

# Annual Report 2014

*Shaping a green future for Maastricht University*



# Annual Report 2014

Maastricht University Green Office

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

This requires a combination of bottom-up initiatives and top-down steering. Mechanisms should include dedicated funding, institutional integration, working space, mandates, recognition, and training for youth-led sustainability initiatives.

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

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

[Greenoffice@maastrichtuniversity.nl](mailto:Greenoffice@maastrichtuniversity.nl)

By Priyanka Paul Chowdhury and Anselm T. Grahl

# Table of Contents

Organization	4
Executive Summary	6
Governance	8
Operations	9
Research	12
Education	14
Community & PR	16
Finances	17
Supervisory Board	18
Employees in 2014	19
Volunteers in 2014	21
Events	22
Awards	24
Outreach & Representation	25
Media Coverage	28
Networks & Partners	30
Get Involved	31

# Organization

## 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.



# Executive Summary

## Governance

This year the second **Sustainability Policy (2014-2016)** for Maastricht University came into effect which was derived from our previously published Sustainability Vision 2030 and the Sustainability Roadmap 2030 in close cooperation with all relevant stakeholders and outlines our sustainability ambitions in the area of Operations, Research, Education, Community and PR.

Our third **Sustainability Progress report (SPR) 2013** was published this year to report and monitor on the University's sustainability performance.

## Operations

**Green Electricity Transition (GET)** was initiated to identify ways in which Maastricht University can be electricity self-sufficient in the long term. This year we have been building an alliance with Dutch Universities and other organizations to assess the feasibility of jointly producing renewable energy.

A project on **Real Estate** was initiated to improve energy efficiency and resource management in future real estate projects.

We initiated the **Green Catering** project in order to reach 40% sustainable products in terms of purchases, sustainable vending machine, packaging and recycling, access to drinking water.

A **Waste Separation Pilot** was introduced by the General and Technical Services which allows students and staff to dispose paper, plastic and residual waste separately.

Our new **Transportation Project** aims to reduce the transportation related emissions and as a first step we have conducted a baseline analysis of the University related travels which will serve as a basis to frame a transportation policy next year.

In terms of ICT, a pilot of **PC Power Management (PowerMAN)** was introduced to save energy in the University's computer environment.

The project **Data Visualization- The Display** was initiated this year in order raise awareness about the significance of University's ecological footprint by placing the data in a comprehensive visual context.

## Research

We published our second edition of the Maastricht University Journal of Sustainability Studies (Vol.2) which is a peer reviewed academic journal.

This was followed by a Research Symposium where the published authors were given the opportunity to present their papers.

In cooperation with ICIS (International Centre for Integrated assessment and Sustainable development), we have established a PhD position on Institutional Transformation.

A Knowledge Exchange Symposium took place to improve interaction between researchers from different departments and faculties at UM, as well as external researchers and non-academic actors.

The Living Lab program has been initiated to mobilize student capacities from various programs at the university to support the sustainability transition of the university and potential external clients, while simultaneously enhancing the research-based learning experience for students.

## Education

We hosted the third edition of the Green Academy (edition. 3) which is a student run skills based bi-weekly program with the aim to equip students with the skills and knowledge to further their sustainability initiatives.

We launched the first edition of Sustain + Go, a student run sustainability course utilizing the problem based learning style (PBL).

In order to have a better overview of the state of education in the field of sustainability at the University, we have compiled a Course Inventory and a Professorship Inventory.

## Community & PR

A Social media strategy has been put in place to engage our community.

In addition, Monthly Mingles were organized to exchange ideas about sustainability with interested parties.

Sustainability BBQ Information Markets were held in cooperation with other sustainability related student organizations.



# Governance

## Sustainability Policy 2014-2016

The Sustainability Policy 2014-2016 has been developed in close cooperation with all relevant stakeholders. It aims to link future ambitions of Maastricht University to past efforts and current commitments. This new policy broadens and deepens past ambitions in the field of sustainability as outlined in the previous Sustainability Policy 2012-14. Moreover, the Sustainability Policy 2014-2016 provides additional detail in line with the framework provided by the Sustainability Roadmap 2030. Please visit our website to access the document.

## Sustainability Progress Report

This year we have published the third Sustainability Progress Report that monitors and analyses the developments in UM's sustainability performance. The SPR 2013 includes an inventory of sustainability focused and related courses and professorships, a list of community groups that work towards sustainability in Maastricht and analyses operations data. Energy, waste, water, procurement, catering, transport and Greenhouse Gas emissions are covered in the report offering a concise overview of the positive and negative developments and inspiration for future projects.



# Operations

## Green Energy Transition

This project was initiated to identify ways in which Maastricht University can become energy self-sufficient in the long-term. Producing renewable electricity is highly desirable on the way to becoming a sustainable university and strongly advisable in the context of unpredictable energy prices. The project gathers information on existing technologies and their applicability in the University's context. Taking into account legal, financial, technical and political factors, scenarios for the transition towards green electricity production are being developed. Furthermore, talks with various universities and a sub-department of the Ministry of Economic affairs were held to investigate the possibility of an alliance for large scale-energy generation.

## Green Catering

Despite efforts of Maastricht University and policy documents that declare more sustainable catering as both mid- and long-term goal, several striking problems remain. As a consequence, Green Catering at UM is far from being a reality. Therefore, in the end of 2013 we launched this project to addresses a number of these shortcomings: Reaching 40% sustainable products in terms of purchases, Sustainable Vending Machine, Packaging and Recycling, Access to drinking water. A pilot of a sustainable vending machine was initiated by the Green Office in cooperation with the caterer which is now fully operational at UCM. In 2014 our lobbying efforts pushed the caterer to implement mono-stream packaging for close to all of its packaging and to raise the share of sustainable products<sup>1</sup> from 26% in 2013 to 36% in 2014 and the share of organic products from 5% in 2013 to 15% in 2014.<sup>2</sup>

## Waste Separation pilot

As of April 2013 Maastricht University started separating waste at the Inner City Library and set up 28 waste bins which allow students and staff to dispose paper, plastic and residual waste separately. The project is a result of an initiative by General and Technical Services and Maastricht University Green Office and will serve as a pilot. After a successful pilot phase it is planned to introduce waste separation at all locations with a high traffic of students and staff. Waste separation will allow Maastricht University to increase the share of recyclable waste such as paper and plastic and decrease the amount of residual waste. The pilot project is a result of Maastricht University's Sustainability Policy 2012-2014 which was adopted by the Executive Board and contributes to the university's goal to reduce, reuse and recycle 100% of its waste in the long run.

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<sup>1</sup> As defined by the applicable criteria of the RVO.

<sup>2</sup> The percentage takes into account the entire year. The actual share was likely significantly higher at the end of 2014.

## Transportation project

The CO<sub>2</sub> emissions released through university related travel account for a large portion of UM's total emissions. Therefore the transportation project offers a great opportunity to reduce the University's total CO<sub>2</sub> emission. As a first phase of the project, a baseline analysis of University related travel was conducted. This baseline analysis provided valuable insight into the travel related emissions of both students and staff members. The second phase was dedicated to the definition of coherent policy measures that focus on sustainable transportation. In this second phase, we collaborated with FASoS students who researched possibilities to reduce the CO<sub>2</sub> emission of student related travel. This resulted in a proposal for a transportation policy that is currently pending board approval.

## Real Estate project

Maastricht University is lacking a general policy or plan on how to implement sustainability in new real estate projects and how to monitor and improve sustainability in existing buildings. This project aims at investigating the status quo and best practices in order to then aim at a general policy or strategy to address these issues.

## PC Power Management (PowerMAN)

The university's computer infrastructure encompasses currently over 5000 PC workstations, most of which don't have appropriate power management settings yet. This means that PCs often keep running at night, during weekends or simply when not being used actively by any user. Obviously, there is thus huge potential for energy savings that can be realized if appropriate power management settings are being made. It was decided that PowerMAN, a special software that puts PCs into a deep sleep-mode after 3 hours of user inactivity, would best serve these purposes. As a result, a trial implementation was established at ICTS and ICIS in April 2013 to further explore the workability of power management settings. After experiencing technical difficulties, the pilot was terminated. By the end of 2013, after the evaluation of the said technical bugs, it was decided that another pilot would be implemented at SBE since the faculty has had long years of experience with other power management devices. In February 2014, the software's data collection function was activated at SBE which made it possible to track the energy consumption and user activity of the university's computer infrastructure also known as zero-measurements. Generally speaking, these insights can help to create user awareness and draft further strategies on how to increase energy efficiency in the area of computer hardware. As of October 2014, a trial implementation of PowerMAN is currently being pursued on SBE staff's PCs, from which a university-wide roll-out should follow the upcoming year if no severe problems are being encountered.

## E-Waste

Electronic waste, short E-waste, covers a wide range of electronic devices including ICT, household and research equipment. GO started a project related to e-waste in January 2014. Research on this topic showed that UM did not have a coherent and university-wide E-waste policy. In contrast, different faculties and the service center treated E-waste in very different ways from having it recycled to donating it to a good cause. GO submitted a policy recommendation with a best practices catalogue to Facility Services in August 2014. By the end of the year, UM concluded a contract with IT Donations, a foundation specialized on e-waste disposal. IT Donations gives the old electronic equipment a 'second life' and puts it back into the market. The generated profit is donated to the University Fund Limburg.

## Data Visualization - The Display

The University's resource consumption including energy, waste, water and gas is presented in regular intervals in the form of reports – however, a transparent, detailed, customizable and real-time access to such data is not possible yet. 'The Display' is intended to exactly provide such a transparent visualization of the university's ecological footprint using different channels, such as website-access, public screens or even a personal app (if feasible). This would enable anyone to view the university's current and past ecological footprint and resource usage, making it possible to track sustainability initiatives, their effects as well as the sustainability performance of faculties, buildings or even individual departments in different areas. As a result, 'The Display' should make the issue of sustainability more tangible to the university community, thereby creating awareness and motivation to actively contribute to sustainability initiatives. In November 2013, a license for an infographic tool called Piktochart was purchased so that visual input could be given to the information screens and first logos and data visualizations were designed. Furthermore, the establishment of an inventory of information screens around the university and the creation of a database for monthly energy data exports from the building management system ERBIS have been set up.



# Research

## Maastricht University Journal of Sustainability Studies Vol.2

In November 2014, we published the second volume of Maastricht University Journal of Sustainability Studies, a peer-reviewed journal that presents some of the best sustainability related academic papers, written by Maastricht University students and recent alumni as a part of their Bachelor, Master or independent research projects. This journal aims to present a variety of approaches and understandings of sustainability, in order to reflect the multi-faceted nature of the concept. The editorial board, organized by Maastricht University Green Office, consists of students from different academic backgrounds, supported by a team of professors, who jointly selected the best papers related to sustainability and assured their academic standards. The goal of Maastricht University 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. In addition to Maastricht University students, the Journal is also open to highly motivated students enrolled at other accredited institutions of higher education. For this edition, we received 21 submissions and 4 were selected for final publication.

## Research Symposium

Following the publication of the Journal, we hosted our second research symposium in December where authors were invited to present their papers.

## Knowledge Exchange Symposium

Despite some degree of existing interactions, 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. Following the recommendations of the report that was written last year based on a survey of 35 researches from all UM faculties, we held our first knowledge Exchange Symposium in January which was followed by a second one in November.

## PhD on Institutional Transformation

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. In 2014 the focus of the project was to get an overview of the institutional status quo and thus build an analytical framework.

## Living Lab

The purpose of the Living Lab is to mobilize the student research capacities from various programs at the university to support the sustainability transition of the university and potential external clients, while simultaneously enhancing the research-based learning experience for students.

The Living Lab has three main impacts:

Organizational learning, resulting from the research outcomes;

Sustainable impact, resulting from the implementation of research recommendations in policies and projects;

- Capacity building of students and academic staff, through research-based learning activities.

This year we have cooperated with program coordinators of various Bachelor and Master courses and instigated the sustainability research in the following programs:

- 1 ICIS project
- 1 FASoS Quantitative Data Analysis project
- 1 Inter faculty PREMIUM project
- 2 UCM Think Tank project
- 3 SBE Business Innovation & Sustainable Innovation project



# Education

## Green Academy

We held our third Green Academy session this year which is a student run educational course consisting of theoretical and practical skills-based sessions chaired by experts from academia, civil society and corporate professionals.

The primary aim of the course is to provide an innovative and adequate means of training and knowledge transition to students and staff members working at the Green Office, as well as those interested in making Maastricht University more sustainable. This course deals with different methods and tools for obtaining the necessary practical skills, and addresses the complex sustainability issues in order to work in the field of sustainability.

The program typically takes place in bi-weekly sessions in the evenings throughout one whole semester. The sessions were mainly on an invitation basis reserved for sustainability related student organization board members and a few students were selected based on written motivation letters. Participants of the Green Academy:

- Explored the significance of negotiation, presentation and communication skills in making Maastricht University more sustainable.
- Improved their understanding of the different aspects (economic, technical, socio-cultural, and environmental) of sustainability.
- Got acquainted with various skills that will be of crucial importance not only for strengthening the current efforts in cooperation with the Green Office, but also for their future careers.

The course was held between October 2014 and January 2015 and after each session an evaluation survey was conducted in order to improve the following sessions. This year we had an average of 20 participants for the 7 sessions. The sessions' content is listed below:

- Trying to make sense of a world in transition
- Navigating Institutional Dynamics
- Systematic Play
- Time Management
- Project Management
- Establishing the Green Office model in institutional settings
- Presentations, project pitch

## Sustain + Go: Student run sustainability course

In March, the Sustain + GO pilot was launched: a comprehensive, student-run sustainability course utilizing the problem-based learning style (PBL) to its maximum potential. Available to students from all faculties of UM, this course aims to empower students by giving them the ability to decide which subjects they would like to research. In addition, students build their own curricula for the course as it progresses. Topics within the sustainability realm are presented to students as well as study materials that serve as a guide in their learning and research processes

The course takes place in the form of seven or eight bi-weekly sessions on Wednesday evenings over one semester, to enable students to fully participate in the course along with their regular studies. The attendance requirement is 75% in order to successfully pass the course, at which point each student receives a Green Office certificate of completion.

The following details the content of each session, as determined by the student team, and additional excursions and workshops:

- Constructing the course curricula, choosing subjects and topics
- Climate change
- Globalization
- Agriculture
- Active Hope Workshop
- Permaculture excursion
- Final research project presentations

### Course Inventory

Please refer to our website to download the inventory.

### Professorship Inventory

Please refer to our website to download the inventory.





# Community & PR

## Social Media Strategy

A social media strategy has been established to communicate our efforts and engage the public using various communication channels.

## Monthly Mingles

A monthly event mainly for Green Office volunteers or interested individuals to get to know us in an informal setting.

Unlike previous years, this time each session was centered on a certain topic including a presentation and a discussion afterwards. We attracted an average of 15 person for each of the following sessions:

- Fairphone
- 3D Printing & Sustainability
- Liberation from excess – transition towards a post growth society
- Ethical Banking

## Sustainability BBQ Information Market

Together with student organizations, we held a Sustainability BBQ information market to get the student community involved in making the University more sustainable.

## Green Guide

A first edition of a Green Guide for Maastricht had been created by Oikos Maastricht. In 2014, the Green Office published a new edition with many improvements made to it. The Green Guide provides information that allows students to live more sustainably in Maastricht. The guide deals with food, shopping, transportation, waste & recycling, ethical banking and electronics & energy, as well as with some additional information.



# Finances

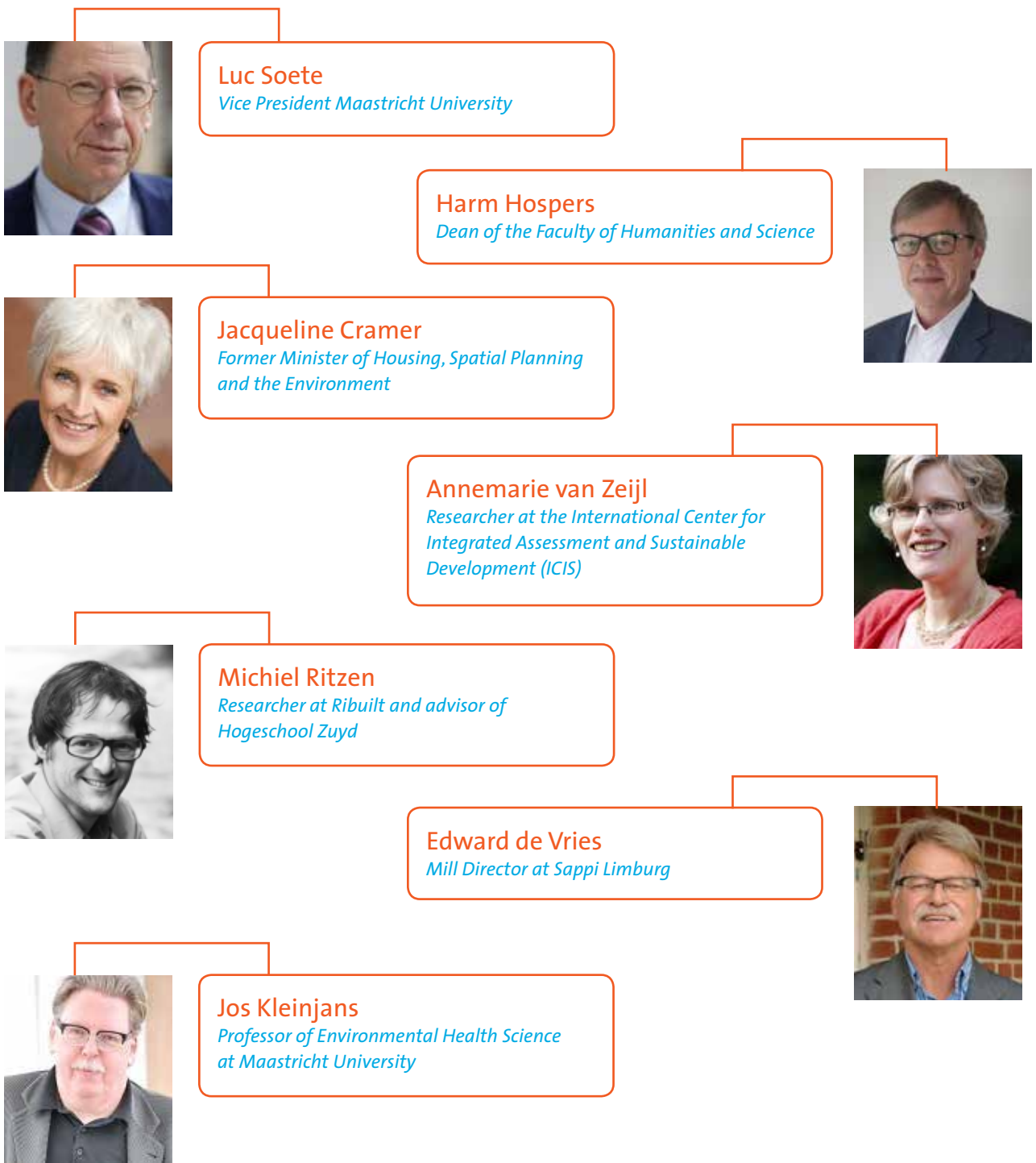
Maastricht University Green Office is financed through Maastricht University's General and Technical Services. It has received a starting budget of 25.000 € in 2010. For the years of 2011 and 2012 an annual budget of 75.000 € has been agreed upon with the central level management. Our budget for the year 2013 was 129.996 €. In 2014, amount was 161.500 €.

<b>Budget 2014</b>	<b>161,500 €</b>
Salary	-105,400 €
Facilities	-11,700 €
PhD (see above)	-25,000 €
Operational cost	-23,982 €
Total	-166,082 €
Balance	-4,582 €

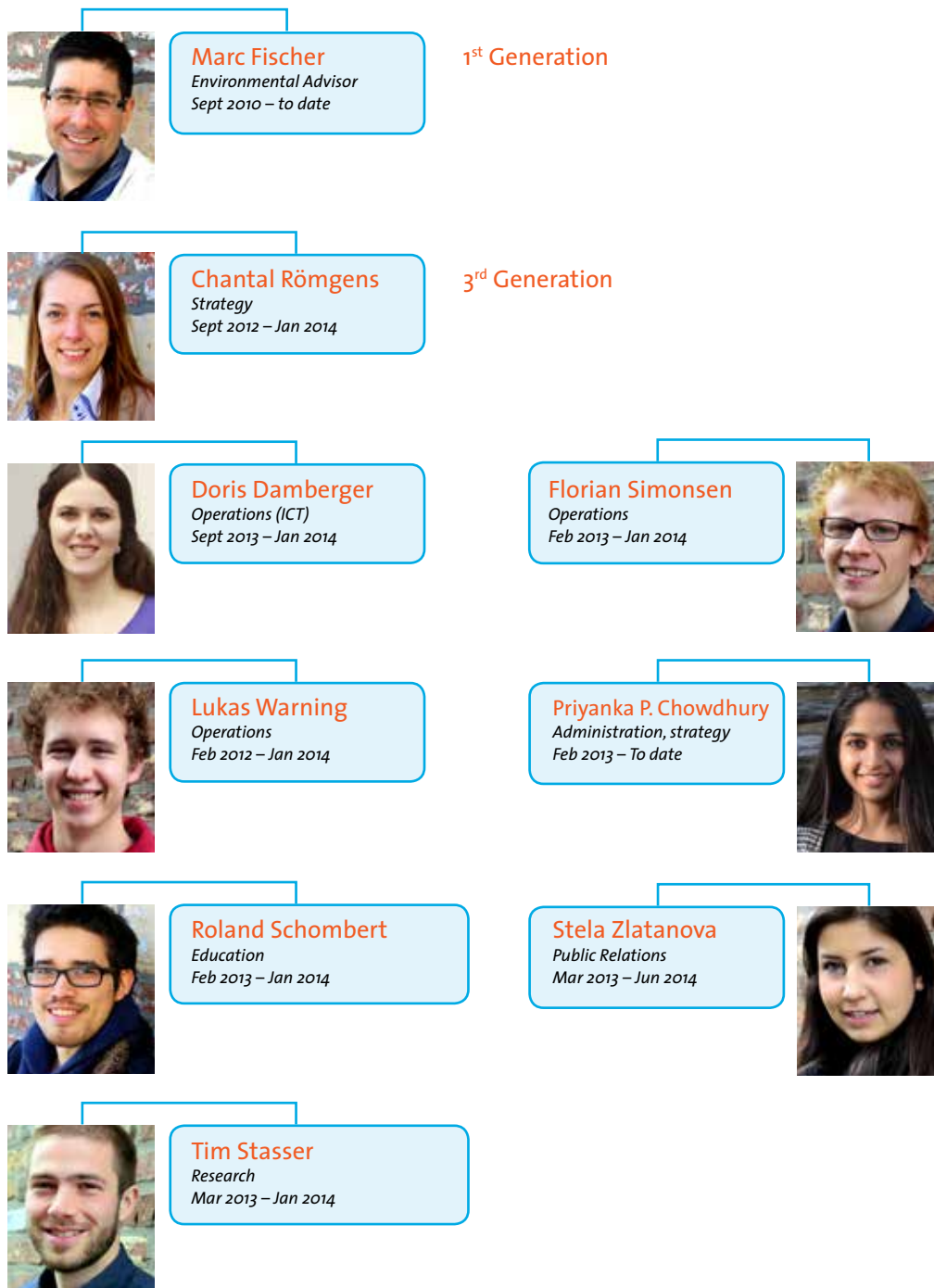


# Supervisory Board

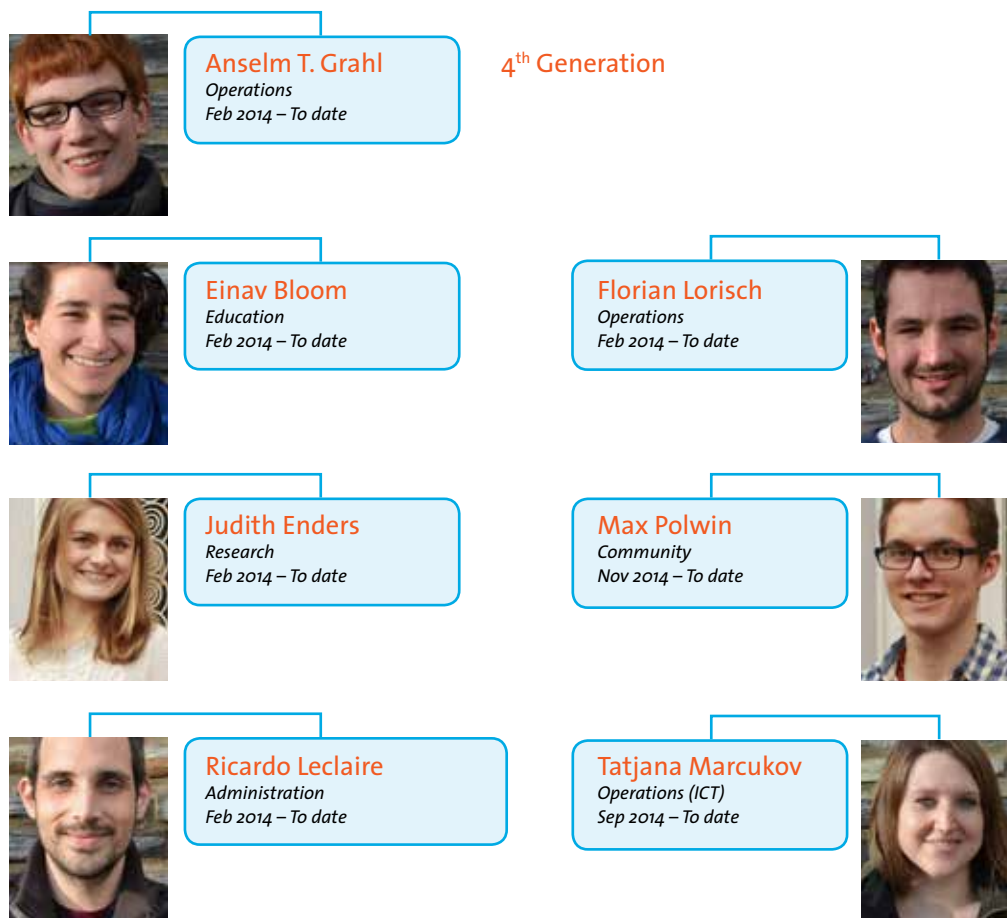
The work of the Green Office is supported by the input from its supervisory board. In 2014, valuable input was provided in two meetings. Reporting to the Supervisory Board provides the Green Office with great access to knowledge and ensures an ongoing monitoring process.



# Employees in 2014



# Employees in 2014



# Volunteers in 2014

## Operations

Severin Buchwald  
Alexander Shehata  
Magdalena König  
Franzis Wimmer  
Birte Strunk  
Pit Herber  
Anselm T. Grahl  
Simona Gjorgjievska  
Miriam Betz  
Florian Lorisich  
Katarzyna Kaminska  
Julius Schiesser  
Adam Strobjko  
Sarah Lentink  
Hannah Welsh  
Christina Tsao  
Yusuke Ota  
Cecilia Schenetti  
Tania Isacu  
Max Wilken  
Pauline Gay

## Research

Michael Veale  
Liza Wood  
Martina Kühner  
Iva Hořejší  
Merle Temme  
Lotti Mischka  
Theresa Pham  
Bram Brouwers  
Charles H. Crepeau!  
Georg Rute  
Miriam Betz  
Melvin Nalbach  
Luca Werth  
Samantha Jenkins  
Laura Niessen  
Adam Strobejko  
Mona Sachter  
Yusuke Ota

## Education

Jassine Fetahovic  
Liya Abraham  
Kiyoye Anastasia  
Maartje Zaal  
Alize Huberlant  
Lucie Hen  
Nikki Choti  
Danique Borghouts

## Community

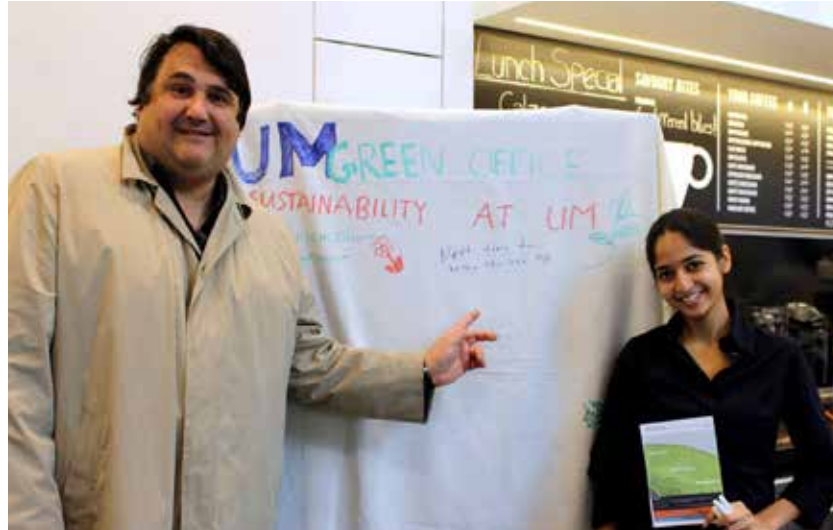
Maarsten Lucassen  
Louis Leary  
Miriam Betz  
Lotte Mischke  
Alize Huberlant  
Maartje Zaal

## Governance

Lisa Blak Barnes



# Events



*Bachelor's Open Day*



*Sustainability Info Market & BBQ*



*Sustain + Go*



*Green Academy*



*Volunteer Recruitment Event*



# Awards



*Maastricht University ranked 4<sup>th</sup> among Universities and 6<sup>th</sup> among Universities and Universities of Applied Sciences at the 2014 SustainaBul awards.*

# Outreach & Representation



*How to strengthen the sustainability policy of your university at ULB  
(26-29 Mar 2014, Brussels, Belgium)*



*Sustainabul 2014  
(11 June 2014, Nijmegen, The Netherlands)*



*October 2014, Bochum, Germany)*



*Sustainable Roadshow,  
(16 October 2014, Wageningen, The Netherlands)*



*European Green Office Summit  
(17 October 2014, Berlin, Germany)*



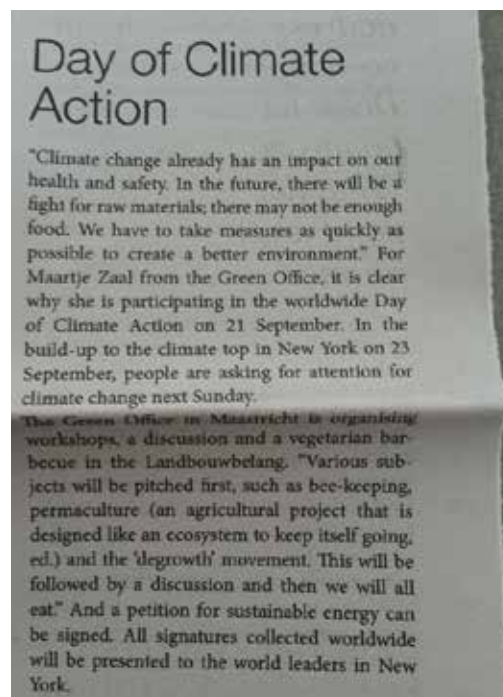
*NRW-Nachhaltigkeitstagung, Germany, 17 November 2014*

# Media Coverage



*Cursor, April 2014*

<http://goo.gl/NQsfhm>



*Observant, September 2014*



*Berliner Morgenpost, September 2014*

<http://goo.gl/oxn2Rh>



*Deutschlandfunk,*

*October 2014*

<http://goo.gl/pTDgQT>



# Networks & Partners



Rijksdienst voor Ondernemend Nederland



Gemeente Heerlen



Gemeente Maastricht

# Get Involved

## Become a student employee at the Green Office

The Green Office hires new student employees twice a year. If you are interested in the field of sustainability, this is your chance to help changing the University environment. Working for the Green Office requires a great deal of dedication, ambition, creativity, and is a lot of fun. Apply in one of our hiring rounds to join a team in a professional and challenging working environment.

## Volunteer with the Green Office

Do you want to become active in the field of sustainability at Maastricht University? Then, join one of our projects and volunteer with the Green Office. You can join whenever you feel like your life needs some new dedication. As a volunteer you will gain great practical working experience in several sustainability related fields. Contact us if you feel like joining one of our projects and help changing the university environment. Just send an e-mail to [greenoffice@maastrichtuniversity.nl](mailto:greenoffice@maastrichtuniversity.nl)

## Realize your own project

You are a student or an employee at Maastricht University and want to realize your own project focusing on social, ecological or economic sustainability? The Green Office Maastricht is the right partner to provide assistance and leverage to your efforts. Just send an e-mail to [greenoffice@maastrichtuniversity.nl](mailto:greenoffice@maastrichtuniversity.nl) and tell us your idea.

## Support Us!

You like the cause and the way the Green Office works? Support us now by spreading the word about our activities/



## 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.

## For more information

Visit our website

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

Like us on Facebook

**[facebook.com/greenofficemaastricht/](https://facebook.com/greenofficemaastricht/)**

Follow us on Twitter

**[@greenofficemaas](https://twitter.com/greenofficemaas)**

## Visiting address

Sint Servaasklooster

6211 TE Maastricht

room 0.008

(+31) (0) 43 388 5182

**[greenoffice@maastrichtuniversity.nl](mailto:greenoffice@maastrichtuniversity.nl)**

## Postal address

Maastricht University Green Office

Postbus 616 ,6200 MD Maastricht, EU - The Netherlands



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

Maastricht University Green Office coordinates and initiates sustainability projects at Maastricht University, by empowering students and staff members. Thereby, the Green Office addresses the urgent need for integrated and innovative efforts for a sustainable future at the university. This report outlines the achievements of the Green Office in 2014.

**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



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