

Maastricht University Green Office

Annual Plan 2015

Educational institutions and governments should provide the institutional support, resources and legitimacy for youth-led change towards sustainability.

- UNESCO Education for Sustainable Development Youth Statement. Added as a result of a consultation process discussing the Maastricht Green Office Model.

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Maastricht University Green Office

Our Mission

Green Office is a student-driven and staff supported university department that is responsible for managing Maastricht University's sustainability portfolio. Green Office initiates and coordinates sustainability projects at Maastricht University by empowering students and staff members.

Our Vision

Maastricht University will be a sustainable university where sustainability is inherent to all activities and processes. Green Office will facilitate the cultural transformation by and of the community to reach this goal.

History

Green Office was set up in 2010 by a group of students and staff members passionate about sustainability, after their proposal was positively received by the management of the university. Since then we have been building a track record of successes by collaborating with students, staff and faculties while consistently improving our organization.

Purpose

Why is Green Office needed at Maastricht University? We believe that universities have a crucial responsibility in addressing the societal challenges of the 21st century. While pressing societal concerns of previous generations related to national welfare and economic development, an urgent question of our time is how to work towards a sustainable future in the context of systemic global crises. Universities have the potential to become powerful leaders in the sustainability transition through their research, education, and community engagement activities, as well as their operational processes. However, due to their structural and organizational complexity, they are often unable to adequately respond to the need for internal institutional change in these areas, which is required for taking such a leading role. In this context of societal responsibility for addressing the sustainability challenge, it is important that Green Office fosters the university's institutional ability to respond by driving and supporting the organizational change of UM. Hence, the purpose of the Green Office team is:

Acting as intra-preneurs, or embedded change agents, who use innovative approaches to change the organization they are themselves a part of. As a department of UM, Green Office can leverage this unique position to mobilize the community of UM students, academics and staff and facilitate their efforts in the sustainability transformation of the university.

Playing an integrator role, through connecting student initiatives and bridging the gaps between departments and different stakeholder groups. This means integrating the research, education and operational activities in line with sustainability goals. Also, this involves mediating between the change-efforts of students and the university. Thereby, the bottom-up demand for change and creative ideas of students and staff can be more easily met by the actors with the power to implement decisions.

Empowering students and staff to act as effective change agents in the transformation of the university and in society at large. Green Office seeks to cultivate among the UM community a sense of agency, as well as the competencies required for effective action for change. We, the members of Green Office, invite students, academics and UM staff to work with us so that, together, we will succeed in making Maastricht University sustainable from within and thereby become a transformational actor in society

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Introduction

The annual plans of the Maastricht University Green Office (UMGO) aim at laying out the plans of the department towards the implementation of the applicable sustainability policy of the university, the Vision 2030 towards a more sustainable university and the Roadmap 2030. The annual plan at hand aims to give a structure to the efforts of Maastricht University Green Office to implement the sustainability policy for 2014-2016. As the goals for this period are reached timely, a new policy can be adopted for 2016-2018. We work in five different portfolios, namely: Governance, Operations, Research, Education and Community. These have been generally accepted as the relevant areas of an educational institution's transition towards greater sustainability.



UM Sustainability Policy 2014-2016

The Sustainability Policy 2014-2016 aims to link future ambitions of Maastricht University to past efforts and current commitments. It provides details of UM's plans towards becoming more sustainable in line with the framework provided by the Sustainability Roadmap 2030 (adopted by UM's executive board in July 2013). Maastricht University Green Office designed and developed this roadmap in close cooperation with all relevant stakeholders. Additionally, the policy integrates current commitments of Maastricht University – the Multiple Year Agreement on Energy Efficiency (MYA3) and the Dutch public sustainable procurement scheme (coordinated by RVO). It builds on the recommendations of the Climate Action Report – the first baseline analysis of sustainable development at Maastricht University – as well as the insights gained through the Sustainability Progress Reports of 2011 and 2012. This annual plan aims at completing the objectives of this policy that have not yet been met in 2014. Green Office will ensure the involvement of all relevant stakeholders in the execution of the policy objectives and that the policy will be implemented in line with the Strategic Program 2012-2016, while continuing to aspire to implementing the Roadmap 2030 and thus reaching the goals of the Vision 2030.

General Tasks

Hiring and coaching

In 2015, UMGO will recruit six new employees. The hiring procedure includes a CV, motivation letter, interview and a project proposal assignment. In 2015 we will continue to investigate how to further improve our hiring mechanisms. Employees receive coaching through the Green Academy organized by UMGO as well as through workshops by rootAbility, other alumni and other current employees.

Annual Report

UMGO will publish an annual report on its activities in 2014.

Governance, strategy and organization

Management Control System

A Management Control System tracking the performance of UMGO will be developed and implemented. Firstly, an overview of past and current projects and where they fit in within the goals of the Roadmap as well as a selection of key performance indicators on a timeline will be created. Secondly, UMGO will investigate how best to measure the impact of projects and assess their success in the light of progress made towards the Roadmap.

The learning and dissemination of knowledge

The ongoing efforts of UMGO of sharing knowledge with different sustainability departments and projects of higher education institutions, particularly in collaboration with rootAbility will be continued. Since several universities have been identified as partners in 2014, well-coordinated knowledge exchange can now take place in 2015.

The Green Office movement

The Maastricht model of a student-run Green Office is rapidly spreading in Europe and is on track to become the best-practice of its field. At the end of 2014 there were nine offices receiving official approved university funding, including Maastricht, Wageningen UR, Utrecht, Amsterdam (VU), Rotterdam and Groningen. There are numerous student initiatives aiming at setting up Green Offices at other European higher education institutions. To share knowledge and support this movement UMGO will continue to collaborate closely with the existing Green Offices in the Netherlands and Europe as well as with rootAbility and Studenten voor Morgen. In 2014 the first Green Office summit was held. These summits will take place on an annual basis, and serve as a dynamic platform for collaboration. Furthermore, Maastricht University Green Office has together with the Wageningen and Utrecht Green Offices developed a volunteer work certification scheme. The Green Offices involved are aiming at spreading this scheme to further Green Offices in the Netherlands and to develop it further.

Integrated Reporting

Since its creation in 2010, UMGO has produced a sustainability report every year. Great improvements have been made with every report, including the latest Sustainability Progress Report 2013. Systematic improvements inspired by integrated reporting and other best practices will also be made with the Sustainability Progress Report 2014 which will be published in fall 2015. Since 2014, UMGO also contributes to the annual plan of UM. UMGO supports the efforts of the university to move towards more integrated reporting and will aid this process wherever possible.

Sustainability Framework for Dutch Universities

To improve our own reporting efforts and to aid collaboration with other Green Offices and higher education intuitions in general, UMGO aims at drafting a framework for sustainability reporting at Dutch higher education institutions. While similar frameworks exist for corporations, there is no coherent framework for higher education institutions. The draft will be edited by staff members of Maastricht University with expertise in different areas. This will be the basis for a framework which is then to be adopted by a summit of representatives of various Dutch higher education institutions. The summit should take place within 2015.

Operations

Green Electricity Transition Project

The Green Electricity Transition Project aims at developing ideas of how Maastricht University can achieve a net energy consumption of zero. For production locally different options have been investigated in cooperation with FD. As a result of this project, solar panels will be placed at the new sports facility. Solar panels for other facilities have been investigated and progress has been made on their implementation. Investigations on the use of small wind turbines on campus have shown that this technology is not economically desirable. Further options for energy production, such as thermal energy production and translucent solar cells will be investigated in 2015. Furthermore, options for greater energy efficiency in heating will be investigated. Past efforts to investigate building a cooperatively owned windfarm with other universities has turned out to not be feasible in the way it was envisioned by the Green Office. The Green Office is now investigating possibilities for Maastricht University to cooperate with other universities in the purchasing of certificates of origin of produced electricity which would include strict requirements as to the source of the energy to be of newly constructed wind turbines or other sources of renewable energy. This would allow the university to have a significant impact on the renewable energy market by increasing its weight in the market through a cooperation with other institutions and by incentivizing renewable energy production.

Transportation project

In 2014 a first version of a transportation policy was drafted by the Green Office. After final adaptations, the adoption of the policy by the governing bodies of the universities is expected in early 2015. The policy incentivises more sustainable modes of university related travel and commute for students and staff members by negative and positive incentives alike. In 2015 the focus of this project will lie on monitoring the implementation of the policy. Part of this monitoring process will be to account for changes that occur in the transportation habits, of staff and students, which can be traced back to the policy. Drawing on these insights it will be investigated, whether, further measures should be taken in

the long term. Furthermore, the Green Office will communicate the policy to students and staff members.

Green Catering

In 2014, the Green Office lobbied for more sustainable catering by the university's caterer Albron. The main emphasis was on Albron reaching a 40% sustainable product-range as required by the tender. As a result of our efforts, the share of sustainable products sold rose from 26.0% in 2013 to 35.6% in 2014 and the share of organic products from 5.4% in 2013 to 14.8% in 2014. This was largely due to offering organic bread buns. To kick-start this project, a strong message by the Green Office was necessary. Now that the caterer has made progress, also considering packaging (discussed under the project waste management, below), the focus of the Green Office's activity will be to engage in regular meetings with the caterer and FD to discuss what further measures can be taken. Through regular and constructive dialogue we hope to further increase the level of sustainability.

Waste management

In 2013, a pilot was initiated by the Green Office to separate waste into three streams at the inner city library. In 2014, FD and the Green office investigated how to facilitate the campus wide roll-out of waste separation. Initially, waste separation will be introduced at a second facility in early 2015. In the following, waste separation will gradually be implemented in other facilities on campus. The Green Office will continue to monitor the roll-out of the three-stream waste separation. Additionally, the Green Office will investigate whether adding a fourth stream at certain facilities is viable. Already now, the Green Office has already engaged in talks with the caterer of the university to offer more mono-stream packaging thus allowing it to be recycled. Following this engagement, the caterer has started to implement mono-stream packaging for sandwiches. Furthermore, attempts were made to offer mono-stream coffee-cups. The Green Office will continuously monitor the packaging material that is utilized by the caterer, however, the focus of this project in 2015 will be communication. Much of the waste at the inner city library is not recycled properly due to a lack of knowledge and confusing packaging. This issue will be even more prominent when these efforts are rolled out at more facilities. The communication efforts will aim at promoting separation as well as at informing students and staff about how to separate different materials.

Green Real Estate

The Green Office has in 2014 lobbied for a green real estate policy to be applied to all new construction projects and investigated options for a sustainable development of the Tapijnkazerne purchased by the university, the province and the municipality. The environmental coordinator in 2014 started to cooperate with academics and practitioners to investigate how to best improve sustainability of the university's real estate. In 2015, the Green Office will cooperate with this initiative and support it wherever possible. Furthermore, dialogue with the UM project coordinator for the development of the Tapijnkazerne will be held.

Monitoring tenders

In past projects the Green Office has often struggled with the clauses of tenders which have been concluded for long time periods. This project sets out to improve the monitoring of tenders and breaches of contract relating to sustainability. The first step will be to gather information on all current

tenders and when these expire. The next step will be to formulate tailored standards that could be used for particular tenders. As a third step, a strategy will be developed in cooperation with FD of how to implement these standards considering the role of different departments within FD, like the purchasing department and the environmental coordinator. This strategy will also consider how to deal with breaches of contract. After a strategy has been developed, its implementation will be lobbied for.

The Display: data visualization

A core task for the Green Office is to raise awareness for sustainability and its importance. The sustainability performance of the university is regularly measured and assessed through the reporting efforts of the Green Office and the university as a whole. However, this information only reaches certain target groups, not covering the majority of the students and staff members. Furthermore, such reports are published on an annual basis, not allowing for shorter term, perhaps even real time data. The project of 'The Display' aims at providing sustainability performance indicators presented in a form that is easy for students and staff members to understand on different channels, including web-based channels and public displays. In 2014 much progress has been made on how 'The Display' should look and important contacts were established. The Green Office aims at launching 'The Display' in early 2015. Following its initial launch, further improvements will be made in cooperation with different stakeholders, including the information managers of the different faculties. The Green Office will also investigate the option to present data from PC Power management (see project PC Power management, below) in 'The Display'. This project is carried out in close collaboration with our reporting efforts (see project integrated reporting, above) and the visualization of these reports (see visualization of sustainability progress reports, below).

PC Power management

The university offers over 5000 PC workstations. Most of these do not have appropriate power management settings, often leading to inefficient use. This issue could be solved with a PC power management tool, such as PowerMAN. Apart from allowing settings to be changed, the software also allows the university to track power usage and savings. In 2014, a pilot of the use of PowerMAN was launched at the School of Business and Economics for staff computers. In 2015 this pilot will be investigated in depth, particularly relating to any technical issues or complaints. On the basis of this investigation, the Green Office will consider the feasibility of expanding power management to other facilities. If the program runs without major issues, the Green Office aspires to implementing the software university-wide in the long term. Furthermore data collection can help to raise awareness for sustainability, for example through 'The Display' (see project The Display: data visualization, above).

Road to get paperless

The university by nature of its activity consumes large quantities of paper. Some of this paper usage is redundant, such as printing study materials that are available electronically. A key step towards becoming a more sustainable university is reducing the institution's paper usage. For the long term, the Green Office has embarked on the 'road to get paperless'. In 2015 the Green Office will focus on two key components of this process.

Firstly, the Green Office is investigating how to incentivise the usage of tablets where this has a lower ecological footprint than using paper copies. A pilot was established at FASoS where students evaluated their usage of tablets as opposed to working with paper. The Green Office will investigate further how to incentivise such usages, particularly considering the key challenges of copyright issues, software related issues, dependencies on e-book stores and academic issues when considering open book exams.

Secondly, the Green Office is in dialogue with the new printer supplier of the university, Ricoh, to discuss how to establish more sustainability in the printing services of the institution. Already with the start of the new tender, the printer fleet is being reduced by roughly 30%. Moreover, the new fleet that is being set up in January 2015 throughout the university provides for a scan option which decreases the need to print.

Server Virtualization and long-term hosting options

The University's servers are currently being hosted in a number of different server rooms. Far greater energy efficiency could be achieved if these were to be replaced with a single data centre or if the hosting of the server would be outsourced to a larger external data centre. Since 2009, the ICT service (ICTS) of Maastricht University is working on server virtualization, which allows for a smaller number of servers. The Green Office is in dialogue with ICTS to support the virtualization efforts and the move to an external data centre or establishing one central internal data centre.

E-waste

Electronic waste (e-waste) has a considerable negative ecological impact. At Maastricht University, only a small part of e-waste was disposed centrally, while the majority of e-waste was disposed through other organizations chosen on a faculty and department level. The Green Office has begun in 2014 to work towards a central e-waste policy which would allow e-waste to no longer be part of the regular waste tender. This would allow for demanding stricter criteria, as sustainability requirements for e-waste could no longer be compensated by other services that the waste provider may offer. As the current waste tender ends in early 2015, this will be a central task for the Green Office in this year. Furthermore, the Green Office is committed to getting the e-waste policy that was approved in 2014 implemented in coordination with FD.

Research

Maastricht University Journal of Sustainability Studies

Maastricht University Journal of Sustainability Studies (MUJoSS) is a peer-reviewed journal that presents some of the best sustainability related academic papers, written by Maastricht University students and recent alumni as part of their Bachelor, Master or independent research projects. The goal of the Journal of Sustainability Studies is to encourage student research on sustainability across various disciplinary fields, as well as to promote originality and excellence in research.

The first edition of the MUJoSS was published in 2013, the second in 2014. In 2015 the third edition will be published. The journal is, since 2014, also available on the Open Journal System. A symposium is held every year to allow the contributors to present their paper and also external stakeholders to share their knowledge.

Knowledge Exchange Platform

Despite some degree of existing interaction, knowledge exchange about sustainability could be improved between researchers from different departments and faculties at UM, as well as external researchers and non-academic actors. To understand and address complex sustainability challenges, interdisciplinary (and ideally transdisciplinary) knowledge exchange and research is vital.

In 2014, two successful knowledge exchange symposia were organized in January and December by the Green Office. The next symposium is planned for the end of 2015. The purpose of the symposia is to connect researchers, discuss contemporary topics and establish a lively exchange of knowledge between researchers at UM.

Living Lab

The purpose of the Living Lab is to mobilize the student research capacities from various programs at UM to support the sustainability transition of the university and potential external clients, while simultaneously enhancing the research-based learning experience for students. The university seeks to become a sustainable university in all aspects, including not only its operational activities but also, and more challengingly, education and research. At the same time students seek to have more connection to real-world problems in their education and student research activities, while they also require the capacities to solve complex problems for their future careers. The Living Lab offers the possibility to address these challenges and demands in an integrated manner by bridging the gap between the curriculum and student-research, on the one hand, and sustainability transition of Maastricht University and other actors, on the other hand.

In 2014 a number of living lab research projects were coordinated by the Green Office. These activities will be continued in 2015. The Green Office will also work on collecting and analysing evaluations by clients of the usefulness of student research. Furthermore, the Green Office will investigate how to best institutionalize the living lab and shift ownership of the project in the long-term.

Digital posters

The Green Office is collecting digital posters of various researchers active in the field of sustainability. Digital posters give an overview of a researcher's current and past research activities and thus give the reader an idea of when it could be useful to approach the researcher in question. In 2015, the Green Office will investigate possibilities to consistently update these digital posters and to make them publicly available.

ICIS PhD

A PhD research project, created in collaboration with the Green Office and hosted by ICIS (International Centre for Integrated Assessment and Sustainable Development), started in December 2013, with an expected run-time of four years. The title of the project, "Organisational Transformation and Systemic Change: Modelling pathways towards Sustainability at the University", reflects the need of universities to take account of their efforts in manifesting sustainability across the portfolios of their activities: namely research, education, operations, governance, communications and outreach.

This project aims to take this brief as a starting point for case-study research on pioneering Higher Education Institutions including Maastricht University and the Green Office itself, amongst leading examples from NGO's, Public-Private Partnerships and the business world. This, in symbiosis with an Action Research process that iteratively experiments and implements its findings here in Maastricht, builds towards a set of deliverables, aside from publications and a thesis, that will include policy recommendations on the sustainability governance framework and institutional 'machinery' of the university and the Green Office.

While in 2014 the focus of the project was to get an overview of the institutional status quo and thus build an analytical framework, the PhD candidate will become more active in shaping the institutional transformation of the university from 2015 using the cumulative findings in addition to the case-studies planned to begin in the spring.

Education

Green Academy

In autumn of 2015, the fourth Green Academy program will be launched. The Green Academy is a student run educational project organized by the Green Office. It consists of theoretical and practical skill sessions chaired by experts from academia, civil society and corporate professionals. The Green Academy program typically takes place in bi-weekly sessions throughout one whole semester. The primary aim of the course is to provide an innovative and adequate means of training and knowledge transition to the students active for sustainability and staff members working at the Green Office.

Sustain + GO: first student-run sustainability course at UM

SUSTAIN + GO is a comprehensive, student-run sustainability course utilising the problem-based learning style (PBL) to its maximum potential. The course is available to students from all faculties of UM and registration is based on the student's motivation. This course aims to empower students by giving them the ability to decide which subjects they would like to research. Students build their own curricula for the course as it progresses. The course takes place in the form of eight or nine bi-weekly sessions over one semester and rewards a Green Office certificate of completion to participants.

The course first took place in early 2014. The course will again be launched in early 2015. The Green Office is evaluating the first version of the course, also on the basis of course evaluations from students and is consistently making further improvements. Furthermore, the Green Office will utilize the dialogue with academic staff within Sustain + GO to support other courses' transition towards including more sustainability.

The Green Office is consistently investigating how a sustainability minor or accredited sustainability course available to all UM students can be offered at UM.

Inventory of professorships and courses

Current inventories aim at assessing existing sustainability courses and professorships at Maastricht University and providing an overview of Bachelors and Masters Programs in all faculties. These inventories aim at obtaining a detailed insight into status quo of sustainable development in education

and research at UM the Green Office and to track progress made towards achieving higher levels of education in sustainability.

The Green Office will in 2015 create a qualitative assessment of courses included in the inventory in order to be able to better assess progress made and to offer students a more coherent guide to courses available to them.

Community & PR

Student engagement and community outreach

The Community portfolio's goal is to increase the awareness for sustainability. For the success of the Green Office it is crucial to have broad support from students, staff members and other stake holders that are involved in the sustainability transition of the university. This aim should be achieved through small scale but frequent events such as workshops, discussions and film viewings. Through these events we aim to firstly further raise awareness for the importance of sustainability, secondly to create a discussion among interested parties and thirdly to empower interested participants to become more sustainable in their daily life.

Promotion of sustainability among students

The Green Office is committed to promote sustainability among students. In 2015 the Green Office will continue its efforts in this area through sustainability barbeques as well as other events such as movie nights and monthly mingles. Furthermore, the Green Office will launch a lecture series on sustainability in 2015.

Support of student organizations

The Green Office understands itself to have a role as a broker and liaison between students and the university. Part of this responsibility is to support student organizations and initiatives aimed at increasing sustainability at the university. In 2015, the Green Office will focus its activities to a larger extent on this role and aim at creating a hub for those interested in sustainability.

Staff member engagement

In 2015, the Green Office will investigate how to best promote sustainability among staff members. The focus of this project will be to promote sustainable behaviour, to inform staff members about the activities of the Green Office and to better understand the needs and interests of staff members. As a starting point, contact will be established through the Green Office presenting the status quo in terms of sustainability and to staff members and introduce these to the Green Office's work. This contact will then be used as a basis for further dialogue.

Visualization of the sustainability progress reports

The sustainability performance of the university is regularly measured and assessed through the reporting efforts of the Green Office and the university as a whole. However, this information only reaches certain target groups, not covering the majority of the students and staff members. For these

reasons the Green Office will in 2015 work on a visualization of this information that is to be available through the Green Office website. This project is carried out in close collaboration with our reporting efforts (see the integrated reporting project, above) and 'The Display' (see The Display: data visualization project, above).

Cooperation with the municipality of Maastricht

For students to be able to carry out sustainability projects effectively, they need support within the community they are active in. This concerns the municipal community as well as the university community. For this purpose, the Green Office will establish stronger relations with the municipality of Maastricht in 2015 and look for areas of cooperation, particularly relating to student engagement.

Marketing and Communication

In order to increase the reach of Green Office and to improve possibilities to engage with a broader student base Green Office consistently increases its presence on Facebook, LinkedIn and Twitter as the main social media platforms for students and staff members. The Facebook and Twitter pages have great potential to make Green Office more known among students and staff members, to get in contact with students and other interested parties and to communicate our goals and efforts to the community. This is done through regular informative posts about recent local and global developments in the field of sustainability, with the aim to make the Green Office Facebook page a valuable source for information about sustainability for students. In addition, we are also consistently improving our website to make it more user friendly and communicate through various other channels including university newsletters and the Observant.

In 2015, the focus of our marketing and communication efforts will lie on increasing our reach on Twitter, where we are still lacking reach compared to our Facebook page and on communicating waste separation effectively. To more effectively communicate sustainability the Green Office also aims at cooperating closely with the Marketing and Communication Departments of the university.

Get Involved!

We would like to thank you for taking an interest in Maastricht University Green Office by reading our Annual Plan 2015.

As a student, you can get involved by becoming a volunteer for one of our portfolios or by applying for a position as an employee when there is a vacancy. For more information, please visit our website.

Whether you are a student, student organization, alumni, staff member, student or staff member from another university, NGOs, businesses, or just a person with an interest in sustainability, please do not hesitate to send us an email if you are interested in cooperating with us. We are looking forward to hearing from you.

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