisting of videos of portfolio introduction by the team and the 10th Anniversary Wishes to the Green Office Movement from our Green Hub team. 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. From December 2020 onwards, the newsletter is published by the EA&C Portfolio once a month. Currently with 161 subscribers, the Green Officers will continue to inform its growing readership about sustainability related topics at the UT and beyond.

Our first event was the Grand Opening of Green Hub Twente, introducing the newly formed sustainability office to the UT community via a live presentation and a discussion about resilience in times of crisis. Just a few weeks later, the Sustainability Week was presented by our portfolio via our social media channels and via an Instagram takeover of UT. The Sustainability Week was originally planned to take place on campus but had to switch to a digital Sustainability Week at the last minute. Nevertheless, many events could still take place, such as the SUsTain Speed Dating Event, and the Mastermind Discussion Event we hosted on sustainability jargon.

This concludes our executive summary of the Green Hub's activities in 2020.

Warm regards/Vriendelijke Groeten

Your Green Hub Twente team



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

## 2. WE ARE GREEN HUB TWENTE

The Vision, Mission and Values of Green Hub Twente serve as a guiding framework for conducting our activities in the coming year, as well as to show the UT community what Green Hub stands for. The Vision, Mission and Values should not be restrictive; rather they serve to stimulate our thinking and inspire impactful and positive action. They should lead to out-of-the box, systems thinking rather than a linear, mono-disciplinary approach. Furthermore, they should not be considered as something static that is fixed for years to come: rather, our Vision, Mission and Values are flexible to update as we discover more about how Green Hub Twente can fulfil its niche role within the UT optimally.

### 2.1 Mission Statement

We are an entrepreneurial force for transformation towards sustainability.

We upscale transformative initiatives by:

- 1) weaving them together within the ecosystem of sustainability we map and amplify.
- 2) connecting and facilitating their onward journey with the relevant organisations, projects or programmes linked to their idea or initiative.
- 3) helping to guide the work process leading forward with the participating partners so that the initiative's potential for impact at scale can best be realised.

The objective: the upscaling of high impact sustainability products, services and organisations that help transform markets, economies and institutions as part of our striving for a more sustainable and thriving world.

In the following sections we present our values and our vision. Together with the goals we set ourselves (presented in our Annual Plan 2021), these all form our mission as Green Hub Twente.

### 2.2 Values

**CORE ACES:** **C**onected, **O**pen to all, **R**esilient, **E**mpowering, **A**uthentic-transparent, **C**hange-managers, **E**mpathetic, **S**ustainability intelligence

Our 'CORE-ACES' values are an outcome of series of internal workshops we undertook in Autumn 2020<sup>2</sup>. The following clusters relate to the constitution of shared values we hold at Green Hub. As the team itself changes, and grows, these are sure to be chiselled and taken up in an active process of iterative self-reflection.

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<sup>2</sup> We coded our Values according to how often one of our team came up with a distinct value in the VMV sessions. The weight of each was coded and counted, resulting in the values we call 'CORE-ACES', to represent the values and opinions of the entire team.



Brainstorming about our core values.

### Inter-Connected, In Touch

Systems-driven; in touch with social and ecological systems, we are also sensitive to personal and inter-personal wellbeing: by connecting society and fulfilling our service to UT and its wider community, we remain close to students & staff.

### Openness to All

We value openness towards others, towards the UT, towards broader society and towards nature. To be open means to be receptive towards everyone who wishes to connect with us, no matter their background, discipline, identity (gender, neurotype) or political preferences. It also means to be open-minded to any new and old ideas that may help us in our mission towards promoting sustainability, and to be open and reflexive to changing our own minds. Overall, openness stands for other values such as equality and unity, as anyone and everyone is welcome at the Green Hub Twente.

### Resilient

We embody resilience and embolden others to be resilient, brave, bold and decisive. In many languages, sustainability (duurzaamheid, durabilité) implies durability. We value this quality, particularly during turbulent times. This also means we have to be progressive; lighting the path beyond the Sustainable Development Goals of the UN's Agenda 2030. This also means we have a duty to protecting future generations by being good ancestors.

## Empowering

We value the power of collective action: we aim to be the spark – inspiring momentum whilst being inspired in turn by the power of the agents of change we work with. In this sense we channel power and are action-oriented; generating opportunity and enthusiasm, we permit ourselves to use our platforms to empower others from less privileged backgrounds.

## Authentic & Transparent

We embody authenticity, act with transparency, and speak with honesty (even if this is uncomfortable or inconvenient). In this way, we build a sense of credibility and trust in the knowledge we share and channel from others in the community.

## Change Managers

At Green Hub, being managers and facilitators of system change is core to what we are. We are intrapreneurial in that we challenge sub-optimal systems and practices, whilst enacting our own ability to change the system around us for the better. We pose constructively critical questions, seeking to complement and augment how the University works; befitting an institution of learning, we value the right and duty of inquiry; from the inside-out, we look deeply, weaving a change of mindsets and perspective from the bottom-up.

## Empaths

The Green Hub team values empathy and compassion in our work. This forms part of a therapeutic approach to change management, which attempts to take actors by the hand out of their comfort zones. This requires a finely-tuned balance of understanding and temperance; whilst remaining responsible for our own actions and behaviour, we act therefore as mediators between positions that are seemingly at odds with positive (collectively-driven) sustainability outcomes.

## Sustainability Intelligence

As part of a patented approach to transformation management developed by our founder, we see ourselves as agents in the field of the system, where our collective sustainability intelligence works in the interests of guiding the community. We strive to instil competencies in effectively and efficiently delivering the value/service regarding sustainability to the person/organisation seeking it. We are solution-seeking, and are nimble, in-tune and up-to-date with the cutting edge of sustainability science (applied to higher education and in organisational change approaches).

## 2.3 Our Vision: 'Amplifiers in the system'

Our vision is broken down into action clusters based on various stakeholder groups and our function as connecting hub for all matters to do with systems change and sustainability:

### *The Citizen*

- In Twente
- Community Asset Development
- For Citizens: individual talent & support
- For other Organisations



Photo taken in Twente by Jorien Loman, via unsplash.com.

### *Our University*

- Youth: as Students, Professionals, and in the Community.
- Our Campus and the People working on it
- In Policy & Higher Education
- Within & for Ourselves

As part of our internal vision sessions, throughout the Autumn of 2020, we found Core Tenets that connected all these action clusters; these intrinsically define the audacious and pragmatic vision we have, based on core ideals of transformative action, research, education and entrepreneurship towards a thriving, sustainable world for all.

### **Core tenets**

- Transform Mindsets
- Transform Work Structures
- Become a Respected Inspiration for Sustainability Transformation
- Establish an organised, central knowledge hub for Sustainability Transformation

We see Green Hub as the central knowledge hub for sustainability: a respected inspiration that positively transforms mindsets and work structures. We do this by aligning and mediating between people, community and the science on sustainability; inspiring students and different departments to choose sustainability as a lifestyle and not as a just choice. Thus, our core vision is that Green Hub becomes a platform for action on sustainability education,

knowledge and initiatives at UT, as well as amongst the people and organisations it works for: we align and mediate between people, community and the science on sustainability and change management, building a 'Knowledge-Axis' for sustainability in the University and the region of Twente.

### In Twente

- Be the established connecting factor for all sustainability-related institutions in Twente.
- Be a recognised and valued partner, and a force for action, in Twente.
- Become an established knowledge centre for transformative sustainability professionals within Twente.
- Co-create, learn and collaborate with policy organisations and communities for ideas related to sustainability. e.g. Regional Energy Strategy (RES) Twente and Nieuwe Energie Overijssel (NEO)
- Cultivate an organised central ecosystem that grows responsibly (within predetermined socio-ecological limits) in and around the Twente area.
- Ultimately, Twente as a region becomes a centre for innovation, and transformative action for sustainability.

### Community Asset Development

- Curate a flourishing community that advances sustainability in the sense of durability and resilience. Our ambition is for this community to number in the thousands.
- Maintain a fruitful collaboration with local, regional, national, and global communities.
- Connect students, researchers and scientists with companies and the municipality around ideas and topics under our broad tent definition of sustainability.
- Make change concrete with respect to how people in the community can actually and positively contribute based on their assets.

### For Citizens – Individual Talent Support

- Providing assistance and feedback to curious people who are willing to develop competencies of sustainability and systemic change: whilst at the same time encouraging more people to be curious about sustainability in general.
- Cultivate and provide fertile soil for the seeds we are planting now – by enabling citizens - to flourish into the future.

### For Other Organisations

- Influence and inspire people and organisations to become more sustainable through intrinsic motivation.
- Function as experienced facilitators providing nature-based intelligence solutions through our assembled network and collected knowledge base on sustainability science and socio-ecological systems.
- Tap into the transdisciplinary domain through integrating diverse perspectives of sustainability.
- Successfully develop as an experienced, mature, well-informed body of expertise that converges professional thinking and knowledge on transformation to sustainability.
- Become a knowledgeable organisation that specialises and has a leading

role in the transformation to sustainability.

### Youth: as Students, Professionals, and in the Community

- Prepare students as the transformative, empowered, effective leaders of tomorrow.
- Create the most well-connected student-sustainability recruitment network for initiatives or careers.
- Build a network of active student participants that number in the thousands.
- Manage a volunteer network that also coordinates and connects into other initiatives.
- Become an Epitome of the Green Office Model by taking it to next level, a stage of realisation it was always intended for: navigating university transformation for sustainability from the roots up.

### Our Campus

- Make all UT events consider and implement sustainability processes.
- Integrate sustainability into UT activities with a data-informed, user-interface and design approach.
- Sustainability (as a way of living and working) becomes a habit rather than a burden on campus.
- Become seamlessly integrated within the UT ecosystem: into its faculties, departments and satellites like the Kennispark, whilst maintaining the mandate to innovate.
- Deepen our positive social and environmental impact on and off campus: manifested by – but not limited to - UT becoming energy neutral and carbon positive<sup>3</sup>, and is self-sustaining with its own circular metabolism.
- Facilitate sustainable life style choices at the UT (e.g. vegan cafeterias).
- We create and leverage opportunities for staff as well as for students.

### In Policy, Research & Higher Education

- We are the 'Novel-T' for sustainability – innovation rooted in ecology. This branches with our systems entrepreneurship portfolio
- Internationally open in outlook; inter- and transdisciplinary in methodology.
- Improve curriculum in sustainability within all faculties and make sustainability a mandatory part of education at UT.
- Collaboration instead of overlap in sustainability research.
- Be a leader in sustainability in research and education, and substantively and substantially improve the state of sustainability in Higher Education.
- Have a say (and thus more power) in the governance and management of sustainability at UT.
- Have influence on higher education in the Netherlands through collaborations with other Green Offices and sustainability solution distribution through the Green Office Movement.

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<sup>3</sup> Goes beyond achieving net zero carbon emissions to actually create an environmental benefit by removing additional carbon dioxide from the atmosphere.

### Within & for Ourselves

- Internally, Green Hub aspires to operate lean, with organised work structures whilst keeping its ability to change. In practice, our internal processes are efficiently and effectively maintained to help us keep up to speed (and to speed up) the sustainable reformation.
- We create space for ourselves to function in mindful yet highly effective ways that are within healthy boundaries of psycho-social wellbeing.
- We make our impact tangible for ourselves .
- We are always adaptable to new challenges, open to change by people, thoughts and ideas.
- We have minimised or eliminated our negative impact on the local environment.
- We facilitate and live by sustainable lifestyle choices.



The Green Hub team working on developing our mission, vision and core values.



# 3. ORGANISATIONAL STRUCTURE & PROCESSES

## 3.1 Background & Role in UT

According to the November (2019) draft of University of Twente's Shaping2030 strategy, Green Hub Twente is the first step toward reaching a sustainable organisation by 2023<sup>4</sup>.

The reasoning behind starting up Green Hub was that many sustainability efforts were being lost or happened in parallel without sufficient communication. Through numerous meetings with students and staff, it became obvious that actors who tried to enhance sustainability at the UT often struggled with implementing their sustainability efforts. Staff and students tended to feel a lack of support and were missing a central space or contact person which they could approach. Information was not shared and research could be difficult to access. Multiple parties expressed a desire to become more sustainable, but lacked the knowledge to do so. The UT, its staff and its student bodies are all actively trying to become more sustainable, but there simply was not a central place connecting them all and efforts only happened in isolation throughout the University.

Green Hub Twente takes on this responsibility. It is a student-led, staff-supported interconnected central service point; the heart of sustainability at the UT which ensures the institutional integration of sustainability throughout the University, connecting people and initiatives.

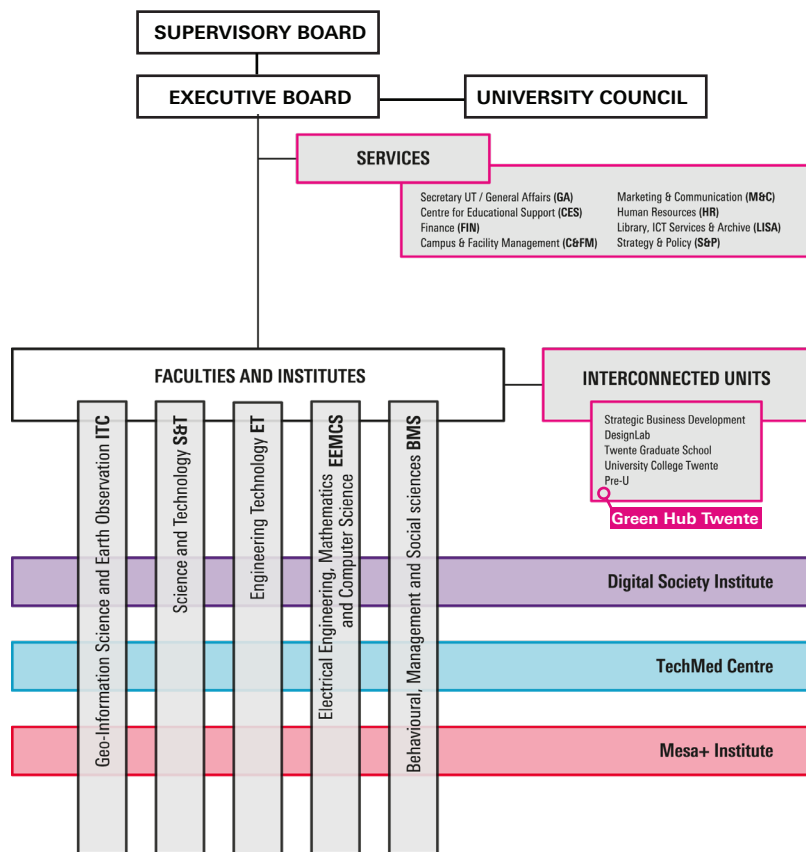
## 3.2 Place in the University

Green Hub facilitates the realisation of ideas to make education, research, operational management, the community and culture of UT more sustainable. It will continuously develop new goals, create plans and realise them, as well as monitor and report on the progress the University makes. Thereby, Green Hub Twente will be a strong impetus to putting the sustainability ambitions of the 2030 strategy into practice.

Green Hub Twente finds its place in the UT organisation as an interconnected unit, working closely together with the Campus & Facility Management (CFM) office:

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<sup>4</sup> This objective, combined with an analysis of the Shaping 2030 strategy and our initial talks with stakeholders gave us scope to further crystallise what we mean by 'sustainable organisation'.



Green Hub Twente as an interconnected unit within UT: The Green Hub specifically concentrated its efforts in the domains of entrepreneurial initiatives, research and educational processes and operations within the UT environment.

### 3.3 Organisation Design

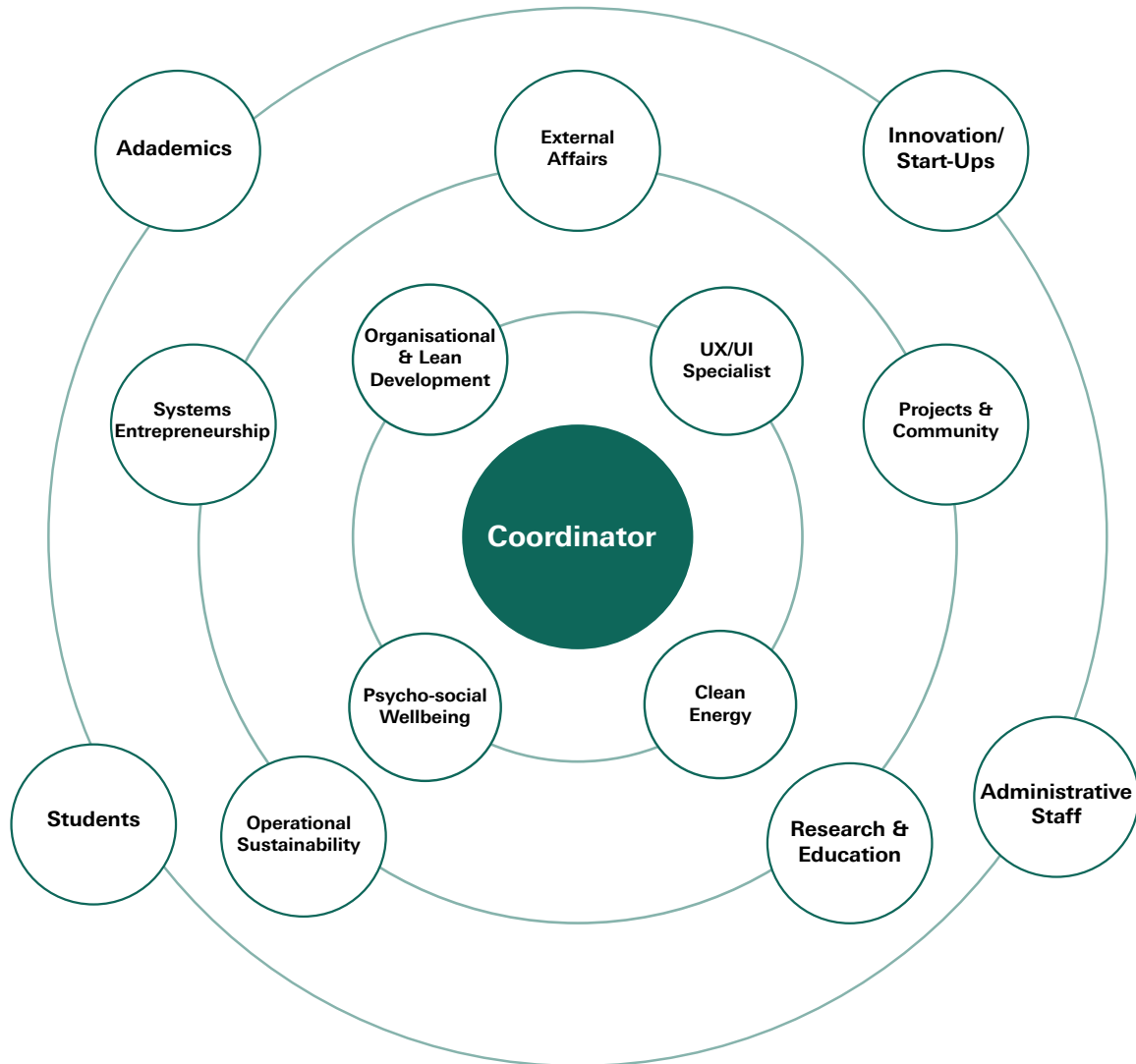
#### Overview

The Green Hub organisation consists of several layers of sustainability change agents, visualised in the figure below. The Green Hub coordinator is placed at its centre. They manage the team, communicates with key stakeholders, and strives to ensure a fruitful and productive working environment, while simultaneously driving sustainability efforts at UT forward. At the second layer, the student officers and supporting specialist officers are located. The student officers work in five dedicated portfolios, which strive to further sustainability efforts in different areas of UT, while building and expanding the network of sustainability agents in the UT network. The supporting specialist officers provide the coordinator, as well as the team, with assistance and guidance in their area of expertise. At the outmost layer, the mentor network and volunteer network are placed.

#### Design of Team

##### Student Green Officers

The Green Hub Twente teams consists of five dedicated portfolios, focusing on different aspects of sustainability within the UT community, namely Research & Education, Operational Sustainability, Projects & Community, External Affairs & Communication and Systems Entrepreneurship. All portfolios have a different focus, varying from entrepreneurship to research. The student officers have been busy with the following main tasks:



Design of the team, with each ring representing a layer of the team, with the coordinator at the centre.

1. Initiate and facilitate collaboration between UT sustainability initiatives;
2. Establish a platform and network for sustainability-oriented systems entrepreneurs;
3. Act as central access point for sustainability information at the UT;
4. Inform and advise the UT community on sustainability to ensure greater success;
5. Organise activities, raise awareness, and offer networking opportunities;
6. Encourage and support integration of sustainability in educational programmes;
7. Reflect and provide input on operational sustainability planning and implementation.

Next to these main tasks, each portfolio worked on more portfolio-specific tasks, which are elaborated on in chapter four of this annual report.

Each specific portfolio consists of two students, who were a sparring partner for one another. The majority of current portfolio holders will continue to work for Green Hub Twente until the end of the academic year.

### *Specialised Support Officers*

The Specialised Support Arm provides the team, and the coordinator, with expertise in four domains: (1) Organisational & Lean Development, (2) Intrapreneurship & Psycho-social Wellbeing (3) Clean Energy Transition and (4) UX/UI Design.

The Organisational & Lean Development specialist focusses on building the network of the Green Hub, helping it navigate institutional complexity and dynamics. This includes, but is not limited to – the identification of opportunities, building a stable network and supporting lean organisational development of the Green Hub, as a team of transformative sustainability professionals, as well as an embedded start-up in the institution.

The Intrapreneurship & Psycho-social Wellbeing specialist focusses on empowering the officers in their intrapreneurial endeavours whilst being mindful of their wellbeing. This includes the identification and establishment of a system that supports officers in the achievement of their goals and realisation of their full potential. Activities include support on projects as well as the identification and creation of materials, systems and processes needed to successfully achieve goals.

The Clean Energy Transition specialist's role is to support the core team in the broad field of energy transition and provide them with ideas and examples that could help the UT to develop as a sustainable place in the field of energy. Activities also include ensuring strategic collaboration with organisations within the UT and Twente region that excel in clean energy sector.

The UX/UI Design specialist's core function is to design and improve the points of interaction between Green Hub Twente and key stakeholders. This mainly regards the design of the website, online communication material, graphic design and creating a brand experience, but also designing the user experience of physical interaction points, such as the Green Hub Twente office.

# 4. PROJECT ACTIVITIES 2020

## 4.1 Overarching Summary

Starting in August 2020, the first weeks of Green Hub Twente were spent by having teambuilding activities, getting to know each other and for everyone to get settled in to their respective roles. The first exploratory meetings with stakeholders were conducted, and time was set aside for the team to reflect on the Vision, Mission and Values of Green Hub Twente, which are described in section 2.

Green Hub Twente was officially opened during the Sustainability Week 2020, where a launch event and announcement was coupled with an expert panel debate on the topic of Resilience. Since strict COVID-19 related measures were put in place just the week before, last-minute improvisation and adaptation was required from the team to create a hybrid setting where the launch presentation and panel debate were conducted in a physical setting yet livestreamed for the audience. This was the first event of Green Hub and given the short time frame and last-minute adaptations we consider it a definite success. Nevertheless, several lessons have been drawn for the planning of future events, the main take-away being that simply more time should be taken in advance.

After this event, the Green Hub's activities became more structured and organised according to the different portfolios, as will be outlined below. 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 that was initialised is 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.

## 4.2 Portfolio Reports

### 4.2.1 Research & Education

In the fields of research and education, the past months have been spent by exploring how Green Hub Twente can contribute to promoting sustainability in the core business of the University – being research and education. To this end, we have conducted a number of stakeholder meetings, which have primarily been of an introductory and exploratory nature. The goal of these meetings was to introduce Green Hub Twente to these different stakeholders and to explain our goals and potential contributions to sustainability at UT, as well as to hear from these stakeholders about their activities.

Some important partners include staff members from the Strategy & Policy department and the Centre of Energy Innovation. We have cooperated with the Centre of Energy Innovation to create a list of all researchers at UT that are relevant for the field of energy. Furthermore, we began to forge significant links to key stakeholders related to the European Consortium of Innovative Universities and Challenge-Based Learning; we began to see the overlaps too between the domains of challenge-based learning, citizen science, action research and the overarching theme of education for sustainability. Below we describe what we did in 2020 for both components of our portfolio.

#### *Research*

For the research part of the portfolio, the most important activity of the final months of 2020 has been to start to establish a network among sustainability researchers at UT. The goals of this activity are: 1) to explore how Green Hub Twente can cater to the interdisciplinary networking needs of research staff, 2) to systematically map out and categorise the sustainability research activities at UT, and 3) to provide a channel for researchers to reach out to a broader audience or stakeholders in other domains. Ultimately, the network should have contacts from all relevant research groups at UT. So far, mutual contact has been made with over 20 staff members from different research groups, and interviews have been conducted with over half of those. This activity will continue throughout 2020, as is described in the Annual Plan 2021.

#### *Education*

Within the field of education, it was recognised that sustainability issues ask for more than regular lectures; many problems are very hands-on. Transdisciplinary learning, challenge-based learning, and lifelong learning are promising forms of education that Green Hub Twente is supporting. The Centre of Energy Innovation is evaluating how educational collaborations with ROC van Twente and Hogeschool Saxion can be set up regarding the energy transition. These meetings have been attended by Green Hub Twente to learn from, make new connections through, and to support where possible. With regards to challenge-based learning, it soon emerged that there were already multiple initiatives at the UT. In these past few months, Green Hub Twente has worked with these stakeholders to support their projects and has helped fit sustainability into them. Where necessary, connections have been made with other stakeholders to share knowledge and expertise. This activity will continue in 2021. During these meetings it has become apparent that, in order to facilitate challenge-based

learning, there is a need for challenge providers. These challenge providers can be - for example - companies, institutes, communities, or non-governmental organisations, and work with the students toward a solution. Green Hub Twente is aiming to act on its hub function by linking challenge providers to challenge-based learning projects where possible and suitable.

### *Touchpoints with other portfolios*

The Research & Education portfolio has collaborated with the External Affairs & Communication portfolio to provide content for the social media and the newsletter. For several weeks, sustainability facts were provided by the Research & Education officers for publication on Instagram. After several weeks it was decided that the format was not fitting, and that, going forward, content would be more focused on UT-specific projects. Plans have been made for the new year to promote research activities by interviewing and surveying staff, study directors, coordinators, students and the like. Furthermore, a general agreement with all portfolios has been established to look out for relevant companies and other stakeholders to connect to challenge-based learning projects and other transdisciplinary projects.

## 4.2.2 Operations

The Operational Sustainability portfolio reflects on an explorative and initiating first few months. With nothing set in stone and no script towards day-to-day activities, we enjoyed the fact that we were able to take the time to explore and find out what the first steps were towards developing our portfolio. 'Learning how to swim' helped us both start on the same page.

Quite early in the process, we at Green Hub needed to define our portfolio and decided to do so in five categories: energy, water, waste, travel/mobility and procurement (food). While these categories are quite broad and not always mutually exclusive, they are collectively exhaustive. This makes it easy for us to put a concrete example in a category and leave it there. A holistic approach from a systematic viewpoint for operational sustainability creates too big of an issue to tackle and - from experience - hinders the practical ease of starting any project. From that point on Green Hub OS gained knowledge into the relevancy of these aspects in and around the UT. We took up contact with Brechje Marechal and Birgit Dragtstra, Environment and Sustainability policy officers. We learned that the categories were especially useful as it was easy to align them to UT sustainability goals and prioritise accordingly. The focus for 2020 was travel, mobility and waste. The Environment and Sustainability Policy Officers had over 20 'one-line' idea's that have potential to become hands-on projects, helping us ideate for projects. Unfortunately, we see the results of corona here as well. It made less sense to focus on travel and mobility since it does not reflect 'normal' practices. This made us focus on waste as a topic for the remainder of 2020. This resulted in a few projects we focused on.

Green Hub Twente has also set out to continuously collaborate and guide PLAEX's idea of a smart recycling bin. We aim to help them with taking their idea to the next level by cross-fertilising it with other sustainable ideas and initiatives. We connect them towards an open-minded place in the months to come for further proof-of-concept and real-time case studies.

The OS portfolio also guides a group of Serious Gaming students who created a sustainable quiz-like app. They reached out since they wanted to take this project further than just an academic course. We hope to integrate their app either in the existing digital sustainability walk, or make it possible to play while doing a sustainable walk on campus. We have bi-weekly meetings to track process and tackle issues at hand.

Next to that, Green Hub set out to gain information about the collection of waste (streams) on campus. We survey all four waste streams by getting to meet contract and project managers. The goal is to gain insights into what is being done with our waste in order to raise awareness of waste streams and recycling. We hope to be able to visualise what is being done with our waste through a video/info-graphic if current corona measures allow this.

#### *Touchpoints with other portfolios*

We noticed throughout the growth of Green Hub there were many students in boards and associations that are (potentially) interested in sustainability. We think that it is a great opportunity to help this 'meso' group as they are the connecting element between University and students. Firstly, we aim to make an inventory of what has been done by e.g. the Student Union. Afterwards, we want to collect ideas on sustainability from associations and bundle it in a meaningful way, as a cross-portfolio project with projects and community. The end product, either regarding events and/or daily operations, will be created together with external affairs & communications.

However, we noted there were collaboration and communication delays between stakeholders and us which is attributed to the fact that most workers had to work from home due to the corona measures. Green Hub being new in the system was another challenge as we needed time to make ourselves known and accepted by stakeholders and the UT community. Also, to project managers in other departments (like CFM) to give the go ahead for the execution of intended projects which cost a lot of delays in planned projects in 2020. However, we hope the network and groundwork we build in the late months of 2020 will lay the foundation to complete most projects successfully in 2021.

To conclude, the first few months of 2020 were a productive setup for the year to come. We are content with how things are going. As a final topic we would like to note the fact that there are a lot of projects that could be done. Unfortunately, our time simply does not allow it. Some projects that fit our portfolio (e.g. plastic usage at Coop/Starbucks, more sustainable meal options by Appèl) can be picked up internally by others. We hope that in the future Green Hub can further grow its network of sustainability enthusiasts that, together with us, can work on sustainable operations!



### 4.2.3 Projects & Community

Our portfolio consists of two parts: the community part and the projects part. The community part of this portfolio includes gathering information and mapping of stakeholders that are connected to sustainability at the UT. The projects part of the portfolio is focused on projects connected to and conducted by Green Hub in general, and, particularly, by our portfolio to keep associated members and community active regarding sustainability. This also includes connecting communities which have mutual objectives and creating projects between stakeholders. Below we describe what we did in 2020 for both components of our portfolio.

#### *Community*

For the community part of the portfolio, the main focus for the past few months was to discover and map the sustainability-related stakeholders of UT and to understand their needs. Stakeholder meetings were conducted, which fundamentally were of an introductory nature, establishing a connection with the stakeholder. 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.

Broadly speaking, we have so far met with a variety of stakeholders, ranging 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 has a great community of students that are interested in sustainability and have met with them every few weeks. Additionally, a good relationship with Extinction Rebellion and their branch University Rebellion opened up opportunities beyond the University.

In the Sustainability Week of October, we were introduced to staff members of Saxion and ROC Twente that organise the Sustainability Week in their respective institutions. Since our portfolio's main objective is also to keep an overview of all the projects and stakeholder meetings of different portfolios, that has also been a constant area of activity. The Shaping Expert Group, too, were constant support to get to know the different stakeholders and work around the University.



Sustainability Week 2020 was a week full of events designed to inspire university and regional actors to realise a sustainable future. Events (adapted to be hybrid or online due to COVID-19 adaptations) included: the opening and resilience debate of Green Hub Twente, Climate Dialogues from the Municipality of Enschede, and a Create your own Sustainability Day.

### *Projects*

For the projects part of the portfolio, the major focus was on establishing Green Hub and meeting different stakeholders from various backgrounds, linked to all our portfolios, to have an idea of the project to aim for. We had planned and worked towards Sustainability Week, specifically the Workday Waste Walk on which we made use of the experience of SUSTAIN. However, due to corona measures we were not able to do the activity. Hopefully, we can complete it in 2021. Because of corona, we were not able to do much in regard to physical projects. However, we also feel it is important to build a network first in order to make these projects successful and effective. We also set 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.

### *Touchpoints with other portfolios*

Since an important part of the projects and community (P&C) portfolio is the mapping of stakeholders, an important touchpoint with other stakeholders is stakeholder management. Portfolios like research and education (R&E), and systems entrepreneurship (SE) are focused on distinct stakeholder groups and regularly meet with people or organisations in these fields (such as professors and teachers for R&E and entrepreneurial stakeholders for SE). We stay informed about this through Microsoft Teams documentation of the meetings; but we leave the communication (and stakeholder mapping) in this field to the portfolios to make sure that we do not overlap. We keep an overview of these different fields and place them in the bigger picture of the stakeholder map.

Besides the input on the stakeholder mapping, we collaborate with some portfolios more often. For example, together with Operational Sustainability (OS), 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 (Saxion and ROC Twente).

By serving as a contact point for various stakeholders, we often receive requests or questions from stakeholders to ask other Green Hub portfolios or Green Hub in general. For example, SUSTAIN mentioned the idea of a job platform for green job openings, and we forwarded this idea to the wider team. We also connected XR/UR to external relations to interview them on climate activism.

#### **4.2.4 External affairs & Communications**

In consultation with the communications advisor for sustainability, we formulated a modular approach to our various social media platforms and drafted up a communications strategy for sustainability at UT and beyond. Several other activities and events stemmed from this:

In cooperation with the Marketing and Communications Department of the University of Twente, the named Green Officers promote Green Hub through its own website and social media, as well as through direct contact with external stakeholders. Since the opening of Green Hub, its network in and around the UT has grown and several contacts for future collaboration, especially after the COVID-19 crisis, have been identified and contacted. The External Affairs & Communications (EA&C) Green Officers strongly work on increasing Green

Hub's visibility in a sustainable manner, following a qualitative approach on media publications. The main focus of the year 2020 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 sustainable movements and initiatives on and around Campus.

### *Building a Stakeholder Network*

In 2020, Green Hub has started to build its own Stakeholder Network in order to be the central point of sustainability on the UT Campus. The current Green Hub stakeholder list has 32 stakeholders from different backgrounds in it. Among them are university employees, student associations and movements, sustainable energy companies and other universities.

On the one hand, the stakeholder network will serve as a valuable resource of knowledge and expertise on specific sustainability related topics. But not only experts in the various fields of sustainability can support Green Hub; stakeholders from the institutional setting of UT are also important to facilitate organisational processes. On the other hand, the stakeholder network can reach out to Green Hub in order to get information or contacts to other sustainability stakeholders. Hence, the building of a Network is a bilateral process, where involved stakeholders, including Green Hub, strengthen each other through their specific knowledge and institutional position.

### *Website*

During the spring and summer of 2020, a foundation for the Green Hub Twente website was built by the coordinator, and had a rather significant focus on recruitment of new officers. During the fall of 2020, the website development continued by the UX/UI design support specialist, with a goal to make information easier to navigate, and to shift the focus from recruitment to organisational transparency.

Several pages were added, including a page that introduces the readers to the team (Meet the team), as well as a contact page. Furthermore, the information available was organised in folders, so as not to overwhelm the reader with organisational information, unless they were specifically searching for it.

### *Social Media*

Since the opening, Green Hub has had an immediate presence on social media platforms, namely Instagram, Facebook and LinkedIn. These platforms trace the representation of Green Hub Twente and have been growing ever since. The content includes Green Hub updates and activism updates from internal as well as external stakeholders of the UT. These updates are in the form of pictures, videos, articles, messages/wishes from the team.

The content is curated according to the platforms. For instance, LinkedIn attracts formal and academic content. Instagram is mainly used for engagement with students and has the highest number of followers. Hence, it has a bit of a personal and informal touch. Students' feedback, opinion and questions are obtained either through the 'Ask me a question' feature on Instagram stories or Direct Messages. The facility of asking questions or seeking information is

also available on the Green Hub Twente Facebook page. The Facebook page is mainly used to share and post news, events related to sustainability within UT. The next step is to plan a page on the website for team-members to submit the content (with description, footage, tentative date to be posted, preferred social media platform, etc).

### *Newsletter*

The Sustainability Newsletter was initially published to share updates on sustainability happening in operational management. From December 2020 onwards, the newsletter is published by the External Affairs and Communications Portfolio of the Green Hub once a month. With currently 161 subscribers, the Green Officers will continue to inform about sustainability related topics at the UT and beyond.

As for now, a broad variety of people, among them students, UT staff, stakeholders and citizens of Enschede will be addressed. After 6 months, an evaluation of the newsletter will be made. Therein, link-tracking will be used to gain knowledge about the readers' interests. Depending on the number of subscribers and the distribution of interests identified in the link-analysis, a conversion of the hitherto general newsletter into thematically specialised newsletters may be part of a future project. As for now, the sustainability newsletter will be another mouthpiece of Green Hub as a central point of sustainability. Apart from Green Hub, different stakeholders and students will get the opportunity to participate in the newsletter by contributing content. Therefore, the second aim of the newsletter is to give a voice to different sustainability actors at the UT and strengthen the awareness about other sustainability projects and groups among one another.

### *Events*

The portfolio of External Affairs and Communication actively participated in promoting and transmitting (online) sustainability events in 2020. The first event was the Grand Opening of Green Hub Twente, introducing the newly formed sustainability office to the UT community via a live presentation and a discussion about resilience in times of crisis. Just a few weeks later, the Sustainability Week was presented by our portfolio via our social media channels and via an Instagram takeover of the University of Twente. The Sustainability Week was originally planned to take place on campus but had to switch to a digital Sustainability Week at the last minute. Nevertheless, many events could still take place.

- Sustainability Week
- Grand Opening
- Sustain Speed Dating Event
- Mastermind Discussion Event

### *Footage and Media*

Green Hub Twente has a YouTube channel consisting of videos of portfolio introduction by the team and the 10th Anniversary Wishes to the Green Office Movement from our Green Hub team.

The footages - such as portfolio introduction, pictures of the start-up meeting,

team retreat, portrait images of the team members - proved to be aesthetic for the website development. This was continued by the UX/UI design support specialist as well as for the social media platforms.

#### *Touchpoints with other portfolios*

The External Affairs & Communication portfolio has the overall responsibility to communicate in the name of Green Hub Twente with external stakeholders of and around the University of Twente. Therefore, it is important that the different Green Hub portfolios stay in close contact with each other. The External Affairs & Communication portfolio actively supports internal communication through the regular engagement with other portfolios. Information about what other portfolios are doing is existential to the work as a central point of sustainability. The External Affairs & Communication team follows a rolling schedule in order to meet with the other team members. Especially in times of COVID-19 and less personal contact, these online meetings are of great importance for conformity and accordance between portfolio's action. Hence, the External Affairs & Communication portfolio has touchpoints with all the other portfolios as they are their external voice to the sustainability community and interested parties.

More intense collaboration was taking place with the Research & Education portfolio to provide content for the social media and the newsletter. Other portfolios plan to share more content for the online presentation in the coming year.

#### **4.2.5 Systems Entrepreneurship**

The systems entrepreneurship portfolio has a main interest in contacting entrepreneurial stakeholders within and outside of the University of Twente. 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 systems entrepreneurship officer undertaking B-Corp training with the Learning Community 'B-Corp Twente'. Another key line of innovative activity has included beginning our participation in research on innovative business activities in the upscaling of upcycling business ventures, together with academics and business actors in a consortium – the project Green Hub Twente is now an active partner in focussed on "How do partners in ecosystems contribute to the scale up of upcycling business". This project is part of the Scale-up for Sustainability (S4S) project, WP 6.4.

Regarding entrepreneurship generally – and in order to learn and develop our own approach distinct from our entrepreneurial counterparts in UT, specific to the mission of transformation for sustainability - staying in close contact with both Novel-T and the Student Union was key. This was furthermore to ensure connectivity within that discipline, and to extend the network not only with the entrepreneurial efforts made within the student population, but outside of the UT ecosystem as well. Our role is a very new one and has no precedent elsewhere; we therefore have even more exploration, niche-finding, and innovation to do regarding how wholesale entrepreneurship can be tailored to systemic sustainability challenges – hence the title 'Systems Entrepreneurship': including approaches from social enterprise, as well as civic and academic entrepreneurship.

Other interests of the system entrepreneurship portfolio lie within mapping out relevant stakeholders for the Green Hub, the Green Social Space and the design and set-up of our office on the third floor of the Bastille. Furthermore, a close contact was established with interested parties outside of the UT ecosystem, for reasons of personal and strategic interest, and for possible collaboration efforts. To assess whether parties were relevant to contact, an inventorisation of the Kennispark was made at the beginning of the academic year. Other contacts were established through the stakeholders getting in touch with the respective portfolio holders, or through the Coordinator of Green Hub Twente.

#### *Touchpoints with other portfolios:*

Relevant projects that the systems entrepreneurship portfolio has collaborated on with other portfolios:

- Designing and promoting a Green Social Space in the Bastille in collaboration with the Student Union.
  - » Together with UX/UI Specialised Support Officer.
- UT Challenge in contact with Novel-T.
  - » Together with Specialised Support Officer Energy Transition.
- Centre for Energy Innovation.
  - » Together with Research & Education Officers and the Clean Energy Transition Support.
- Internal stakeholder mapping within UT.
  - » Together with the Green Hub Twente team.
- Give students more of an insight on sustainability and helping them.
  - » Together with Student Union and Projects & Community.

#### 4.2.6 Specialised Support Arm

##### *Organisational development and lean support officer*

During the autumn of 2020, this support function focused on establishing Green Hub and assisting the Student officers in any magnitude possible. The focus in the past months was as follows:

- **Stakeholder Management:** aid in identifying important stakeholders and mapping them to monitor communication.
- **Collaboration with Student Union:** Supporting Green Hub team with collaborations with the Student Union.
- **Shaping Expert Group:** Assisting the team with tasks related to Shaping the expert group.
- **Networking:** Assisting the Green Hub team with building a stable network within the UT community.
- **Transition:** Supporting the team with the necessary tools for easing the transition.

##### *Intrapreneurship & Psycho-social wellbeing*

In the period starting from the autumn of 2020, this support function has been mainly aimed at supporting the team with establishing processes, co-facilitation of projects by asking relevant questions and making sure voices are heard. Other tasks involve the monitoring of team wellbeing and setting up systems that support officers in their Green Hub journeys. This also entails setting up systems

to support the development of key skills and qualities that play a role in effective intrapreneurship. The focus in the past months was as follows:

- **Monitoring and Assisting:** aide in the process of setting up the first Green Hub Twente, monitor where and when support is needed.
- **Supporting Documentation:** Support officers with setting up the annual report and annual plan for Green Hub Twente. Assist in setting up processes to facilitate continuity of the Green Hub.
- **Development:** Aiding officers in skill development by creating an inventory of opportunities within the UT network.
- **Office Design:** Assisting the creation of the Green Hub office space in the Bastille building.

### *Clean Energy Transition*

In 2020, the activities of the Clean Energy Transition support role were mainly focused on the following points.

- **Developing an overview of energy sector at UT and Twente:** Creating a list of interesting clean energy initiatives including projects, research, companies in the UT and Twente region whose knowledge and activities could contribute to the UT becoming an energy sustainable place.
- **Collaboration and contribution:** Together with Projects and Community Officers, making a warm collaboration with Inspirational Sustainable farm and the Wind voor Buren projects to share and learn from each other.
- **Putting forth ideas:** Supporting the core team members by putting forth ideas on energy sustainability. Activities include ideas to: Systems Entrepreneurship officers on how Green Hub could contribute to UT challenge; R&E officers on relevant research projects at the UT.
- **Center for Energy Innovation:** Making an environment of fruitful collaboration with Center for Energy Innovation together with R&E and Systems Entrepreneurship Officers. Also, aided the CEI together with Research officer to prepare a list of researchers on energy related topics at the UT.

### *UX/UI Design:*

During the autumn of 2020, the UX/UI design support has been directed towards main touchpoints where the stakeholders interact with the Green Hub organisation:

- **Web design:** Improving the page hierarchy, readability and visual design of the Green Hub Twente website
- **Establishing a Visual Language & Brand Identity:** Created a basis house-style for the Green Hub to use for internal and external communication.
- **Designing Presentations & Documentation:** Designed presentations, as well as the annual report and annual plan for Green Hub Twente.
- **Social Media Design:** Creating visually compelling and brand-aligned material to be used to build our social media channels
- **Office Design:** Taken an active role in the design of the Green Hub office space in the Bastille building.
- **Communication Strategy Support:** Taken an active role in helping the External Affairs & Communication officers shape a communication strategy.

# 5. STRATEGY & ACCOUNTABILITY

## Aligning to shaping 2030: imagining what kind of sustainability we want as UT

### *Climate Activism meets Entrepreneurial Sustainability Solutions*

Student Activism has extensive importance at the University of Twente both for governance and development of the students. Green Hub believes activism is not limited to an experience in a committee or a governance body. Students gain extraordinary skills by challenging sub-optimal practices and amplifying the voice of underrepresented parts of the community. In this sense, it both generates strategic opportunity and ensures accountability for us to effectively balance activism, entrepreneurialism, and pragmatism. We walk the tightrope between challenging sub-optimal practices where both the market and government have failed (like social entrepreneurs do), and giving a platform to the less-represented, whilst remaining firmly grounded in reality.

In 2020, Green Hub has supported such student organisations, namely University Rebellion and SUsTain with being the voice for climate action and intersectional justice. Whilst this amplifies the actions and demands of such groups, it also provides a service of alignment to UT as a whole, since instead of confrontational activism, we redirect this energy to where it is most impactful for the long-term wholesale transformation to sustainability. Furthermore, together with SUsTain, we are working on building a student network to identify sustainability challenges. Green Hub strives to support students in participating in all forms of activism with extra attention to (student) wellbeing together with CES and Student Union.

### *Adapting to a new normal through Digitalisation*

In light of the unique challenge of starting a new entrepreneurial sustainability office, in a complex institution, during a pandemic – we established Green Hub as a resilient and adaptive entity from its inception; whilst remaining flexible and agile we already made solid strides in our digital transformation as a result. Because of the unique conditions which existed during our establishment, the coordinator made the decision to adopt specialised support officers to ensure the growth, development and effectiveness of the Green Hub in the mid-term.

The covid-19 pandemic's disruptions has also opened room for tremendous opportunities to explore sustainability in operations. The UT community's innovative approach and focus on digitalisation has aided in coping with the pandemic and these could guide and provide inspiration for future endeavours.

Green Hub internally faced the challenge for launching and setting up the organisation. We have handled it using a hybrid office structure, multiple locations off-campus to meet safely, such as the Cee-Cee Community and the Rutbeek, and using digital tools effectively to balance the needs to interact and build a team dynamic; we strive to centralise these advances and provide a platform for future use.



### *Transition Management*

Like any student-driven organisation, Green Hub also has to tackle the challenge of its continuity and keeping the stakeholders informed. We pay exceptional attention to the transition between Student Officers by already establishing guideline documents for our future successors to follow and integrating the recruiting process followed by the Coordinator in Summer 2020 so that future officers can do this themselves. Our resultant introduction folder with well-formulated documentation will provide the essential tool to handle this challenge. Furthermore, we are focusing on standardising operations and work process to ease communication between teams.



The team getting used to hybrid and virtual meetings.

# 6. CLOSING STATEMENT

## Join us on our Journey Towards a More Sustainable UT!

We are looking forward to working together with students, researchers and other partners to make our community more sustainable. If you want to stay up to date on our journey, please follow us on our social media channels, or come visit us in our office that will open in the coming months in the Bastille (more information coming soon).

Sincerely,

Green Hub Twente



### To Get in Touch:

**Website:**

<https://www.utwente.nl/en/sustainability/green-hub-twente/>

**Email:**

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