

## **SUSTAINABILITY POLICY 2012-14**

Draft 2.5 – 16.03.2012

*A vision in sight: Making Maastricht University more sustainable, through a student and staff driven approach and by developing a vision and roadmap until 2030*

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## PREAMBLE

Humanity's ecological footprint would require 1.5 planets of the size of the earth to maintain our resource consumption. Still, the United Nations projects that if the current consumption and population trends continue humanity would need two planet earths by 2030.<sup>1</sup> Simulations of the Human Development Report suggest that the adverse effects of environmental deterioration could lead to a decline of eight percent of the global Human Development Index in 2050 compared to the baseline.<sup>2</sup> These global trends suggest that within the next decades, 'becoming sustainable' will more and more lose the semblance of choice, and will turn into a necessity to secure healthy societies, an intact biosphere, and thriving economies.

Universities play a central role in driving this global transformation towards sustainability, by generating new knowledge and educating change agents and future leaders, while at the same time lowering their ecological and social footprint. Already in recent years, Sustainability has played a more prominent role in the educational and research program, as well as the operations and management of Maastricht University. However, recognizing that the present lifestyles in post-industrialized countries are not sustainable and the challenges ahead to create sustainable societies, we rapidly need to allocate more resources and leadership to speed up our efforts.

The Sustainability Policy 2012-14 aims to link future ambitions to past efforts and current commitments. The new policy broadens and deepens the past ambitions in the field of sustainability as outlined in the previous sustainability policy 2008-2010. Moreover, it aims to strengthen the link between the university and the municipality of Maastricht, by recognizing the university's pivotal role in assisting Maastricht municipality to reach its goal to become climate neutral in 2030. Additionally, the policy integrates current commitments of Maastricht University - the Multiple Year Agreement on Energy Efficiency (MJA3) and the Dutch public sustainable procurement scheme (Agentschap NL) – and builds on the recommendations of the Climate Action Report – the first baseline analysis of sustainable development at Maastricht University. Maastricht University Green Office designed and developed this policy in close cooperation with all relevant stakeholders.

Recognizing the need for direction, this policy prescribes the development of a Sustainability Vision and Roadmap, to inspire and steer the sustainability transformation at this university until 2030. The consultation of all relevant stakeholders should be guaranteed in the drafting process of this document, to include the various interests and perspectives at this university. Further details and a prioritization of the policy objectives can be found in the annual plans of the Green Office. The Green Office will ensure the involvement of all relevant stakeholders in the execution of the policy objectives. Nonetheless, the vision and roadmap should still provide inspiration and put forward ambitious goals so that the efforts of Maastricht University present an adequate and realistic response to the sustainability challenges of the 21<sup>st</sup> century.

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<sup>1</sup> Living Planet Report. (2010). Biodiversity, biocapacity and development. World Wide Fund for Nature. Gland, Switzerland

<sup>2</sup> Human Development Report (2011). P. 2

*Making Maastricht University  
more sustainable*

**EDUCATION**

**Advance  
Education for  
Sustainable  
Development**

**RESEARCH**

**Increase  
knowledge  
exchange and  
research on  
Sustainable  
Development**

**OPERATIONS**

**Improve the  
ecological and  
social  
footprint**

**COMMUNITY**

**Empower  
students and  
staff – Connect  
to the region**

**ORGANIZATION**

**Vision and Roadmap 2030 - Environmental Management System**

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## POLICY OBJECTIVES

<p><b>ORGANIZATION</b></p> <ul style="list-style-type: none"> <li>• Develop Sustainability Vision 2030 for Maastricht University.</li> <li>• Develop a Roadmap 2030 to achieve the Sustainability Vision 2030.</li> <li>• Establish the yearly publishing of a holistic sustainability progress report.</li> <li>• Establish a continuous dialogue on sustainability in the region of Limburg between Maastricht University, the municipality of Maastricht, and the province of Limburg.</li> <li>• Renew the current Environmental Management System.</li> <li>• Conduct a certified audit on sustainability.</li> </ul>
<p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Advance Education for Sustainable Development within the academic curriculum at Bachelor and Master level.</li> <li>• Develop a Minor in Sustainable Development.</li> <li>• Evaluate Maastricht University's offering of Master programs in Education for Sustainable Development.</li> </ul>
<p><b>RESEARCH</b></p> <ul style="list-style-type: none"> <li>• Increase knowledge exchange in the field of Sustainable Development between Maastricht University's research institutes.</li> <li>• Develop a "(wo)man on the Maas" research project in the field of Sustainable Development.</li> </ul>
<p><b>OPERATIONS</b></p> <p><u>Procurement</u></p> <ul style="list-style-type: none"> <li>• Continue to achieve 100% sustainable procurement according to minimum environmental sustainability criteria.</li> <li>• Implement social criteria in at least one European tender as a pilot project. Include soft criteria for more environmentally responsible products above the AgentschapNL criteria in European tenders. \</li> </ul>

Catering

- Continue to achieve the implementation of 40% sustainable catering products through the catering company and investigate possibilities to go beyond the 40% goal.

Energy

- Adhere to the targets of the Multiple Year Agreement on Energy Efficiency (MJA3) by improving energy efficiency by 2-percentage-points per year.

Information-Communication Technology

- Develop strategies to implement a more sustainable Information-Communication Technology infrastructure.
- Implement PC Power Management in all faculties and university departments.
- Implement server virtualization in all faculties and university departments.

Real Estate

- Incorporate higher sustainability standards in the real estate handbook and checklist.
- Monitor the implementation in the construction and renovation of university buildings of the newly developed sustainability standards as outlined in the real estate handbook and checklist.

Waste

- Implement pilot projects to reduce waste streams on faculty and departmental level by drawing on the results of a waste scan.
- Set up pilot projects for plastic separation in two canteens and if successful expand plastic separation to all faculties and departments.
- Develop a new permit for disposal of wastewater in Maastricht University's laboratories.

**COMMUNITY**

- Integrate political bodies into sustainability discourse.
- Recognize and support student and staff initiatives dealing with sustainable development.
- Integrate staff and university projects into sustainability community.
- Increase awareness for sustainability among all students and staff.

## IMPLEMENTATION PLANS

### ORGANIZATION

<b>Objective</b> <ul style="list-style-type: none"><li>• Develop a Sustainability Vision 2030 for Maastricht University.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Maastricht University currently develops independent sustainability policies with a timeframe of three years and without a long-term focus. However, especially in the field of sustainable development, long-term thinking is crucial. Therefore, a sustainability vision is deemed imperative to link short and medium term steps to a long-term trajectory. Furthermore, a vision shared within the community, may inspire and incite its members to work towards the common goal of making Maastricht University more sustainable.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Sustainability Vision 2030.<ul style="list-style-type: none"><li>○ Establishing a committee, including all relevant stakeholders, that deals with the development</li><li>○ Debating content and taking input from the university community.</li><li>○ Adoption of the Sustainability Vision 2030</li></ul></li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Maastricht University Green Office; Community Portfolio.</li><li>• University Council.</li><li>• University Community.</li></ul>
<b>Monitoring process</b> <ul style="list-style-type: none"><li>• The Maastricht University Green Office shall establish the aforementioned committee.</li><li>• The Committee shall report twice a year to the University Council.</li><li>• The Maastricht University Green Office shall meet with its supervisory board four times per year.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Develop a Roadmap 2030 to achieve the Sustainability Vision 2030.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Maastricht University currently develops independent sustainability policies with a timeframe of three years and without a long-term focus. However, especially in the field of sustainable development, long-term thinking is crucial. Therefore, a roadmap is deemed imperative to link short and medium term steps to a long-term trajectory. Furthermore, a roadmap shared within the university structure will show the way towards the realization of the Sustainability Vision 2030. Through clear, precise and outlined steps such realization can be attained more feasible.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Roadmap outlining long, medium and short-term goals on how to realize the Vision.<ul style="list-style-type: none"><li>○ Establishing a committee, including all relevant stakeholders, that deals with the development</li><li>○ Debating content and taking input from the university community.</li><li>○ Adoption of the Vision 2030</li></ul></li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Maastricht University Green Office; Community Portfolio.</li><li>• Executive Board.</li><li>• University Community.</li></ul>
<b>Monitoring process</b> <ul style="list-style-type: none"><li>• The Maastricht University Green Office shall establish the aforementioned committee.</li><li>• The Committee shall report twice a year to the Executive Board.</li><li>• The Maastricht University Green Office shall meet with its supervisory board four times per year</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Implement the annual publishing of a holistic sustainability progress report.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Currently, Maastricht University publishes a yearly report on environmental issues, written by its environmental consultant. However, this report does not take all issues of sustainability into consideration. In 2011, the Climate Action Report, published and developed by the Maastricht University Green Office, aimed to fill that gap in order to offer a baseline for future progress in sustainable issues. In order to guarantee a clear and unbiased monitoring process of future progress, a report that combines all relevant information is of great importance.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Annual Sustainability Report.</li><li>• A baseline for evaluation of future progress in sustainability.</li><li>• Centralized data management.</li><li>• Data from all relevant departments forwarded to Green Office (deadline).</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Maastricht University Green Office</li><li>• Environmental consultant</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• The annual publication of Sustainability Progress Report.</li></ul>

**Objective**

- Establish a continuous dialogue on sustainability in the region of Limburg between Maastricht University, the municipality of Maastricht, and the province of Limburg.

**Problem Analysis**

- Maastricht University, the municipality of Maastricht, and the province of Limburg are currently undertaking efforts in making themselves more sustainable. These three actors are closely interlinked. Yet, little to no coordination and cooperation takes place on a working level in the area of sustainability. It is deemed of utmost importance to create a joint task force that can deal with the upcoming challenges related to sustainability. New research?

**Anticipated Outcomes**

- Scheduling of a high level meeting.
- Cooperation on a joint agenda.
- Declaration of intent.
- Creation of a roadmap in order to execute the joint agenda.
- Mapping of university, municipal and provincial efforts.

**Project Ownership**

- Maastricht University Executive Board
- City Council
- Gedeputeerde of the province Limburg
- Maastricht University Green Office.

**Monitoring Process**

- The Maastricht University Green Office shall report four times per year to its supervisory board.

**Objective**

- Renew the current Environmental Management System.

**Problem Analysis**

- By having a (certified) Environmental Management System, an (university) institution anchors environmental aspects in the daily routine. In the light of increasing awareness for environmental and sustainable aspects in today's business, an Environmental Management System develops greater added value (economically as well as socially). The Executive Board of Maastricht University approved the current Environmental Management System in 2001. The environmental permit for Maastricht University for the Randwyck faculties is based on this Environmental Management System. Its structure, however, does currently not fit within the organization of Maastricht University, resulting in a lacking adoption by the relevant stakeholders. Changes in the organization of the Environmental Department and Maastricht University respectively require an update to guarantee the adequate implementation and adoption of environmental aspects and legislation in the daily routine of Maastricht University by relevant stakeholders. Concurrently new insights into environmental management can be implemented in a new version of the Environmental Management System. Furthermore, the Environmental Management System can be prepared for future certification according to ISO14001.

**Anticipated Outcomes**

- Updated version of the Environmental Management System.
- Approved and adopted within Maastricht University.

**Project Ownership**

- General and Technical Services; Environmental Department.
- Maastricht University Green Office; Operations Portfolio.

**Monitoring Process**

- General and Technical Services; Environmental Department.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

<b>Objective</b> <ul style="list-style-type: none"><li>• Conduct a certified audit on sustainability.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• In terms of sustainability, Maastricht University has not been audited. In order to evaluate Maastricht University's progress in sustainability and compare its successes to leading universities throughout the world, a certified audit has to be conducted.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Certified audit on sustainability</li><li>• Strengthen Maastricht University position in sustainability among other universities</li><li>• Benchmark results</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Executive board</li><li>• Maastricht University Green Office</li><li>• Coördinerend Beraad Bedrijfsvoering</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• Executive Board receives results from the audit.</li></ul>

**EDUCATION****Objective**

- Advance Education for Sustainable Development<sup>3</sup> within the academic curriculum at Bachelor and Master level.

**Problem Analysis**

- The Climate Action Report identified that, on Bachelor level, the School of Business and Economics, Faculty of Law, and Faculty of Health, Medicine and Life Sciences only offer a very limited amount of courses in the field of sustainability. No courses on sustainable development have been identified at the Faculty of Psychology and Neuroscience. Similarly, courses at School of Business and Economics, Faculty of Health, Medicine and Life Sciences, and Faculty of Psychology and Neuroscience with a specific focus on sustainable development remain limited or non-existent. This lack of course offerings is undesirable, as graduates will increasingly have to deal with complex sustainability problems, which require inter-disciplinary thinking and specific sustainability-related knowledge.

**Anticipated Outcomes**

- Establishment of courses on Education for Sustainable Development at the School of Business and Economics, as well as Faculty of Health, Medicine and Life Sciences, Faculty of Law and Faculty of Psychology and Neuroscience in close cooperation with the academic directors of each faculty.
- Five undergraduate and graduate research projects in the framework of Sirius I and Sirius II with a focus on sustainable development to further integrate the topic in the academic curriculum.
- Yearly update of the inventory of all sustainable development related or focused Bachelor and Master courses at Maastricht University.

**Project Ownership**

- Maastricht University Green Office, Education portfolio.
- International Centre for Integrated Assessment and Sustainable Development.

**Monitoring Process**

- The Maastricht University Green Office shall report quarterly to its supervisory board.

<sup>3</sup> Official UNESCO term

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<b>Objective</b> <ul style="list-style-type: none"><li>• Develop a Minor in Sustainable Development.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Through a minor, students from different faculties are able to take courses in sustainability regardless of whether their own faculty offers these, given they were allowed to enroll in the minor for credits. There are minors in various fields such as European Studies, Globalization and Development, Education, Health Policy etc., but currently no minor in sustainable development.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Creation of a minor in sustainable development open for students of all faculties (Bachelor level) coordinated by the International Centre for Integrated Assessment and Sustainable Development.</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Maastricht University Green Office, Education portfolio.</li><li>• International Centre for Integrated Assessment and Sustainable Development</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>Evaluate Maastricht University's offering of Master programs in Education for Sustainable Development.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>Since the fall semester 2011, there is a Master in Sustainability Science and Policy organized by the International Centre for Integrated Assessment and Sustainable Development. Further, there is a sustainability track of the Master of Public Policy and Human Development.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>Evaluate the situation of second cycle Education for Sustainable Development at Maastricht University with regard to the European market for Master programs.</li><li>Create a wish list of courses that should be developed to have a well-rounded offering for students interested in sustainable development, under special consideration of the hard sciences.</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>Maastricht University Green Office, Education portfolio.</li><li>International Center for Integrated Assessment and Sustainable Development</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

**RESEARCH****Objective**

- Increase knowledge exchange in the field of Sustainable Development between Maastricht University's research institutes.

**Problem Analysis**

- Research centers and groups across Maastricht University engage in research into sustainability and related fields. However, there is little collaboration among the departments with regard to sustainability research. Members of the sustainability research community at Maastricht University wish to have more contact with other Maastricht-based researchers in the same field. Yet, the lack of a clear research cluster on the field of sustainable development impedes current efforts.

**Anticipated Outcomes**

- Annual university-wide sustainability conference with internal and external researchers, academic leadership, and students engaged in sustainability research.
- Biannual smaller networking events with internal and external researchers in the field of sustainable development.
- Yearly update and extension of the inventory report on Maastricht University research centers and professorships related to sustainable development.

**Project Ownership**

- Maastricht University Green Office, Research portfolio.
- International Centre for Integrated Assessment and Sustainable Development.

**Monitoring Process**

- The Maastricht University Green Office shall report four times per year to its supervisory board.

**Objective**

- Develop a “(wo)man on the Maas” research project in the field of Sustainable Development linking all relevant research centers.

**Problem Analysis**

- Maastricht University lacks a community-building major inter-disciplinary research project that promises a large contribution to society. A successful example of such a project is the \$100 laptop (One Laptop per Child), which combines sustainable development research with hands-on solutions for today’s society. As prerequisite, Maastricht University will aim to include sustainability as one of their sub topics of Maastricht University’s research focus.

**Anticipated Outcomes**

- Promote Sustainability as one of the sub topics of Maastricht University’s research focus.
- Funding of a team of researchers to identify the “(wo)man on the Maas” project.
- Research centers and researchers across the university collaborate to create the spark of innovation and find ways to valorize the research outcomes for the benefit of society. Coordination with the International Centre for Integrated Assessment and Sustainable Development.

**Project Ownership**

- Maastricht University Green Office, Research portfolio.
- International Centre for Integrated Assessment and Sustainable Development.

**Monitoring Process**

- The Maastricht University Green Office shall report four times per year to its supervisory board.

**OPERATIONS****Procurement****Objective**

- Continue to achieve 100% Sustainable Procurement according to minimum environmental sustainability criteria outlined by AgentschapNL.

**Problem Analysis**

- Negative environmental, social, and economic impacts on planet and people occur throughout the different steps involved in extracting, producing and delivering products. In 2010 alone, the university purchased products and services worth 60 million Euros. In 2008, Maastricht University signed the sustainable procurement scheme of the Dutch government. In its sustainability policy 2008-10, Maastricht University committed itself to procure 100% of its purchasing volume according to the minimum criteria outlined by the ministerial agency AgentschapNL. To further guarantee that products and services adhere to the legal minimum requirements, the 100% sustainable procurement goal should be maintained.

**Anticipated Outcomes**

- Documentation concerning European tenders organized by Maastricht University's Procurement Department, indicating that the 100% sustainable procurement goal has been maintained.

**Project Ownership**

- General and Technical Services - Purchasing Office - Procurement Manager

**Monitoring Process**

- In December each year, one meeting between the General and Technical Services - Purchasing Office - Procurement Manager and the Green Office to discuss sustainability criteria for tenders in the coming year
- The Maastricht University Green Office shall report four times per year to its supervisory board.

<b>Objective</b> <ul style="list-style-type: none"><li>• Implement social criteria in at least one European tender as a pilot project</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• The AgentschapNL criteria are mainly concerned with environmental standards. However, implementing criteria to reduce the negative social and economic impacts of products and services present an important dimension of sustainable procurement. Therefore, by implementing social criteria developed by AgentschapNL, Maastricht University can further try to improve the social and economic well being of people involved in the life cycle of goods and services.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Documentation indicating that social criteria supported by AgentschapNL have been included in at least one European tender as a pilot.</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• General and Technical Services - Purchasing Office - Procurement Manager</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• In December each year, one meeting between the General and Technical Services - Purchasing Office - Procurement Manager and the Green Office to discuss sustainability criteria for tenders in the coming year</li><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Include soft criteria for more environmentally responsible products exceeding the AgentschapNL criteria in European tenders.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Adherence to the environmental minimum legal requirements for sustainable procurement, outlined by AgentschapNL, presents only a first step to guarantee lower negative impacts on the environment. However, the university cannot legally apply its own sustainability standards as knock-out criteria to discriminate between suppliers. Nonetheless, more ambitious environmental/social standards and concerns - above the legal minimum – can be included in tenders. Maastricht University should include additional wishes in the tenders to encourage suppliers to produce products and services beyond the legal minimum.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Documentation depicting the additional environmental or social wishes and concerns above the legal minimum, which have been implemented in European tenders</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• General and Technical Services - Purchasing Office - Procurement Manager</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• In December each year, one meeting between the General and Technical Services - Purchasing Office - Procurement Manager and the Green Office to discuss sustainability criteria for tenders in the coming year</li><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

**Catering****Objective**

- Continue to achieve the implementation of 40% sustainable catering products through the catering company and investigate possibilities to go beyond the 40% goal.

**Problem Analysis**

- Having signed a catering contract with Maastricht University at the end of 2010, Albron - the catering company of Maastricht University – commits to offer 40% of the catering products in accordance with sustainability standards for organic agriculture outlined by the European Council and sustainability standards developed by AgentschapNL. This policy objective describes how the university monitors the implementation of this commitment. Furthermore, once this goal has been achieved, options should be investigated to raise the bar beyond the 40% goal of sustainable catering.

**Anticipated Outcomes**

- Establishing a constant monitoring process ensuring that the catering company has reached the sustainable catering goal of 40%.
- Documentation outlining feasibility of going beyond the 40% sustainable catering goal.

**Project Ownership**

- General and Technical Services – Catering Coordinator.
- University caterer

**Monitoring Process**

- Two meetings per year between the catering coordinator, the university caterer and the Green Office to discuss progress.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

**Energy****Objective**

- Adhere to the targets of the Multiple Year Agreement on Energy Efficiency (MJA3) by improving energy efficiency by 2-percentage-points per year.

**Problem Analysis**

- Maastricht University signed the third Multiple Year Agreement on Energy Efficiency (MJA3) in 2008. In this agreement, the university committed itself to improve its energy efficiency per square meter by 30% - or 2-percentage-points - from 2005-2020.

**Anticipated Outcomes**

- Energy Efficiency Plan 2013-2017 outlining energy saving projects, which guarantee the adherence to the MJA3.
- Documentation detailing the final evaluation whether the energy efficiency per square meter of Maastricht University increased by 2-percentage points from 2012-2014.

**Project Ownership**

- General and Technical Services – Real Estate Department - Energy Coordinator.

**Monitoring Process**

- The Maastricht University Green Office shall participate in the monthly meetings of the Maastricht University Energy Group to discuss the progress.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

## Information-Communication Technology

### Objective

- Develop strategies to implement a more sustainable Information-Communication Technology infrastructure.

### Problem Analysis

- The global information-communications technology industry currently accounts for approximately 2 percent of global carbon dioxide (CO<sub>2</sub>) emissions<sup>4</sup>. Therefore, Maastricht University has to address the ecological challenges resulting from the use of ICT in the fields of education as well as day-to-day operation. As universities around the globe rely more and more on the use of ICT in the fields of education as well as day-to-day operation, they also have to address the ecological challenges resulting from it. One initiative adopted by the Maastricht University Green Office is the Control-Alt-Delete-Emissions project. Inspired by this initiative, the Maastricht University Green Office aims to increase energy efficiency of the university's ICT Infrastructure.

### Anticipated Outcomes

- Further investigate centralization of faculty ICT infrastructure
- Investigation of possible Sourcing Options for ICT's Data Centers.
- Investigation into procurement of more energy efficient ICT hardware.
- External benchmarking Energy Efficiency of ICT's infrastructure.
- Cooperation with other Dutch Universities in the field of Green ICT to share knowledge and experience.

### Project Ownership

- ICTS - Head of Operations
- Faculty ICT Departments

### Monitoring Process

- The Maastricht University Green Office shall meet at least four times per year with ICTS and the Faculty ICT Departments to discuss the progress.

<sup>4</sup> Gartner (2007). Gartner Estimates ICT Industry Accounts for 2 Percent of Global CO<sub>2</sub> Emissions, from: <http://www.gartner.com/it/page.jsp?id=503867>

<b>Objective</b> <ul style="list-style-type: none"><li>• Implement PC Power Management in all faculties and university departments.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• The outcomes of the Ctrl-Alt-Delete emissions case have shown positive results in terms of financial savings, electricity and CO2 reduction and ease to implement the project. To further increase the energy efficiency of the whole university ICT infrastructure and save money on energy consumption, PC Power Management will be implemented where possible in faculties and university departments.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Established working relationships between ICTS, the Green Office and faculty ICT departments</li><li>• Assessment about cumulative amount of university computers on which PC Power Management has been implemented</li><li>• Evaluation document detailing electricity, CO2 and financial savings</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• ICTS - Head of Operations</li><li>• Faculty ICT Departments</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• The Maastricht University Green Office shall meet at least four times per year with ICTS and the Faculty ICT Departments to discuss the progress.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Implement server virtualization in all faculties and university departments.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• The outcomes of the Ctrl-Alt-Delete emissions case have shown positive results in terms of financial savings, electricity and CO2 reduction and ease to implement the project. To further increase the energy efficiency of the whole university ICT infrastructure and save money on energy consumption, server virtualization will be implemented where possible in faculties and university departments.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Established working relationships between ICTS, the Green Office and faculty ICT departments</li><li>• Assessment detailing cumulative amount of university servers which have been virtualized</li><li>• Evaluation document detailing electricity, CO2 and financial savings</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• ICTS - Head of Operations</li><li>• Faculty ICT Departments</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• The Maastricht University Green Office shall meet at least four times per year with ICTS and the Faculty ICT Departments to discuss the progress.</li></ul>

**Real Estate****Objective**

- Incorporate higher sustainability standards in the real estate handbook and checklist.
- 

**Problem Analysis**

- The sustainable building policy of Maastricht University dates back to May 2007. However, due to developments in the sustainable building sector, the sustainability standards applied in the construction of new buildings need to be updated. Furthermore, these standards need to be included in the real estate handbook and checklist, to guarantee that they are followed during the renovation and construction of university buildings.

**Anticipated Outcomes**

- Updated real estate handbook, describing the new standards which have to be applied to the construction and renovation of university buildings.
- 

**Project Ownership**

- General and Technical Services – Real Estate Department – Department Manager
- General and Technical Services – Environmental Department – Environmental Advisor.

**Monitoring Process**

- The Maastricht University Green Office shall report four times per year to its supervisory board.

**Objective**

- Monitor the implementation in the construction and renovation of university buildings of the newly developed sustainability standards as outlined in the real estate handbook and checklist.
- 

**Problem Analysis**

- A continuous improvement process is necessary, to identify and remove barriers associated with the implementation of the new sustainability standards. The monitoring process should guarantee that barriers are identified and removed, as well as that the real estate department is continually reminded of its obligation to adhere to the new standards.

**Anticipated Outcomes**

- 
- Document indicating the extent to which the new sustainability criteria have been implemented in renovation and construction projects

**Project Ownership**

- General and Technical Services – Environmental Department – Environmental Advisor.

**Monitoring Process**

- Two meetings per year between the General and Technical Services – Real Estate Department – Department Manager and the Environmental Advisor to discuss progress.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

**Waste****Objective**

- Implement pilot projects to reduce waste streams on faculty and departmental level by drawing on the results of a waste scan.

**Problem Analysis**

- The findings of the Climate Action Report indicate that the relative amount of waste per student disposed of at Maastricht University increased by 24.78% from 2003 until 2010. The relative amount of residual waste per student increased by 43% within this timeframe. This total and relative increase in residual waste is an undesirable trend, both from an environmental – increased CO<sub>2</sub> emissions through the incineration of the waste – and financial perspective – increased expenditures for waste disposal.

**Anticipated Outcomes**

- Report describing the outcomes of a waste scan of all waste disposed of at different locations at the university to identify locations with a relatively high amount of waste disposed of per student/employee.
- Pilot projects to reduce waste disposal per student/employee at locations with high waste production.

**Project Ownership**

- General and Technical Services – Waste coordinator

**Monitoring Process**

- Two meetings per year between the General and Technical Services – Waste coordinator and the Green Office to discuss progress.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

<b>Objective</b> <ul style="list-style-type: none"><li>• Set up pilot projects for plastic separation in two canteens and if successful expand plastic separation to all faculties and departments.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Maastricht University does not separate plastic on a faculty and departmental level. However, given the negative environmental impacts and increasing costs through the rise in waste disposal, pilot projects will be conducted to separate plastic waste in the two canteens. Those pilot projects will be evaluated and if feasible extended to other university buildings.</li></ul>
<b>Anticipated Outcomes</b> <p>Plastic separation</p> <ul style="list-style-type: none"><li>• Pilot project at the two canteens to separate plastic waste from the residual waste stream.</li><li>• Evaluation report of these pilot projects.</li><li>• Expansion of the plastic separation programs to other locations.</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• General and Technical Services – Waste coordinator</li><li>• General and Technical Services – Environmental department – Environmental advisor.</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• Two meetings per year between the General and Technical Services – Waste coordinator and the Green Office to discuss progress.</li><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

**Objective**

- Develop a new permit for disposal of wastewater in Maastricht University's laboratories.

**Problem Analysis**

- Since 2007, Maastricht University takes part in a complex permit on environmental aspects for working in the Randwyck faculties. This license is the result of cooperation between the akademisch ziekenhuis Maastricht, Maastricht Clinic, Biopartner Center Maastricht BV, Servatius and Maastricht University. For the disposal of the wastewater, however, several permits exist. Currently, Maastricht University has two different permits and the akademisch ziekenhuis Maastricht one. The realization of "Brains Unlimited" would mean that Maastricht University had to apply for a third permit. The complexity of the different permits is an undesired situation for the partners on the Academic terrain Randwyck as well as the municipality of Maastricht. Regulations and limits for disposal of wastewater may differ per permit. As a result, inspection, internal as well as external (by the municipality) becomes increasingly complex and translation to internal instructions more complicated and less clear. The partners on the Academic terrain Randwyck together with the municipality concluded that a new complex permit for disposal of wastewater would overcome the current problems.

**Anticipated Outcomes**

- New complex permit for wastewater disposal for the Academic terrain Randwyck.

**Project Ownership**

- General and Technical Services – Environmental department – Environmental advisor.
- Maastricht University Green Office; Operations Portfolio

**Monitoring Process**

- The Maastricht University Green Office shall report four times per year to its supervisory board.

**COMMUNITY**

<b>Objective</b> <ul style="list-style-type: none"><li>• Integrate political bodies into sustainability discourse.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• With the establishment of the Green Office, the operationalization of sustainability is gaining more and more momentum within Maastricht University. However, there is still little debate on the issue on a political level. In order to guarantee ownership of and involvement in policies and projects in the field of sustainability by the democratically elected political bodies of Maastricht University, more exchange between the political and operational spheres of this institution are needed.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Yearly public meetings of the University Council with the theme of sustainability in the presence of the Executive Board, representatives of the Green Office as well as interested students and staff.</li><li>• Establishment of a University Council subcommittee on sustainability.</li><li>• Development of a university wide codex on sustainable behavior for students and staff, with project ownership by the University Council's sustainability subcommittee.</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• University Council</li><li>• Green Office</li><li>• Executive Board</li><li>• Student parties</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• Quarterly revision meetings with stakeholders that reflect on the current progress of initiatives and establish support goals for the Green Office</li><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Recognize and support student and staff initiatives dealing with Sustainable Development.</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• Although there are many student organizations and individual students that are working in the field of sustainability, the commitment of such actors results often in little or no impact. There are a variety of reasons, which are mostly connected to missing institutional support. Currently there is neither financial nor other established institutional support for student initiatives in the field of sustainability. Therefore, initiatives are mostly disconnected from the University and are operating on their own. The barriers of entry created by this isolation are enormous, which keeps many motivated students from involvement in sustainability projects. Already existing initiatives struggle to stay sustainable by themselves as the high turnover rates of the bachelor/master system create additional problems. Due to difficulties of involving new students, knowledge and practices are not efficiently passed on causing these initiatives to be fragile and not very persistent in achieving goals. As there is no existing sustainability network, collaboration opportunities are often missed and different stakeholders do not cooperate effectively.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• Support at least 10 student driven projects/initiative</li><li>• Establish We-platform as knowledge management tool</li><li>• Monthly working days at which organizations work together in a collaborative atmosphere</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Student organizations</li><li>• Civically engaged students</li><li>• Student Service Centre</li><li>• Maastricht Centre for Entrepreneurship</li><li>• Maastricht University Green Office Community Portfolio</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• Quarterly revision meetings with stakeholders that reflect on the current progress of initiatives and establish support goals for the Green Office</li><li>• Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

<b>Objective</b> <ul style="list-style-type: none"><li>• Integrate staff and university projects into sustainability community</li></ul>
<b>Problem Analysis</b> <ul style="list-style-type: none"><li>• A sustainable bottom-up change process cannot be just driven by the student involvement but also needs to reflect the perspective and input of staff. Currently, staff driven projects occur seldom and isolated. Therefore, the Green Office needs to integrate and stimulate such efforts into the wider scope of a broad sustainability movement. Additionally, projects and efforts of the university as the venture lab can positively contribute to civic engagement amongst students, but do not reach their maximum effect. The Green Office is as a network actor in the ideal position to support the University organs in their outreach to civically engaged students.</li></ul>
<b>Anticipated Outcomes</b> <ul style="list-style-type: none"><li>• List of current projects of Student Service Center and Maastricht Centre 4 Entrepreneurship</li><li>• Established communication and support for University driven projects</li><li>• Support a minimum of four staff-driven projects towards the student community</li></ul>
<b>Project Ownership</b> <ul style="list-style-type: none"><li>• Student Service Center</li><li>• Maastricht Center for Entrepreneurship</li><li>• Maastricht University Green Office; Community Portfolio</li></ul>
<b>Monitoring Process</b> <ul style="list-style-type: none"><li>• Quarterly revision meetings with stakeholders that reflect on the current progress of initiatives and establish support goals for the Green Office</li><li>• The Maastricht University Green Office shall report four times per year to its supervisory board.</li></ul>

**Objective**

- Increase awareness for sustainability among all students and staff.

**Problem Analysis**

- While Maastricht University, when compared to other Dutch Universities, does not too bad in terms of, for example, the sustainability of its operations, or the production of high quality, sustainability related research, there is very little awareness among a majority of its staff and student population regarding sustainability issues. This has a major influence on the overall sustainability of the institution, as opportunities for improvement are being missed and individual behavioral attitudes remain unchanged. It is therefore crucial to make the broader university community aware of the sustainability challenges we are facing as a society, as well as a university, and how we are faring in that matter with regards to successes, failures and areas yet to be improved.

**Anticipated Outcomes**

- Twice Annual Sustainability Info-Market Events for Incoming Students
- Support of Informational and Educational events in the field (sustainability conferences, lectures, workshops etc.)
- Development and Implementation of Marketing Strategy for Climate Action Report and subsequent sustainability reports.
- Development of communication strategy for individual sustainability measures by Maastricht University Green Office, ICTS, Facilitaire Diensten and individual faculties in collaboration with the Student Service Center and the Marketing and Communications department
- Sustainability welcome package for new students
- Conference and other events on social entrepreneurship
- Publication of guide for sustainable student behavior
- Publication of ecological map of Maastricht promoting a sustainable lifestyle.
- Regional media coverage and other sustainability projects of the university.

**Project Ownership**

- Maastricht University Green Office Community Portfolio
- General and Technical Services

- Student Service Center

**Monitoring Process**

- Assessment of number of students and staff reached through events and informational campaigns through counts of attendees as well as occasional surveys.
- The Maastricht University Green Office shall report four times per year to its supervisory board.

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