

# Maastricht University Sustainability Roadmap 2030

# Maastricht University Sustainability Roadmap 2030

**A project by Maastricht University Green Office**

Sustainable development means achieving a quality of life (or standard of living) that can be maintained for many generations because it is: socially desirable (fulfilling people's cultural, material, and spiritual needs in equitable ways), economically viable (paying for itself, with costs not exceeding income), and ecologically sustainable (maintaining the long-term viability of supporting ecosystems).

*World Conservation Union*

# Content

<b>1 Introduction</b> .....	<b>4</b>
<b>2 Education &amp; Research</b> .....	<b>6</b>
2.1 Education.....	7
2.2 Research.....	9
2.3 Staff involvement.....	10
2.4 Trend reporting.....	10
<b>3 Operations</b> .....	<b>12</b>
3.1 Energy.....	13
3.2 Waste.....	14
3.3 Paper and packaging.....	15
3.4 Contractors.....	15
3.5 Water.....	16
3.6 Travel.....	16
3.7 ICT.....	17
<b>4 Community &amp; Culture</b> .....	<b>18</b>
4.1 Awareness.....	19
4.2 Bottom-up initiatives.....	20
4.3 Local environment.....	20
4.4 Public relations.....	21
<b>5 Realisation and monitoring</b> .....	<b>22</b>



# Introduction

To address the need for guidance towards achieving the goals of the Sustainability Vision 2030, Maastricht University Green Office developed a roadmap. The Roadmap 2030 mentions different steps which have to be taken in order to make sure the University develops in the way envisioned. The three focus areas of the Maastricht University Sustainability Roadmap 2030 are Education & Research, Operations, and Community & Culture.

Based on the available data with respect to sustainability of Maastricht University and the opinion of students and staff, several project plans were developed together with these stakeholders. The students and staff aimed to fulfil the goals outlined in the vision with these projects. The projects include multiple milestones towards 2030 to ensure timely execution of activities. Bringing the ideas and opinion of stakeholders together resulted in the Maastricht University Sustainability Roadmap 2030, which provides a detailed timeline to the management indicating when action is needed in order to realize the Vision 2030.

The Maastricht University Sustainability Vision 2030 identified several goals within the portfolios Education & Research, Operations, and Community & Culture. In the Roadmap 2030 each goal is briefly described and followed by milestones, which are developed in cooperation with students and staff. These milestones are classified according to the legend below. The years denoted before a milestone indicate the ultimate year in which the milestone should be achieved based on the opinion of stakeholders of Maastricht University.

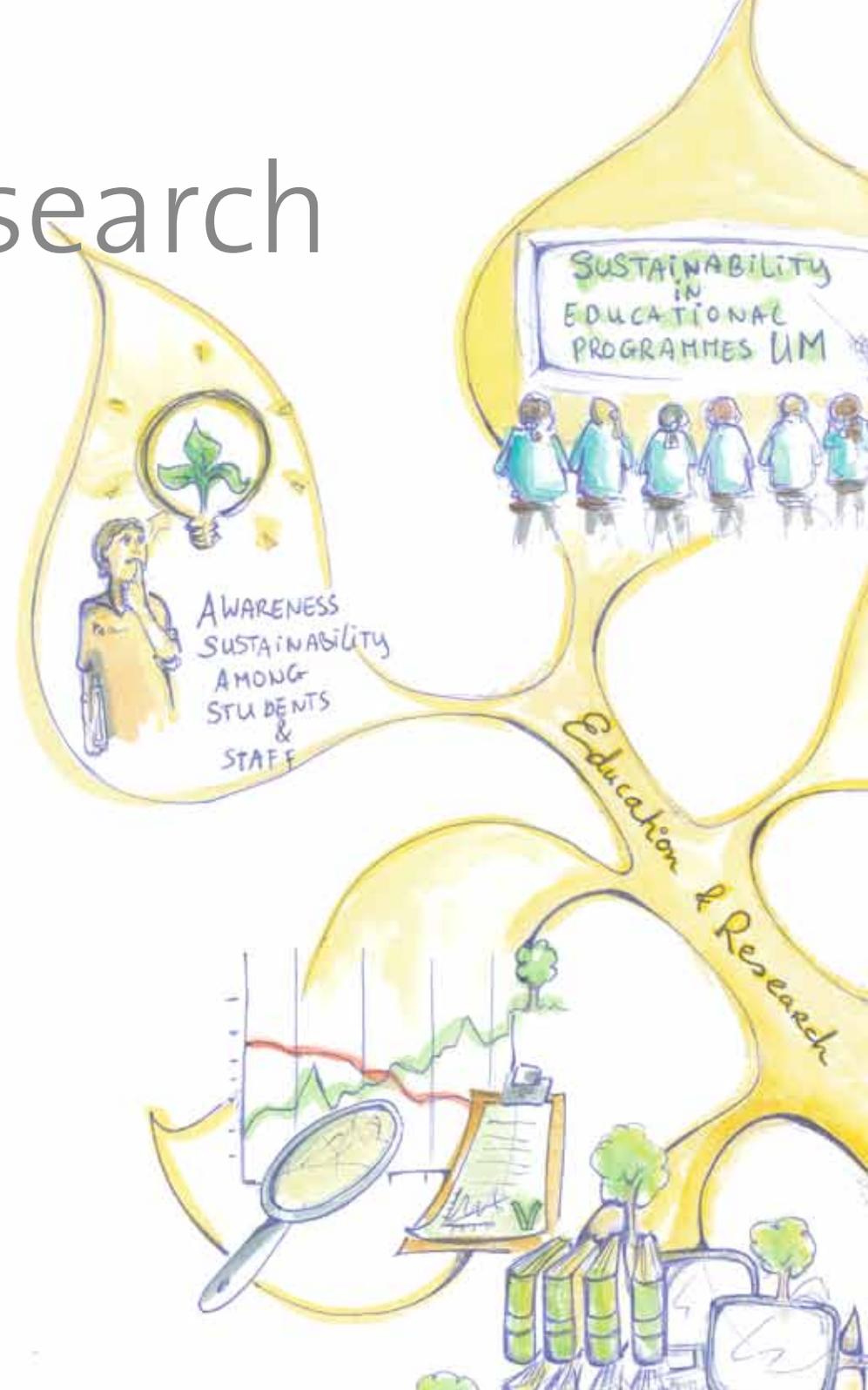
Name	Year	Colour
Short term	2013-2018	Cyaan
Mid-term	2019-2024	Orange
Long term	2025-2030	Dark blue
Ongoing	ultimately achieved by 2030	Light orange

Figure 1: Legend for the milestones

# Education & Research

This portfolio comprises the primary processes of the University and the activities within are therefore key to use sustainability as a way to enrich the educational and research programmes. As these are primary processes it is important to not interfere with these core activities in a detrimental way. The starting point for most goals included in the portfolio is to assess the status quo of the curriculum and reach out to interested programme developers to assist with designing the curriculum. To ensure that the primary processes can be smoothly executed it is of (high) importance to establish continuous dialogues and to cooperate very closely with the staff members involved.

It is important to note that a roadmap gives direction towards the achievement of goals, but the exact path towards fulfilling these goals can be altered according to the findings of assessments and analyses which prove that an alternate development direction is more suitable and effective in improving the sustainability curriculum and research.





## 2.1 Education

### Vision 2030: Making sustainability an integral component of educational programmes offered by the University

Maastricht University regards sustainability as an important aspect of human activity. Making it an integral component of selected educational programmes that consider the social, environmental, and economical impact of our current activities, allows students to consider sustainable development in their work and life. In order to allow for education that includes the topic of sustainable development, Maastricht University will provide course coordinators and other staff interested in this topic with the necessary knowledge, guidelines and resources.

2013	Assess the coverage of sustainability in courses
2015	Assess the expectations of students with respect to the sustainability curriculum and actively engage them in shaping this curriculum
2017	Develop a sustainability knowledge pool accessible for all course coordinators and other staff members concerned with shaping the curriculum
2021	Assist interested course coordinators in developing guidelines for their courses and offer them the necessary resources to implement the topic of sustainability in their courses
2023	Encourage sustainability as a topic in courses by approaching course coordinators with concrete proposals that show the added value of the topic in a particular course

Ongoing	Continuously communicate the latest research findings and best practices towards interested course coordinators and other staff members involved with shaping the curriculum and provide support to adjust the curriculum towards these findings and best practices
Ongoing	Expand education possibilities in sustainability by developing new programmes, such as: a minor, an online course or an interdisciplinary bachelor in sustainability
Ongoing	Increase the outreach of the sustainability curriculum by improving the international accessibility using the available technologies (e.g. e-learning)



**Vision 2030: Offering an internationally acclaimed and innovative sustainability curriculum**

In order to guarantee the quality of the sustainability curriculum offered by Maastricht University to internal and external parties the University will take part in international assessment which evaluates to what extent sustainability is successfully included in the University's overall curriculum. By expanding and making the current sustainability curriculum visible, the University will be able to attract students, researchers and staff members in the field of sustainability on a larger scale.

2020	Actively pursue international assessment of the sustainability curriculum by choosing the optimal assessment method after thorough investigation of the options within the field of sustainability assessment
2021	Appoint a staff member to be responsible for the participation of Maastricht University in this assessment. This person is also responsible to compile and provide the necessary information to the institution executing the assessment
2022	Provide additional funds for Maastricht University's sustainability curriculum when necessary to achieve the above mentioned internationally acclaimed curriculum
2025	Take part in the selected assessment process
2026	Use the outcome of the assessment to identify the strengths and points of improvement of Maastricht University. Include the results in the current policy of Green Office and strategy of Maastricht University
2026	Use the results and particular strengths identified by the assessment for marketing and communication to internal and external parties

## 2.2 Research

### Vision 2030: Making the University a hub for research and expertise, as well as a creating accessible database for stakeholders outside the University

Besides the improvement of the educational curriculum in the field of sustainability, research is also an aspect where the University can extend the knowledge on sustainability available amongst academics. In order to increase the outreach to internal and external stakeholders a database will be used to share the knowledge and expertise gained in the field of sustainability.

2015	Increase the inner-Maastricht University communication and sustainability related knowledge exchange by using the available technologies
2017	Initiate and maintain networking platforms for inter-faculty sustainability researchers
2022	Ensure that there is a database in use by Maastricht University which makes sustainability-related research conducted at Maastricht University accessible to internal and external stakeholders

### Vision 2030: Promoting inter-disciplinary research in the area of sustainability

In order to increase the knowledge on sustainability and be amongst the leaders in this field, the University should not only expand the amount of research done, but also deepen the research by promoting inter-disciplinary research. Through creating synergies between different academic fields and systematic knowledge sharing, new insights can be gained.

2014	Assess the current cooperation and level of interdisciplinary research
2016	Connect researchers from different faculties by making their research interest visible to other researchers
2018	Dedicate funds to interdisciplinary research projects in sustainability
2022	Include the latest findings in sustainability research in the database that will be created as mentioned to the left



## 2.3 Staff involvement

### Vision 2030: Increasing wide-ranging and measurable awareness of sustainability issues at all levels of University staff members

Maastricht University encourages sustainability awareness of staff members at all levels of the organisation. A dialogue with staff members will be established about the role of sustainability in their working life. This dialogue will help improve the awareness towards sustainability issues staff members see at their work. It can simultaneously be used to inform staff about sustainability processes and future plans of the University through transparent information sharing regarding these observations. Besides trainings offered to interested staff members that enhance their knowledge in the field of sustainability, staff members will be encouraged to actively engage in solving sustainability issues.

2015	Evaluate the knowledge, stance, and interest towards sustainability of staff members through continuous dialogue
2017	Assess sustainable solutions that improve the working conditions of staff members
2023	Develop and provide training Programmes for staff members to offer them the opportunity to learn about implementation of methods that improve their working conditions
2026	Implement sustainable working practices that improve the working conditions for staff members

Ongoing	Increase awareness by engaging staff members in the process leading towards a sustainable University through transparent information sharing of projects and strategies including sustainability
---------	--

## 2.4 Trend reporting

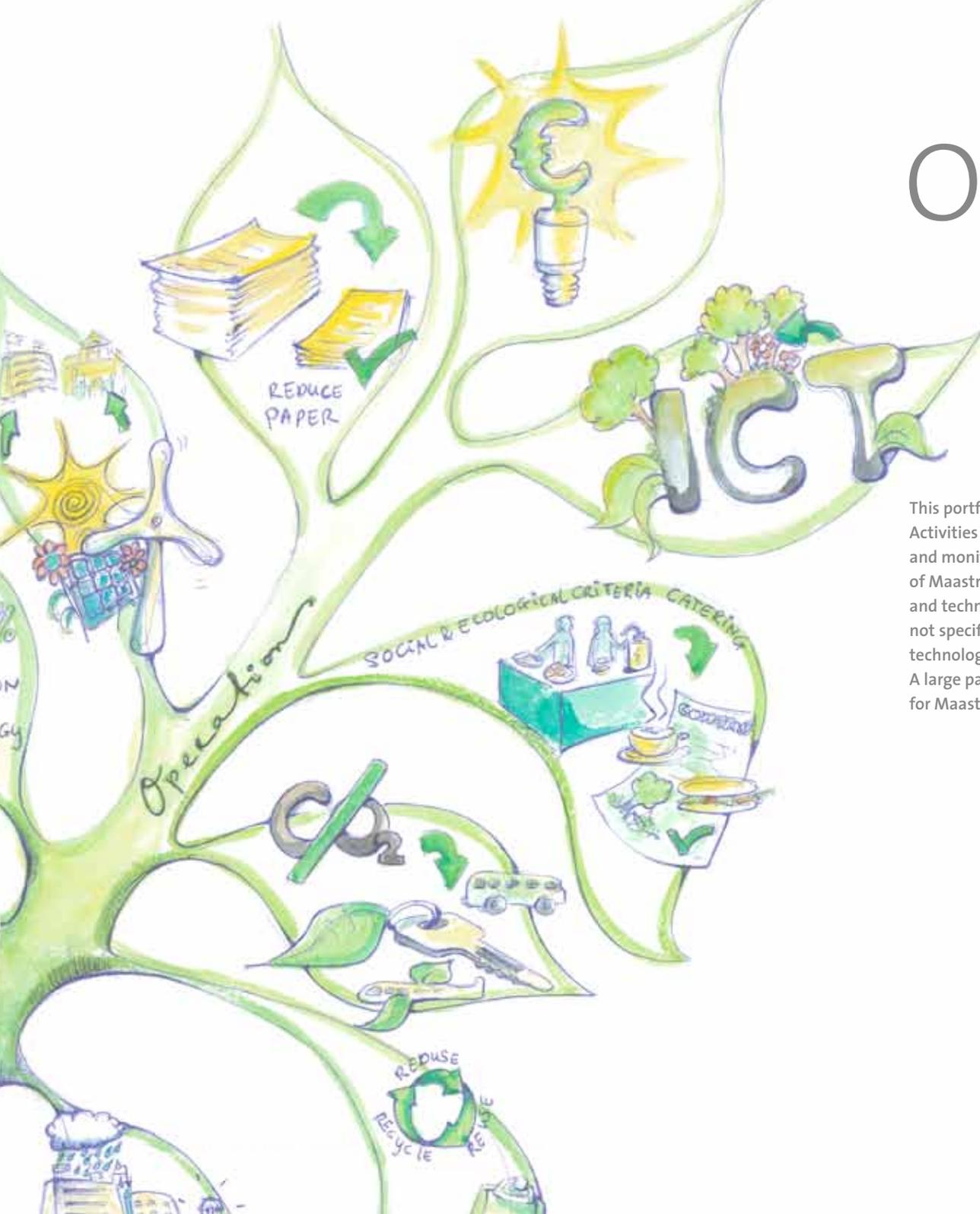
### Vision 2030: Contributing to a more sustainable future by mapping changing trends and generating practical solutions

In order to be aware of the trends, for example, in the field of technology, it is important that markets that affect the University in the broadest sense are closely monitored. Once a trend is identified the University can react by aligning actions accordingly and instantly looking for solutions that can help the University adapt to the situation in the optimal way.

2023	Investigate possibilities of offering stakeholders a space where Maastricht University research is transformed into real-life solutions
2025	Create a space where stakeholders can transform research into solutions
2028	Offer sustainable solutions for problems in the private and public sectors, and NGOs
Ongoing	Monitor developing trends in sustainability and inform staff and students about these trends



# Operations



This portfolio comprises all activities concerning the operations of Maastricht University. Activities concerning the operations mentioned below should be discussed, implemented and monitored in close cooperation with the department of General and Technical Services of Maastricht University. These activities should be performed with the optimal processes and techniques available at that specific point in time. Techniques and solutions are not specified due to rapid changes and developments in the field of sustainable technological development. A large part of the activities mentioned below can result in substantial economic benefits for Maastricht University.



### 3.1 Energy

#### Vision 2030: Reducing net energy consumption for all facilities to zero

Energy is the largest single factor contributing to our University's ecological footprint. In order to reduce the environmental impact to a minimum, both qualitative and quantitative measures have to be taken. Reducing the overall energy consumption of all buildings to zero implies combining renovation measures to achieve maximum efficiency in existing buildings with the application of plus-energy standards in all future real estate projects.

2014	Premium project; investigate possibilities to renovate and make Maastricht University's historical buildings more energy efficient
2017	Continue monitoring energy consumption and map changes and expansion in real estate
2018	Gradually implement plus-energy efficiency standard for new buildings
2022	Develop and apply strict sustainability standards for renovation and real estate projects
Ongoing	Progressively renovate all historic buildings to fulfil the highest sustainability criteria

#### Vision 2030: Using 100% renewable and self-generated energy

The sustainable University not only minimizes its environmental impact regarding energy production but it also has a positive impact on society and helps pave the way towards a sustainable future. In addition, Maastricht University will gain independence from the energy market by investing in facilities for the production of renewable energy in close cooperation with outside partners.

2013	Investigate possibilities and design scenarios for renewable energy production
2014	Continuously assess and embrace developing technologies in the field of renewable energy production
2015	Investigate possibilities for heating
2018	Implement renewable energy production
2022	Achieve production that meets 70% of the University's overall energy consumption
2025	Achieve production that meets 80% of the University's overall energy consumption
2030	Achieve consumption of 100% self-generated renewable energy in cooperation with outside partners

### Vision 2030: Increasing energy efficiency

Achieving independence from the volatile energy market and having a real impact on the market for renewable energy through direct investment does not substitute serious efforts towards maximizing energy efficiency. Renewable energy technologies can also have a high environmental impact, even though they eliminate greenhouse gas emissions. A comprehensive and ambitious energy efficiency policy that complies with, and goes beyond the requirements is therefore highly desirable. It has to be assured that a growing University does not lead to a larger ecological footprint.

2018	Constantly invest in the insulation of historic buildings to meet highest energy efficiency standards
2020	Pursue the development and implementation of higher energy efficiency goals in order to reduce the environmental impact of energy production facilities
2025	Decouple energy consumption and University expansion by embracing technological innovation and by an energy-neutral expansion concerning real estate
Ongoing	Continue to fulfil the Energy Efficiency Plan and and comply with the MYA through constant improvement of processes and installations
Ongoing	Increase energy efficiency in research while guaranteeing the quality of research and make additional funds available if necessary to guarantee quality and efficiency of research

## 3.2 Waste

### Vision 2030: Using a Cradle-to-Cradle approach and reusing, reducing, and recycling waste

A major paradigm shift is needed to address the crucial issue of waste. Embracing innovative approaches such as Cradle-to-Cradle, 'C2C', and identifying and realising the potential for reusing, reducing, and recycling waste wherever possible describes the ambitious strategy of the sustainable University. By facilitating waste separation and making the producer responsible for the complete life-cycle of its product will lead to a reduction in waste will allow for effective reusing and recycling of valuable resources.

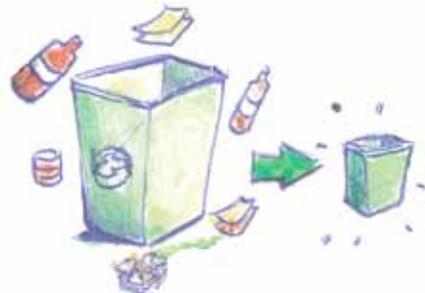
2014	Identify flaws and potential for improvement of the current waste production and design solutions
2016	Identify areas in which the Cradle-to-Cradle approach is feasible and pursue its implementation
2017	Facilitate effective waste separation for paper, plastic, etc.
2018	Introduce a closed loop for paper
2020	Assure and monitor the recycling of plastic waste
2022	Where possible, implement producer responsibility for waste through tenders, including electronic waste
2024	Apply and monitor strict social and ecological criteria for the recycling by producers
2027	Decouple the University's expansion from its total waste production
2030	Tap the full potential of reusing, reducing, and recycling

### 3.3 Paper and packaging

#### Vision 2030: Decreasing the use of paper and packaging

As current technological developments indicate, the use of paper will make way for both more sustainable and more practical solutions. The Sustainability University is actively engaging in, and shaping this development. Furthermore, improving the printer environment and reducing packaging will lead to a decreased waste production.

2015	Assess the current situation and develop solutions
2016	Reduce the use of paper through improving the printer environment
2023	Reduce packaging through correspondent criteria in tenders
2028	Provide the infrastructure for paper substitution
Ongoing	Substitute paper by more sustainable solutions when practical



### 3.4 Contractors

#### Vision 2030: Implementing strict ecological and social criteria for 100% of the University's contractors, including catering

The sustainable University considers its ecological and social responsibility and takes it seriously. The impact through procurement is substantial. Maastricht University can play an important role in fostering the idea of sustainability throughout the supply chain. Including strict ecological and social criteria in tenders, and closely monitoring all procurement activities including catering, is crucial to increase sustainability of the University's procurement and to play a leading role in promoting the importance of sustainability amongst Maastricht University's suppliers. Maastricht University should promote the application of these criteria not only for its direct suppliers, but should also look into the possibility of applying these criteria to its two-tiered suppliers. Moreover, criteria for tenders should be applied on all levels of the University.

2014	Assess existing criteria and investigate how to implement social criteria
2019	Implement a pilot for social criteria in tenders
2022	Develop social and environmental criteria beyond the legal requirements
2025	Guarantee high sustainability criteria in all tenders on all levels
2025	Monitor and ensure the adherence of direct suppliers to the criteria and their application of ecological and social criteria to two-tiered suppliers
2030	Apply criteria to all tenders including existing and prolonged tenders

### 3.5 Water

#### Vision 2030: Using fresh water wisely and rainwater where possible

Addressing the increasing global significance of available clean water, the sustainable University reduces its fresh water consumption by increasing efficiency and using rainwater where possible. It is especially important to decrease the virtual water footprint of the University and to include it in criteria for tenders. Using water wisely also includes discouraging treating water as a commodity, and making drinking water available in an environmentally responsible way.

2014	Investigate and implement ways to reduce water consumption
2019	Investigate and implement possibilities to collect and reuse rainwater
2022	Implement rainwater usage in new real estate projects
2024	Calculate and monitor a virtual water footprint of University
2030	Implement criteria regarding water footprint in tenders
Ongoing	Promote use of tap water and enable students and staff members to drink tap water by improving the infrastructure for tap points where necessary

### 3.6 Travel

#### Vision 2030: Reducing travel-related greenhouse gases through different modes of travel, reduction and compensation.

Reducing its contribution to global climate change is one of the sustainable University's central goals. Where possible, the University seeks to reduce travel and to find alternatives or compensate for unavoidable, carbon-emitting transportation. This can be reached by reducing the amount of travel and by switching to low carbon travel. A mobility policy has to be developed that includes sustainability criteria and initiates travelling less carbon intensively. Moreover, students have to be encouraged to reduce their travel-related emissions.

2013	Comprehensive analysis of students and staff travel behaviour including local and long distance
2015	Develop a mobility policy for staff members including strict sustainability criteria
2020	Provide infrastructure that allows for low carbon travel for staff and students
2022	Establish Maastricht University as a car-free University
2026	Avoid air travel – investigate alternatives for travel
2030	Compensate for unavoidable travel related emissions

### 3.7 ICT

#### Vision 2030: Implementing maximum energy efficiency in ICT

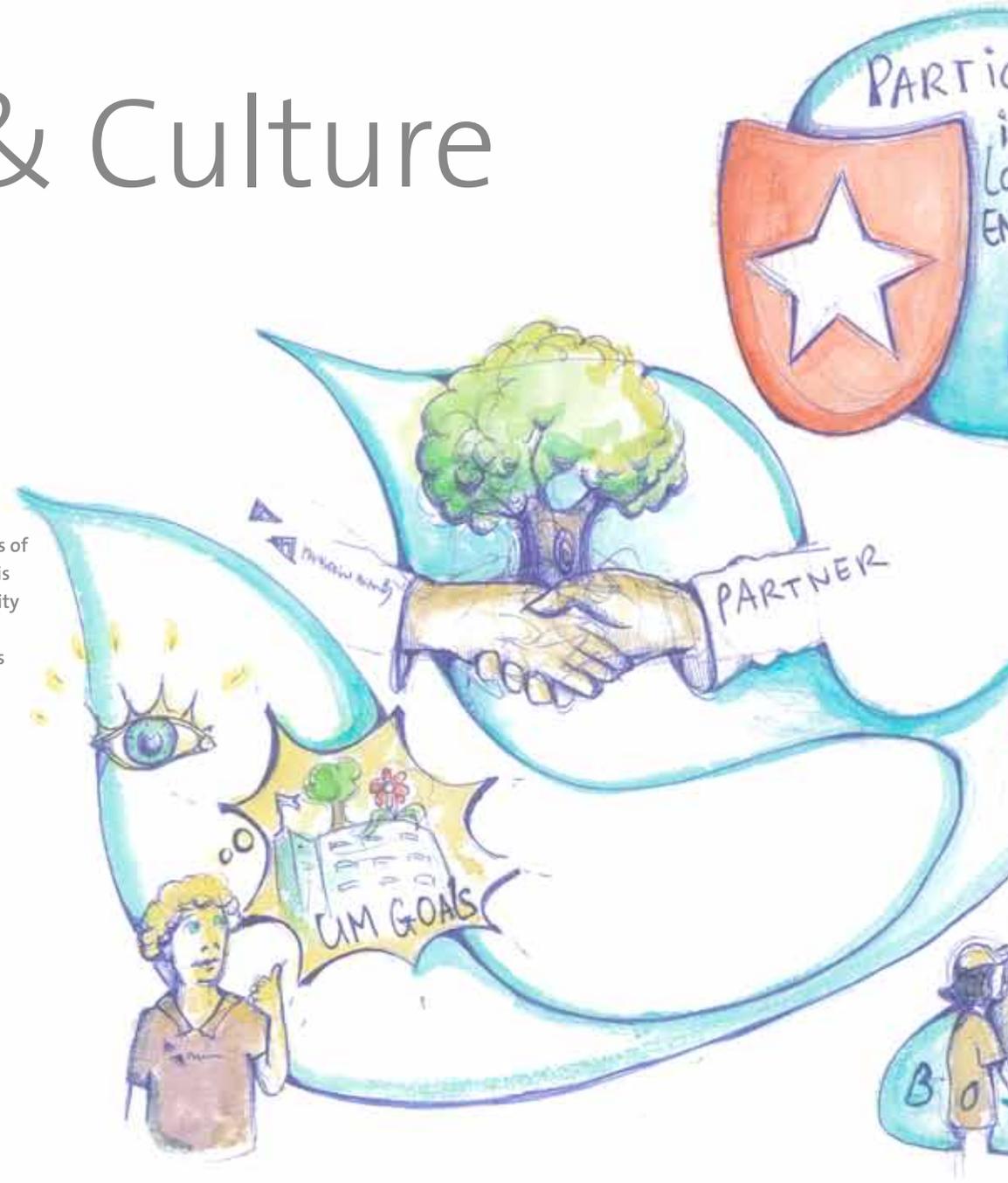
Information and Communication Technology accounts for a large part of the University's energy use and has a large impact on the environment and society. At the same time, its rapid technological developments also make ICT one of the most promising areas regarding sustainable innovation. Next to implementing ecological and social criteria in its procurement, setting energy efficiency standards and adapting the ICT strategy to the technical developments in green IT will allow for guaranteeing an emission free ICT environment and for substantially reducing its environmental and social impact.

2018	Identify and implement highest available efficiency standards for ICT
2022	Include strict sustainability criteria into ICT strategy and continuously adapt them to the technological developments in green IT
2030	Achieve an emission free ICT environment



# Community & Culture

This portfolio comprises all activities concerned with informing staff and students about sustainability with the ultimate goal to creating and improving the awareness of the importance of sustainability in general and at Maastricht University. Although it is very hard to measure the outcome and effectiveness of activities, Maastricht University considers its community as a potential driving force to support new initiatives and therefore it is of utmost importance to include the community in the process towards becoming a sustainable University.





#### 4.1 Awareness

**Vision 2030: Making all students & staff aware of the University's sustainability goals**  
 Maastricht University considers the University's community to have a crucial role in the process towards a sustainable University. Maastricht University regards the community as a driving factor in the change process and will engage in a constant dialogue regarding the University's sustainability goals which makes students and staff aware of the goals and allows them to become involved in pursuing the goals and developing them further.

2014	Assess status quo internal communications and include sustainability as a central goal of Maastricht University in the communication strategy
2014	Inform students and staff about current status of the goals on a regular basis
Ongoing	Continuously measure awareness of staff and students
Ongoing	Ensure participation by students and staff in the process of realizing goals

## 4.2 Bottom-up initiatives

**Vision 2030: Provide bottom-up initiatives with the means to drive the transformation towards a sustainable University.**

To realize the Sustainability Vision 2030 Maastricht University embraces bottom-up initiatives and regards them as the driving force behind institutional change. The aim is to achieve a high level of participation by the University's community in all sustainability related projects and take the opinions of students and staff seriously. Ambitious students and staff members will be provided with the necessary resources to exercise their projects.

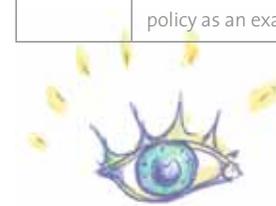
2016	Investigate the demand of staff and students and execute an integrated assessment of the current status
2017	Encourage students and staff projects realizing the Sustainability Vision 2030
2017	Develop a structure that facilitates these projects and provides the necessary resources
Ongoing	Continuously assess the engagement of students and staff in the process of becoming a sustainable University
Ongoing	Establish strategic alliances with organisations active in the field of sustainability to facilitate the implementation of the roadmap

## 4.3 Local environment

**Vision 2030: Becoming an active participant in its local environment, adapting University policies to other contexts.**

Sustainability is a topic of broader societal concern and can only be tackled through the involvement and support of local communities. At the same time, universities have a high responsibility towards their local communities and have to take a leading role in the sustainability discourse. Maastricht University is willing to take this responsibility by actively engaging in its local environment and taking a role that promotes ambitious sustainability goals.

2017	Provide stakeholders with insight into the University's sustainability policy and promote best practices
2024	Become a driving force in local and regional sustainability initiatives
2024	Share the knowledge of Maastricht University regarding sustainability through local projects
2028	Create cooperation with local companies and offer Maastricht University sustainability policy as an example



**Vision 2030: Establishing, maintaining, and deepening strategic partnerships for sustainability with the public and private sector, as well as between the University and local communities, as well as other educational institutions.**

Maastricht University will take action to streamline its long-term and short-term sustainability policy with societal actors from the public and private sectors and specifically other educational institutions. Maastricht University will create synergies with societal actors in all its sustainability related activities and will take a leading role in the sustainability discourse.

2015	Initiate dialogue on sustainable society with local communities
2015	Contribute to the sustainability efforts of the City of Maastricht
2016	Initiate a Euregio University platform to coordinate knowledge exchange and to streamline sustainability efforts in the region
2024	Use current networks and partnerships in order to promote the topic of sustainability
2025	Engage actively in international sustainability networks
2027	Provide outside partners with best practices and knowledge

#### 4.4 Public relations

**Vision 2030: Making sustainability an important part of University Public Relations**

In order to achieve a maximum level of transparency regarding the University's sustainability policy, Maastricht University will actively inform the public about the progress in becoming a sustainable University. Maastricht University regards sustainability as one of its core values and will actively communicate the status quo as well as its short- and long-term ambitions. Therewith the University's sustainability actions become subject a critical societal discourse. Conclusions of this discourse will be used to continuously improve Maastricht University's sustainability agenda.

2014	Inform the public about current status of the goals of the University and the progress in accordance with the Maastricht University Sustainability Roadmap 2030
2015	Assess status quo of PR and include sustainability in the communication/PR strategy
2018	Communicate sustainability as a one of the key values of Maastricht University
2021	Monitor perception of the extent to which Maastricht University is regarded as a sustainable University by the public
Ongoing	Make all sustainability data publicly available and pursue the highest possible level of transparency regarding all sustainability activities

# Realisation and monitoring



Maastricht University's progress in fulfilling the goals of the Sustainability Roadmap 2030 will be assessed by Maastricht University Green Office in regular intervals in cooperation with all relevant stakeholders. Green Office and other involved departments of the University will produce public progress reports. The Sustainability Roadmap will constantly be improved according to the availability of new technologies and changing circumstances. The role of Green Office is to initiate projects and make students and staff aware of the projects paths stipulated in the roadmap. Its members will establish dialogues with relevant stakeholders and make sure that responsibilities are divided amongst staff members according to their function and ability.



Maastricht University Green Office coordinates and initiates sustainability projects at Maastricht University, by empowering students and staff members. Thereby, Green Office addresses the urgent need for integrated and innovative efforts for a sustainable future at the university. The Maastricht University Sustainability Roadmap 2030 provides a timeline including projects and activities that have to be undertaken in order to become a truly sustainable university by 2030.

**Visiting address**

Sint Servaasklooster 32 , room 0.008  
6211 TE Maastricht  
T +31(0)43 388 51 82  
F +31 (0)43 388 43 60  
[greenoffice@maastrichtuniversity.nl](mailto:greenoffice@maastrichtuniversity.nl)



**Postal address**

Postbus 616  
6200 MD Maastricht  
The Netherlands

[www.greenofficemaastricht.nl](http://www.greenofficemaastricht.nl)