

SEG FOR SUSTAINABILITY

THE U T-UNIT: A UNIVERSITY TRANSFORMATION TASKFORCE FOR SUSTAINABILITY

Navigating a pathway of inclusive change for
the UT to sustainability in 2030

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13.12.2022

UNIVERSITY OF TWENTE.



COLOPHON

MANAGEMENT

Shaping Team 2030
SEG for Sustainability

DATE

13.12.2022

REFERENCE

T-Unit for Sustainability

VERSION

8.1

STATUS

For Approval via Shaping Team & EB

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THE U T-UNIT FOR SUSTAINABILITY: OUTLINE & NEEDS

The UT is at a crucial juncture in its sustainability journey. To ensure its approach to transformation for its sustainability is broad, comprehensive and inclusive, a specific taskforce and unit is required to make the most of the clear potential that exists.

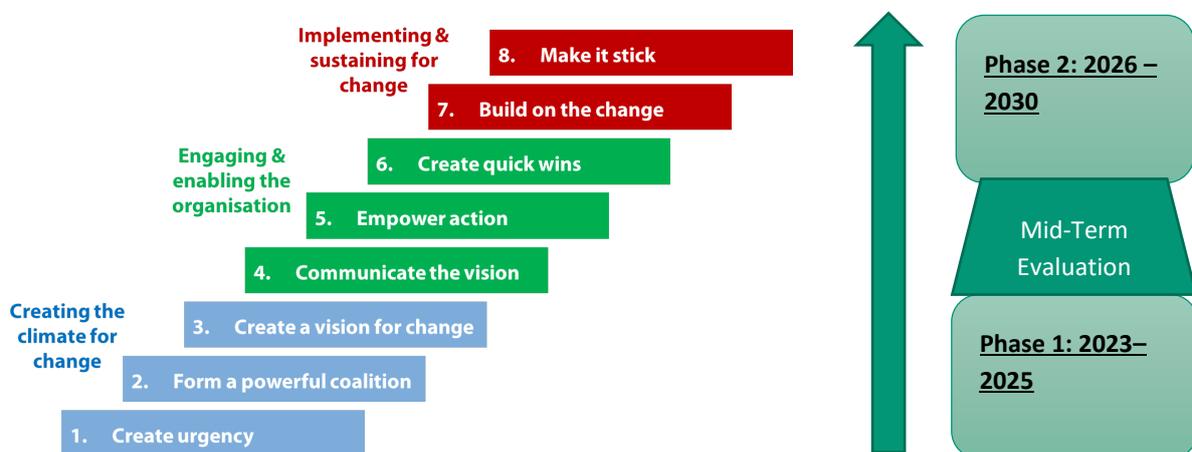
This document therefore details the proposal to install a Transformation Unit (T-Unit) for Sustainability. It establishes clear rationale, **short-term needs, and resources for a preliminary crew of staff** to help the UT meet its predefined sustainability ambitions. It leads into a **phase-based outlook of the transformation process** the T-Unit would direct. Subsequently, the outlook of **long-term needs for the UT's sustainability transformation to be successful** is presented, and an example of the constitution of stakeholders and collaborators who need to be consulted and included.

The **relevance of the T-Unit to the more structural proposal for the Climate Initiative is to manage the change process in the organisation necessary for climate research and education to take place; to root this process in the community and culture of the UT through participatory and deliberative discussion and an action research approach.**

VALUE PROPOSITION

The value proposition of the T-Unit is to transform University of Twente into a leading Dutch sustainable university with a shared purpose, vision and pathway towards sustainability using tried-and-tested change management practices that are rooted in the community and culture specific to our university.

Kotter's eight steps are used in the proposed plan of action for a seven-year guided transformation, in two primary phases that the T-Unit would facilitate, leading us along the journey to achieving our sustainability goals of 2030 and beyond.



OVERVIEW

The goal of the T-Unit is to support the UT in attaining its Shaping 2030 sustainability ambitions to secure the pathway for a powerful campus-wide coalition for change that will work in coordinated phases of change management.

THE WHAT

1. sustainability strategy is developed and connected, both at the central and faculty levels, and endorsed by faculty deans
2. communication & monitoring mechanisms are put in place to track our progress along the pathway of transformation, including participation in national and international sustainability rankings
3. structures for research & education (Climate Initiative) and governance & operations, and community are brought into full deployment.

HOW

- by enabling transdisciplinary collaboration between service centres (e.g., strategy & policy, operations, marketing & communications), academic leadership, academic staff, and students
- supported by a T-unit consisting of representatives from service centres and a team of interdisciplinary action-researchers from across faculties on sustainability transformations (e.g., with expertise in sustainability, organisational change, sustainability ethics, higher education)
- advised by Deans Council for Sustainability from the five faculties of the UT
- advised by a democratically elected and representative Sustainability Panel of key-stakeholders in UT community, consisting of employees at various functions and hierarchical levels and students

The T-Unit will begin with the following questions that will guide its multi-year inquiry.

- ➔ How can the UT translate its Shaping 2030 sustainability ambitions into actionable impact pathways to attain the envisioned sustainability goals?
- ➔ How to get all the faculties and service centres working together in an inclusive and equitable way to achieve the sustainability goals of the Shaping 2030 strategy?

To achieve this, we propose to organize the T-Unit into two phases. The phases are iterative; reflection and looping back upon each other are elements of progression. Because we are dealing with a system and its change management, it should be seen in a non-linear way. *In summary, this means:*

Phase 1: 2023 – 2025

- Develop faculty level sustainability strategies endorsed by deans and supported staff and students
 - Establish monitoring mechanisms and identify international sustainability rankings for the UT
 - *Develop a Change Management Plan for the UT* which could take shape based on consultations and Town Hall sessions with the community across the UT campus
 - Launch the new sustainability structures (Climate Initiative, T-Unit)
- ✓ In 2025-26 the achievements of the first phase can be evaluated, and the milestones for the second phase adjusted.

➔ *Mid-term evaluation:* with broad consultations of community, assessment of performance metrics, progress towards goals, and clear recommendations and areas to develop to be enacted in Phase 2.

- ✓ The second phase from 2026-2030 would focus on launching the plans in action and attaining the milestones of Shaping 2030 sustainability strategies.

Phase 2: 2026 – 2030

- Achieve full-scale, university and region-wide functions of new sustainability structures (e.g., climate initiative; governance & operations, community capacity building)
- Implement faculty level sustainability strategies in line with broad shared vision and goals of transformation

- Monitor and report UT's sustainability achievements, including participation in sustainability rankings.

I. SCOPE OF TRANSFORMATION

1.1 PURPOSE

The Mission of the T-Unit is to ensure overarching representation and inclusion of the relevant bodies and members of the university in its organisational transformation for sustainability.

This document outlines a potential pathway for organisational transformation towards sustainability at the University of Twente (UT) by establishing a *University Transformation Unit for Sustainability (U T-Unit)*. The unit would be tasked to set up structures and mobilise people for (i) the UT Climate Initiative and (ii) the UT-wide organisational transformation (i.e. in governance & operations).

The target audience of this document is the UT's decision-makers on sustainability: Shaping 2030 Team, CvB, and Strategic Board. However, the audience-to-be-engaged to implement what we propose, are the engaged staff and students who (a) have been involved in the creation, management, and evolution of the Shaping 2030 strategy or (b) would like to contribute to carrying out future planned transformations to meet UT's sustainability goals. The document can also serve as guiding material for consultants and community members that may support this transformation. It addresses the request by the Shaping 2030 Team to outline the scope, immediate resource needs and placement at the UT for transformative sustainability performance improvement as stated in Shaping 2030, whilst taking this substantively further in line with the needs of students and staff. This document thus presents an action plan in a series of short-term steps for a workforce tasked with installing a mid-term 'Transformation Unit' for Sustainability at the UT.

1.2 VISION

As part of Shaping 2030 strategy, University of Twente aims to contribute to a fair, sustainable, and digital society between 2020-2030. However, such contributions may remain marginal and superficial if structured efforts are not put in place to coordinate the many efforts. We propose that the UT needs a specialised unit to devise, enact and follow through its organisational transformation for strong sustainability outcomes - *University Transformation Unit for Sustainability (T-Unit)* which serves as a task force to manage the transition. T-Unit would be a semi-temporary body, supporting the planned sustainability transformation at UT between 2023-2030.

A PLANNED 7-YEAR, GUIDED AND INCLUSIVE ORGANISATIONAL TRANSFORMATION OF THE UT, aligned with Shaping 2030, allows for a depth and breadth of system-wide change to take place. Previous research of university transformation for sustainability observed organisational transformation taking up to seven years to take shape, be executed and for the necessary engagement to take place¹ for change to last (Baker-Friesen, 2021). The *first phase of the guided transformation will take place from 2023-2025*, followed by a *second phase of system-wide monitoring, capacity building and establishment of structures between 2026-2030* to align with Shaping 2030 sustainability goals.

In this way, the T-Unit would work to envision, engage, and invigorate implementation of a successful transformation, entailing fundamental changes in the way that sustainability is addressed and organised at the UT. Substantive changes would e.g. include systematically embedding sustainability science and climate change in research, pedagogy, work culture, organisation, and governance. The *T-Unit* would *conduct the internal action*

¹ See Baker-Friesen, A. (2021). *Dancing on the Shoulders of Giants: An Action Inquiry into the Navigation of Organisational Transformation for Sustainability in the University*. Maastricht, Green Thesis. [Available online](#).

research necessary for this sustainability transformation, whilst housing and guiding other key changes that are additional outcomes from the SEG for Sustainability.

At this early stage, we see three strands of transformation management in the scope of the T-Unit

1. **The Climate Initiative:** *Inter and Trans-disciplinary Climate Research and Education where all faculties, units, centres, and institute are included.*
2. **Organisational Sustainability and Governance upgrades:** in collaboration with CFM B&P, SEE-Programme, Sustainability Coordinator, Strategy and Communications, and Faculty Leads/Deans
3. **Community Development & Capacity building via Greenhub 2.0:** student-driven, staff-supported, self-determined, emergent programming representative of a broad palette

Such an effort should entail top-down, bottom-up and middle-out efforts, and remain inclusive. Therefore, the 'T-Unit' should leverage the knowledge and skills that blends the UT staff and student bodies, from Design, Diversity & Inclusion to Innovation, Science and Technology. The *T-Unit* is developed with the goal of addressing some of the risks identified by the working group "Sustainable UTwente" and articulated in their report "2019 Report working group Sustainable UTwente for Shaping 2030" (Pfeffer, Winkler & Maréchal, 2019, see p. 37).²

1.3 FUNCTIONS COVERED

The T-Unit will support the development of the three aforementioned strands and upgrades bodies by:

- (i) establishing the structures,
- (ii) embedding these structures at the UT,
- (iii) mobilising stakeholders for these structures
- (iv) (iv) monitoring and evaluating their effectiveness.

As indicated above, the Climate Initiative will build a community around climate-related systems transitions for students and staff in research and education. Climate Research and Education that has an impact in the real world will need to be backed up with organisational and governance-based changes. These should aim to address sustainability in operations, strategy, communication, and reporting, and therefore involve stakeholders from these UT units. The functions undertaken by Green Hub from the bottom-up are community engagement, capacity building (i.e. supporting a full spectrum of sustainability and climate activism and entrepreneurship in coalition-based activities), engagement with business partners (CEI, Novel-T, SBD). *The T-Unit would drive and implement these organisational change processes towards sustainability, such as setting up structures and mobilising people* but would not work on the actual content as such (e.g., develop content for education, generating research, carrying out inventories for operations). Its primary responsibility is the complex change management needed for transformation to take place in university as a public institution. The UT could leverage the existing expertise on sustainability, higher education, organizational change, ethics and social justice and its related topics amongst its researchers to collaborate with the T-Unit.

The Green Hub has taken on the leadership and symbolic role for much of sustainability for the UT in recent years. Multiple initiatives have nonetheless emerged demonstrating dedication by faculty, operations, staff and students to the Sustainable Development Goals, Climate Change, and sustainability as it is more broadly understood. To maximize these complex initiatives and avoid redundant efforts, coordinating bodies are needed with dedicated resources for sustainability to create thoughtful platforms. Students have also expressed concern that it is difficult to identify sustainability programming within education, though it is available at UT.

² See: Karin Pfeffer; Marielle Winkler (CFM), Brechje Marechal (CFM) Experts: Joris de Grooth (TNW); Tatiana Filatova (BMS); Arjen Hoekstra (ET); Jelle Ferwerda (ET). Report working group Sustainable UTwente | Shaping 2030, University of Twente. Final report for 20 September 2019.

Sustainability skills and competencies are increasingly sought after by employers and therefore should be clearly stated in programming where currently it is implicit. To help address this gap in the development of educational offerings covering sustainability and climate change, the T-unit can manage the organisational development required for the Climate Initiative to deliver on this front, whilst the Green Hub focusses its efforts on connecting students and staff across campus from the bottom-up. The Green Hub can get the view from the ‘factory floor’ that will feed into to the programme development of the Climate Initiative, whilst the T-Unit focusses on the broader institutional and strategic transition.

The **figure** below is a preliminary graphic created by the Green Hub to depict the next iteration of institutional relationships at UT and new hires within Green Hub 2.0 (represented by the proposed structure within the **green dotted line** above). The Green Hub is currently undergoing a major transition plan to return to its original green office vision, as the 2019 proposal more closely aligns with the goals of the Climate Initiative. However, due to limited capacity and resources at the Green Hub, it is important to crystallise the role of the resources of the Green Hub for the successful planning of the T-Unit. It is important that, as the relationships change in relation to sustainability priorities, a global perspective is maintained and that the *T-Unit* provides the common for dialogue and negotiation of roles and responsibilities.

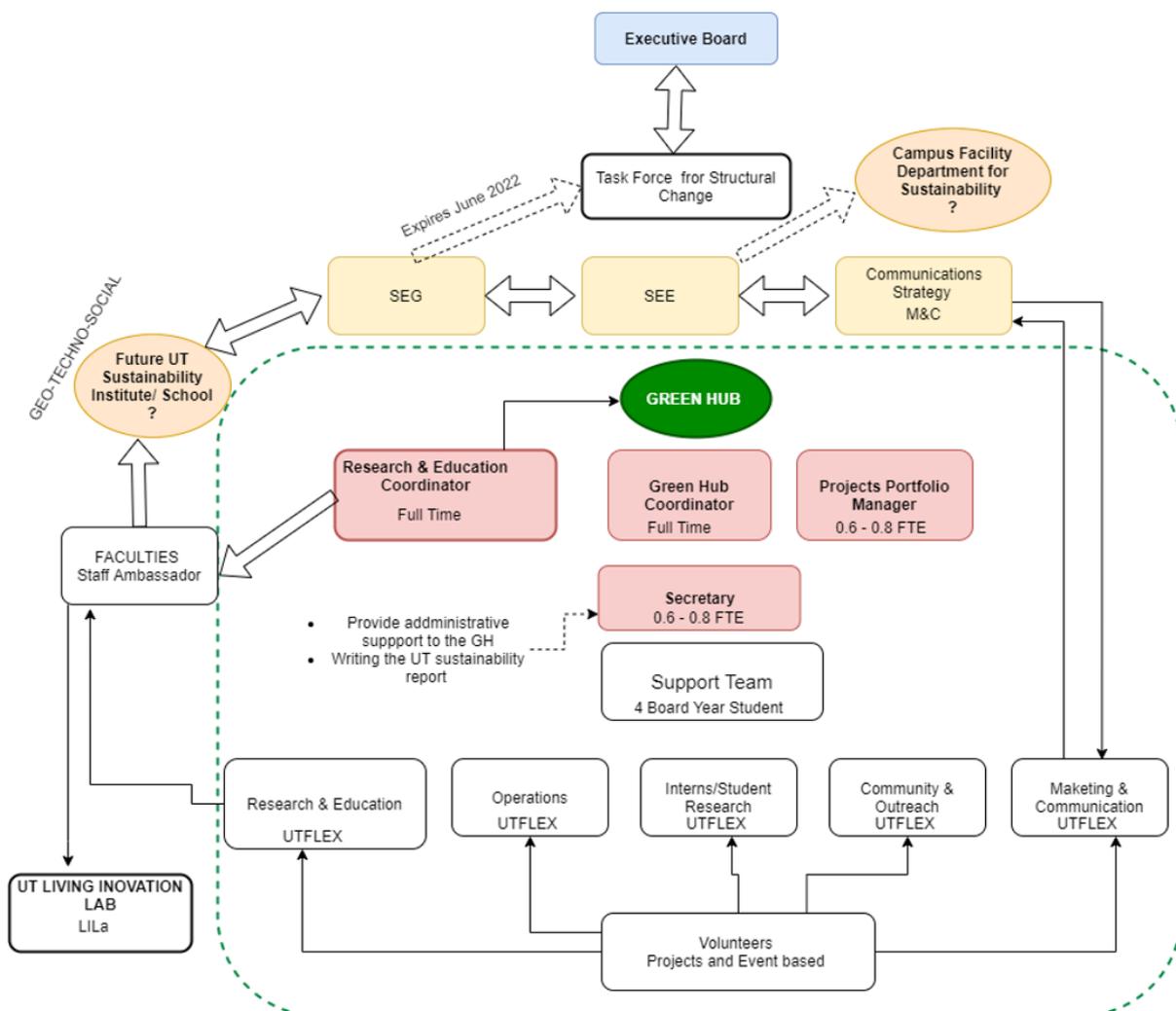


Figure 1: Organisational Design to Transition towards – inside green dotted line is Green Hub infrastructure, outside is related UT bodies that are either current or proposed to be responsible for different aspects of the sustainability transformation of the UT. Together, this forms a coherent governance structure for sustainability.

The T-Unit will address the organisational change management required in education, research, and operations, but not serve as a prescribing entity. Instead it will coordinate the many changing dynamic priorities that occur when implementing sustainability initiatives at this scale.

1.4 APPROACH & TIMELINE TO GUIDED SUSTAINABILITY TRANSFORMATION

THEORY OF CHANGE MANAGEMENT TO BE TAKEN

The T-Unit shall work according to the **eight steps of business transformation outlined by John Kotter** – see **Figure 2 below** - a hands on change management theory aiming to mobilise people for urgent action. More information about the implementation of these steps can be found in the following section (Kotter 1995)³.



The T-Unit's way of working shall follow the action research approach⁴ by engaging service centres and action researchers with relevant expertise from across the UT (e.g., experts in sustainability, organisational change, sustainability ethics, higher education, and policy). This research approach recognises the UT students and staff as 'citizens' whose views and expertise are to become part of the action inquiry that drives the whole process. The change process remains inclusive by establishing a representative panel of UT stakeholders at all levels, fostering bottom-up change. At the same time, we propose to establish the Deans Council for Sustainability⁵. To ensuring the necessary leadership support in a form of **middle-out change approach**.

TRANSFORMATION PLAN FOR T-UNIT TO MANAGE

The T-Unit will support the transition between 2023-2030 in Kotter's 8 steps outlined with context below. *Milestones will be achieved at times in line with key decisions that need to be made at the management level in coordination with the Sustainability Coordinator and UT sustainability staff and students.*

Phase 1 (2023 – 2025) → Engaging UT community to co-create sustainability vision & transition pathways.

³ Kotter, John P. "Leading change: Why transformation efforts fail." Harvard Business Review' (1995): 59-67.

⁴ Action research approach: stakeholders participate as co-inquirers and co-managers in the system being guided through change.

⁵ Deans are encouraged to take responsibility to collaborate and devise faculty contribution and strategy.

In the first phase, **steps 1-4 from Kotter's 8 step change model** are carried out.

In this phase, T-Unit takes the lead to check in on the community and the stakeholders who are involved in the change process, as much as those who are not. What needs to be there for people to get involved? This will involve a clear presence on campus, as well as to ensure a less pressurised work environment that allows more space to get involved, with clear and independent appointments for those responsible for implementing the changes.

Each step represents one milestone in the plan.

1. *Increase urgency*
 - Announce the plans for University Transformation Unit for sustainability.
 - Increase communication on the need for a transformative sustainable university.
2. *Form a powerful coalition*
 - Establish T-unit: transdisciplinary group of service centres (e.g., strategy, policy, operations, marketing, and communications) collaborating with action researchers focusing on sustainability, higher education, organizational change, and ethics
 - Establish the UT Panel for Sustainability (democratically elected, representing the various faculties across campus with rotating terms).
 - Establish a Deans Council for Sustainability (following the structure of standard UT councils)
3. *Create a vision for change*
 - Co-develop faculty level strategies and impact pathways for sustainability for each of the five faculties (Deans are responsible for endorsing the final strategies but are tasked to develop these strategies together with staff and students. Throughout the process they are consulted by the Sustainability Panel)
 - Co-develop a clear pathway for Climate initiative and its potential structure and supervising bodies
 - Identify requirements for sustainability monitoring tools at the UT
4. *Communicate vision*
 - The key agreements made by the Deans Council and the Sustainability Panel are announced at the official UT and faculty events (e.g., at the Dies, Christmas party) and communicated through the official UT media channels and are available on the UT website.
 - The faculty level strategies are officially announced at the faculty level events
 - The vision and structure for climate institute are announced in the official kick-off event
 - UT is clearly communicating its sustainability achievements, leveraging insights from the UT's sustainability monitoring tools (e.g., SDG impact reports)

Phase 2 (2026 – 2030) → Establishing and strengthening UT's sustainability structures and performance:

In the second phase **steps 5-8 from Kotter's 8 step change model** are carried out. Each step represents one milestone in the plan.

At this stage T-Unit fulfils its role to galvanise and cement the change into the organisational culture, being responsive to needs, tensions and capacity building where necessary.

5. *Empower action* (e.g., engage deans, include campus community),
 - Deans enable action for change aligned with the identified impact pathways to achieve their sustainability strategies at the faculty level
 - Deans inform staff on how they can be involved in the climate institute and how it will be recognised in their career trajectory
 - UT is actively monitoring and reporting on its sustainability achievements and participates in sustainability rankings, providing necessary information for further improvement to university leaders, service centres and academic staff
6. *Create quick wins* (e.g., commitment from deans, service centres etc.)
 - Climate institute promotes initiatives together with the Grants office to incentivise transdisciplinary collaboration across faculties
 - UT aims to be recognised in national and international sustainability rankings in its priority areas
7. *Build on the change* (e.g., incorporate ongoing feedback from stakeholders)
 - Consult the Sustainability Panel, Deans Council for Sustainability for further changes to be implemented by the T-Unit
8. *Make it stick* (e.g., recognise and reward, incorporate into promotion pathways)
 - Reward achievements, reinforce successful structures and continue sustainability reporting and communication

1.5 DEFINITION OF SUSTAINABILITY/CLIMATE CHANGE IN ACADEMIC MISSION

In the accompanying report to this outcome, the UT Climate Initiative is proposed that would form a unique research and education profile defined by the UT's own students and staff. It can take the shape of *Geo – Techno – Social* aspects of climate change, distinguishing between *climate mitigation* and *climate adaptation*, and going the needed step further to *address Climate Resilient Development with targeted positive impact in the Global South*. For the new organisation to successfully take shape, we need a clear and practical idea of 1) what kind of organisational form it will need, 2) effective team building, facilitation and organisational development, and 3) clear, shared conceptualisation of sustainability/climate issues (as enclosed in the content of the accompanying Climate Initiative proposal) on the research and education such an organisation would perform.

We further recommend that this topic is viewed from a lens of a four-pillar model that acknowledges both cultural and social domains in sustainable development to incorporate the intangible nature of ethical values along cultural-aesthetic, religious-spiritual and political-institutional axes. This fourth pillar has been described as a need for 'culturally sensitive' models within policy to capture the intersubjective or contextual nature of the ongoing engagement of human communities with their environments.⁶

By solely focusing on topics concerning sustainable solutions in science and technology, this can overlook understanding processes, power dynamics and change processes, as well as the conflicting stakeholder interests that are involved in implementing these technological solutions in different sites. An important aspect to consider in the application of the Climate Initiative – which the T-Unit would be consulted on and provide advice for – is a *cultural and community-rooted framework* (see **Figure 3**). This can provide space for the social dimensions of climate justice, social justice and racial justice in an intersectional manner alongside the technical solutions. It could also examine and educate about the ethical considerations of transitions away from extractivist models of society towards more sustainable, circular, and just models.

⁶ UCLG. 2013. 'Culture as a goal in the post-2015 development agenda', policy document. Available at: http://agenda21culture.net/sites/default/files/files/pages/advocacy-page/culture-as-goal_eng.pdf (accessed 9 June 2017).



Figure 3: Sustainability Framework with Social-Cultural Fourth Pillar: Based on 4 Pillar model of Agenda 21 approach to sustainability, that recognises social & cultural aspects of social sustainability

This updated view of transitions to sustainability takes systemic change into account as well as being more aware of the impacts on more vulnerable communities through engaged governance which promotes accountability, transparency, and dialogue with community members (see **Figure 4**). For a technical-oriented approach, it is vital that social and cultural elements are also studied and engaged in research and education, the so-called third and fourth pillars of sustainability. This is how the UT can take a truly exemplary role and lead the sustainability transformation.

One challenge in developing robust sustainability solutions is providing pathways for collaborations and dialogue across campus that bring together *Geo – Techno – Social* aspects of sustainability discourse. In terms of faculties at the UT, this includes: the Behavioural Management and Social Sciences (**BMS**), Engineering Technology (**ET**), Electrical Engineering, Mathematics and Computer Science (**EEMCS**), Science and Technology (**TNW**), Geo-Information Science and Earth Observation (**ITC**). The People First approach of UT is therefore exemplified by putting technologies into their context of usage where ethical and social considerations are a must.

Figure III.4
Pillars for achieving sustainability of cities



Source: UN/DESA, Development Policy and Analysis Division.

Figure 4: Pillars for Achieving Sustainability of Cities: Adapted to university change management for sustainability based on UN/DESA.

II. RESOURCE NEEDS FOR TRANSFORMATION

2.1 SHORT TERM NEEDS FOR INITIAL WORK TO ESTABLISH T-UNIT: PHASE 1

I. Preliminary T-Unit Team: January – July 2023: 6 months of preparatory work by a ‘skeleton’ crew who pave the way for launch at the end of the year. This takes the same shape as the lead team for the Climate Initiative, and leads the T-Unit into Phase 1. Then the team commitment needs to scale up into the following

- Announce the T-Unit and its plans to community once an executive decision, and focus group with community members has been undertaken by skeleton crew c.a. Summer 2023.
- Deliver more concrete proposal by September 2023 which goes into more detail regarding the resources and plans for Phase 1 and onwards.

Phase 1: 2023 - 2025: Core Set-Up

Total **1.2 FTE** with 5-7 individuals working in the range of 4-12 hours per week. Roughly 8 hours per person per week (1 day) on average:

A. ‘Quartermaster’: Managing Director - 0.3-0.4 FTE

Staff member/ZZP/Consultant. With relevant knowledge and experience in systems change management for sustainability – specific to public sector.

- Organises the team’s activities working on T-Unit. Leads and directs the strategic and operational aspects of change management for sustainability. Reports and consults with the leadership and management of the UT.

B. Action Research Lead - 0.2-0.3 FTE

Staff member, with relevant knowledge + experience

- Coordinates the interaction, consultation with, and inclusion of UT students and staff as ‘co-designers’ in the transformation according to the action research process.

- Reflection and asset development (capacity building)
- Research tied to sustainability stakeholder engagement within university

C. Sustainability Intelligence Lead - 0.2-0.3 FTE

Staff member, with relevant knowledge + experience

- Manages the interactions with the various service centres, faculty operations, CFM and engages, informs and asks for inputs from the governance bodies of the UT (e.g. SB, UniversiteitsRaad, UCB, in particular the CvB).

- Ensures accountability and good governance in the relations of the T-Unit with the wider UT structures, whilst promoting the interests and objectives of the T-Unit (i.e. a positive and inclusive organisational transformation of the UT for sustainability).

D. Assessment and Reporting - 0.1-0.2 FTE

Staff member/Young Professional + Student assistant

- Conduct gap analysis, conduct inventory on current sustainability assessment and reporting practices at UT and communicating this to the community.
- Monitor progress of the T-Unit according to Kotter’s steps and other means of assessment, need regular coordination & reports on sustainability and assessments

- Are things being measured that should be measured... are we reporting on what should be reported for us... reviewing reporting practices at the university... managing the reporting... who is responsible for reporting and what are consequences?

E. 0.1-0.2 FTE Administrative Role

Staff member/Young Professional + Student assistant

– Planning of workshops and consultation sessions. Manning emails and organising calendar events and meetings. Responsible for update reports every quarter, prepares and helps to deliver presentations on how transformation is going to stakeholders

Given the limited capacity of the staff currently engaged – whether employed to do so, or in a voluntary manner going beyond their contracted job descriptions – it is fundamental to alleviate the pressure from the ones who will start working on installing the T-Unit. This is exactly the reason to work in graduated and iterative phases (see Kotter steps above) as things can and will change as more becomes known. This will cover the transition to a fully operational Unit.

2.2 LONG TERM NEEDS FOR FULLY OPERATIONAL T-UNIT: PHASE 2

Phase 2: 2026 – 2030: full Deployment into 4 FTE's

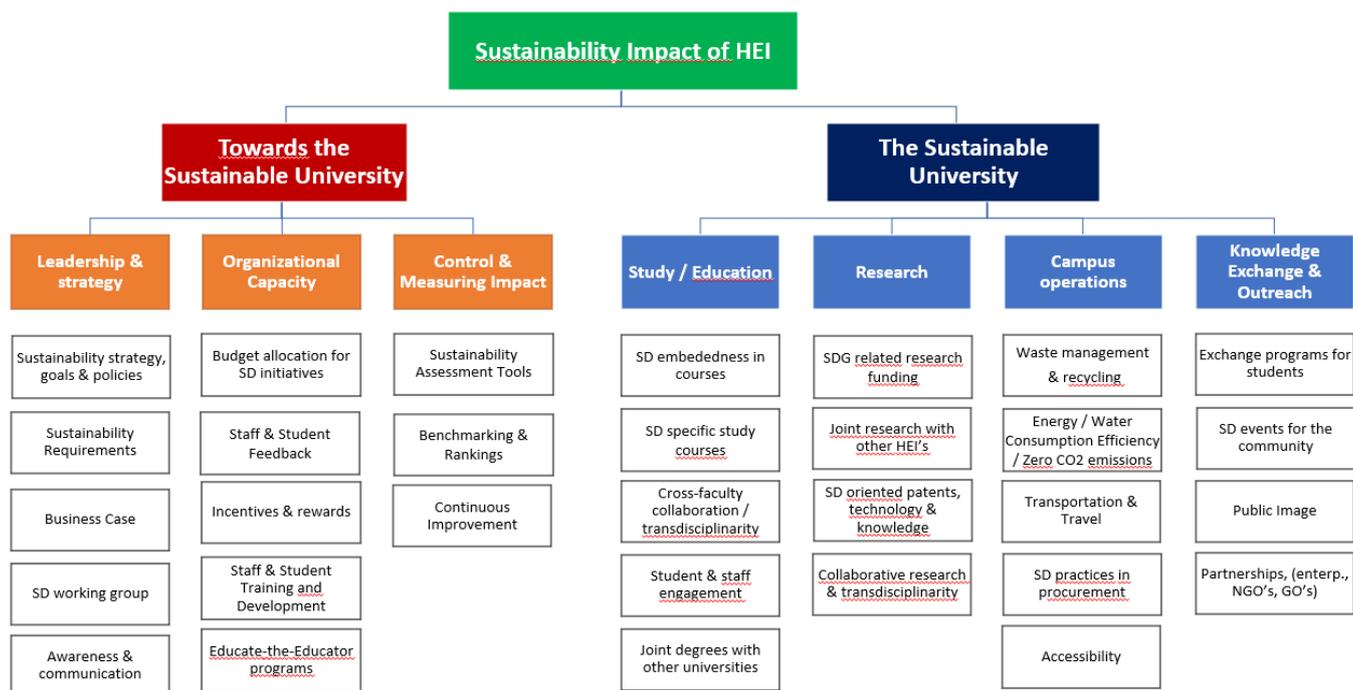
To invest in getting effective transformation to achieve 2030 goals we envisage these commitments; however this can and most likely will change as we progress through Phase 1. This would be the bare minimum:

- (0.5 FTE) T-Unit Coordination for establishing the Sustainability Panel and the Deans Council for Sustainability (participation in the Panel and the Council are recognised, but voluntary)
- (0.5 FTE) Action research lead to recruit and coordinate T-Unit including 10 rotating action researchers with 0.2 FTEs assigned to them (1 day a week), totalling 2 FTEs.
- (2 FTEs) Above mentioned 10 rotating action researchers, 2 from each faculty, a commitment of 1 year
- (0.5 FTE) A Sustainability Intelligence officer responsible for identifying and communicating sustainability achievements at UT and participating in sustainability rankings
- (0.5 FTE) A Change Manager for the Climate Initiative responsible for designing and reviewing impact pathways and proposed structures
- The work and resources described and requested for the first phase (2023-2025) will present deliverables including a more comprehensive action and project plan for the T-Unit till 2024.

In the long-term, we ensure a fully operational T-Unit team to truly be able to focus on the challenge in front of them, without worrying about competing tasks coming apart from a lack of attention. There will need to be an interim period to adjust to the new roles. This is outlined above in the Short-term needs/Beta Phase. The 4.0 FTE will include the roles outlined above and should be considered an upgrade. However, it may well be the case that more capacity will be necessary during Phase 1. At which point the relevant parties should be informed so that timely actions can be taken in light of the financial and HR planning and control cycles of the UT. This would likely need to be submitted by the Spring Memorandum period of 2023.

III. PLACEMENT OF TRANSFORMATION

OVERVIEW OF THE T-UNIT'S TASK ENVIRONMENT:



3.1 MANDATE & PLACEMENT

Launch Phase 1 December '23/January '24

The T-Unit would need to be placed nearby to where the change might be embedded first. A central point close to the representative and auditory bodies of the UT therefore structurally seems to make sense for the initial beta and early part of Phase 1. This could be General Affairs, or somewhere that is not too far removed from the rest of the institution. One of the service units too could also work. The logic here is that the T-Unit members might be more effective at integrating change in units closer to them.

As the fluid and fast-changing discussions on a novel organisational form (e.g. 'institute 2.0' or research foundation) for climate mitigation and adaptation evolve, much uncertainty still exists. The only thing that is unanimous is the focus on climate mitigation and adaptation. It is most likely, and logical therefore that one important work package of the T-Unit would be to research, develop, consult, and propose the most effective and needed organisational form and governance structure for this.

This makes outlining how the T-Unit would work with such an organisation in this document difficult already. 2-3 scenarios of how the T-Unit works with and for the Climate Research 'organisation' will be presented in the comprehensive September report.

3.2 WHO WILL WORK WITH THE T-UNIT

ROLE DISTINCTION: T-UNIT, GREEN HUB, CLIMATE INITIATIVE

II. Green Hub 2.0, Team & Unit

There will be a clear demarcation between the Green Hub, responsible for cultivating and connecting the bottom-up community for sustainability, and the wider governance of the UT institution and its infrastructure that the T-Unit will shepherd into being.

The Green Hub will be reinforced based on the Green Hub 2.0 proposal submitted in 2022. This will allow it the additional resources and renewed vision and focus to achieve its original goals and find its place in the UT community as a central point for sustainability intelligence in the student and staff bodies. The T-Unit will support the change management of the Green Hub. The full team of Green Hub is proposed to eventually form of four staff positions:

- **Green Hub Coordinator** (current)
- **Projects Portfolio Manager** (current)
- **Secretary, to hire 2.0 Green Hub Grant** (proposed)
- **Research and Education Coordinator, to hire with 2.0 Green Hub Grant** (proposed)

III. Climate Initiative

The UT Climate Initiative will have its own roles in parallel to T-Unit that are more focussed on the content of what this institute would do. The T-Unit's role is the organisational form and structure this takes and how to build that into/around the UT existing institution.

LIST OF STAKEHOLDERS/COLLABORATORS

We distinguish and make the various roles expected between the stakeholders in the UT's sustainability transformation clear below. Who would actively drive change? Who needs to be consulted? Whose inputs are critical at various scale? Which external stakeholders who might be involved in discussions, but would not drive change? These stakeholders are required at different levels of engagement depending on interest, influence and ability, but there is also the need to follow the participative action research approach, where they *are welcomed into the process of guiding and managing change themselves*. This is a university-wide participative experiment and mobilisation after all.

NB: This is a first attempt and therefore is not to be taken as exhaustive. More stakeholder groups will need to be added and this will need to be checked and updated quarterly.

It is envisaged that flashpoint updates of the current relationships in this stakeholder mix will be facilitated by Green Hub and T-Unit, as these are dynamic and changing depending on the ongoing needs and interests of the many groups, and requires both top-down and bottom-up to meet in balance.

- **SEE-Programme** – is a primary body to be consulted and included in driving the change; acts as policy and implementation inputs into change process
- **Green Hub Twente** (as representative of the student body) – included in driving change; acts as a representative of wider community needs and brings T-Unit down to them
- **SUSTAIN:** Supports and works as the student association for sustainability, representing the student body's interests and agency for climate action and sustainability. To be consulted and included.
- **Climate Coalition:** an umbrella organisation of Sustain, Students4Future, XR, UR, and other climate justice and action groups that must be included as their demands seen as recommendations to present a destination for change. To be consulted and included.
- **Student Union** – represents interests of general student population at UT. They connect and represent the interests of the student associations, study organisations and student body as a whole and are therefore important to involve closely in the change.
- **Diversity & Inclusion Office** – included in driving systemic changes touching upon important social sustainability issues in UT, such as racial justice, environmental racism, social inclusion of vulnerable and excluded groups etc.

- **Strategic Business Development** – is consulted on change and provides innovative solutions to UT social & environmental impacts as outcomes of change
- **CvB sponsor** – see below
- **Gemeente Enschede** – is consulted on changes in relation to what the city of Enschede needs the UT to become
- **Enschede Lab:** provides the connection to students from Saxion and ROC van Twente via Nano-challenges relevant to impact in the city of Enschede. To be consulted and kept in the loop.
- **Novel-T:** is consulted on changes and gives input on the entrepreneurship of the UT can contribute towards the big picture sustainability of the UT and its region. How can start-ups be cultivated to drive the change?
- **Regio Twente** – is consulted on changes and gives input on what the UT can ideally do to make Twente a hub for sustainability & innovation
- **University Council, Faculty Councils and Boards:** to be consulted closely and advice and consent sought after as the representative democratic and executive bodies at the UT and faculty level are key to the whole process.
- **Existing Centres and Institutes related to Sustainability:** Centre for Energy Innovation, Centre for Higher Education Policy Studies, CSTM Sustainability Governance & Policy, Centre for Organisational Change & Behaviour in BMS, Similar centres across faculties: all need to have voices in the process and it would be unwise not to consult the abundance of expertise they all together possess in the UT's own organisational transformation for sustainability.

The whole community, academic and support staff needs to be mobilised and included wherever possible!

STAKEHOLDERS AS ANCHOR POINTS: AMBASSADORS EMBEDDED THROUGHOUT THE UT.

In conclusion, the T-Unit cannot work without another layer of key engaged stakeholders who are brought together and activated by the Green Hub, who is upscaling its efforts to cultivate, collect and connect the community of involved and curious students, administrative and academic staff. In dialogue with the Green Hub, key members from each faculty, service unit and key organisation shall be selected to act as liaisons who consult their respective parts of the UT for the changes that need to occur. This is what we are working towards in Phase 1, however the skeleton crew (See Section **2.1 Preliminary Team** above) will already need to be in contact with the Green Hub from the word go to launch consultations 2023.

CENTRAL OFFICE IN A VISIBLE PLACE

The T-Unit will also need a central place on campus where its core staff can meet, work, and host consultations with the community to be included in the formulation of the change management plan. To this end, the office should be in a spot that is not separate (on high) from campus, but preferably in a more accessible and visible place. A good example is opposite O&O square between Novel-T and where the new ITC building is being constructed. An office large enough for meetings with various stakeholders from across UT campus, as well as near enough to the Kennispark for external stakeholders to also join for consultations seems to also make logical sense in this location.

DIRECT LINE TO THE EXECUTIVE BOARD

Naturally, the Executive Board will need to be closely involved in the initial undertakings, decisions, shared advice from the T-Unit, and understood as having a key role and responsibility to take the lead from the top on the key outcomes and steps coming out of the T-Unit. Indeed, given the adherence to the action research approach in the inclusion of a wide variety of the UT community, the CvB will benefit from knowing that the changes suggested are as representative as possible of the community to which they are accountable to. It is advised to spread capacity and responsibility for the different complementary elements of the sustainability transformation across the three members.