



GREEN HUB TWENTE

ANNUAL PLAN 2022-2023

BEYOND 2022:
FOCUS & MATURITY

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ABBREVIATIONS

BMS	Behavior, Management, and Society
BTD	Biologische Tuinvereniging Drienerlo
CBL	Challenge Based Learning
CFM	Campus & Facility Management
CHEPS	Center for Higher Education Policy Studies
CSIP	Central Sustainability Intelligence Platform
FTE	Full-time equivalent
GH	Green Hub
GHT	Green Hub Twente
IEM	Industrial Engineering & Management
ITC	Institute for Geo-Information Science and Earth Observation
M-ECB	Master in Educatie en Communicatie in de Betawetenschappen
M-EEM	Master in Environment & Energy Management
PSTS	Philosophy of Science, Technology, and Society
S4S	ScaleUp4Sustainability
SEE-PROGRAMME	Sustainability, Energy & Environment Programme
SEG	Shaping Expert Group
TDMI	Transdisciplinary Master Insert Group
UT	University of Twente
UX/UI	User Experience & User Interface
X2C	Crossing2Communities

1. INTRODUCTION

1.1 OPENING VISION STATEMENT: PIVOTING TO FOCUS & MATURITY

In our last report, we focussed on an extensive set of activities, projects, and community outreach events which we are truly proud of given the circumstances we have operated under since we were established in 2020. We are now moving past a period of extensive evaluation in late 2021 to a pivot in the first quarter of 2022. These three months were full of reflection, internal discussion, and decisions over where to go as an organisation and how to mature. This report comes at the end of this period, showing how the Green Hub will pivot into focus and maturity. In 2020-21, we tied our identity and operations to the needs we encountered across the UT. The Green Hub was set up to connect the disconnected initiatives for sustainability in and around the university community. Given where all these initiatives were, indeed, we had to spread ourselves out far and wide to get a good reading. As far as we are aware, no one organisation has tried to assume the role of doing this before. We are on unprecedented grounds, and this justifies an innovative start-up approach. We are therefore necessarily experimental and reflective at the Green Hub, and we have learned well from these experiences, as well as what we have heard from the hundreds of people we spoke to last year.

Now, in this report, we present how we will move from this experimental phase to a phase of building an identity distinct enough to act as an anchor for all the initiatives Green Hub is weaving together. Naturally, we will have to let down some stakeholders at the expense of respecting and trusting the process of organisational learning and growth we are moving through. Sustainability is also often about trade-offs and involves temporal as well as spatial ones. Indeed, our vision has been sculpted and renewed as we have learned and grown through the past challenging period.

Reinterpreting our vision after this pivot, we clarify our role and structure and prioritise the diverse needs of our audience across the UT. We need a clear anchor point and a core set of activities defined around our function as a steward, advisor, and guide. Green Hub guides and facilitates the UT's transformation for sustainability but is not solely responsible for it and the changes necessary for this to occur. Another body can be responsible for such governance and structuration across the whole UT, as Green Hub is responsible – and has its hands full already – for cultivating and channelling the transformative agency of the sustainability community from the bottom-up.

We must also update the mission around this new focus of what we do and do not do: Green Hub will need to become a true Hub connecting stakeholders on sustainability within the UT, while the facilitation and implementation of institutional changes and policies within the university administration and faculties belong to some kind of transformation team composed of staff and student members from across the UT. The Green Hub certainly has a key role to play here, as such a force needs key facts and representation of the community so that the transformation can be inclusive and effective. However, Green Hub does not have the mandate, nor the correct place in the UT to fulfill such a role. This is therefore what changes in our mission: we are shedding the role of executing and managing the organisational

transformation for sustainability at the UT, to better focus and deliver support to navigate and inform the UT's transformation to sustainability with constructively critical inputs from a place that the Spiegel sorely needs to be listening more to.

We instead refocus on the community building, activism, and network weaving aspect that was always a core part of the Hub-function we were built for, as well as a core element of the Green Office Model: that of being the 'tempered radicals' in the system'. As part of this central networking role, we will focus on communications and media, bolstered by an increased presence on campus, to push our vision, be as visible as possible, and make it easier for sustainability stakeholders to reach out to us and one another. It is essential to communicate with businesses, our partners, and students about what the Green Hub is, what it aims to achieve, and its ties and strengths. This you will see more of in the coming months as we implement this new more focussed identity across our network. A more consistent and visible outreach must also focus on this relationship with and amongst the Green Hub's audience and partners to ensure that as many voices across the spectrum of sustainability (from Extinction Rebellion and Scientists4Future to ITC, the municipality of Enschede, and NovelT, amongst many others) are heard and brought into the process as possible.

At the same time, we recognise the responsibility to provide examples and deliver upon innovative and impactful projects at smaller scales that are meaningful to a target group we have prioritised in the community. With our capacity in mind, fulfilment of sustainability projects is important both for our own officer's training as transformative sustainability professionals and for the community. Before our pivot, the Green Hub was working on many projects, often largely disconnected from the students and their organisations. Since student engagement was one of the central reasons for the Green Office Model in the first place, we had to reconsider our role here and have acted to work a lot more closely with SUSTAIN as a sister organisation, where, in return for sharing resources, we are better able to raise awareness and reach out to curious and enthusiast students. Indeed, engaging with students directly and through their associations is a central role of the Green Hub's vision to create a community around sustainability while understanding their different needs and perspectives. For this, we also need to gain access to new study programs for structural change in education. The ensuing challenge to balance widened outreach with limited – and arguably already stretched thin – resources can be only achieved through cooperation and a focus on impactful activities.

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Additionally, Green Hub’s updated vision does include building the infrastructure necessary to host and convey such connections. In that sense, we are also a service provider; however, we also must manage expectations here: we sometimes prioritise the needs of some groups over others. We do this by considering how much power, influence, and resources each group has. If a group needs to be platformed, we will focus more on them. Believing in holistic results, we also pursue scalable service projects valuable for the entire UT student and staff community. These will deliver lasting positive impacts on the UT’s position and performance as a sustainability leader in higher education in the Netherlands, as well as its student body. This is where our focus must also lie; on acting as a knowledge broker, guide, and enabler for students and organisations to participate and change the way they do things. This was what the ‘UT-style Green Office’ was always meant to do.

It is impossible to forward sustainability and motivate others to join without an incisive definition of what we want to achieve, nor, more importantly, a convincing, inclusive, and inspiring story to tell. Defining sustainability to satisfy an academic-theoretical basis, while still leaving room for officers and community members to realise their ideas, is essential to educate and set our work on stable and lasting foundations. Since it was established, the Green Hub has been in limbo at the UT: a part of CFM and the hierarchical organisation, whilst at the same time left to ‘float around’, indicating that sustainability is not yet connected to the UT on an operational level. Consequently, pushing for greater emphasis on sustainability and acting as the bottom-up channel for the change of the whole UT requires us to identify problems and offer ideas and solutions. Holistic sustainability includes not only environmental, but also societal, social, institutional, and academic change. Indeed, this is why we tend to talk about systemic change a lot at the Green Hub.

1.2 EXECUTIVE SUMMARY: OUTLOOK INTO 2022
1.2.1 TRANSFORMATIVE IMPACT ASSESSMENT & FOCUSED STRATEGY 2022

A clear strategy will clarify the Green Hub’s purpose and long-term goals during and beyond 2022, guiding the activity of portfolios and individual officers. It follows the Green Office movement’s transformative impact evaluation framework where goals are divided into ‘Deep’, ‘Wide’, and ‘Long’ dimensions, by identifying portfolio-specific goals and refocussing the GHT’s activities on its core mission. See Appendix A for a detailed description of the below summary in **Table 1, as well as Key Performance Indicators** adapted to match our situation.

The Green Hub created multiple impactful projects, raised awareness, got new actors involved, and pointed out structural flaws in UT policy & operations. By claiming and advocating successes, and expressing ownership over accomplishments despite organisational challenges, the Covid Pandemic, limited resources, and a constant process of structural changes GHT contributed to a more sustainable UT. These are accomplishments to refer to, build on, and justify support by decision-makers and future partners. If given the opportunity, GHT can deliver for the benefit of the entire community.

Throughout its existence, the contradiction between autonomy and embeddedness presented a dilemma: GHT can either be an independent advisory entity (akin to a think-and-do-tank) to UT decision-making – or an embedded office that is a part of the existing hierarchical organisation. The spectrum we thought existed between these two states is less navigable and optimal than we realised and we have landed in a state of ‘limbo’ in between. For 2022, the focus thus remains on stakeholder management and networking while building ties with decision-makers across faculties, service units, and governance bodies. We will focus on strategic trajectory and eliciting support from an increase in vertical integration. We realised in the last year we focussed more on spreading ourselves ‘horizontally’. With limited tangible influence and responsibility on UT policy, GH could act as a “thermometer” of the sustainability community, reporting to the executive board, but refraining from responsibility for large-scale decisions. This is beneficial to the Executive and decision-makers for two reasons: firstly, we provide a bottom-up representation of the needs and ideas of the community, and act as a conduit for their inputs, thereby introducing legitimacy and a clearer problem and solutions space; secondly, we allow the necessary distance from the system’ to be able to see the bigger picture as embeddedness often acts as a hindrance to perspective and understanding of the wider scope of the organisational transformation for sustainability.

That is why we need to connect with leaders to act as sponsors for our mission to guide the transformation of the UT organisation to sustainability, as by dint of their power and influence they can advocate on our behalf where our limitations prevent us. In return, we can start to provide them with the strategic, experiential, and rooted sustainability intelligence they need to make better-informed decisions on making the UT more sustainable.

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

Table 1: Transformative Impact Evaluation with Goals & Activities for Green Hub Twente

Realised through more informal meetings, open exchange, and transparency, this adds another level of interaction, amounting to three strategies guiding the approach, balancing (1) demonstrating added value, (2) informal affiliation and networks, and (3) formal inclusion into decision making.

1.2.2 CROSS-CUTTING PROJECTS AND ACTIVITIES FOR 2022

As part of the focussed strategy 2022, cross-portfolio projects will contribute to the GH mission, impact, and visibility. They are planned to complement rather than replace regular activities and efforts.

1. The annually reoccurring *sustainability week* brings together sustainability initiatives, start-ups, academics, and members of the community to make Enschede a more sustainable city, foster engagement, and promote cooperation among them.
2. Planning for the second *sustainable transformation symposium* is underway. Expanding and improving on its 2022 predecessor, the symposium will build the foundation for a coherent signature approach to Sustainability Transformation at the UT by informing decision-makers.
3. The *Central Sustainability Intelligence Platform* is a cornerstone project that will run for several more years, growing to reach its central objective: To be a knowledge hub for sustainability intelligence for the UT, sharing knowledge and connecting actors. In 2022, the project will be accelerated and prioritised, using the developed skills and collected data to design new functions (e.g., the research database), and improve and expand the existing offers such as the Green Jobs platform. Currently, considerations are made to export the platform from the UT website into a separate domain.
4. The *Crossing2Communities* program aims to provide foundational knowledge of sustainable development to students from diverse disciplines. It employs challenge-based learning (CBL) principles to engage students in a real-life, global challenge situated in a local environment while paying attention to vulnerable groups.

1.2.3 GOVERNANCE STRUCTURES AND PROCESSES

In Quarter 2 of 2022, Green Hub ends the first two years of its operations, leaving an exploratory early start-up phase. Based on an extensive evaluation assessment, several changes will be made concrete throughout 2022 as the Green Hub completes its structural transition to organisational maturity, and to ensure its successful and impactful operation and impact in the long-term:

The Project Portfolio Manager: For 2022, the Green Hub Coordinator is aided by a new full-time position: A graduate professional now works as Project Portfolio Manager for one year until October '22. This position’s role is to ensure continuity across student officer teams, provide guidance, and represent the GH in multi-stakeholder projects in UT and with its regional partners, with a focus on project management, team guidance, and internal problem-solving. The position ensures stability and structure through the graduation of Green Hub to maturity. The extent to which this has been achieved will be evaluated (as in 2021) at year-end.

Merging Portfolios: Already in 2021, the five original portfolios (excluding specialised support) have been merged into three (*Operations & Consulting, Marketing, Community & Communications, Research & Education*). This new structure removed the significant need for internal communication and coordination, enabling them to engage in larger projects.

New Support Officers: With the end of its reevaluation phase, the roles of support officers shift towards the continued support of the coordinator, project portfolio manager, and portfolios. To that end, new support officer roles are introduced for 2022: *Policy & Liaison Officer, Graphic Design & Media Officer, and the Organisational Development & HR Officer*.

Beyond these novel developments, some administrative and organisational issues were identified late in 2021. Their solutions will be rolled out gradually throughout 2022 to improve efficiency, impact, and continuity organically and inclusively.

As such, *Data Sharing and Knowledge Transfer* among the portfolios, team members, and incoming officers, as well as improved *internal feedback* habits are to improve internal coherence. To save time, the way we go about *meeting specificity, scheduling, and durations* will be optimised to allow for more concentrated meetings with the relevant participants. Similarly, the *organisational structure & processes* will be adapted to merge more organically and efficiently with regularly assessed and openly communicated Portfolio capacity as a central determinant of the Green Hub’s capacity. Finally, 2022 will bring a *visibility strategy* substantially improving our external communication to increase so far scattershot outreach and visibility within the UT community.

2. GOVERNANCE & ORGANISATION

TO STAY TRUE TO PROVIDING A HEALTHY WORKING ENVIRONMENT FOR ITS OFFICERS WHILE ALSO CREATING A TANGIBLE IMPACT AT THE UT, THE GREEN HUB TWENTE NEEDS TO FORM EFFICIENT PROCESSES AND RELIABLE GOVERNANCE STRUCTURES. MARKING THE END OF A DETAILED AND CRITICAL ASSESSMENT, SEVERAL CHANGES WILL BE IMPLEMENTED THROUGHOUT 2022 TO ENSURE ITS SUCCESSFUL AND IMPACTFUL OPERATION.

2.1 NEW POSITIONS, PORTFOLIO STRUCTURES, AND SUPPORT STRUCTURE

GREEN HUB COORDINATOR & PROJECT PORTFOLIO MANAGER

The Green Hub Coordinator has a full-time position as a staff member of the University, on a two to a three-year contract. As officers are instated for relatively short periods, the coordinator makes sure that Green Hub strives toward achieving its long-term goals and guarantees continuity. This is especially important for the representation with institutional partners and UT decision-making bodies. As Green Hub grows, the coordinator drives the growth strategy and facilitates organisational development alongside the team in an effective, open, and fair working conduct and culture.

Since October 2021, this position is aided by a 0.8 FTE position: a graduate professional working as Project Portfolio Manager for 12 months until October 2022. This position complements that of the coordinator with a focus on structure and capacity management of all the projects and initiatives that come through the Green Hub. This comes because of the increasing responsibility and workload coming to the coordinator from the strategic and institutional level regarding the organisational transformation for sustainability of the UT - e.g. via the SEG for Sustainability, and the SEE-Programme Steering Group, amongst others, including talks and event requests on systemic change. This will help to ensure continuity across student officer teams, provide guidance, and represent the GH in prestigious and multi-stakeholder projects – albeit with a focus on ongoing projects, team guidance, and internal problem-solving.

MERGED PORTFOLIOS

Already in 2021, the five original portfolios (excluding Specialised Support) have been merged into three, starting a process of reflection on the importance of different areas of activity. Consequently, more officers are assigned per portfolio. While most activities were continued in these new portfolios, some smaller tasks were abandoned. This new structure removed the significant need for internal communication and coordination, enabling them to engage in larger projects. The new official portfolios (and their predecessors) are as follows:

- The portfolio for *entrepreneurship* was fused with the *operations* portfolio. This is now called *Operations & Consulting*, responsible for consulting and liaising with the business and entrepreneurship community in and around UT and everyday aspects of campus organisation and maintenance in close cooperation with CFM.

- The portfolios of *Projects & Community and External Affairs & Communications* were fused into Marketing, Community & Communications. They ensure visibility and approachability of the Green Hub as the central and first point of contact for all matters to do with sustainability within the UT. This Portfolio Group strategically presents other portfolios activity to the UT community and supports different projects through its communication and publicity channels.
- Research and Education* retains its role to infuse sustainability into the academic and teaching missions across the various faculties and institutes of the UT, and support faculty efforts to implement sustainability-oriented educational offers.

NEW SPECIALISED SUPPORT OFFICERS

For the initial setup of Green Hub, a Specialised Support Arm was created to provide officers and the coordinator with additional expertise. With the end of its revaluation phase in 2021, the role of the support officers shifts towards the continued support of the coordinator, project portfolio manager, and portfolios. To that end – while retaining the positions for *Wellbeing & Community and UX/UI Design* – new support officer roles are introduced for 2022:

Policy & Liaison Officer

The *Policy & Liaison Officer* supports the coordinator and project portfolio manager and fills roles and tasks not associated with portfolio activities. Concerning UT and faculty policies, standing in or co-attending meetings for or with the coordinator, and maintaining an overview of UT working groups and strategic

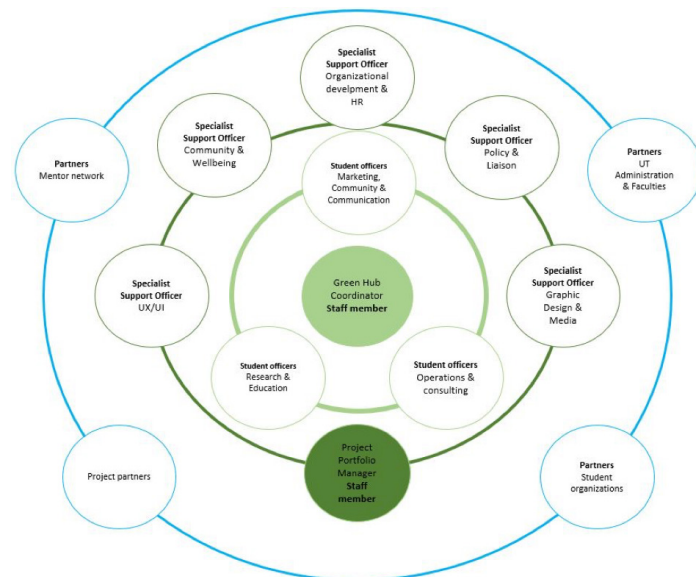


Figure 1: The Organisational Structure of Green Hub Twente as of March 2022

processes concerning sustainability issues are central responsibilities. Additionally, by relaying stakeholders and first-time contacts of the GH to the appropriate officers or events, an important administrative task is the co-management of incoming communications. Finally, the policy and liaison officer facilitates the organisational development and embeddedness of the GH within the university by formulating and coordinating the annual reporting and planning cycle and corresponding documents.

Graphic Design & Media Officer

Through qualifications in digital design and website design, the *Graphic Design & Media officer* supports all GH roles by providing templates, graphics, and other design elements for specific projects and general publications. This includes design templates for social media posts, Infographics, report & document templates, website design elements, and other on-demand work. This is done in close cooperation with the *Policy & Liaison officer*, the marketing, community & communications portfolio, and the *UX/UI officer*.

Organisational Development & HR Officer

Managing internal relations, knowledge transfer, scheduling, and internal training, the *Organisational Development & HR Officer* connects the GH coordinator, core GH officers, and UT administration in all matters concerning employment, salaries, and formal requirements for their employment. Further concerning the employment of new officers, they plan turnover, knowledge transfer, and schedule onboarding periods for new officers. Finally, by co-organising workshops, training, and social events, the officer contributes to the GH goal to train young professionals, while increasing team cohesiveness.

2.2 SOLUTIONS FOR IMPROVING WORK PROCESSES

Complementing an impact assessment conducted with various stakeholders in September 2021, GH conducted an internal evaluation with all Green Hub officers in December 2021. During interviews and open surveys, seven issue areas were identified that leave room for improvement in internal work processes. The following list enumerates *key issues and solutions* targeted for 2022 to improve efficiency, impact, and continuity.

1. DATA SHARING AND KNOWLEDGE TRANSFER

The exchange of knowledge both during officer transfers and in everyday activities proves to be an ongoing challenge across the team. A perceived lack of internal communication, unrefined introduction procedure, and complicated file storage system add to the issue.

Solutions for knowledge transfer and officer turnover:

Future officers will work next to their predecessors for at least one day to familiarise themselves with the work environment. Additionally, a roughly two weeks overlap between onboarding of new and departure of old officers will be set. A streamlining of the formalities of new employment as well as new knowledge transfer documents will speed up the introduction period.

Solutions for the File storage system:

By establishing archiving as a subtask, every portfolio is responsible for its files. This will create ownership and encourage “tidy” storage systems within a set structure based on portfolio and project specifications.

2. FEEDBACK

So far, the Green Hub does not have an established feedback system within the portfolios or the entire team. However, effective feedback (both in the way it is given as well as received) would benefit the whole team. It could improve individual development and provide an indirect overview of activities and projects across portfolio groups. On the other hand, the impact depends on the feedback culture, audience, and balance of positive and negative feedback.

Solutions for feedback systems and reflection on projects/ portfolio activities:

All officers should have a clear feedback channel within and across portfolios, where they can give and receive feedback. The occasions should be regular meetings (public) and office hours (private) monthly, or ad-hoc for short-term projects. Further, mandatory reflection presentations at the end of the project/ activity will be implemented to identify strengths and weaknesses and share insights with interested GH officers.

Creating a responsible position:

For an effective feedback system to function within and across portfolios, the role of the *well-being officer* in moderating feedback and potential conflict among officers becomes important. They also co-organise social events with the HR officer and remain approachable for unscheduled feedback, comments, or complaints.

3. MEETINGS

Regular meetings consume a lot of time and energy, especially if the ~8 working hours per week per officer are considered. Their efficiency should be improved in the long term (general meetings appear particularly inefficient). Also, the purpose of meetings/certain agenda points are not always clear, and reporting/ facilitating duties have not always been observed.

Solution for more effective shorter meetings:

Starting in December 2021, the GH will use the 75% rule. If an hour is scheduled for a meeting, 45 minutes should be the ideal target. This also creates buffers between meetings for well-being and preparation on days with tight schedules. Longer discussions will be excluded from the general meetings and scheduled separately. They are inclusive to everyone with a stake in the issue. Results can be reported back to the general meeting.

Solution for duties during meetings:

Assign permanent or semi-permanent duties to officers (Chair and notetaker) and transparently communicate them. This should happen at the beginning of each meeting for the next one to avoid confusion. Strictly relying on action points, sticking to them, and avoiding spontaneously added topics allows the Chair to effectively manage the meeting’s time. Finally, reminding officers that general meetings are mandatory – except if clashing with other duties – will increase attendance and reduce time to share information beyond attendees.

4. LONG-TERM TIME/WORK MANAGEMENT

In high-intensity university weeks, 8h/week for the GH is hard to realise. Similarly, high-intensity GH projects sometimes infringe on general academic activity or vice versa. This was particularly critical during large events like the symposium or the sustainability week, where short-term organisation, officer turnover, and exam weeks overlapped.

Solutions for long-time management:

The general academic calendar will be established as a guideline when planning projects, especially larger cooperations with partners beyond the UT (Saxion, businesses, etc.). This will be continued in the new Microsoft outlook environment from July onwards. Additionally, portfolio and project meetings will be scheduled in a shared google calendar for GH officers, while prolonged unavailability due to exams or sickness should be communicated ahead of time during general meetings.

Within the GH office, *four physical whiteboards (one per academic period)* will be set up. Moving the current period to the front will create a prominent and shared visual aid, as well as a reminder of the urgency for everyone to avoid unattended issues.

Solutions for managing (outside) expectations:

In particularly busy periods, website/ social media notifications will be added to manage expectations for contacting third parties. Their format is yet to be determined. Additionally, a new permanent agenda point in weekly meetings (“Who will be very busy next week?”) will help to manage response times to emails and requests.

5. ORGANISATIONAL STRUCTURE & PROCESSES

There has been no consistent strategy for modes of cooperation within the Green Hub. Whilst this is somewhat understandable given that GHT is barely two years old, and has had to grow and adapt radically given the nature of its challenging mission and institutional environment, making a more durable and consistent will certainly help future officers and portfolios avoid capacity issues. It can be chosen based on each project, and of course, the separation of work makes sense, but tasks have not always clearly followed portfolio rules. Consequently, projects have tended to lack structure, clear communication, and coordination/ responsibilities. At the same time, collaboration and division of tasks are important, but should not be overdone as it binds time and energy. The responsibility for finding this balance should be discussed openly with the whole team. The implementation also becomes everyone’s task.

Solutions to a lack of clear processes in projects and portfolios:

A project/event template document for better process planning will be made available for all officers to provide a standardised guideline from the start of each project/ activity. This ties in with an evaluation/ feedback section for each project. For larger projects (e.g. sustainability week) clear working groups will be created to assign tasks, roles, and responsibilities at least two months in advance of delivery, and assign at least one support team officer to maintain the process.

For *regular portfolio activities*, the role of a *portfolio spokesperson* will be established for each portfolio, whose tasks are to internally keep an overview, make limited decisions on the priorities of each project, and report to general meetings and overview documents.

Solutions for unclear tasks & redundant roles:

Creating portfolio/ officer role descriptions both for current and incumbent officers will help to ascertain and make explicit the tasks and responsibilities within the portfolio and guide the self-organisation of officers when prioritising activities and taking on new tasks.

6. EXTERNAL COMMUNICATION

Partly due to the Covid 19 pandemic, the communication with external stakeholders, and communications towards the UT community have happened on an ad-hoc basis and were largely held online. This resulting workload, particularly for the Marketing portfolio, reduced the resources available for our newsletter. Additionally, the GH was absent from many regular, cooperatively hosted visibility and introduction events at the UT. With the expected return to regular on-campus activity, a more consistent communication strategy will be implemented.

Solutions for lack of stakeholder outreach & management:

To mark the resumption of on-campus activity, an event to meet all (green) stakeholders and give a chance for students to connect not only with sustainability and systemic change as an issue but also with stakeholders across the UT, will be planned according to pandemic developments. A “green drinks” networking event is also recommended quarterly as this has proved a clear success in the Sustainability Week of 2021, with a lot of knowledge exchange, networking and community interaction over a good atmosphere with drinks and vegan and vegetarian snacks.

Additionally, to inform the new communication and visibility strategy, an internal workshop for stakeholder engagement and stakeholder management will be offered to GH officers. Creating a single knowledge repository on relevant stakeholders like the project overview chart will keep officers updated and build a network inventory for upcoming projects.

Solutions for newsletter reception:

The design and presentation of the Newsletter will be divorced from standard UT designs, while readability will increase through more careful planning of involved topics. This is possible due to more emphasis on the newsletter as a core task of the Marketing, Community, and Communications portfolio. Other measures to increase recipient engagement will also be tested.

7. PORTFOLIO CAPACITY

Approaching 18 months in operation since the Green Hub’s foundation in August 2020, with most portfolios working at capacity, the focus will shift from exploratory engagement to more structured clearly outlined activities. This follows a dual purpose: First, *to reduce the workload on officers resulting from adopting too many projects and lack of effective two-way communication between core officers, support officers, and the management*, and second to focus on *high-impact activities over too many small side-tasks*. Where necessary, some responsibilities need reassignment to evenly distribute the workload.

Solution for clear portfolio responsibilities:

During January 2022, task descriptions including requirements and expectations for each officer position were written and shared across portfolios. These serve to ease onboarding of new officers and provide a guideline for developing internal responsibilities within each portfolio. It is not a directive but rather a guide to streamline coordination across all officers and build issue ownership and healthy limits of responsibility.

Solutions for work overload, time shortages, and dispersion of activities:

We can only solve problems if they are reported. Regular feedback timeslots and a clear reporting structure will supplement the informal communication culture of Green Hub Twente. This includes the appreciation of overworked officers and clarification on who they can contact for short-term relief. The wellbeing support officer, feedback structures, and availability checks combine with more explicit support for overburdened officers.

With this annual plan, a general depiction of the Green Hub’s general **Sustainability Innovation Goals** (see **Section 3.3**) will be implemented to guide the selection of projects. It supports the independent (re-) prioritisation of high-impact to focus on maintainable, high-impact projects.

2.3 NEW LOGO, DESIGN & PROMOTIONAL MATERIAL

In reaction to the low visibility on campus, and uncertainty of the Green Hub’s position within the University’s organisational structure, a new logo and consistent visual identity were developed by the Graphic Design and Media Officer. Together with a new visibility strategy, they contribute to the Green Hub in its transition to becoming a more mature – and a recognisable – organisation.

The logo was designed with two other key organisations at the University in Twente in mind: It is inspired by the Design lab Twente and the Student Union, while still respecting the visual identity of the university itself. *The flower growing from the dot symbolises the sustainable growth of Twente. The sprout is shaped like both a T for Twente and a heart, as sustainability is about social impact as much as the environment.* The color scheme is similarly based on the UT scheme. By using the same typography as the UT, the new visual identity (**Appendix B**) for the new proposed Style Guide respects the University guidelines on visual identities. Consequently, all published documents will feature headings in **Linotype Univers 620/520** and plain text in **Univers**.

The visual identity and logo are currently awaiting approval by the Executive Board and are therefore not to be used, copied, or reproduced in any way without the UT Marketing and Communications department’s permission. These are expected to be deployed throughout 2022.



The proposed logo for Green Hub Twente

2.4 COVID PREVENTION MEASURES

The ongoing Covid-19 pandemic continues to pose major challenges that affect every dimension of academic and campus life. With no definitive end in sight for 2022, GH activities will remain hybrid at best, with the encouragement of working from home offices. Nonetheless, based on experiences of last year, and in line with certain relaxations of UT Covid measures, some physical events and use of the Campus office at Bastille are possible.

Our spacious office allows for small in-person meetings and group work while maintaining distance. Where larger in-person meetings make distancing practically impossible, and when moving around in the office, mask-wearing is considered mandatory. Additionally, in all cases of physical presence, the windows should be opened. Once the weather allows it, social- and team-building activities will take place outside.

Office hours will be reintroduced, with at least one officer present for spontaneous visits, and to receive calls to the office number. This will lend to the presence of GHT on campus while limiting physical contact until further notice.

With the reintroduction of UT events, GHT will participate in open days, career days, and similar public events in compliance with event-specific measures while supporting face masks, regular testing, distancing, and hand hygiene.

Towards its officers, partners, and contacts, the GH supports masks, responsible contact reduction, and vaccinations to overcome the Covid-19 pandemic.

3. FOCUSED STRATEGY & POSITION, 2022-23

COMPLEMENTING THE STREAMLINING OF THE GREEN HUB'S INNER PROCESSES AND GOVERNANCE IN THE PREVIOUS SECTION, THIS SECTION PRESENTS OUTCOMES OF THE CONSCIOUS REASSESSMENT OF ITS POSITION AND ROLE WITHIN THE UT, AND, COUPLED TO THIS, HOW A CLEAR STRATEGY IN 2022-23 WILL GUIDE ALL OUR ACTIVITIES.

3.1 STRATEGIC ADVICE & OUTLOOK: LEVERAGING OUR PLACE IN THE UT

SUMMARY OF OUTCOMES FROM OUR 2021 IMPACT AND PLACE EVALUATION

Whilst we are the navigators of UT's transformation towards a sustainable university, our impact assessment showed that we currently have neither the capacity, role (nor the power) to lead and direct this transformation alone. We have come to certain conclusions about our visibility, impact, and place at the UT to acknowledge this limitation and bear the lessons learned in mind.

To better fulfil the role of *intrapreneurs and change-agents who provide advice and intelligence* to the UT, as well as to become a greater *intermediary between its diverse sustainability stakeholders*, we are presented with a dilemma: Positioning the Green Hub close to the executive bodies of the UT, whilst maintaining the bottom-up drive and community advise and engagement on sustainability.

To overcome this dilemma, our impact evaluation's advice was for 'Green Hub 2.0' to be formally positioned in General Affairs, whilst *practically operating independently, like DesignLab or Novel-T*. Whilst having a 'direct line' to certain executive, strategic and policy bodies, more in charge of directing transformation and being responsible for the change management from the top, with staff representation across service centres and faculties, Green Hub would convene and gauge the needs of the community from the bottom. Nudging and reporting from the 'factory floor' would ensure liaisons and information sharing at various levels in the institution from the bottom-up.

This would further establish the GHT as an important predictor of the UT's efforts to become more sustainable by ensuring it has the capacity and place to advise and inform the entire UT community on sustainability fully (rather than become too institutionalised and lost in the bureaucracy of the university, jeopardising its **core function as the change-agents and intrapreneurs for sustainability**). It would allow for more direct access to decision making bodies, enable access to the development of a permanent sustainability structure (were a **complementary unit set up to execute this structural change with broad access and mandate across the whole UT**), and learn from more established sustainability bodies observed in other front-running universities. It would also establish the Green Hub as a novel and networked part of the UT that can eventually assume more feasible and focussed responsibilities, focusing on activities on lasting participation and finite projects and cooperation.

This novel network organisation placement does not need to contradict a continuation of voluntary cooperation and

advisory projects. A placement alongside established University bodies could expand the planning horizon of the office and mitigate the stigma of unreliability associated with student-driven organisations.

The mandate of the Green Hub is broad, from sustainability in operations management, research, and education to sustainable entrepreneurship. To fulfil its mandate the Green Hub will require an independent position alike the Student Union in order to facilitate the collaboration with all partners. For budgetary reasons, it is proposed to be hierarchically linked to the Campus & Facility Management... As the Green Hub is independent, the hierarchical position is purely a relationship on paper.

Green Hub Twente Proposal 2019

In summary, as per its original design, approved in late 2019 by the Executive Board, the Green Hub would benefit from **Operational autonomy**, allowing the office to decide on the scope and nature of its main operations, both considering its capacity to add new activities and defining its mission and operational goals. This would particularly address the impression of dispersed and inconsistent action put forward by many participants in the impact evaluation.

Reduced affiliation with UT administrative and policy enforcement has the potential to reduce resistance from other actors, particularly on the faculty level, freeing up the intrapreneurial effectiveness that the Green Hub runs on. One participant of the impact evaluation observed a tendency to sit on the new policy and expressed annoyance with an overburdening tendency of downward policy enforcement. By retaining a **formally independent position** and focussing on substantial, independent cooperation with willing partners, more impactful activities can be prioritised to create positive examples. This does not have to contradict the office's advisory role for the UT community on sustainability, nor would it have to reduce the very close working relationship with the SEE-Programme. However, being tied down to sub-optimal HR processes not conducive to the need to be the UT's 'SkunkWorks' (intrapreneurs) for sustainability does seem to slow things down, and add to the administrative burden.

The institutional environment and prestige of the more independent DesignLab and Novel-T are appreciated by many participants. Additionally, they already have a good standing with many UT-level actors and possess independent networks with the wider Enschede community. **Orienting the GHT after their successful model might not only produce similar effects for sustainability efforts**, especially when it comes to *making Twente a hub for sustainability innovation* but could also ease access to new partners as well as open new joint projects.

3.2 FOCUSED STRATEGY 2022-23

Our Focussed Operational Strategy for 2022-23 will clarify the Green Hub's purpose and long-term goals – thus increasing transparency – while guiding the activity of portfolios and individual officers. As such, the strategy follows the *Green Office movement's transformative impact evaluation framework*, supplemented with the portfolio structure and activity portfolio.

By identifying portfolio-specific goals and refocussing the Green Hub's activity of impactful activities, the strategy is tailored to extend beyond 2022 and establish a long-term guideline that can be easily adjusted to different institutional environments, new projects, and new resources for the GH.

3.2.1 CLAIMING SUCCESS

The Green Hub created multiple impactful projects, raised awareness, got new actors involved, and pointed out structural flaws in UT policy and operations. Its coordinator and officers made tangible contributions towards realising the Shaping2030 vision and contributed to the SEG Sustainability. Thus, justifying its place within the UT, we need to transform from an organisation asking for resources and attention to one whose activities and advice are needed and sought out. By claiming and advocating successes and expressing ownership over accomplishments despite organisational challenges, the Covid Pandemic, limited resources, and a constant process of structural changes, GH contributed to a more sustainable – and visibly so – UT.

These are accomplishments to refer to, build on, and justify support by decision-makers and future partners. If given the opportunity, GHT can deliver for the benefit of the entire community.

3.2.1 SEEKING "EXECUTIVE SPONSORS"

Next to formal involvement, seeking an informal relationship with an "executive sponsor" to provide the backing crucial to building and developing GHT as an innovative, autonomous, and mature innovation hub for sustainability. We need leaders to act as sponsors for our mission, as by dint of their power and influence they can advocate on our behalf where our limitations prevent us from being able to do this ourselves. Based on a close and trusted exchange, such a sponsor could support our claims, while receiving support for the shared goal of forwarding sustainability at the UT, particularly through shared ownership over successes and by supporting new initiatives and policies. This strategy will be realised through more informal meetings, e.g., during "coffee hours" to demonstrate progress, showcasing its added value while building a personal connection.

This adds another level of interaction, amounting to three strategies guiding the approach, balancing (1) demonstrating added value, (2) informal affiliation, and (3) formal inclusion in decision making.

The UT is aiming to be more sustainable and outside pressure is growing: It needs challengers like the Green Hub to help the executive board by focusing attention, following up on promises, and facilitating sustainable development. In conclusion, the Green Hub is (or can be) essential to facilitating policy into action.

3.3 GREEN HUB SUSTAINABILITY INNOVATION GOALS (SIGS)

According to the above-focussed strategy 2022, the Green Hub will prioritise its activities and goals to increase and focus on the positive impact it has on its community, whilst achieving its sustainable transition to a fully-fledged stable and mature organisation. An organisation that is focused on cultivating (the University of) Twente's community into a thriving ecosystem of innovation for sustainability.

Our impact assessment and green officer quality assessment have nonetheless shown that prioritisation, focusing, and identifying areas of activity and concrete activities beyond larger projects to be a time-consuming and incremental process. A major goal for the first third of the year is to host a series of vision meetings among the team, culminating in a weekend workshop where, next to team-building activities, comprehensive, portfolio-spanning goals will be decided upon. Both in re-evaluating activities, and in the later process to set clear portfolio-level goals, the *transformative impact evaluation* framework by the Green Office movement (**Appendix A**) is used to order, reprioritise, and harmonise ongoing activities, the Green Hub Twente vision and mission, and individual officers' preferences. These dedicated sessions also present an opportunity to cease low-impact activities and honestly assess the Green Hub's capacity to manage our own, and our stakeholders' expectations. These portfolio goals are to be published after the workshop and feedback on this plan is considered by all Green Hub officers – in line with a simultaneously conducted broad organisational evaluation by a graduate student group. Many of them will extend into 2023 given the time we have taken in Q1 of 2022 to evaluate and pivot to a new direction, and will anticipate larger organisational changes following the extensive evaluation process discussed in previous sections.

THE **SUSTAINABILITY INNOVATION GOALS (SIGS)** BELOW ARE DISTINCT FROM THE GOALS AND KPIS OF THE TRANSFORMATIVE IMPACT FRAMEWORK TO THE EXTENT THAT THEY ARE CATEGORISED ACCORDING TO FOUR MAIN COMPETENCIES THAT COMPRISE THE GREEN HUB'S EMERGING PROFILE AND IDENTITY:

A. ORGANISATIONAL DEVELOPMENT COMPETENCE

Green Hub Organisational development and maturity

Garner more resources to build a strong staff team at the Green Hub in 2022.

We assess the benefits and improvements to be made from training future coordinators/managers – thereby keeping (international) talented young professionals in the UT and the region. The advised re-placement of Green Hub in the service/entrepreneurial centres of the UT ecosystem is a tangible measure to increase available and free resources, while all-new steps are approached experimentally.

SIG 1: DEVELOP AND LOBBY FOR A MATURE GREEN HUB ORGANISATION WITHIN THE UT, JANUARY-JUNE 2022

- Effectively develop a maturing organisation with a clear role and place in the whole UT. This means moving past the initial start-up phase into a position where it can manage its human, financial and material resources. This can include substantial internal restructuring and reallocation of resources based on the lessons and feedback received during the said initial phase.
- Based on the Impact & Place Evaluation Report, enter into dialogue with the UT management (CFM MT, CvB, Board of Deans, Service Centre Heads) regarding the outcomes of our inquiry: move a matured Green Hub into a 'pen-voerde' position attached to a faculty open to close collaboration/hosting and shape its processes after Designlab or Novel-T.
- As already presented in 2020-21, this way, Green Hub can achieve its aim to become an interconnected service unit to best deliver on its mission to connect all existing initiatives and be the first point of contact for sustainability.

Spill-over effects into Sustainability Innovation: Investing in our own Organisational Development leads to better delivering innovation on Sustainability for the community.

- By connecting, validating, and developing various stakeholders' sustainability ideas and initiatives, and integrating and bringing these together where we see complementarity, we can drive innovation for strong sustainability outcomes.
- Learn from the organisational design and development of DesignLab and Novel T. There is a clear opportunity to scale our impact. In order to do this well, we need effective organisational development.

B. HIGHER EDUCATION SUSTAINABILITY (HES) COMPETENCE

Embedding Sustainability into Research & Education

SIG 2: INITIATE, DEVELOP AND IMPLEMENT GREEN HUB FACULTY LIAISON PROGRAMS, JANUARY 2022-JUNE 2023

- Produce Smart Faculty Liaison Plans for each of UT's faculties based on building relations and dialogue with academics, management, admin, and student representatives.

- Smart goals will be formed per faculty and tangible actions can then be taken. Advice for how to connect Green Hub's coordination of sustainability initiatives into the whole UT can then be shared in September 2022.

- Follow-ups and executive actions can happen **Oct '22-Jan '23**.

Overarching Strategic Objective:

- Provide meaningful value for teachers, researchers, and the student body within each faculty when it comes to sustainability in research and education/teaching/training.
- Operational coordination will be closely monitored for and with the SEE-Programme. The operational management of sustainability can also, therefore, benefit from overcoming the siloed faculty structures.

Spill-over effects into Transdisciplinary Impact of Sustainability Research & Education: Embedding sustainability into education and strengthening ties between faculties, centres and institutes for research e.g. on energy transition, biodiversity, and systemic change for climate action leads to increasing the impact UT has beyond the walls of academia.

- Education, training and connecting students and staff with the business and civil society community. Focus on best practice advocacy and community engagement (e.g. via our reporting, involvement in larger events, and involvement in UT policy processes).
- An example of a planned activity that aims to achieve this goal is the 'Green Connections' Symposium which will bring UT researchers working on sustainability transitions into contact with the business and start-up community in the early Autumn of 2022. This kind of event is large profile therefore requiring UT-level support as well as Green Hub et al.

C. ACTION LEARNING COMPETENCE

Be more empathetic and realistic with our expectations of ourselves

SIG 3: INTENTION GOAL: PROACTIVELY CULTIVATE WELLBEING, PERSONAL RESOURCE MANAGEMENT, AND GOOD MENTAL HEALTH IN THE WORKPLACE

- Do not expect to make every minute of every workday productive. We launched the Green Hub under unprecedented circumstances. GHT has managed very well despite the pandemic.
- Be careful how we 'spread' ourselves between actors who find our presence and insight helpful. We intend to balance this out by clearly communicating limits and planning time more cautiously and realistically.
- We will be understanding and patient with everyone whilst not overbooking and overcommitting ourselves. This will counter the tendency we have to spread ourselves too thinly and be of service to everyone.

4. GREEN HUB ACTIVITIES

4.1 YEAR OVERVIEW OF ACTIVITIES

As part of the focussed strategy 2022, cross-portfolio projects will contribute to the GH mission, visibility, and mark cooperation among the different officers as well as with the UT and Twente communities. During 2022, those projects are planned to complement regular GH activities and efforts.

4.1.1 SUSTAINABILITY WEEK 2022

The annual sustainability week brings together sustainability initiatives, start-ups, academics, and members of the community to make Enschede a more sustainable city, foster engagement, and promote cooperation. Its program was offered by different hosts, focussing on sustainability in the areas of business and start-ups, consumption, art, personal development, clothing, food, and energy. They included interactive markets like discussion rounds, clothing, book swaps, or shared meals, but also educational offers and networking events.

Despite some drawbacks and the complicated and challenging times we live in, the third iteration of the Sustainability Week was a success worth celebrating as a positive achievement amid the negative conditions of the ongoing pandemic. Based on an evaluation report shared among the three hosting institutions, the Green Hub Twente will actively apply its insight during the ongoing planning of the Sustainability Week 2022. Continuing the cooperation of ROC van Twente, Saxion University of Applied Sciences, and the University of Twente's Green Hub in Enschede, we are looking forward to delivering a successful and inspiring fourth iteration of the Sustainability week.

4.1.2 UNIVERSITY SUSTAINABILITY TRANSFORMATION SYMPOSIUM

In 2021, the symposium was cooperatively organised by the Shaping Expert Group for Sustainability and the Student union. Through featured keynotes from relevant specialists in applying sustainability and transformation management to the university, as well as lectures and workshops by experts, student teams, and management across disciplines, this event contributed to the representation of the whole spectrum of initiatives and innovations on sustainability in and around the UT.

For 2022, with the concept of the event already laid out, planning for the second symposium is underway and draws from the experiences and lessons learned during 2021. Expanding and improving on it, the second sustainability transformation symposium, titled 'Green Connections' will build the foundation

for a coherent signature approach to Sustainability Transformation at the UT by informing decision-makers, and accounting for the broad expertise of its community. The focus will be to bring the burgeoning sustainability transitions research of the UT in the social and natural sciences, as well as engineering and technology, to the business and startup community that are also working on positive environmental and social impact.

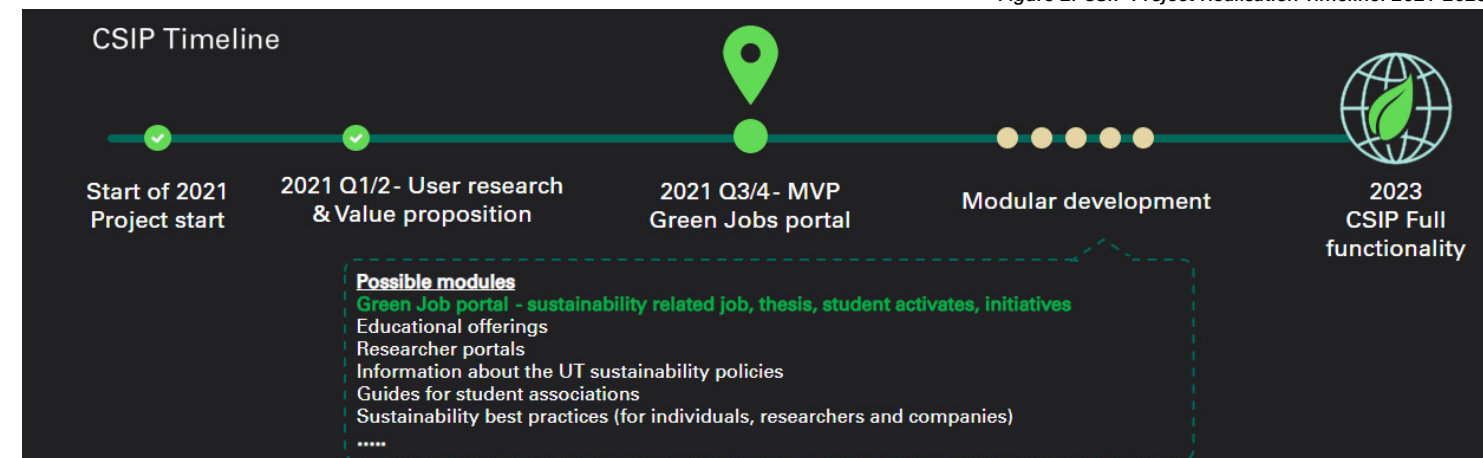
4.1.3 THE CENTRAL SUSTAINABILITY INTELLIGENCE PLATFORM

The **CSIP** is a GHT cornerstone project that will run for several more years, growing to fulfil its central objective: to be a knowledge hub for sustainability intelligence for the UT, sharing knowledge, and connecting actors around the issue of sustainability across the UT, its community, and wider networks.

In 2021, different GH portfolios worked on collecting information on the needs and expectations of different members and institutions across the UT, preparing a sustainable research database, and publishing sustainability guides for student associations. Also, the first major segment of the platform was finalised and published on the Green Hub website (<https://www.utwente.nl/en/sustainability/green-hub-twente/green-jobs/>): The Green Jobs Portal presents green job opportunities, internships, and thesis assignments available at the UT.

In 2022, the project will be accelerated and prioritised, using the developed skills and collected data to design new functions (e.g., the research database), and improve and expand the existing offers such as the Green Jobs platform. Finally, considerations are made to export the platform from the UT website into a dedicated domain. This would ensure more freedom in developing it using various tools and will prevent software crashes due to future software and domain changes at the UT. The development will be led by the GH UX/UI Design Officers, supported by the support and portfolio teams as needed.

Figure 2: CSIP Project Realisation Timeline: 2021-2023



5. CLOSING STATEMENT

4.1.4 X2C VOL. 2

The Crossing2Communities program aims to provide foundational knowledge of sustainable development to students from diverse disciplines. It employs challenge-based learning (CBL) principles to engage students in a real-life, global challenge situated in a local environment (“global challenge”) while paying attention to vulnerable groups. Although other sustainability-oriented educational offers exist at the UT, this is the first CBL minor at the University of Twente rooted in Education for Sustainable Development (ESD) principles. ESD is a holistic learning approach advocated by UNESCO, addressing all three dimensions of sustainable development – environmental, social, and economic. The challenges selected for the academic year 2022/23 include energy (e.g., energy poverty), waste (e.g., food waste), sustainable consumption, and production (e.g., fast fashion).

After developing and testing educational offers and challenges, we propose to offer this program first as an honours program, but later explore opportunities to develop a summer course at the BMS faculty in 2022, and build a stand-alone minor in 2023/24.

4.1.5 HANGAR21

Hangar21 is a newly founded tech workshop-and-play space for children aged six to 18. Having organised the 2019 edition of Kids4Twente, Saxion and Hangar21 chose plastics as the central theme for the next edition. At the same time, they expressed the ambition to build a large-scale plastic recycling workshop in Twente airport’s Hangar 21, to be used for (science & technology) education.

By participating in the Hangar21 initiative, the Green Hub Twente not only commits to the cause of local sustainability and the circular economy but also to the idea of nurturing local initiatives, rooting the UT in its community. This pledge is cemented by a financial contribution in five annual instalments of €2000 per year.

Despite a delay in the rollout of the project, the GH remains behind its pledge in 2022, hoping to inspire larger organisations with more resources to invest in the initiatives housed by Hangar21. It will support the initiative where it can and its resources allow it, hoping to contribute to and benefit from its continuation.

The Coordination and Management team has invested heavily in the professional training, development, and upskilling of the Green Hub at the individual and team level with a series of workshops and sprints provided by the behavioural design and innovation coaching start-up, Mindpact. Whilst the workshops will also take time and occur over several months, interspersed with coaching and followed up with Sprints to embed the lessons learned, by June 2022, we hope and trust that this intervention will be combined with the extensive evaluation and external feedback we received to take the organisational development of the Green Hub to the next level and achieve our overarching goal of focus and maturity.

Green Hub Twente is a novel organisational form, which in itself is a challenge to develop successfully. This is why we have had to divert energy away from meeting the demands of the community now so we can better do this in the future. We cannot effectively educate, coach and connect sustainability ideas and innovations unless we reach maturity and stability ourselves.

This naturally narrows our focus in Q2-Q3 of 2022 to organisational development whilst honouring being better able to maintain the value we bring to collating, advising and taking sustainability ideas forward to where they can grow.

Appendix C summarises therefore workshop’s approach, content, and timeline, outlining the last segment to inform the formation of a mature and impactful Green Hub Twente. The results of these workshops will become clearer in our Annual Report 2022.

At the time of writing, Green Hub is going through a major period of renewal and growth which we have all found challenging. Learning and growing can be hard, but we have begun to see the light at the end of the tunnel.



APPENDIX A

GREEN OFFICE TRANSFORMATIVE IMPACT ASSESSMENT FRAMEWORK ADAPTED BY GREEN HUB TWENTE, WITH GOALS & KPIS FOR 2022-23 NUMBERED FROM 1-9 IN THREE CATEGORIES:

A. DEEP - INSTITUTIONAL EMBEDDING, B. WIDE – COMMUNITY ENGAGEMENT, C. LONG-LASTING CHANGES

Impact focus		Goals & Activities	KPIs: Translate into Measurable Indicators
A. DEEP institutional embedding	Footprint reductions	1. radical reductions in the social and ecological footprint of our university's operations: circularity in operations, emission reductions, vegan & vegetarian catering, eliminate plastic waste	Progress in sustainability performance across the 10 themes defined with the SEE-Programme. Monitor and provide feedback on performance and gaps.
	curriculum change	2. integration of education for sustainability across disciplines: curriculum inventory, new sustainability courses, applied research projects, support for teachers	Scale, scope, reach & number of stable interventions in education for sustainability across faculties
	governance influence	3. translation of sustainability as core priority into planning and decision-making processes: strategic goals, policies, action plans and reporting	The number and quality of projects delivered successfully, continuity, staff turnover and team wellbeing. A mature, effective and autonomous Green Hub is measured by the stability of its own governance.
B. WIDE community engagement	partnership collaborations	4. collaboration among diverse partners for joint impact: student organisations, academics, staff members and actors beyond campus (municipalities, NGOs, schools, businesses, activists)	The number, diversity and quality of GHT partnerships and collaborations on projects deemed successful on the basis of impact, achievement of stipulated goals, or experimentation leading to an innovation.
	reach & engagement	5. reaching diverse target groups to learn about and engage with sustainability: raising awareness and offering engagement opportunities to students & staff with diverse interests (beyond the "green bubble")	The extent & performance of GHT alumni, the network reach, and diversity of stakeholders active in the Green Hub's community.
	learning interactions	6. interactions among people working for sustainability to learn from and support each other: virtual & in-person knowledge sharing and capacity building	The extent to which a change in mindset, viewpoint and know-how about applied and hands-on sustainability and systemic change is present in the stakeholders GHT trains in its workshops and talks. As well as how the material shared by GHT promotes learning cycles detectable in its community on or offline.
C. LONG lasting changes	team continuity	7. a) safeguarding the continuity of knowledge, funding, projects and stakeholder relations over time: b) motivating work culture, effective team transitions, alumni advice c) communicating results to satisfy funders	<ul style="list-style-type: none"> a. The growing knowledge base is easily accessible, navigable and actionable enough for its team to provide useful and up-to-date guidelines, experiences and lessons for all projects GHT has conducted. b. GHT has a stable, open and honest work culture that provides opportunities and time for students to develop their skills and competencies of systemic change using colleagues, projects, the archive and an active network of alumni/mentors. c. GHT Reports provide a transparent and comprehensive track record of performance, activities, lessons learned and actions taken over time.
	organisational development	8. developing organisational capacity of the team over time: evaluating and learning from past efforts, and innovating with new structures and approaches	The GHT learns and grows iteratively according to the action learning and action research approach, adopting the start-up model of organisational development, and suits its growth patterns to the needs and goals present in its environment, as well as the internal identity, values and principles of the Green Office Model
	alumni engagement	9. engagement of graduates as change-makers after their studies: developing skills and values among students to become leaders of tomorrow	The alumni network demonstrably shows the quality of the positions and activities of all its members, whilst also showing the magnitude of the impact this community is and will be having as the generations pass. The nature and picture of sectors, jobs and best practices exemplified by these systemic change makers are shared for inspiration, networking and lessons for the community back at base in Twente.

APPENDIX B

NEW GREEN HUB LOGO AND STYLE



APPENDIX C

Mindpact.

MINDPACT: GREEN HUB ACTION LEARNING INTERVENTION: INFLUENCE, INNOVATION & IMPACT:
 "WANT TO CHANGE THE WORLD? START WITH CHANGING MINDS AND BEHAVIOR."

In 3 workshops, the team will learn how to....

- influence people's behavior
- innovate faster
- create a movement by pitching & storytelling
- increase our positive impact

1. Psychology & Behavior Change

- Persuasion, nudging, how our brains work and how to change behavior.
- Mindpact framework with many examples (like IKEA's ice cream, Eftelings Holle Bolle Gijs, drug dealers, and Spotify).
- Behavioral model, triggers BJ Fogg
- Gamification: e.g. Speed camera lottery

2. Lean innovation

- Tools: rapid prototyping, DIY experimentation
- Triple diamond framework
- Learn how to think big, start small and how to apply the principles of guerrilla marketing

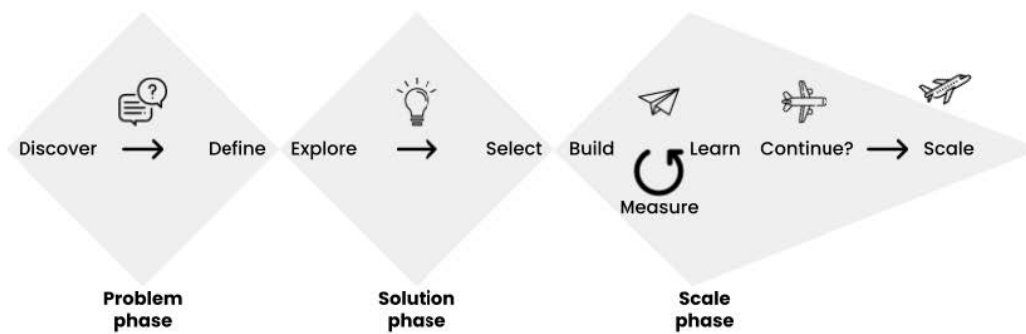
3. Leadership

- Storytelling & pitching
- Appealing to people's intrinsic motivation, how movements work
- First follower/leadership

After the workshops:

- In the weeks following the workshops, the team will apply the lessons of the three workshops to its daily work
- They will receive coaching while implementing the knowledge of the workshops
- The Action Learning intervention will finish with pitching ideas, a social, looking back, and pushing the Green Hub forwards.

The "triple diamond" model structure for rapid innovation



Program build up

