



# STRATEGY PAPER ON SUSTAINABILITY OF THE UNIVERSITY OF BONN



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## HOW WE SEE OURSELVES

The impact that humanity has had on our planet has increased no end since the Industrial Revolution. Over the next few decades, researchers must step up their focus on what we are doing to natural habitats, on the consequences of climate change and on efforts to adapt to current and expected alterations in the environment.

As a research and educational institution, we will make a point of using the resources at our disposal to help develop evidence-based solutions and empower future generations to make society fit for the future and handle nature and its resources responsibly. We are well aware of the many worrying changes under way all over the world, particularly those affecting the climate and biodiversity, and recognize the need to establish sustainability as a key guiding principle.

Universities act as a linchpin between the research and scientific community on the one hand and society on the other. We take our responsibility for generating and sharing knowledge seriously and link what we already know with new findings that we produce in order to come up with potential solutions to societal challenges. We foster the skills needed to tackle the major problems facing society in Germany and further afield and are wholeheartedly committed to sustainability in order to safeguard and shape a future worth living in. From our base in Bonn—the home of the United Nations in Germany—we are contributing to sustainable transformation processes by serving as a role model, minimizing our own environmental impact and campaigning for ethical principles and justice.

In line with the definition set out in the Brundtland Report (1987), sustainable development aims to meet the needs of the present without compromising the ability of future generations to meet their own needs. For our process of transformation, we are focusing on sustainability in all its various facets and taking account of its cultural and political dimensions alongside economic, social

and environmental aspects. We understand sustainable development to be a way of doing business that meets society’s needs without overstepping planetary boundaries while highlighting the valuable contribution made by cultural diversity and political democracy.

We include all University members in our whole-institution approach, recognizing diversity as an opportunity to shape the process of transforming our University together by harnessing the possibilities and experiences that each one of us brings.

## GOVERNANCE AND STRATEGY DEVELOPMENT PROCESS —WORKING TOGETHER FOR SUSTAINABILITY

The University of Bonn’s sustainable transformation process is being coordinated by a unique group of key players working in tandem: the Vice Rectorate for Sustainability, the Sustainability Unit, the student-run Green Office and the BOOST working group. The latter is made up of representatives from all status groups at the University, who bring together the various sustainability initiatives launched across the University as part of the **Bonn Program for Sustainable Transformation (BOOST)**, provide strategic advice on them and drive them forward through their joint efforts.

In terms of content, the strategy is being developed based on the “Working Together for Sustainability” mission statement, which was formulated in 2021 in a participatory process involving University bodies. People from all status groups at the University have formed three BOOST sub-working groups to define and develop operational objectives and suitable measures for our three main action areas—Research, Teaching and Operations.

This strategy paper provides an overview of the achievements, objectives and measures recorded as of the time it went to press. Since the University's sustainable transformation—and thus its strategy development—is an ongoing, long-term process, the objectives and measures are constantly being evaluated and developed further. This also includes reflecting on ever-evolving concepts of sustainability and what they mean for the sustainable transformation of our University. The strategy paper will be updated at regular intervals so that it can be adapted in light of changing circumstances and new insights, while developments and achievements are also to be recorded in a detailed Sustainability Report in the future.

## ACTION AREAS AND OBJECTIVES FOR SUSTAINABLE DEVELOPMENT AT THE UNIVERSITY OF BONN

The University of Bonn's core aims and action areas for its sustainable transformation process are set out in its “**Working Together for Sustainability**” mission statement, which was devised in a participatory process. Besides the three main action areas of **Research**, **Teaching** and **Operations**, two further aspects were also identified, both of which represent overarching, cross-cutting issues: **Participation and Student Engagement** and **Communication and Transfer**.

We are embracing our responsibility to society by systematically embedding sustainability in everything we do as a university. We want to gradually reduce environmental pollution and resource consumption in the interests of climate neutrality (**Operations**), empower future generations to make society fit for the future, (**Teaching**) and safeguard a future worth living by conducting excellent sustainability research (**Research**).

Involving all members of the University—especially students—will be key to achieving our objectives (**Participation and Student Engagement**). The same applies to forging links between key players both within the University and with the outside world, i.e. with other research and educational institutions and between the University and society. The science-based development of society hinges on interaction and a constructive communication process (**Communication and Transfer**).

This strategy paper sets out the relevant strategic objectives and operational measures within our five action areas. In terms of their content and form, the individual sections seek to answer three questions—“**Where are we now?**”, “**Where do we want to be?**” and “**How are we going to get there?**”—and provide examples of corresponding **achievements** and **measures**.



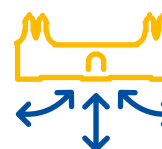
Research



Participation and Student Engagement



Teaching

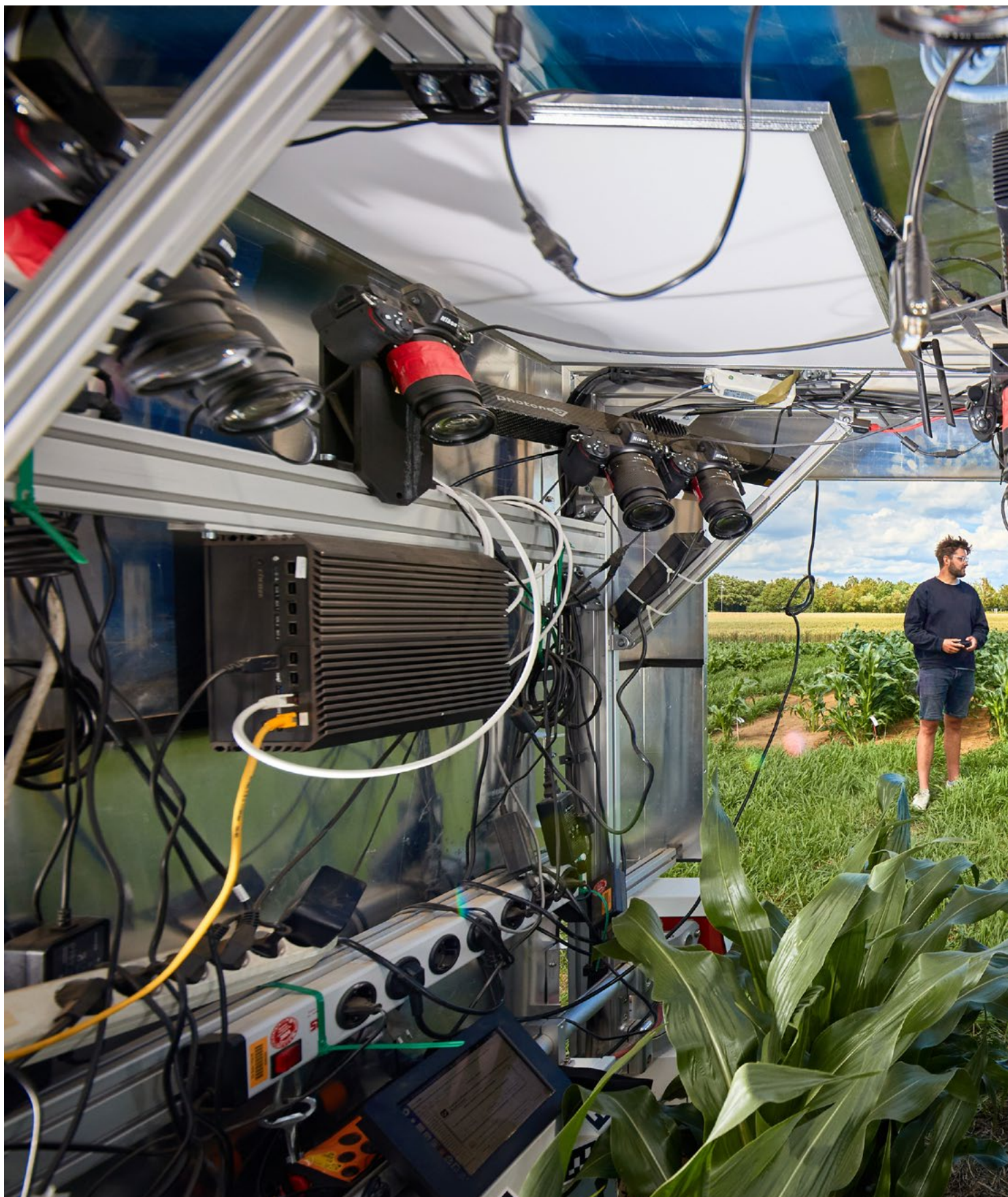


Communication and Transfer



Operations

A more detailed list of objectives and measures can be found in the Appendix.





# RESEARCH ACTION AREA

## RESEARCH ACTION AREA



The complexity and urgency of the global challenges facing us in the Anthropocene call for broad-based inter- and transdisciplinary research strategies drawing on the natural and life sciences combined with sociology, the social sciences in general, economics, cultural studies and law as well as engineering and computer science in order to fully exploit the opportunities available to us to solve these challenges. With our six Transdisciplinary Research Areas (TRAs), where researchers work together across faculty boundaries on key academic, scientific, technological and societal issues relevant to our future, we have created some unique spaces for innovation in which, besides top-level research, concepts for teaching are also being continuously developed further.

One such TRA in particular—Innovation and Technology for Sustainable Futures—is devoted to sustainability issues. Its researchers are combining basic research with interdisciplinary, solution-oriented approaches, collaborating with the UN organizations based in Bonn and contributing to global networks.

Our researchers are supported by a range of funding instruments and incentives offered by the University, such as: funding for interdisciplinary research projects in the field of sustainability; new Excellence chairs for established top-level researchers and those just starting out in their careers; prizes and awards; and SDG Fellowships, which are designed to open up attractive career prospects in inter- and transdisciplinary research to young researchers.

We also take care to ensure the transfer of research findings into the economy, politics and society and to incorporate a practical perspective and issues raised by industry partners into our research. In these endeavors we are supported and advised by the enaCom Transfer

Center and the Institute for Entrepreneurship (IES). This includes help with funding opportunities, planning and implementing dialogue formats, and spin-off projects.

The Sustainable Development Goals set out in the UN's Agenda 2030 cannot be achieved without extensive support from research and international cooperation. We are harnessing the unique advantage that we possess by being based in the "German city of the United Nations," with its over 25 UN organizations and more than 100 non-governmental organizations, to set up joint research and educational initiatives. Over the past 10 years, for instance, our doctoral students have regularly produced joint theses together with the United Nations University, and our research partnerships are to be expanded with the involvement of other UN organizations.

On top of these international organizations, a whole host of local and regional Fraunhofer, Helmholtz, Leibniz and Max Planck Institutes and world-renowned think tanks combine to produce an extraordinarily innovative environment for sustainability research, and the University is playing a leading role in supporting this network as part of the Bonn Research Alliance (BORA). We are also an active member of local and regional sustainability networks such as Humboldt<sup>n</sup> ("Humboldt to the power n") and the Bonn Alliance for Sustainability Research.

Besides conducting excellent sustainability research, the University is also keen to ensure that its research activities themselves are sustainable, which means planning and delivering projects in a climate-friendly, resource-efficient way and proactively enforcing ethical standards.



## Achievements

### (examples of developments and research projects at the University)

We want to build on what has been achieved to date and expand our involvement further in terms of both our development as an institution and individual research projects. The University's landscape is dominated by Clusters of Excellence, large-scale projects and established subject areas as well as by working groups, initiatives spanning several institutions and numerous smaller projects that harbor significant (development) potential both in and of themselves and in combination with one another. The list of establishments and projects that is presented below by way of an example reflects the breadth of topics that the University's sustainability research covers in its approach.

- Bonn Alliance for Sustainability Research (established in 2017 during COP 23)
- Klein-Altendorf Sustainability Campus (a center of expertise for renewable raw materials)
- Transdisciplinary Research Areas (TRAs), especially the TRA Sustainable Futures
- PhenoRob Cluster of Excellence (using new technologies for sustainable crop production)
- Beyond Slavery and Freedom Cluster of Excellence (asymmetric dependencies in pre-modern societies)
- CABES (Capacities on Biodiversity and Ecosystem Services) program at the Center for Development Research (ZEF)

## Examples of objectives

- Encouraging inter-faculty research on planetary health and a sustainable future
- Further developing the University's structures to promote sustainability research in all faculties
- Supporting efforts to devise, secure funding for and implement sustainability-related research projects
- Aiding the transfer of sustainability-related topics (technological and social innovations)
- Promoting networking and sustainability research outside the University of Bonn's own four walls
- Ensuring that sustainability research is communicated comprehensively and proactively

## Examples of measures taken to achieve these objectives

- Systematic logging of key project data
- Organizing inter-TRA events
- Project consulting
- Grants for research visits
- ("SDGs To Go")
- Setting up international research partnerships (e.g. StAACS with St Andrews)
- Research lunches for specific target groups (e.g. early-career researchers)





# TEACHING ACTION AREA

## TEACHING ACTION AREA



The University promotes and cultivates the sciences as a holistic union of research and teaching. Across the broad swathe of subjects covered by its research and teaching, it aims to get young people excited about science and academia and give them the best possible support as they continue to develop their potential as experts of the future and grow as individuals. This ties in perfectly with what our University considers itself to be: a place where new knowledge is generated, taught and harnessed on a mission to give the next generation all the skills they need to face the challenges of today's knowledge society and equip them for academic professions. Right across our University, teaching and learning follow ten guiding principles that guide the action taken at all its various levels.

In line with UNESCO's Education for Sustainable Development (ESD) program, we have a special responsibility to empower future generations to make society fit for the future and handle nature and its resources responsibly. Issues relating to sustainability and sustainability research are playing an increasingly key role in teaching and are embedded as a prominent component of our degree programs.

Through various formats, the University already offers all its students the opportunity to engage with sustainability issues in an interdisciplinary and highly practical way. To this end, we devise innovative teaching and learning formats at the interface between research and society that can be incorporated into the curriculum for the various subjects.

Organizing at least one inter-/transdisciplinary lecture series per academic year allows all students to approach sustainability issues from a range of different angles and tackle sustainability challenges in various different fields. A service learning program with a practical bent gives them the opportunity to address some of the possibilities afforded by transformative action, the main priority being to promote a critical and contextualizing understanding of complex challenges affecting the whole of society. This program is being expanded further and made into an integral part of a certificate scheme that will allow students to specialize in sustainability alongside their main degree program.

One of our most important objectives in sustainability education is to teach students during their time here the skills that will empower them to mount an adequate response to the challenges facing global society and to become multipliers for sustainable development. We believe that providing qualification opportunities and ESD advanced training for teachers—especially in teacher education—are important in order to ensure that these skills are acquired.

## Achievements

### (examples of developments and teaching projects at the University)

- Establishing a Service Learning Coordination Office and running service learning projects
- “*vielfältig.nachhaltig.digital*” (“diverse.sustainable.digital”) grant program
- UNESCO Chair for Human-Water Systems
- Joint degree program with the United Nations University
- Various lecture series, e.g. “Aspects of the Climate Crisis” and “Challenges and Opportunities of a Sustainable Transformation”
- “*CampusAckerdemie*” (“Campus in the Field”) for trainee teachers in all subjects
- “Education for Sustainable Development 2023/24” national award

## Examples of objectives

- Enabling students to cover sustainability topics in their degree program to a greater extent
- (Further) developing trans-faculty, participatory teaching and learning opportunities
- Devising training opportunities for teachers

## Examples of measures taken to achieve these objectives

- Regularly organizing at least one inter-/transdisciplinary lecture series
- Expanding the service learning offering with targeted advanced training courses for teachers
- Devising and introducing a sustainability certificate scheme
- Devising a concept for ESD-related advanced training for teachers





# OPERATIONS ACTION AREA

## OPERATIONS ACTION AREA



As a large research and educational institution with over 33,000 students, 665 professors, nearly 7,000 member of staff and more than 350 properties, the University of Bonn requires a vast amount of resources to keep it going. We are well aware of the responsibility that this entails and have already instigated numerous measures to reduce the negative impact on the environment and help to achieve local and national climate action targets. Through our sustainability efforts in five areas in particular—energy supply, construction, waste management, mobility and procurement—we are aiming to reduce environmental pollution and resource consumption further and afford active protection to biodiversity.

Specialist sections within Central Administration have joined forces with representatives from all status groups at the University to discuss and expand existing projects and identify new pathways to and opportunities for sustainable operations in order to make our University climate-neutral.

The University of Bonn switched to 100% green electricity as long ago as 2019, meaning that its energy supply is already carbon-neutral for parts of its learning, teaching, research and other operations. Most of the University's buildings are heated with geothermal energy or from the district heating network. Fossil fuels (oil and gas) are now only used in a handful of older buildings and are gradually being superseded, while an energy monitoring system helps to measure and analyze energy consumption in the individual buildings and take action to save energy.

All construction work at the University is done in close cooperation with the North Rhine-Westphalia state construction and real estate agency (Bau- und Liegenschaftsbetrieb NRW, or BLB NRW), and newbuilds and major renovation projects are planned in compliance with state legislation. The Assessment System for Sustainable Building (Bewertungssystem für Nachhaltiges Bauen, or BNB) is already a mandatory consideration in most projects. Right from the start of the planning process, therefore, sustainability criteria are taken into account that relate to e.g. energy efficiency, preserving biodiversity, conserving resources, the sustainable procurement of products and services, and safeguarding user health and comfort.

Staff and students are also actively involved in cutting resource consumption at our University and reducing environmental pollution. For instance, all manner of different ideas and projects initiated by staff and students have already been set in train with the help of the University's "funding pot" for sustainability. These include bike repair stations, scythe courses for the sustainable upkeep of the University's green spaces and plogging meet-ups (collecting trash while jogging) to supplement the activities organized by University Sports.



## Achievements

### (examples of developments and projects at the University)

- Using 100% green electricity since 2019
- Energy monitoring system to log consumption in the most energy-intensive buildings (80 percent of total consumption)
- New University-wide concept introduced in 2023 for separating and avoiding waste
- Supporting sustainable mobility through partnerships with NextBike and Jobwärts for students and staff
- Certified as a Fairtrade University since 2020, recertified in 2022
- Digitalization of processes relating to invoicing and travel expenses

## Examples of objectives

- Using renewable energy sources and reducing energy consumption
- Promoting sustainable means of transport, using cars and motorbikes less and running sustainable University vehicles
- Constructing new buildings to sustainable standards, improving the energy efficiency of the old building stock and devising a land use strategy to avoid empty rooms and spaces
- Devising a central mobility concept
- Depaving land

## Examples of measures taken to achieve these objectives

- Continuing to raise awareness among staff and students about sustainable energy and waste management, procurement and their own mobility
- Introducing a waste monitoring system
- Concepts for planting greenery to promote biodiversity
- Fitting solar panels on new and existing buildings and thus increasing the amount of energy we generate ourselves
- Considering sustainability factors in procurement decisions and drawing up a recommendation for sustainable procurement





# **PARTICIPATION AND STUDENT ENGAGEMENT ACTION AREA**

## ACTION AREA PARTICIPATION AND STUDENT ENGAGEMENT



Our sustainability activities in the Research, Teaching and Operations action areas do just as much to achieve our sustainability objectives as do the behavior and commitment of all individual members of our University. Participation is a key guiding principle of our strategy and one that we are currently making a reality, chiefly through ongoing communications and a wide range of participatory formats. In particular, we are fostering engagement among our students as drivers of sustainability in order to establish a culture of sustainability at our University together with all its members.

We pool the views of students, administrators, teachers and researchers in a targeted way in a range of sustainability working groups on specific topics and thus inject valuable momentum into efforts to bring about comprehensive sustainable development at our University.

We involve representatives from all status groups in decision-making processes at our University and have established an appropriate organizational framework for this. Students are actively helping to shape the sustainable transformation process at all levels and in all areas, including governance in particular, and are being supported in their implementation efforts by sustainability measures.

Major momentum for our transformation process is also being generated by University-wide dialogue formats such as open discussion forums, which are organized by various key people and whose results feed into the development of our sustainability strategy.

Specific funding instruments are made available for the express purpose of supporting the sustainability work of University members. These include (ideas) competitions and financial resources available to all students and staff.

## Achievements

### (examples of developments and projects at the University)

- Developing the “Working Together for Sustainability” mission statement in a participatory process
- Establishing a student-run Green Office
- Having students in the BOOST working group and its sub-working groups
- Introducing quarterly campaign months and the annual Sustainability Day
- Setting up an ideas inbox for all University members
- Having a dedicated funding pot to support sustainability engagement
- Forming a network for discussing sustainability issues (the Sustainability Network) that is open to anyone interested

## Examples of objectives

- Creating funding instruments specifically for student engagement
- Expanding the range of opportunities for all University members to participate in strategy development
- Adding new participation formats for diverse target groups
- Making more use of funding opportunities/instruments
- Increasing the transparency of decision-making processes

## Examples of measures taken to achieve these objectives

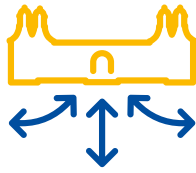
- Making advice and consulting open to anyone interested in sustainability
- Creating alternative forms of access to the world of sustainability, e.g. via innovative (cultural) formats
- Introducing and establishing a funding pot for the student councils
- Including sustainability issues in the general student survey to a greater extent





# COMMUNICATION AND TRANSFER ACTION AREA

## COMMUNICATION AND TRANSFER ACTION AREA



Networking and successfully sharing ideas, resources and expertise among disciplines, institutions and key players both within and outside the University are vital if we are to achieve our sustainability objectives. Making use of the individual possibilities afforded by the various communication partners and combining these successfully with one another and with the experience that they all bring to the table will unlock synergy effects that will help produce innovative solutions to complex sustainability challenges.

### a) Dialogue within the University

Effective communication within the University is crucial in order to facilitate participation and involve its whole community in the transformation process. Details of sustainable initiatives, research findings and practical courses of action must be published on a regular basis and shared among University members in order to raise awareness of sustainability issues across the board and create maximum transparency.

Addressing and reaching out to all the various target groups and stakeholders within the University in an appropriate manner presents a major challenge. There is a need for clearly defined points of contact (e.g. in the faculties) and easily accessible communication formats that meet the needs of each individual recipient and make it easier for different stakeholders to exchange information. A range of formats must be used for this purpose, from social-media campaigns and newsletters through to joint sustainability and networking events.

### b) Dialogue between the University and society

As well as successful internal communication, dialogue between universities and the transfer of scientific findings and innovations into society also play a vital role in

enabling lasting change. Transfer is not a “one-way street” as far as we or our Sustainability Strategy are concerned. Rather, it means interacting and discussing with partners from universities, society and the worlds of culture, business and politics in order to help make a future worth living in and solve the problems hindering sustainability. Within this, transfer forms an overarching action area that covers both research and teaching and that can also have a hand in operational issues relating to sustainability, e.g. in technology transfer and in supporting sustainability-focused start-ups.

Transfer activities are what help the University contribute its expertise to processes that are shaping society. Besides actual research, continual professional development in which researchers share their academic knowledge likewise plays a role in this regard. Researchers also act as policy consultants, providing expert advice on various policy issues.

Transfer turns research findings into specific applications and policy measures with the power to unleash lasting change. Researchers are given the opportunity to test, hone, scrutinize and, if necessary, adapt their theories, models and methods under real-life conditions. Feedback on their scientific work may throw up new research questions. Dialogue between the University and society helps to identify challenges relevant to society and find answers to sustainability questions together.

Exchanging ideas and opinions with industry partners hones the practical relevance of teaching and encourages the development of a comprehensive skillset during a student’s degree program. Tackling questions with a practical bent gives students the chance to grapple with societal challenges in an interdisciplinary way and under real-life conditions. They help to address sustainability questions by contributing their interest in these questions and the scientific subject-specific and methodological knowledge that they have just learned in their studies.



Successful transfer hinges on additional expertise and resources being provided and a conducive institutional framework being created, and we have already put appropriate supporting structures in place in the shape of the enaCom Transfer Center and the Service Learning Coordination Office. Both act as linchpins between the University and society, assist University members and society partners with questions about collaboration and ensure quality assurance.

## Examples of objectives

- Communicating transparently about sustainable development at the University of Bonn (objectives, decision-making processes, the implementation of measures, etc.)
- Raising the profile of sustainability structures and sustainability activities at the University, e.g. participation opportunities and funding instruments
- Devising a communication strategy tailored to the specific target group
- Encouraging the flow of information into and out of the administration and faculties
- Increasing the visibility of research expertise and sustainability efforts serving specific target groups
- Expanding and stepping up partnerships (within the region, in Germany and abroad)

## Achievements

(examples of developments and projects at the University)

- Launching two Instagram channels (nachhaltige\_unibonn and greenofficeunibonn) and a dedicated sustainability webpage
- Writing a Sustainability Reader
- Using the staff newsletter to spread the word about sustainability
- Nominating dedicated sustainability contacts in the seven faculties
- Being an active member of regional, national and international sustainability networks
- (e.g. HumboldtN, DGHochN, ISCN, Green Office Movement)
- Entering sustainability rankings

## Examples of measures taken to achieve these objectives

- Easily accessible dialogue forums involving key individuals/groups from within and outside the University, e.g. the World Café
- Attending external events on specific topics, e.g. those organized by DG HochN and the German Rectors' Conference, and setting up hubs and similar
- Updating the Sustainability Reader at regular intervals
- Establishing regular sustainability office hours
- Making information available at a central point (e.g. the "BOOST Box" as a physical location)
- Identifying set contacts in all the divisions





**APPENDIX**  
Last revised: July 2024

## ACTION AREA RESEARCH



Objective	Measure (or package thereof)	Milestone/ Timescale
Increasing the transparency of sustainability research and providing an overview	Systematically logging key project data	Being prepared
(Further) developing the University's structures to promote sustainability research	Six Transdisciplinary Research Areas (TRAs), especially the TRA Sustainable Futures	Ongoing since 2019
	Center for Development Research (ZEF)	Ongoing since 1997
	UNESCO Chair for Human-Water Systems	Ongoing since 2021
	Klein-Altendorf Sustainability Campus, a center of expertise for renewable raw materials	Ongoing since 2010
	Sustainable AI Lab	Ongoing since 2022
	BION – Biodiversity Network Bonn	Ongoing since 2013
Promoting international sustainability research	Grants for international research visits ("SDGs To Go")	Being prepared
	SDG Fellowships for researchers from the Global South	Ongoing since 2021
Recognizing outstanding sustainability research	Klaus Töpfer Research Prize for interdisciplinary research work	Ongoing since 2022
	TRA <sup>2</sup> —Transdisciplinary Research Prize	Ongoing since 2024

## ACTION AREA RESEARCH



Objective	Measure (or package thereof)	Milestone/ Timescale
Promoting inter-faculty research into specific sustainability topics at professorial level	Hertz Professorship in Innovation for Planetary Health (Professor Ina Danquah)	Ongoing since 2023
	Argelander Professorship in Integrated System Modeling for Sustainability Transitions (Assistant Professor Wolfram Barfuss)	Ongoing since 2023
	Argelander Professorship in Sustainability and Environmental Transformation Law (Assistant Professor Jacqueline Lorenzen)	Ongoing since 2023
	Argelander Professorship in Environmental Economics, Sustainability and Inequality (Assistant Professor Julia Mink)	Ongoing since 2022
Promoting networking within the University among key players in sustainability research	Workshop for doctoral students (“Wants and Needs in a Context of Finite Resources: Inter-disciplinary Perspectives on Sustainability”)	Completed in November 2023
	Research lunches for early-career researchers	Being prepared
Help with devising and securing funding for sustainability-related research projects	Highlighting specific funding opportunities: the sustainability research newsletter	Being prepared
	Project consulting (help with devising projects, especially inter- and transdisciplinary ones)	Being prepared
	Research funding (start-up financing) via open call for the TRA Sustainable Futures and TRA Individuals and Societies	Ongoing since 2023
Aiding the transfer of sustainability-related topics (technological and social innovations)	Support from enaCom with start-ups and spin-offs	Ongoing since 2020
	Bio Innovation Park Rheinland (BioIP)	Ongoing since 2015

## ACTION AREA RESEARCH



Objective	Measure (or package thereof)	Milestone/ Timescale
Promoting networking and sustainability research outside the University of Bonn's own four walls	Service learning seminars focused on sustainability	Ongoing since 2021
	Humboldt <sup>n</sup> summer school for doctoral students	Completed in 2022
	<i>Membership of (research) networks:</i> Humboldt <sup>n</sup>	Ongoing since 2022
	<i>Mitgliedschaft in (Forschungs-)Netzwerken:</i> ISCN	Ongoing since 2022
	<i>Membership of (research) networks:</i> Bonn Alliance for Sustainability Research (founding member, COP 23)	Ongoing since 2017
	<i>Membership of (research) networks:</i> Bonn Research Alliance (BORA)	Ongoing since 2018
	<i>Membership of (research) networks:</i> DG <sup>n</sup>	Ongoing since 2021
Ensuring that sustainability is communicated comprehensively and proactively	Sustainability website with dedicated section on research	Ongoing since 2023
	Articles in <i>forsch</i>	Ongoing
	Contributions to lecture series focused on sustainability	Ongoing
	"Innovation Pathways to Sustainability" lecture series	Ongoing since 2019
	Talks at the Science Festival	Ongoing since 2023

## ACTION AREA TEACHING



Objective	Measure (or package thereof)	Milestone/ Timescale
Enabling all students to cover sustainability topics in their degree program	Organizing at least one regular inter-/transdisciplinary lecture series	Ongoing since October 2023
	Offering service learning seminars relating to sustainability	Ongoing since 2020
Motivating students to address sustainability issues	Regular sustainability-themed poster competition	Being prepared
	Awarding prizes for theses and project work (bachelor's/master's) relating to sustainability	Being prepared
(Further) developing trans-faculty, participatory teaching and learning opportunities	Sustainability certificate scheme	Being prepared
	Targeted advanced training courses for teachers as part of service learning	Ongoing since 2023
	Making service learning a larger part of the curriculum for the various subjects	Being prepared
Devising and establishing training opportunities for teachers	Targeted advanced training courses for teachers as part of service learning	Being prepared
	Concept for ESD-related advanced training for teachers	Being prepared
Sharing details of teaching/ learning material relating to sustainability	Sustainability webpage with dedicated section on teaching	Ongoing since 2022
	Compiling a "sustainability course catalogue"	Being prepared
	Participation in and presentation of projects/ seminars during Sustainability Day	Ongoing since 2022
	Communicating information, posts and articles via various channels (Instagram, <i>forsch</i> , etc.)	Being prepared

## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Controlling and reducing energy consumption and generating more energy ourselves	Monitoring and forecasting energy consumption	Logging energy data centrally	Ongoing
		Reporting as part of the “ <i>Klimaneutrale Landesverwaltung NRW</i> ” initiative for a climate-neutral state administration in North Rhine-Westphalia (NRW)	From 2025
		Publishing energy consumption data within the University (40 most energy-intensive buildings)	Ongoing
		Reporting energy information to the Ministry of Culture and Science of NRW	Ongoing
		Expanding capacity/human resources for energy management	Ongoing
		Reducing energy consumption and emissions	Reducing operating hours
	Reducing energy consumption and emissions	Lowering room temperatures	Ongoing
		Optimizing building services and control technology	Ongoing
		Generating more energy ourselves	Fitting all suitable surfaces with solar panels (as an element in the planning process)
	Geothermal energy		Ongoing
	Ice storage units		Being prepared
	Using 100% green electricity		Ongoing since 2019
	Producing sustainable electricity	Using waste heat from HPC systems	Ongoing
		Using district heating	Ongoing
	Raising awareness about energy consumption among University members	Workshops/fact-finding events for interested students and staff	Ongoing



## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Optimizing waste management and recycling (preserving resources)	Avoiding waste and preserving resources by using less paper	Digitalization of processes (including for invoicing and travel expenses)	Ongoing since 2022 and 2023
		Entering the “ <i>Papieratlas</i> ” (“Atlas of Paper”) university competition	Ongoing since 2023
	Waste separation and sustainable recycling	Implementing a new University-wide concept for separating and avoiding waste, including introducing an attractive separation schemes	Ongoing since 2023
	Teaching University members about the important role played by separating waste for sustainability (awareness-raising)	Workshops or fact-finding events for interested students and staff	Ongoing
	Monitoring waste data	Annual counts of waste volumes in metric tons for all waste types	Ongoing
		Cost analysis	Ongoing
		Waste reports	Ongoing
	Saving resources with laboratory and office equipment	Setting up a warehouse for second-hand furniture	Ongoing
		Setting up a marketplace for second-hand equipment	Ongoing

## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Encouraging sustainable mobility and devising a mobility strategy	Reducing the use of cars (especially) and motorbikes	Policy on working from home	Ongoing
		Carsharing with GoFlux	From fall 2024
	Encouraging the use of local public transport (including trains)	Creating incentives, e.g. first- class travel on longer journeys	Ongoing
	Promoting the use of bikes	Purchasing more cargo bikes for operations	Ongoing
		Partnerships with NextBike and Jobwärts	Ongoing
		Improving bike infrastructure (racks, cages, showers, repair stations, etc.)	Ongoing
		Improving links to the cycle path network	Ongoing
	Encouraging people to walk	Incorporating the approach into urban development and project planning	Ongoing
	Encouraging sustainable student mobility	Green Travel Award; prize for sustainable travel as part of the Erasmus+ Programme	Ongoing since 2024
	Rules for sustainable (business) travel	Publishing guidelines for sustainability in international cooperation	Since 2021
		Setting a minimum distance for flights	Being prepared
		Agreeing offsetting measures	Being prepared
		Introducing journey monitoring	Being prepared
		Booking sustainable hotels	Being prepared

## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale	
Encouraging sustainable mobility and devising a mobility strategy	Sustainable operation for University vehicles (electric cars or hydrogen-powered vehicles)	Eighteen electric cars in operation	Ongoing	
		Two hybrid vehicles in operation	Ongoing	
Encouraging sustainable building and the sustainable use of space	Reviewing the status quo and improving the building stock	Ongoing restoration and renovation of old buildings (depending on usage structures and urgency) in cooperation with the BLB NRW	Ongoing	
		Technical adjustments	Ongoing	
		Energy-efficient renovation work	Ongoing	
		Fitting solar panels	Ongoing	
	Avoiding empty rooms in buildings	Devising a land use strategy	Ongoing	
	Certifying new buildings	Taking sustainability aspects and certificates into account in contracts	Ongoing	
		Certifying newbuild and large-scale renovation projects in line with the BNB (Assessment System for Sustainable Building)	Ongoing	
	Promoting biodiversity		Compensatory green spaces	Ongoing
			Planting green facades and roofs	Ongoing
			Depaving University land	Being prepared
Mowing less			Ongoing	
Scythe courses for University members (for the sustainable upkeep of areas being mowed less)			Ongoing	

## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
	Promoting biodiversity	Installing boxes for birds that nest on or in buildings	Being prepared
		Devising a biodiversity strategy	Ongoing
Implementing sustainable procurement and reducing emissions	Promoting sustainable product alternatives	Einsatz von Nachhaltigkeitsfiltern in Web-Shops, z.B. bei Rahmenvertragspartner Lyreco	Ongoing
		Einführung von Nachhaltigkeitskriterien, z.B. CO <sub>2</sub> neutrale Lieferung und Produktion	Ongoing
	Responsible and sustainable procurement of technical equipment	Membership of Electronics Watch	Since 2024
	Optimizing purchasing management	Placing grouped orders	Ongoing
	Including sustainability as a criterion when awarding framework agreements to suppliers	Checking whether approved suppliers are meeting criteria and introducing an annual option to terminate the framework agreements of those not doing so	Ongoing
	Reducing the carbon emissions from events	Introducing a (purchasing) policy for sustainable event organization	Being prepared
Serving vegan/vegetarian food at University events		Being prepared	
Integrating and promoting fair trade in various areas of University life	Regular recertification as a Fairtrade University	Convening a steering group	Ongoing since 2019 (when certification as a Fairtrade University was first obtained)
		Serving fair trade produce at official events and meetings	Ongoing since 2019

## ACTION AREA OPERATIONS



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Integrating and promoting fair trade in various areas of University life	Regular recertification as a Fairtrade University	Serving fair trade produce in canteens (Studierendenwerk)	Ongoing
		Events relating to fair trade at the University	Ongoing since 2019
		Having Acquisitions choose fair trade products and produce	Ongoing
Raising the profile of sustainable activities in operations	Improving sustainability-related communications in operations	Sharing information via all University channels	Ongoing
		Dedicated section on sustainability webpage	Ongoing since 2023
		Networking and coordination with the Vice Rectorate for Sustainability and Sustainability Unit	Ongoing
	Identifying the information to be shared from Operations	Newsroom	Being prepared

## ACTION AREA PARTICIPATION AND STUDENT ENGAGEMENT



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Putting a participatory governance structure in place	Involving all status groups in the makeup of University bodies	BOOST working group	Ongoing since July 2021
		BOOST sub-working groups for Teaching, Research and Operations	Ongoing since July 2021
	Involving all status groups in the University’s sustainable development	Ideas inbox	Ongoing since 2019
		Sustainability mission statement	Since January 2022
		Sustainability Strategy	Ongoing since 2021
	Embedding sustainability issues closely within the University	Vice Rectorate for Sustainability	Since May 2021
		Sustainability Unit	Since May 2021
		Green Office	Since October 2021
	Embedding the student-run Green Office within the University	Ensuring the long-term viability of the Green Office	Linking the Green Office up to the Sustainability Unit
Providing funding for materials and equipment			Ongoing since October 2021
Providing funding for staff			Ongoing since October 2021
Providing support through advice and consulting			Ongoing since October 2021
Networking with other green offices (in Germany and abroad)		Participating in networking meetings and informal chats	Ongoing since 2021
Making the Green Office team more professional		Participation in continual professional development opportunities	Ongoing since 2021

## ACTION AREA

# PARTICIPATION AND STUDENT ENGAGEMENT



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Encouraging student engagement	Removing administrative and infrastructural obstacles to student engagement	Assessing existing obstacles	Ongoing since 2021
	Setting up direct channels of communication between students and University management	Office hours for students	Being prepared
		World Café	Ongoing since 2023
		Regular meeting with General Students' Committee	Ongoing since 2022
	Creating an overview of participation opportunities for student initiatives	Noticeboards	Being prepared
		Sustainability Reader	Ongoing since 2022
		Sustainability webpage	Ongoing since 2021
	Creating incentives for student engagement via funding instruments	Funding pot for student councils (awarding funding based on set criteria)	Ongoing since March 2024
	Expanding cooperation and dialogue with selected student representatives	Regular meeting	Ongoing
		Events organized jointly by University management and General Students' Committee	Ongoing since 2023
	Expanding cooperation and dialogue between the Green Office and student councils	Regular meeting	Being prepared
		Joint projects	Being prepared

## ACTION AREA PARTICIPATION AND STUDENT ENGAGEMENT



Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Involving students and staff in the transformation process	Incorporating University members' suggestions into the strategy development process	Including sustainability issues in the general student survey	Ongoing since 2020
		Digital ideas inbox	Ongoing since 2019
		Analogue ideas inbox	Being prepared
	Creating suitable opportunities for participation and dialogue by diverse target groups	Sustainability Day	Ongoing since 2022
		Quarterly campaign months	Ongoing since 2021
		Sustainability Network	Wiederaufnahme seit 2021
		World Café	Ongoing since 2023
Encouraging the establishment of sustainability working groups in all areas	Harnessing expertise from the Sustainability Network	Various sets of guidelines	Ongoing since 2021
		Advice and support services	Ongoing since 2021
		Examples of good practice	Ongoing since 2021
Encouraging sustainable behavior	Participation in activities promoting sustainable behavior day to day	Participation in campaign months	Ongoing since 2021
		Making campaign measures permanent	Since 2021
		Sharing recommendations for action on Instagram	Ongoing since 2022
		Services/workshops offered by partners	Ongoing since 2021
	Encouraging engagement in sustainability through financial support	Funding pot	Ongoing since 2019



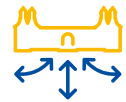
## ACTION AREA

# PARTICIPATION AND STUDENT ENGAGEMENT



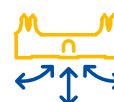
Objective	Component of the objective	Measure (or package thereof)	Milestone/ Timescale
Encouraging sustainable behavior	Encouraging engagement in sustainability through practical support	Publishing a “Waste ABC”	Since 2023
		Publishing a “Recommendation for the Sustainable Use of Paper”	Since 2023
		Publishing a “Recommendation for Sustainable Events”	Being prepared
		Publishing a “BOOST Toolkit”	Being prepared
Making sustainable behavior more professional	Developing needs-based advanced training and continual professional development opportunities for staff	Fair procurement	Being prepared
		Communicating sustainability	Being prepared

## ACTION AREA COMMUNICATION AND TRANSFER



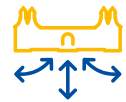
Ziel	Teilziel	Maßnahmen(paket)	Meilenstein/ Zeitplan	
Expanding partnerships (within the region, in Germany and abroad)	Working on the main and overarching action areas together	Active involvement in networks	Ongoing since 2021	
		Participation in external events on specific topics	Ongoing since 2021	
		Information on external events on specific topics	Ongoing since 2021	
		Networking with other universities (in Germany and abroad)	Ongoing since 2021	
		Networking with non-university partners	Ongoing since 2021	
Influencing the political environment through policy consulting and membership of political bodies	Advising the federal government	Scientific Advisory Board for Natural Climate Protection	Ongoing	
		German Advisory Council on Global Change	Ongoing	
		Scientific Advisory Board on Biodiversity and Genetic Resources	Ongoing	
		Scientific Advisory Board on Agricultural Policy, Food and Consumer Health Protection (WBAE) at the Federal Ministry of Food and Agriculture (BMEL)	Ongoing	
		Scientific Advisory Board at the Federal Ministry for Economic Affairs and Energy	Ongoing	
	Consulting at international level	Consulting at international level	European Commission’s Expert Group on Sustainable Food Systems	Ongoing
			European Commission’s Expert Group: Mission Board for Adaptation to Climate Change including Societal Transformation	Ongoing
	Consulting at local and regional level	Consulting at local and regional level	NRW’s Bioeconomy Advisory Board	Ongoing

## ACTION AREA COMMUNICATION AND TRANSFER



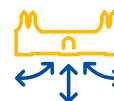
Ziel	Teilziel	Maßnahmen(paket)	Meilenstein/ Zeitplan
Influencing the political environment	Membership of additional bodies	German Committee Future Earth (DKN), a body advising the German Research Foundation (DFG)	Ongoing
Communicating transparently about sustainable development at the University	Sharing information on the University's objectives, processes and achievements over the long term and via channels (digital and analogue) specific to each target group	Publishing a mission statement	Since January 2022
		Publishing a strategy paper	Ongoing
		Publishing the minutes of BOOST working group meetings	Ongoing since March 2024
		Publishing a list of current measures and achievements	Ongoing since 2021
		Publishing a Sustainability Reader (Green Office)	Ongoing since 2022
		Publishing a Sustainability Report	Being prepared
		Entering sustainability rankings and publishing the results	Ongoing since 2022
		Participation in "Klimaneutrale Landesverwaltung NRW"	Ongoing since 2024
		"Sustainable University" section in <i>forsch</i>	Being prepared
		Central analogue repository of information ("BOOST Box")	Being prepared
		Analogue ideas inbox	Being prepared
		Information roadshow	Being prepared

## ACTION AREA COMMUNICATION AND TRANSFER



Ziel	Teilziel	Maßnahmen(paket)	Meilenstein/ Zeitplan
Communicating transparently about sustainable development at the University	Ensuring permanent and straightforward access to information	Using QR codes on printed publications	Ongoing since 2021
		Dedicated sustainability newsletter	Ongoing since January 2024
		Wide range of channels and media (digital and analogue, focused on individual target groups, accessible)	Ongoing since 2021
Communicating transparently (internally and externally) about the University's expertise in sustainability research	Raising the profile of individuals, projects and events focused on sustainability research (researchers, TRAs, Clusters of Excellence, etc.)	Web page, social media and newsletter	Ongoing since 2021
		Reports from research	Ongoing since 2021
		Podcasts	Ongoing
Using sustainable communication products	Using sustainable merchandise for communication purposes	Choosing sustainable products	Ongoing since 2023
		Indicating the sustainable nature of products	Ongoing since 2023
		Sustainable goody bags for first-semester students	Ongoing since 2022
		Budget for sustainable merchandise	Being prepared
Raising the profile (internally and externally) of University members' sustainability engagement	Putting the communication and documentation of events on a more permanent footing	Announcements and follow-up reports	Ongoing since 2021
	Factoring sustainability criteria into the onboarding process	Sustainable information material and gifts	Being prepared

## ACTION AREA COMMUNICATION AND TRANSFER



Ziel	Teilziel	Maßnahmen(paket)	Meilenstein/ Zeitplan
Raising the profile (internally and externally) of University members' sustainability engagement	Adhering to a uniform communication design for images and text	Corporate identity	Ongoing since 2021
	Choosing communication channels based on the specific target group	Staff newsletter	Ongoing since June 2022
		Sustainability newsletter	Ongoing since January 2024
		Social media	Ongoing since 2023
		Website (external, international)	Ongoing since 2021
		Printed media	Ongoing since 2021
	Visibility of sustainability stakeholders	Sustainability Day	Ongoing since May 2022
		Sustainability Network	Ongoing since 2022
		Fair trade steering group	Ongoing since 2019
		Profiles of key people in the Sustainability Reader	Ongoing since 2022
		Profiles of key people on the website	Ongoing since 2021
		Profiles of key people on social media	Ongoing since 2021





## MASTHEAD

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