Sustainable UM2030 (SUM2030)  
Plan 2020-2025

Introduction
In 2018, UM updated its sustainability vision and committed it to paper in the document 'Sustainable UM 2030: Definition, programme, and organisation'. A version containing an adapted vision and strategy was further developed into a new document (working document Feb 2019, UM website). Within the UM task force responsible for SUM2030, the programme has been evaluated. On the basis of this evaluation, the programme and the organisation will be adjusted within the budget where necessary as of November 2020. This document contains the key points.

Mission and vision SUM2030
Sustainability is one of the core values of Maastricht University (UM). The university’s ambition is to be an inclusive, innovative and sustainable institution, thus contributing to a more sustainable world both regionally and internationally. This concerns education and research, but also the university’s business operations with as much cross-fertilisation of research and education as possible.

In 2018, the choice was made to give priority, through Sustainable UM2030, to four of the 17 Sustainable Development Goals (SDGs) of the United Nations which best fit UM’s identity. In the coming years, Sustainable UM2030 will focus on the following SDGs with the ambition to include more later: Good health and well-being (SDG 3), Education (SDG 4), Peace/justice/strong public services (SDG 16) and Climate action and natural resources (SDG 13) (elaboration in appendix 1).

UM does not focus exclusively on these Sustainable Development Goals alone. Sustainable UM2030 is led by the definition from 'Our Common Future' of sustainable development: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Ambitions SUM2030
The fact that SUM2030 is aimed at the entire UM community implies that staff and students should be sufficiently competent or trained to work on the transformation to a more sustainable world on the basis of their own tasks and responsibilities. This implies:

- Researchers work together inter-disciplinarily and trans-disciplinarily on sustainability issues and contribute their knowledge and work to sustainable development in society.
- Programmes integrate sustainability into education and prepare students to think critically about, and work on, global sustainability challenges. Lecturers also gain knowledge through interaction with a diverse student population.
- During their studies, students learn competencies for sustainable development and which ones can contribute to sustainability in their professional lives and in their lives as responsible citizens.
- Employees integrate sustainability into their daily work.
- The management ensures that sustainability is integrated into all collective forms of decision-making and stimulates these complex processes where integration of knowledge is required.
- UM creates and participates actively in network partnerships in the region and internationally to learn from and contribute to sustainable development.
Elaboration of SUM2030 ambitions
In order to realise the ambitions of SUM2030, the employees of the task force work on the following issues:

- Stimulate awareness in sustainable thinking and acting
- In the field of sustainability, act as a liaison between the Executive Board and the UM organisation and as a knowledge broker between science, policy and implementation
- Connect bottom-up sustainability initiatives and be a platform for staff and students to promote sustainable ideas and initiatives
- Bring about changes in the area of sustainability together with other stakeholders/changemakers/management within and outside the organisation and anchor these in roles within the organisation
- Make recommendations on sustainability in university policies, practices and strategic plans in education, research and business operations where appropriate
- Promote cooperation between sustainability-related projects and activities by facilitating these processes and generating, acquiring and disseminating different types of knowledge and information
- Integrate top-down sustainability in strategic issues, decision and policy making
- Cooperate with other initiatives in Maastricht, the Netherlands and internationally
- Every three years, develop a customised programme to realise UM's sustainability ambitions

The focus points for Sustainable UM2030 in 2020-2022 are:

1. Developing a UM-wide minor on sustainable development
2. Community building around research into sustainability within UM
3. CO2 footprint UM
4. Research 'Humans in the built environment'
5. Sustainable employability

Sustainable UM2030 will start working with the Green Impact proposals of 2020:

a) UM Flight Policy
b) Feasibility study ‘Nature-inclusive Campus’ proposals Randwyck and inner city in relation to existing policy and focus groups
c) Focus groups on staff competencies in the curriculum and in the workplace, in line with sustainable employability
d) Health and well-being in Randwyck

In addition, to be organised within UM:

1. SDG lectures with Studium Generale and Seminar Series Sustainability to stimulate competencies for sustainability among staff and students
2. A debate or conference on aviation policy to be held at the end of 2020
3. A symposium on sustainable research and education in February 2021

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1 One of part of Sustainable UM 2030 is an awareness programme “Green Impact “ which enables staff and students to work together to make UM more sustainable and to welcome ideas and tailor made approaches from staff and students and connect them to UM’s sustainability vision.
Furthermore, work is being done on the visibility of UM: Sustainabul, SDG Dashboard, VSNU, THE Impact Rankings.

**Actions and projects 2020-2025**

**Education**

1. Set up a UM-wide minor on sustainable development
2. Develop a York-Maastricht MSc programme (Double Degree)
3. Create a range of sustainability-related trainings and courses for UM employees
4. Drive projects that can integrate or intertwine sustainability in different curricula
5. Provide an annual update of the current offer of sustainability programmes at UM for the website
6. Communicate about educational projects related to sustainability for the website
7. Organise a seminar series on sustainability-related topics
8. Report for rankings (Sustainabul, Times Higher Education)
9. Guide student projects linked to the theme of sustainable education (Think Tank, internships, honours programmes)
10. Organise and contribute to Sustainable UM2030 symposia together with the pillars of research & business operations

**Research**

1. Prepare internal UM research call for seed money: seed money serves as a catalyst for interfaculty collaborations in which further cooperation can take place on proposals for research grants focused on sustainability themes.
2. Facilitate community building for research into sustainability: a growing group of researchers and students are committed to sustainability themes. Linked to point 1, a symposium will be organised to increase cooperation within UM.
3. Participate and initiate research aimed at sustainability themes (TKI, RVO, EU subsidised research), particularly 'Humans in the built environment.'
4. Hereby two new multidisciplinary research projects:
   1) ‘Energy-efficient, productive and healthy educational buildings,’ a collaboration between the department of Nutrition and Movement Sciences (NUTRIM) and Real Estate Finance (SBE) started 1 September 2020.
   2) Application to RVO within the MOOI scheme: ‘Bright Renovation Arrangement by Innovative Materials and Methods,’ a collaboration between the department of Nutrition and Movement Sciences (NUTRIM), Brightlands, TUE, Zuyd and industrial partners, submitted 6 October 2020.
5. Follow-up Green Impact project 'Health and well-being in UM buildings' in collaboration with business operations via Facility Services (FS).
6. Follow-up to the UM sustainable research inventory (2019) in cooperation with the University Library
Operations

In making UM’s business operations more sustainable, the focus is on the themes of CO2 reduction (SDG13), circularity and welfare & health (SDG3). These are further elaborated on for the various aspects of the business operations.

1. Sustainable Employability: implementation of HR policy plan, including diversity and inclusiveness

2. CO2 footprint: UM monitors its direct CO2 emissions, in particular its energy consumption in the buildings. In the coming years, UM’s monitoring of CO2 emissions will be further expanded to include indirect emissions from business traffic, purchased services and products. This will enable UM to develop and implement a strategy to reduce its CO2 emissions in line with the Paris Climate Agreement.

3. Well-being & health in real estate: FS is evaluating the use of the welfare standard WELL Building in the real estate project Tapijn. The results will be used for the development of a UM standard for future real estate projects.

4. Circularity: FS is undertaking various actions in the field of circular economics, including the following:
   a. In preparation for the new waste management contract per 2022, UM is developing a vision for further sustainable waste management. FS will conduct a study into opportunities for improvement, the needs of students and staff and new market developments.
   b. In the coming years, UM will select a number of tenders with a high potential for the application of circular principles. In doing so, UM will seek cooperation with government knowledge networks.
   c. FS will explore the possibilities for the application of circular principles in real estate projects and develop a vision on ‘circular real estate’ as input for the real estate policy framework after 2025.

5. Energy transition roadmap: UM is developing a roadmap and sustainability strategy for its real estate portfolio in accordance with the agreements in the Dutch Climate Accord: 49% CO2 reduction in 2030 and 95% in 2050 compared to 1990. This represents a reduction of 37% in 2030 compared to 2018.

6. Heat network: UM is participating in a feasibility study for a heat network in the inner city of Maastricht. If the subsurface turns out to be suitable for a heat network, this will offer opportunities for eventually connecting the monumental buildings in the centre of Maastricht to Het Groene Net, Chemelot’s heat network.

7. Greening of and greening by IT: greening through digitisation (policy still to be developed by ICTS director)

8. Socially responsible procurement: UM applies the national government’s minimum requirements for socially responsible procurement. In addition, suppliers are encouraged to become more sustainable through the application of award criteria. In the coming years, tenders will focus on reducing CO2-emissions and promoting health and welfare in the supply chain, as well as pilot projects for circular procurement.
Example of socially responsible procurement: in 2020, UM contracted a new caterer with an advanced sustainability programme. Important elements are transparency and reduction of the CO2 footprint of food consumption, promotion of vitality and the application of circular solutions.

9. Mobility: UM participates in the ‘Accessible South Limburg’ mobility programme (Zuid-Limburg Bereikbaar) to promote sustainable mobility and vitality. In the coming period, UM’s new mobility policy will be implemented, stimulating commuting by bicycle (electric and/or traditional) and public transportation and discouraging the use of cars. In addition, UM is participating in the upcoming municipal policy tenders for emission-free logistics in the city centre.

Working method and organisation SUM2030 for 2020-2025

The organisation of the Sustainable UM2030 programme has been set up in accordance with sustainability vision 2030 document Cvb17.0712 as a structure with a programme-based approach to make UM more sustainable in the areas of education, research and business operations (appendix 2).

A number of points emerged from the internal evaluation of the Task Force Sustainable UM2030 (appendix 3) which led to small adjustments in the organisation being made to better integrate sustainability at UM and to make it a success.

Nowadays, sustainability is prominently on the agenda of universities and the SDGs ask all stakeholders to take more action. The demand for combining knowledge and information on sustainability is also increasing. Many student groups (including those outside UM) and staff are active, and UM wants to connect the sustainability-related ideas of students and staff and, where possible, stimulate them within and outside the UM community.

The role of the Green Office and support will be adjusted in 2020 in order to meet the needs of the growing number of stakeholders on a structural and less fragmented basis. Structural support and embedding of the team are as follows:

- 0.6 FTE project officer / support administration
- 0.2 FTE (instead of 0.5 FTE) M&C activities (support different M&C roles or other)
- A full-time student employee who fulfils the liaison function to student groups: community engagement and volunteer projects including communication
- Interns and students working on assignments within their courses/tasks and projects or volunteers in specified focal areas of sustainability

Integrated approach and monitoring projects

The Task Force Coordinator - in accordance with vision paper 2018 - monitors and supports the strategy, project progress, planning and prioritisation in consultation with the portfolio holder and the project owners (see previous point). The Task Force Coordinator also acts as a knowledge broker and liaison, as do other task force members. Those responsible for the projects initiate and carry out the formulated activities and report to the Task Force Coordinator, as well as in the task force
meetings, which usually address particular overarching themes in education, research and operational management.

The current 0.4 FTE capacity of the Task Force Coordinator Sustainable UM 2030 is insufficient and will be expanded in order to progress and work closely with the programme team, UM staff, student organisations and other volunteer projects. Awareness, involvement, implementation, experimentation and thinking together with project groups as well as co-creation and learning from each other are central to engaging the organisation in sustainability-related challenges. The Sustainable UM2030 budget will be transferred from FS to central.

The programme aims to integrate and cross-fertilise the themes in order to combine education and research for sustainability issues such as commuting mobility plans and international business trips. A meeting place for the Sustainable UM2030 programme team will be set up in a dedicated office environment that will serve as a hub and as a meeting place.

The aim for the next few years is:

1. Closer cooperation in the preliminary phases of UM policy decision making to integrate sustainability, i.e. with CBB, the policy department (MUO) and deans (research/education portfolio)
2. More community creation and involvement within UM by, among other things, appointing contact persons within faculties and services
3. Good communication and information to involve the UM community and to ensure transparency of Sustainable UM2030
4. Use of students’ knowledge to answer concrete sustainability issues through assignments within courses (for credit), internships and the Premium programme
5. Creation of a list of possible projects/activities for students and staff through educational credit-earning tasks, assignments or projects. Students and staff can contribute to projects on a voluntary basis, thereby also working on employability and internal entrepreneurship.

Partners with whom we collaborate include:

- Education: course coordinators and programme leaders
- Research: MSI, UNU-MERIT, Brightlands and individual sustainability researchers within the faculties, WUN, YUFE, Young Academy
- Operational management: all management units within UM
- Community: Studium Generale, labour unions, student associations, University Council
- Management: Executive Board, deans, education and research portfolio holders, CBB, research and education policy officers.
- External stakeholders such as corporations, the Municipality of Maastricht and Province of Limburg, VSNU, NGOs.
Annex 1 SDGs and targets

In 2018, it was decided to prioritise four of the seventeen United Nations Sustainable Development Goal which best reflect the identity of Sustainable UM2030. Sustainable UM2030 focuses on the next SDGs for the coming years with the ambition to include more later: Good health and well-being (SDG 3), Education (SDG 4), Peace/justice/strong public services (SDG 16) and Climate action and natural resources (SDG 13). UM’s educational offer and research activities focus on many more SDGs and not exclusively on the four aforementioned SDGs.

SDG Goal 4 is anchored in the DNA and objectives of UM as an educational institution: "Ensure equal access to quality education and promote lifelong learning for all."

Through its education and research, as well as through its corporate governance, UM contributes to the promotion of knowledge necessary for the sustainable prosperity and well-being of everyone, both nationally and internationally.

UM aims to develop knowledge and promote innovation in an inter-disciplinary and trans-disciplinary way, as well as to deliver citizens (i.e. its graduates) capable of critical thinking and equipped with the necessary competencies of this century.

UM contributes to knowledge for the promotion of good health (SDG3), the promotion of healthy lifestyles and well-being and contributes to the competencies needed to build a sustainable society for all.

To this end, the quality of education and research (SDG 4) is paramount for the realisation of the SDGs. This is not only done through education itself, but also by facilitating knowledge and holding debates for students, staff and others in order to develop the necessary competencies for an ever faster changing society. In this way, people from different disciplines acquire knowledge and skills about sustainable development, climate change and impact (SDG13), sustainable consumption and production, diversity and inclusiveness and respecting each other’s views and cultures so that strong, effective and peaceful institutions are created at all levels (SDG 16).

Through its education and capacity building, UM also contributes to the promotion of knowledge and therefore to better societies.

A systematic approach and cooperation between different stakeholders are necessary to achieve the Sustainable Development Goals.

Each programme at UM deals with the SDGs that are relevant to the programme in question.

In education, the four SDGs (SDG 3.4, 13 and 16) are most evident in the following faculties, but not exclusively:
- FHML: Good health and well-being (SDG 3)
- SBE: Education (SDG 4)
- FoL/SBE: Peace/justice/strong public services (SDG 16)
- FSE/SBE: Climate action and natural resources (SDG 13)
- In cross-faculty educational activities such as seminar series, Studium Generale and debates.

The SDGs also focus on CO2 reduction (SDG13), welfare & health (SDG3) and circularity. UM’s research focuses on several SDGs.
Annex 2 Organisation SUM2030

- For the Sustainable UM2030 programme, a SUM2030 Task Force has been set up for the period 2018-2022 (see organisation chart dated June 2019). The Task Force SUM2030 is ultimately responsible for, coordinates and monitors the SUM2030 programme, and consists of the sustainability portfolio holder of the Executive Board, the dean of the Faculty School of Business and Economics (and Chair of the Danish Climate Council), the Task Force Coordinator, five project owners for education, research and business operations respectively and two external (public and private) parties.
- The Task Force Coordinator monitors the overall progress and discusses the projects in order to ensure a holistic and integrated approach, strengthen cross-fertilisation within UM and, where possible, co-create with different knowledge and information sources.
- Within the programme, which falls under the task force, the five project owners act as the head of the education, research and business operations project groups.
- Within these project groups, the project owner works together with a coordinator on project-specific activities and with the Task Force Coordinator. When possible, support (including administration) is provided by a student employee from the Maastricht University Green Office (UMGO) and a alumni employee. The UMGO, established in 2010, connects student sustainability initiatives to Sustainable UM2030 and is the link to student and study associations and student faculty council members.

Because SUM2030 is a formal UM programme, support is requested from the UM Marketing and Communication department (or through its external suppliers) regarding social media, website, UM News, editing and media relations on formulated subprojects/activities according to an annual calendar.
Annex 3 Working method from Nov 2020 onwards

1. **Optimal internal transparency**
   Optimal transparency between programme lines, Green Office and Task Force Coordinator/Task Force is necessary to ensure a good knowledge brokerage function and a better liaison function.

2. **Closer liaison**
   The Task Force Coordinator would like closer coordination in the preliminary phases of decision-making to integrate sustainability into UM policy, i.e. with CBB, the policy department (MUO) and deans (research/education portfolio).

3. **Budget Task Force SUM2030 to MUO**
   In order to improve the decisiveness towards an integrated approach and visibility for UM internally, nationally and beyond, SUM2030 and its Task Force Coordinator should from now on, in line with other universities and institutes of higher education in The Netherlands, report directly to the CvB. From an organisational point of view, the budget and the organisational unit will be transferred to MUO.

4. **Sustainability Platform/Hub/Office**
   In order to improve the visibility and cooperation of the Task Force and the project lines within UM, a cooperation ‘platform’ is proposed where researchers and teachers or education programme leaders in the field of sustainability can meet, learn from and inspire each other. This is where cooperation will take place with students from study associations, faculty boards and with KAN Maastricht (including Maastricht4Climate), among others.

5. **Community education and involvement within UM**
   Contacts for sustainability are appointed within faculties and service centres in order to create better community education. These can be several people per faculty. The contacts with sufficient background in sustainability act as a link between the units and the organisation of Sustainable UM2030.

6. **Good communication and provision of information**
   In order to involve the UM community, it is necessary that information about sustainability at UM can be easily retrieved. This contributes to the transparency of UM and the dissemination of information and experiences.
   In addition to the current communication via UM News and the UM website, it is proposed to also use other channels such as Facebook, Instagram and LinkedIn. In addition, in order to have more interaction with the community, events such as online town hall meetings could be organised four times a year. The distribution of a newsletter three times a year is being researched. Sustainability should also be more visible on the UM website homepage.

7. **Team formation and composition**
   In order to safeguard SUM2030 and to meet today’s challenges, the formation will be as follows:
   a. The Task Force Coordinator from 0.4 to 1.0 FTE
      To ensure continuity and embedding in the organisation, support of a coordinating team, staff (preferably alumni) for:
   b. 0.6 FTE project assistant / support administration
   c. 0.2 FTE (instead of 0.5 FTE) M&C activities (support various M&C roles through payment or FTE)
d. Green Office: one full-time student employee (or two part-time students) who provides the link to the student groups: community engagement and volunteers, communication and PR

e. Interns and students working on assignments within their courses/tasks and projects or on a voluntary basis in the field of sustainability.
Every academic year an inventory is made for possible internships or assignments in the field of sustainability. Focus points Sustainable UM2030 and descriptions of projects/activities are required. A dashboard will be explored for this purpose.

f. Capacity of students and staff
The Maastricht University Green Office has played an important role in making UM more sustainable. However, the Green Office was set up in 2010 and now the UM requires a different role from it in order to better align with the programme and other stakeholders and needs. There are many active student groups and the Task Force aims to connect and, where possible, stimulate the sustainability ideas of students within the UM community. Efforts are being made to cooperate as much as possible with student organisations and other projects through the Green Office, creating more room for experimentation and opportunities to learn from one another. Awareness, involvement, experimentation, implementation and thinking together are central to this.