

# Multiannual Plan 2019 – 2021 for Leiden University Green Office

Leiden, 1 August 2018



## 1. Introduction

The Leiden University Green Office (LUGO) was established in 2016. The main goal of LUGO is to engage and empower staff and students to realize sustainable change within the university and its surroundings. In order to facilitate this, LUGO provides a platform where information and ideas are exchanged, and sustainable projects are set up. For the coming three years the main focus of LUGO will be on the following two goals.

1. Create awareness, instil knowledge and engage on sustainability  
LUGO wants to encourage students and staff to think about how the university and its operations can be made greener. LUGO wants to challenge students and staff to find solutions for sustainable problems within the university. In order to do so, LUGO will organize various events throughout the year to increase the awareness and knowledge on sustainability.
2. Contribute to the reduction of the ecological footprint of the university  
LUGO will set up different campaigns to empower students and staff to be aware of their contribution to the university's ecological footprint and of their means to reduce their contribution to it.

## 2. LUGO's activities 2016-2018

The creation of a Green Office was set as one of the goals in the Environmental Policy Plan 2016-2020. It was set as a goal in order to improve the awareness amongst students and staff of the measures that the university employs to become more sustainable and to create commitment to operate more sustainable. In the evaluation of the former Environmental Policy Plan it was noted that, although a lot of measures were taken in order to improve the sustainability of the university, this was almost unknown to students and staff. The Green Keys Foundation, which joined the team for the preparation of the Environmental Policy Plan, insisted on installing a Green Office in Leiden University in order to reach this goal. In some other universities in the Netherlands and abroad this was already done, and it had paid off.

So, in 2016 a Green Office for Leiden University was set up. In March 2016 two offices were renovated at the Reuvenplaats to house the six students-assistants that started in June. A website and Facebook site were the first priority, next to setting up activities during the introduction weeks. The official opening was on September 27<sup>nd</sup> and the Supervisory Board was installed. The main focus during the remainder of 2016 was on setting up the Business Plan, describing the activities for 2017 and 2018.

### Activities of LUGO since 2016

In the first year of LUGO **Green Drinks**, in which students and staff can meet each other while being educated on sustainability, were organized to present the plans of LUGO, about sustainable start-ups and how to put more sustainability in education. The Green Drinks were not attended as well as hoped, so they were no longer continued in the same form.

In May and November 2017 and in March 2018 a **clothing-swap** was organised. During this event, students and staff can bring clothes they don't wear anymore but are fine to reuse and swap them for the clothes other people bring in. These events attracted a lot of students.



Figure 1: Clothes swap

In 2017 and 2018 the **Vegan Challenge** was promoted by LUGO by organizing vegan lunches, sharing photos and recipes of vegan dishes on social media. In January 2018 a petition for more vegan options in the canteens was handed to the University Board. From February onwards there were more vegan options offered in the canteens.



Figure 2: LUGO Symposium 2018

Several **documentary nights and lunch lectures**, sometimes with speakers, were organized, including a 'boat-lecture' on micro plastics through the canals of Leiden, given by Thijs Bosker. For the Climate March in Amsterdam in April 2017 a lot of students joined LUGO. In May 2018 a **symposium** on sustainable consumption was organized, during which three different speakers shared their business stories.

The **Sustainable Business Battle** was organized together with Minerva from May to June 2017. For this battle, different companies from Leiden and The Hague designed five business cases that were related to sustainability. Student teams were assigned to a case and had to come up with creative, innovative solutions to solve these sustainability problems and a winner was picked by the jury. The SBB was continued in 2018, with a smaller role for LUGO.



Figure 3: Join-the-Pipe bottles

LUGO also participated in the project to install **Join the Pipe taps** on several places in the university. A short movie starring Merijn Tinga was made promoting the drinking of tap water. LUGO organized several actions to promote the reusable Join the Pipe bottles. The visibility of LUGO is enhanced greatly because of the success: in June 2018 over 1500 bottles were sold in the university.

LUGO was present at several **introduction weeks**: OWL, HOP-week and of course EL CID. In September 2017 LUGO was present at the opening of the academic year with sustainability as a theme and the opening of the academic year by the Faculty of Science.

All students-assistants have regular **contact with university staff**, like meetings with the Board about operations and education, with Vastgoed on energy and water and with the UFB on waste separation and catering. Also the directors of operations of the Faculty of Science, Humanities, Social and Behavioural Sciences and Law were met to introduce LUGO to them and LUGO presented itself

at the OBV. **Outside the university** LUGO also meets with several people and organisations interested in sustainability, like VLIKO, Join the Pipe, Studenten voor Morgen, PLNT, conscious kitchen, Gemeente Leiden, LUMC and a number of Green Offices from other universities.

During the first half of 2017 **members** were recruited to help the student assistants in their work. They attended crash courses on sustainability and were stimulated to set up projects, like writing blogs and articles for social media or setting up the e-waste campaign. A group of active members in The Hague have organised different events for students living in The Hague.

The LUGO coordinators were **trained** on skills as well as knowledge. In-house trainings, symposia as well as webinars were attended. RootAbility provided several trainings especially for Green Offices, like on teambuilding, communication, staff empowerment and organisational change. Also workshops on recycling and e-waste were attended.

The ultimate goal for **communication** was to increase the visibility of LUGO. Regarding the online communication, especially the Facebook page of LUGO was used to inform students and staff on what happens within LUGO and to invite them to join events, like the vegan challenge. LUGO has 1859 followers on Facebook and 1742 on Instagram. The website isn't functioning optimally yet. LinkedIn and Twitter are sometimes being used, but not as much as the other channels. Together with the communication team of the university an informative short movie about LUGO was made by SCM.



LUGO organized various **campaigns** to create awareness on sustainability. During the Funky Phone Campaign in January 2018, 251 old mobile phones were collected. During the Despicable Disposables Campaign in June, students and staff were encouraged to use as less disposables as possible. For example, when buying a hot beverage in the university cafeteria, they got two stamps instead of one when they brought their own cup.

Figure 4: LUGO came first in the Funky Phone Campaign

The **Green Keys Foundation** has been active in the sustainability scene of Leiden University from 2012 onwards. After LUGO was established, the Green Keys Foundation continued to organize sustainable events in Leiden. They assisted the university in creating the Environmental Policy Plan, starting the Green Office, organising the annual warm sweater day, creating awareness through smaller workshops, lectures, campaigns and questionnaires and lastly founding the Leiden University Sustainability Week. This week focusses student's attention on sustainability through fun and informative events such as workshops and a pub quiz.



Figure 5: Green Keys team 2017-2018

### **3. Starting points for 2019-2021**

Looking back on the first two years of LUGO above there have been ups and downs. The students have given tireless effort to create a well-known Green Office that has impact in the university. A lot of different events have been organized with several successes and failures.

Looking back and evaluating the activities, LUGO will have to focus more on the quality instead of the quantity of events. It is better to organize a few strong and well organized events, instead of a lot of small events. In the end, even small events tend to take a lot of effort to organize and are often not attended by many students and staff. Events such as the university-broad warm sweater day and the annual symposium will become the main focus. Also, LUGO is not yet as well-known as it wants to be, so there is room for improvement. LUGO has to communicate more clearly to others what the focus and goal of the organisation is.

LUGO has been working with the Green Keys Foundation on several occasions, but both were also organising events apart from each other. This confused students, staff and management regularly, because they didn't know the difference between the two parties. And in fact, the differences were minimal. So, a change in organisation has to be made, combining the forces of both organisations and making it more professional by appointing a professional manager.

Four starting points for the next three years were verbalized keeping the evaluation above in mind.

#### **a. A well-known Green Office**

LUGO is not yet as well-known as it wants to be. In a survey executed by the university 17% of the students and 24% of the staff said they had heard of LUGO (Mobiliteitsonderzoek 2017). LUGO will improve its visibility online as well as offline. The Instagram, Facebook and website will be regularly updated in order to reach students as well as staff.

Strategies that have proven to work on students are the social media promotion and the physical presence at events. For example the Instagram account got a lot more followers after it started to follow other Instagram users and Facebook promotion on events increased attendance. The physical presence was done for several events like the Funky Phone Campaign and the kecup. Also the Join-the-Pipe bottles contributed to the fame of LUGO. The learning point will be taken into account for the next plans.

Furthermore, a focus on one general theme per semester will help to communicate the focus and goal of LUGO. LUGO will monitor the impact that campaigns and events have on students, staff and the university as a whole. Also, LUGO was promised to get a place in the new student centre in The Hague, which will also improve the visibility at that campus.

#### **b. Helping university to become more sustainable**

LUGO will organize a number of campaigns and events that contribute to the goals that are stated in the Environmental Policy Plan. The themes of the campaigns and events are derived from the major themes that are mentioned in the Environmental Policy Plan (see table 1). LUGO will start to work with one general theme per semester. For example, a semester-long the focus will be on water, with small campaigns to reduce the amount of water that is wasted or to reduce the number of PET bottles that are thrown away. To measure the impact, a comparison of the amount of plastic waste before and after a semester will be made. The continuation of the Join the Pipe project and the restock of reusable water bottles is an example of LUGO's focus on water and waste.

LUGO will stay critical towards the university. A number of resources can be used in order to do so, like a petition amongst students and/or staff can be started. An example of this is the petition LUGO started for more vegan options in the cafeteria of the university in January 2018. Also LUGO will participate in the development of plans for the new environmental policy.

### **c. Combining forces of students on sustainability**

LUGO hopes to move forward by making LUGO an even more student-led organisation. Combining the powers of LUGO and the Green Keys Foundation is one of the ways to achieve this. It will increase the potential and impact LUGO can have on students and staff. LUGO has already had several meetings with Green Keys to align plans. The new chair of Green Keys will also be one of the Student Community Coordinator of LUGO. The upcoming events will be organised together, using the same social media to communicate about the events. This means there won't be any overlap of activities and the two teams will have a louder voice to reach students concerning issues of the environment and sustainability. In other words, a united and efficient front to create more sustainable awareness and action in the university's environment.

The current collaboration will be evaluated early 2019.

### **d. Organisation**

The support of the university for LUGO will be more professional, with a clear instruction for the manager. LUGO proposes that in the future a professional manager from the university is appointed. This is the best practice for other Green Offices in the Netherlands (see appendix 1). Also, there will be a clear communication structure with the university, so that the coordinators know who they have contact for which purpose. There will also be regular meetings with different departments of the university, to establish and maintain a good relationship. Supported by trainings, steering by the Supervisory Board and the knowledge of other Green Offices, LUGO will learn its way to go within Leiden University.

## **4. LUGO's activities 2019-2021**

The main focus of LUGO for the coming three years will be on two goals: (1) creating awareness, instilling knowledge and engaging on sustainability and (2) contributing to the reduction of the ecological footprint of the university.

For the first goal, LUGO wants to encourage students and staff to think about how the university and its operations can be made greener. LUGO wants to challenge students and staff to find solutions for sustainable problems within the university. In order to do so, LUGO will organize various events and activities throughout the year to increase the awareness and knowledge on sustainability:

- Various events on different sustainable topics will be organized, like cooking workshops, food trails, and informative lectures. Also a symposium will be organized every year to provide students and staff with information regarding a particular sustainability topic.
- There will be two main themes every year:
  - LUGO will focus on a theme from February – June and on a different theme from August – December. Examples of these themes are: Water, Biodiversity, Energy etc. (see appendix 2)
  - In the months January and July there is room for reflection and hiring new student assistants.
- In order to reach the target group it is important to have a social media strategy. LUGO tries to update the Facebook and Instagram on a regular base with different events, information and blogs.

- LUGO will engage the different faculties by talking to different groups within the university. These are for example the different study associations in all faculties, who have a great outreach to their own members, which can be used by LUGO.

For the second goal, LUGO will set up different campaigns to empower students and staff to be aware of their contribution to the university's ecological footprint and of their means to reduce their contribution to it:

- By organizing interactive campaigns targeting at students and staff, LUGO tries to influence their behaviour, which will have an effect on their ecological footprint. An example the Tree of Resolutions.
- By talking to directors, like the OBV, to get them to stand behind and take measures on their own.
- Cooperate with the departments within university. By having regular talks with the, LUGO can encourage them to take the sustainability aspect into account in the decisions they make LAssO, the diversity officer, University Council. Also, we empower them to actively promote sustainable efforts when speaking to UFB and with Vastgoed

The yearly framework will be as follows:

**Table 1: Monthly activities of LUGO for 2019-2021**

month	activity
January	Evaluation and hiring new student assistants
February	Sustainability week, warm sweater day
March	Campaign
April	Vegan challenge
May	Symposium
June	Plastics
July	Evaluation and hiring new student assistants
August	Introduction weeks
September	Lunch lecture
October	10/10 event
November	Campaign
December	To be decided

## 5. Organization

The organizational structure of LUGO is inspired by how other Green Offices are set up. Most Green Offices that are installed for a few years have an employee instead of students running the Green Office. This benefits the continuity of the projects and a proper education and supervision of the coordinators. LUGO aspires to grow to that kind of organisation. Also LUGO is and will be even more supported by volunteers called members.

### *Development*

In the upcoming years some developments will take place within the team. This concerns a small shift in focus of the approach of our goals and a different distribution of roles and tasks. Also, an employee will be hired (directly by the university) to fulfil the task of the manager. This will provide for a more stable base and continuity in the accomplishments of LUGO. Also LUGO will be recognized more amongst staff members.

### *Tasks and responsibilities of the coordinators*

In 2019 the Leiden University Green Office will have student assistants working as coordinators. At the start of 2019 these students were split between the LUGO, Green Keys and the The Hague Team. The students are all paid, but work voluntary for some hours every week. This will be communicated clearly before the coordinators are hired.

The **manager (a role which is shared by a student and an employee)** is responsible for the overall organization. Specific tasks are:

- Keeping track of LUGO's main focus on the two goals
- Coordinating of the realisation of the yearly business plan and the annual report
- Keeping track of the budget
- Planning projects and events, coordinating the monthly themes and campaigns, making sure that all the coordinators are on the same page.
- Dividing the workload equally and helping the coordinators temporarily with high workloads
- Arranging weekly meetings with the team
- Communicating with other Green Offices, Supervisory Board
- Keeping track of the personal and professional growth of the coordinators and organize trainings



Figure 6: LUGO coordinators first half 2019

For the **Communications Coordinator** social media will be continued to be used for creating awareness on sustainability and spreading information on events. LUGO also aims to support sustainable initiatives in the area by promoting them. The Communications Coordinator will continue to work closely with the Student Community Coordinator for the promotion of events, both online and offline. He or she is in charge of the website, social media pages, email communications and production of promotional tools such as flyers and pictures.

The second communications coordinator is part of Green Keys and responsible for their social media pages, newsletter, the website and communication through email and social media.

The **Student Community Coordinator** is responsible for the activities in the introduction weeks (EL CID, HOP week and OWL week) and the organisation of events for students and staff in order to

create more awareness on sustainability. Examples of events are documentary nights, lunch lectures, prize draws and photo contests. The Student Community Coordinators is also the chair of Green Keys.

The **Engagement Coordinator** will focus on the social and political events and stakeholders in the university. He or she also focusses on practical alternatives for the university's operations in order to decrease the environmental impact the university has as a whole. If policies and working procedures are not adapted to provide for environmentally sustainable operations, the Engagement Coordinator will address this. He or she will try to involve different faculties to become more sustainable and start a petition amongst students and staff for particular subjects. The Engagement Coordinator organises crash courses for members to improve their knowledge.

The **Education and Research Coordinator** stimulates the university to incorporate more courses related to sustainability into the curriculum. For this, he or she partners with others (like the sustainable teacher network) to accomplish that every student has the opportunity to learn about sustainability and create positive change. Likewise, he or she also focusses on the communication of research in sustainability. Also, he or she facilitates connecting different academic disciplines to sustainability and summarising how all the different faculties at Leiden University contribute to sustainable research.

**Green Keys team** organises, together with their members, activities, campaigns and other sustainable and environmentally themed events in Leiden.

**The The Hague team** organises, together with the committee, sustainable and environmentally themed events in the Hague. In 2019, the team has expanded from the LUGO team in Leiden in the hopes to get more people involved in the Hague campus.

#### *University support*

The Advisory Board consist of the dean of the Faculty of Science (chair), the director of Operational Management, the head of the Department of Safety and Environment and a member of the University Board. The task of the Advisory Board is to keep LUGO on track to reach their goals, give them guidance and support and promote them in university. The multiannual and annual plans and reports will be approved by them.

Also other staff members will be supporting LUGO. The manager will have regular contact with the University Board to stay on the same track on what can be done for sustainability. For daily support on the execution of projects, the employee manager can be consulted. The employee manager will be attending the weekly meetings regularly, providing the manager with the budgets spend on a monthly base and supporting the team by showing them the way in university, providing names of staff members, ways to organize things and knowledge on sustainability. Also the employee manager is the secretary for the Advisory Board. Other staff members that can be consulted on a regular base are the sustainability coordinator of Vastgoed and the communication manager of the UFB.

This results in the following structure of LUGO:

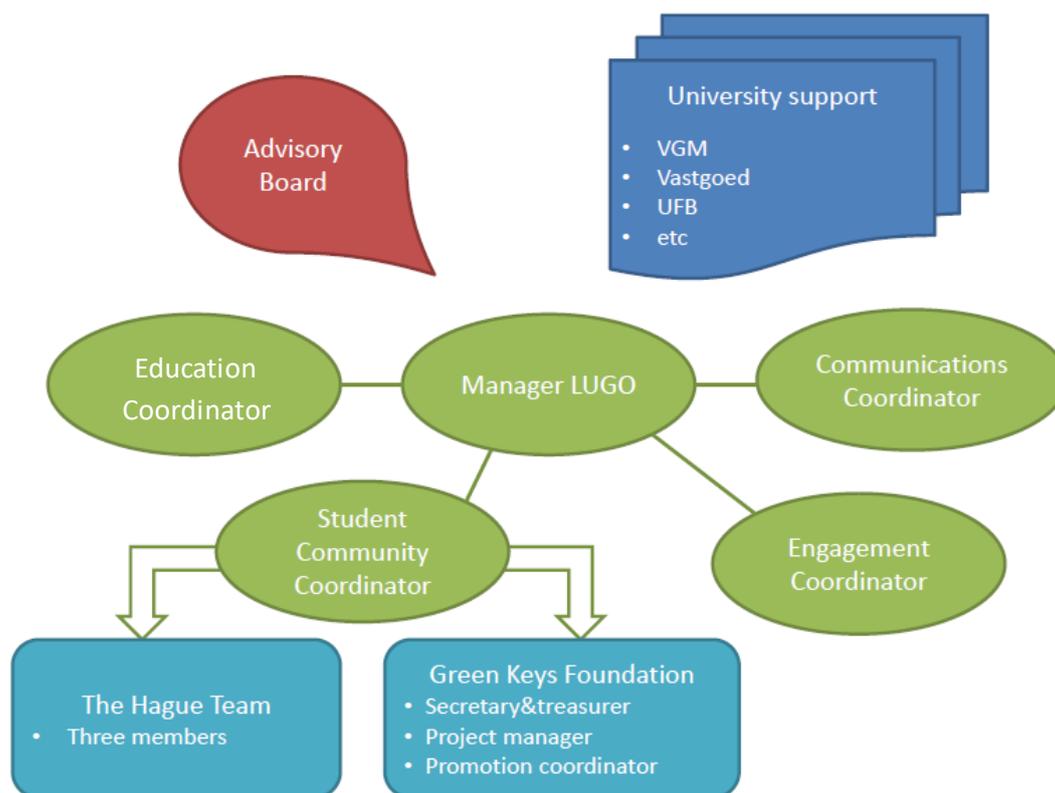


Figure 7: Structure of LUGO

## 6. Budget

The budget of LUGO consists of three parts. There is budget for the employees, the HR policy and the projects. In the following table the realisation of spending in the past two year, expected spending of the current year and the budget for the following years is presented.

Table 2: Realisation and budget for LUGO 2016-2021

	2016 (realisation)	2017 (realisation)	2018 (estimation)	2019	2020	2021
<b>Employees</b>	€ 28.222	€ 37.045	€ 40.000	€ 49.000	€ 53.500	€ 37.000
<b>HR Policy</b>	€ 2.172	€ 1.902	€ 2.500	€ 4.000	€ 4.000	€ 4.000
<b>Projects</b>	€ 8.341	€ 4.177	€ 7.500	€ 10.000	€ 12.500	€ 15.000
<b>Total</b>	<b>€ 38.735</b>	<b>€ 43.124</b>	<b>€ 50.000</b>	<b>€ 65.000</b>	<b>€ 70.000</b>	<b>€ 56.000</b>

### Employees

The costs for the employees consists of the salaries of the student assistants hired as coordinators. The vast majority of the Green Offices hires one or more staff members in the team (see appendix 1).

### HR Policy

A budget is reserved to provide the students with regular trainings to improve their personal and professional skills. In this way the coordinators will be more encouraged to improve their skills. This will also motivate new students to apply for LUGO. The budget for the HR Policy consists of budget for trainings, for the coordinators as well as the members. Also if needed, promotion of vacancies can be paid for out of this budget. The budget will also include travel costs made by coordinators and members. The rules for the declaration of travel costs are specified in appendix 3.

### *Projects*

The budget for projects is the money that is available for the LUGO coordinators to spend on sustainable initiatives, projects, events and campaigns. Also the budget for communication, like Facebook promotion and banners, will be attributed to this budget. The budget will increase with €2.500 every year, to allow LUGO to enlarge existing projects (e.g. a larger symposium).

## Appendix 1: Comparison other Green Offices

Table 3: Comparison of budgets and number of employees for Green Offices in the Netherlands

Green Office (founded in)	Budget	Student (s) hours (h)	Employee (e) hours (h)	Total number of hours
Delft (2016)	€250.000	4s x 10h	3e x 20h	100h
Utrecht (UU) (2013)	€170.000 <sup>1</sup>	6s x 6h	3e x 16/24/30h	106h <sup>2</sup>
Utrecht (HU) (2016)	€125.000	6s x 8h	1e x 16h	64h
Maastricht (2010)	€119.800	7s x 14h	1e x 14h (PhD)	112h
Eindhoven (2016)	€76.000 <sup>3</sup>	10s x 10h	1e x 20h	120h
Amsterdam (VU) (2014)	€75.000	6s x 8h, 1s x 16h		64h <sup>2</sup>
Groningen (2014)	€72.000	4s x 12h	1e x 32h	80h
Leiden (2016)	€50.000	5s x 6h, 1s x 11h		30h <sup>2</sup>
Wageningen (2012)	€32.000 <sup>4</sup>	5s x 4h	1e x 16h	36h <sup>2</sup>
Amsterdam (UvA) (2016)	€20.000	7s x 4h		28h
Erasmus (2015)	Provided ad hoc	9s x 12h		108h

## Appendix 2: Bi-annual themes

LUGO wants to work with two themes every year, so one theme per semester. Every theme will last for five months and will be followed by a transition month. In the transition month a number of new coordinators will be hired and the previous period will be evaluated.

In the theme period different campaigns will be organized. For example the funky phone campaign can be organized during the 'waste' theme or a PET-free campaign can be organized during the 'water' theme. An event in which information is shared about the theme will be organized during every semester, to provide staff and students with more information regarding that specific topic. Also documentary nights, lunch lectures or other events will be organized.

Every last Wednesday of the month there will be a member meetup. At the end of every semester (theme) there will be an event during which the leaving and the new coordinators will be thanked or welcomed. Furthermore the achievements of LUGO of the previous period will be presented.

Table 4: Proposed themes for each semester in the following three years

Period	Theme
August - December 2018	Energy (innovation and technology)
February - June 2019	Biodiversity and Nature
August - December 2019	Mobility
February - June 2020	Water
August - December 2020	Consumption (minimalism and circular economy)
February - June 2021	Waste

<sup>1</sup> This is €50.000 without staff.

<sup>2</sup> In reality more hours are spend by staff.

<sup>3</sup> This is excluding the salary for the staff employee.

<sup>4</sup> Wageningen Green Office gets a lot of additional funding, e.g. Green Impact and Seriously Sustainability Week.

### Appendix 3: Declaration of travel costs

Table 5: Rules for the declaration of travel costs for student assistants and members

	Student assistants		Members (volunteers)	
	Home-work travels	Business travels	Home-work travels	Business travels
<b>Compensation</b>	No compensation, unless the student has no OV-card anymore. In that case a maximum of €50,- is compensated.	All costs are compensated, but the student has to use a discount card whenever possible.	No compensation possible.	Permission has to be asked before a volunteer makes a business travel to check whether travel is needed.
<b>Explanation</b>	This is university policy.	Travels between The Hague and Leiden for LUGO-related work are business travels too.	The volunteers are not hired and can plan their activities in Leiden or The Hague.	The manager of LUGO decides whether the travel is needed.
<b>Condition</b>	Only public transport can be used.			