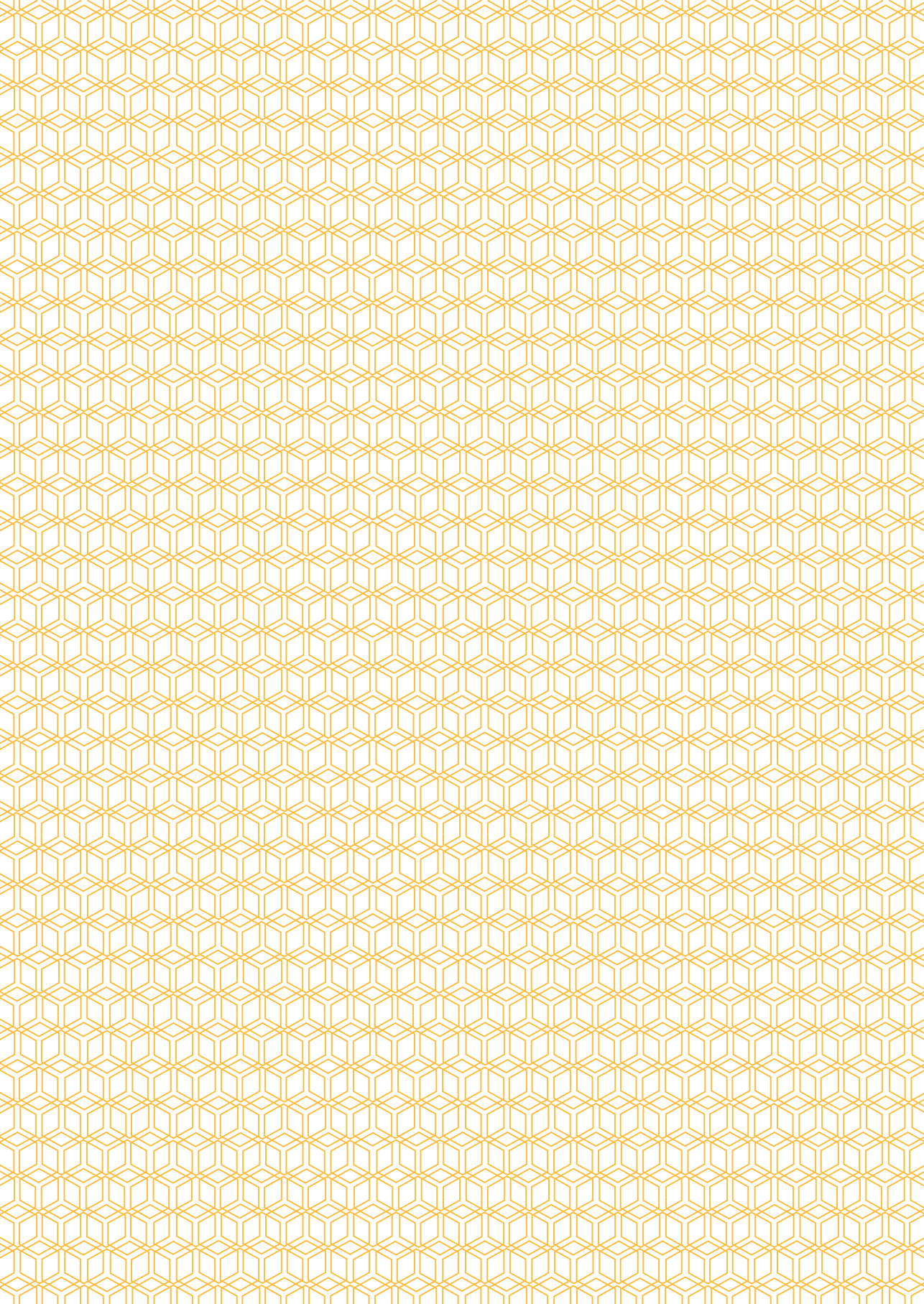




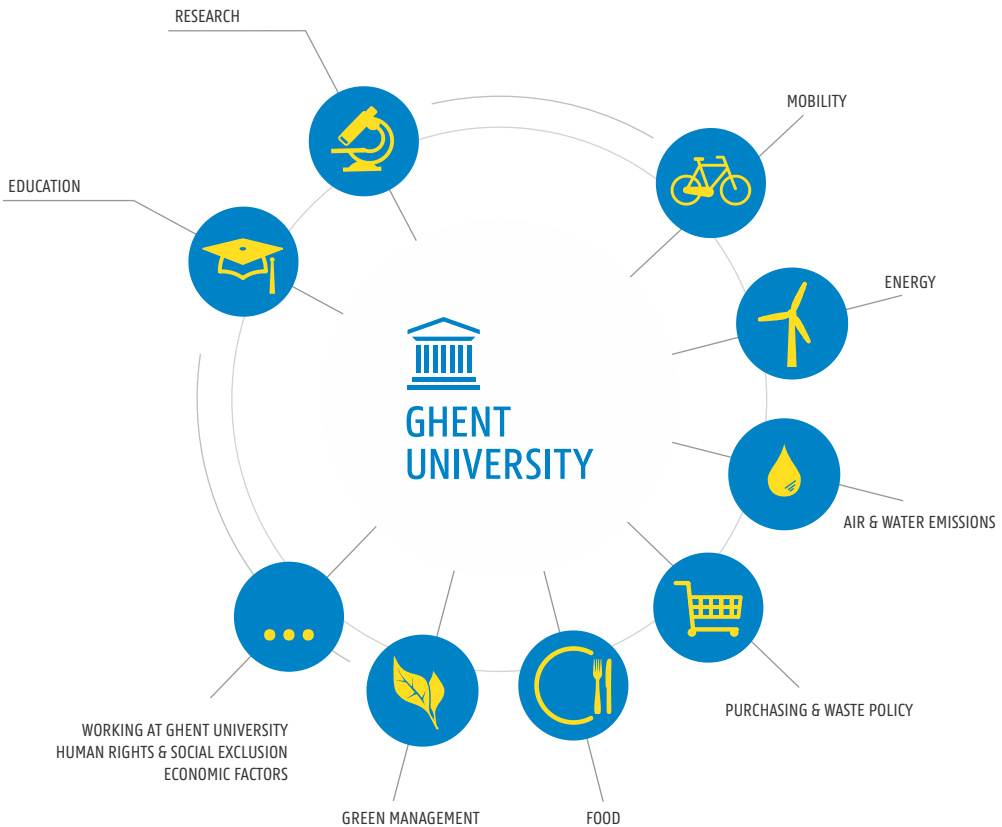
SUSTAINABILITY REPORT

GHENT UNIVERSITY 2016



SUSTAINABILITY REPORT

GHENT UNIVERSITY



This sustainability report is based on data from 2014 and 2015. It illustrates the current state of sustainability at Ghent, examines how the university is faring with its current targets and sets new priorities for the coming years. A detailed version including references to the GRI indicators can be found at www.ugent.be/duurzaam > duurzaamheidsrapport.

Ghent University, Sint-Pietersnieuwstraat 25, 9000 Ghent
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duurzaam@ugent.be

STEPS TOWARDS A MORE SUSTAINABLE UNIVERSITY

A sustainability vision and some guiding principles
for Ghent University

The complete vision document on sustainability can be found at www.ugent.be/duurzaamheid
duurzaam@ugent.be



► Ghent University wants to be a leading knowledge institute for a future that is ecologically, socially and economically sustainable within a local and global context. To this end Ghent University is:

1) CREATING A SUBSTANTIAL FOUNDATION FOR SUSTAINABLE DEVELOPMENT

2) INTEGRATING SUSTAINABILITY IN ITS EDUCATION, RESEARCH AND SERVICES

3) IMPLEMENTING SUSTAINABILITY IN ITS GENERAL MANAGEMENT AND ORGANISATION

This is the vision Ghent University rallied behind at the end of 2013. There has been much activity since then, all based on the underlying principles of our sustainability framework. This ensures a positive atmosphere surrounding changes, whereby increasing numbers of people want to become engaged and growing numbers of initiatives are being launched.



▲ Art work by Thomas Lommée at the event 'Tipping Point: Counteraction at Ghent University' during the climate conference.

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REFLECTION OF THINK TANK TRANSITIE UGENT



A word from the rector

Dear reader,

'The next big thing will be a lot of small things.'

This was the message recently writ large by designer Thomas Lommée on the exterior wall of the UFO, our building on Sint-Pietersnieuwstraat in the heart of Ghent. He did so in the context of the 'Tipping Point' event, the University of Ghent's response to the Paris Climate Conference at the end of 2015. Everyone's still puzzling over the meaning of this message. Is it an indication of a lack of ambition in relation to climate issues, or of an excessively pragmatic approach? Should a university be busy with things, or should it prioritise thoughts?

Whatever the answer, it will not prevent the community at Ghent University from taking the initiative. Numerous students and staff are busy writing the sustainability narrative of Ghent University. And all those big and small ideas, all those big and small initiatives, all those big people and small

groups together make an increasingly 'bigger thing'. As rector, I heartily applaud this. After all, the world is confronted with serious challenges: climate change, the loss of biodiversity, poverty and food shortages, conflicts over raw materials, existing and new life-threatening diseases etc. A university that strives for social impact – and that is what the Ghent University is doing, now more than ever – must not only provide potential solutions to the problems and feed the debate contextually, but must produce students who are familiar with the complex issues surrounding sustainability and, importantly, also set a good example in its own operations.

In the light of this, we drew up an ambitious and comprehensive sustainability vision at the end of 2013. Yet that long-term vision threatens to become merely academic if we do not act upon it. We should be proud that many of the ideas from that sustainability vision have already been implemented or are in the pipeline. At the same time, we must remain critical. Is it enough for less than 50% of staff to come by car? Can we rest on our laurels once we introduce 'Veggie Thursdays' next year? Or because our Urban Design & Architecture students have been given the freedom to experiment with our parking facilities? Of course not. This is why we must continue to formulate long-term goals to change the system. This is why our sustainability narrative is a priority for the Transitie UGent think tank, which continues to highlight challenging goals in a constructive, critical and yet enthusiastic manner. And this is what encourages us to 'dare to think'.

So I warmly invite you to learn more about our progress and about the challenges before us, to provide feedback, and to participate in the sustainability policy for Ghent University.

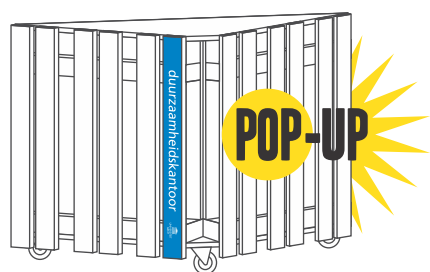
Anne De Paepe
Rector



CREATING
A SUBSTANTIAL
FOUNDATION
FOR SUSTAINABLE
DEVELOPMENT



Through sensitisation and communication, Ghent University is creating high levels of involvement in all departments, both in the faculties and at central levels, by offering opportunities for participation in Ghent University sustainability policy.



Sustainability in the organisational structure

The Sustainability Policy Committee

- ▶ The Sustainability Policy Committee has been active since 2015. This committee includes the vice-rector, chief logistics administrator and representatives from all sections of the staff and students. The committee's mandate is to direct Ghent University towards becoming a more sustainable university, determine its strategic framework and sustainability schedule, and provide advice. It also launches and facilitates new initiatives and tracks the progress of the sustainability policy.

The Green Office

- ▶ The Green Office handles the daily operations of the sustainability policy. Here, students and staff work closely together to coordinate a range of sustainability projects. The Green Office encourages, facilitates and advises on sustainable projects and coordinates and monitors progress. It is the contact point for anyone with questions or suggestions related to sustainability, and primarily aims to establish connections through collaborations between policy staff, researchers, students, volunteers, the city and other stakeholders, in order to strengthen the sustainability policy of Ghent University.



- ▲ A pop-up Green Office travels from campus to campus to highlight sustainability policy.

Participation & co-creation

The sustainability pact, the sustainability award & the public faculty

► Everyone is encouraged to get involved in our sustainability story. The sustainability pact calls on people to undertake active initiatives in relation to sustainability. More than 100 research units, services and departments have since taken up the challenge and are looking internally to see how they can make their daily operations more sustainable. At the end of each academic year, we honour the best, most original activities or initiatives that have had the greatest impact. The students are also challenged to compete in 'De Groene Ruijter', the sustainability award for the most promising project proposal within Ghent University. The students can also indicate what a sustainable university means to them during the Student Kick-Off festival in 'the public faculty'.



Transition

► Furthermore, the Transitie UGent think tank, comprised of engaged academics, students and representatives from the central administration, are enthusiastically engaging with the sustainability challenge. They function as an open innovation think tank and are presenting numerous new suggestions. They are trying to make the system changes required for the transition to a sustainable society. Their activities are open for discussion and visible through a newsletter, small-scale experiments and other activities.

Educating & raising awareness

Commissions, campaigns & events

► Staff and students are provided with information about the sustainability policy via faculty committees for wellbeing and the environment, an annual mobility and energy campaign, an eco-market, a fair trade week and the Meat-free Days campaign. In particular, the climate evening focusing on the 'climate case' and the 'Tipping Point, counteraction at Ghent University' event with open lectures and an art trail through the city during the Paris Climate Conference received a lot of attention. [->]



Yet there have also been many initiatives originating from the faculties and student departments. During the yearly 'joker week', four hundred students from Urban Design and Architecture started working with the concept of 'temporary urbanism' in and around the parking facilities at the rectorate. We participated The National Day of Applause for Cyclists at the Psychological and Pedagogical Sciences faculty. Students organised a March Environment Month in their homes as well as a student climate conference and an info evening on fossil fuel divestment etc. The Climate Express, a group of numerous former and current students, mobilised 14,000 people for a large climate march during the Climate Conference taking place in Paris.

Read more about the sustainability policy, Transitie UGent and past and current campaigns at www.ugent.be/duurzaamheid

- ◀ [1] Climate evening at which Serge De Geldere, Nic Balthazar, Stijn Meuris and Franscesca Van Thielen explained the climate situation in dialogue with Johan Albrecht, Ferdi de Ville, Vera Dua and Isabel Larmuseau from Ghent University; [2] Performance by Low Impact Man on the Mercator campus, the biggest energy savers during the 2014 energy campaign; [3] Winners of the sustainability award for students: 'Rest fest' cooks with food surpluses at events.
- ▼ The art route of 'Tipping Point, counteraction at Ghent University' during the Paris climate conference.





Ghent University gaat groen
<http://goo.gl/14Bi2s>
 De Standaard (2014)



Flesjes en plastic zakken
<http://goo.gl/8PKf8J>
 De Standaard (2014)



Genderactieplan
<http://goo.gl/jPQJTS>
 De Standaard (2014)



Tipping Point, Michiel Hendryckx
<http://goo.gl/DJc6B6>
 De Standaard (2015)



Tipping Point, Opinie Michiel Dehaene
<http://goo.gl/sjgtob>
 De Standaard (2015)



Tipping Point
<http://goo.gl/49yyQm>
 Het Nieuwsblad/De Gentenaar (2015)



Fair Trade Award
<http://goo.gl/RdJ4gq>
 De Standaard (2015)

Beyond the walls of Ghent University

► Ghent University is also trying to make its sustainability policy and research based on sustainable development known beyond its own walls through its website, the Ghent University magazine, press releases, social media, and research valorisation etc.

In scientific communication, Ghent University is entering dialogue with society about science and research. Initiatives such as the science cafés or the Day of Science have enabled direct interaction between the researchers and the wider public. With projects including the children's university and the 'Wablief? Unief!' project for Ghent Equal Opportunity Schools, the university is trying to encourage children's interest in sustainability research and technology.

On an international level, Ghent University has taken the initiative in drawing up a Joint Declaration with the U4 partners on sustainability, and the Green Office is active in the Green Offices learning network. The International Thematic Network on sustainability education provides an opportunity to learn from foreign experts in the field of sustainable higher education.



Evaluation 2014-2015



Sustainability report and presentation of the new proposals in Transitie UGent, organisation of seminars, broad communication by Green Office, Transitie UGent

Start-up of Sustainability Policy Committee by governing bodies



- ▶ Further encouragement of bottom-up initiatives: De Groene Ruijter, the sustainability pact, sensitisation campaigns, etc. by Green Office, Transitie UGent
- ▶ Extending structural discussions between Ghent University and the City of Ghent (including on the expansion of co-creation models) by governing bodies

Initiatives 2016-2017



Reinforcing the internal network by strengthening the faculty environment committees and sustainability work groups and revising the sustainability pact, etc. by Green Office

Further expansion of the Green Office and initiating and supporting bottom-up initiatives by Green Office

Further anchoring of sustainability in other policy domains and communications by all

Gauging the opinion of society about what Ghent University should do for a future that is socially just and ecologically sustainable (in the context of 200 years of Ghent University) by Transitie UGent

- ▶ Strengthening the external network, for example by building relations with other Green Offices, taking part in The Shift and International Sustainable Campus Network, etc. by Green Office
- ▶ Joint Declaration and workshops with the U4 partners by Rector, Green Office, International Relations Office
- ▶ Anchoring the strategic sustainability project in regular operations (sustainability coordinator, working resources) by governing bodies

◀ [1] Professor Thomas Block, director of the Centre for Sustainable Developments (Centrum voor Duurzame Ontwikkeling), received the Hermes Award, which was awarded "due to his tireless battle for a more socially just and ecologically sustainable university" with the award panel commenting that "his commitment to initiatives in the context of Transitie UGent are an example to many." [2] The principles and application of optics attracted about 50,000 visitors to the light festival; [3] Learning about energy at the children's university, 'Energetic Engineers'.



INTEGRATION
OF SUSTAINABILITY
IN EDUCATION,
RESEARCH &
SERVICES

Higher education is considered an important catalyst for sustainable development, in part through its educational activities. Universities' role in the intellectual formation of 40,000 young people each year can and must reinforce this sustainability mind-set.

This is why Ghent University wants to contribute to a sustainable society through education and make its students sufficiently familiar with social, ecological and economic sustainability issues and with possible solutions.

Education

University-wide elective course 'Sustainability Thinking'

- ▶ Ghent students can follow a multi-disciplinary, university-wide elective course 'Sustainability Thinking'. This course focuses on the 'Sustainability Thinking Studium Generale' in which every year, a different specific theme is unravelled through a multidisciplinary and transdisciplinary approach. Previous topics have included 'sustainable cities', 'sustainable food', 'sustainable economy' and 'sustainable consumption'.

Integrating sustainable developments in education

- ▶ With a central innovation project, Ghent University wants to integrate sustainability throughout its educational programming. A number of pilot programmes are being supported to further anchor sustainability in the curriculum. Based on self-analysis, a route is being worked out for further vision forming and development. A series of workshops and seminars will result in a programme-specific vision text on the integration of sustainability into the specific curriculum, and in an action plan for this. These pilot programmes must offer inspiration for comparative initiatives in other programmes and/or faculties.



- ▲ In 'The Serious Office of Weird Opinions' (Serious Kantoor van de Getikte Meningen), students were asked how they envisage a sustainable university, what the university's role could be in sustainability issues and in society, what a sustainable city is etc. The opinions were typed out and then presented during the Studium Generale on sustainable cities.

Multiperspectivism in education

► At a policy level, Ghent University has developed an educational philosophy around the concept of 'multiperspectivism' which contains the potential to approach educational issues in the broadest possible social sense and at the same time, to handle the aspect of sustainable development.

International Thematic Network

► Additionally, we have set up an 'International Thematic Network' (ITN) on 'Sustainability education: Teaching and learning in the face of wicked socio-ecological problems'. This provides an opportunity to start integrating sustainability into more programme curriculums and to learn from experts in the field of sustainability education.

Innoversity Challenge

► In 2015-2016, Ghent University undertook a 'grass roots' action for which the entire university community was invited to formulate ideas concerning digital education at Ghent University. More than 500 ideas were submitted and through various rounds, four were finally selected that will be further developed in a pilot project with support from the board.

Community Service Learning

► Through 'Community Service Learning' (CSL) Ghent

University wants to focus attention on the relevance of social engagement in academic education, aligned with the recent European and global trend to give social engagement a place in academic education. CSL is an innovative educational concept with the potential to renew educational practices and to offer solutions in response to the demand for socially relevant, future oriented and multiperspectivist education. Students are considered to be 'actors of social change', as which, within their curriculum, they can provide a concrete contribution to communities or social initiatives. They are confronted with real needs within society and are encouraged to critically consider their current and future role in society.

► Knowledge4all: a cross-faculty educational innovation project, in which students from various programmes work together to design a product or service for someone with a disability.

► In the 'Current Themes from Political Sociology' module, Sociology Master's students work in a public or non-profit organisation for ten weeks. Students from Specific Teacher Training at the Faculty of Politics and Social Sciences support their fellow students with critical reflection. This includes working together with Vluchtelingenwerk Vlaanderen (Flanders Refugee Support), the City of Ghent, Groep Intro, and others.

'Sustainability education – Teaching and learning in the face of wicked socio-ecological problems': <http://goo.gl/CDwSK7>

► European partnership: 'Europe Engage' (Erasmus+): Ghent University is one of the 12 European universities partnering in the Erasmus+ project 'Europe Engage'. The aim is to exchange knowledge and experiences at a European level and to further institutionalise CSL within the organisation.





opleidingsevaluatie 2014 - Master
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◀ Results of the final programme evaluations regarding sustainability. The three questions asked in the programme evaluations were

- 1) Was sustainable development handled during your course?
- 2) Were you encouraged to look for sustainable solutions to problems?
- 3) Were social issues looked at from various approaches and disciplines?

▼ Producing people who dare to think about tomorrow's challenges: that is the aim of Ghent University. Therefore, six strategic objectives were developed, which together define what quality education actually means. Those objectives include one global education philosophy, namely multiperspectivism. More info may be found at <http://zes.ugent.be/>



1: denk BREED

Zo breed mogelijk denken en daarbij ruimte geven om zichzelf en de eigen visies in vraag te stellen. Bij onszelf, onze studenten en het personeel. Durven denken, maar ook durven veranderen van denkwijze.

We vormen kritische studenten, breeddenkende geesten, die, los van elke intellectuele gemakzucht, open staan voor zelf-bevraging en -correctie. We zorgen voor een open kader waarin verschillende meningen, waarden, belangen en invalshoeken kunnen botsen en smelten. Hoe diverser de input, hoe sterker het eindresultaat.

Evaluation 2014-2015



Expanding the university-wide elective course 'Coaching and Diversity' to six faculties : LW, RE, EA, EB, PP and PS by Diversity and Gender Policy Unit

Developing CSL inspiration sessions for lecturers by Diversity and Gender Policy Unit



- ▶ Evaluating the integration of sustainability in the range of programmes by DOWA
- ▶ Developing the vision and action plan for integrating sustainability in the programmes by DOWA



Preparing the institute review section on sustainability by DOWA

-> Sustainability is no longer explicitly named in the new Flemish assessment framework for the organisational review. Ghent University has included it in its critical self-reflection for the organisational review.

Initiatives 2016-2017



Further vision forming and drawing up a programme-specific action plan for the substantial integration of sustainable development in the pilot programmes by CSD, DOWA

Evaluation of the process and action plan in the pilot programmes, with potential recommendations to the Quality Care in Education faculty cells in order to roll this out to other programmes by Education council

Further development of the International Thematic Network 'Sustainability Education', including education for lecturers, joint publications, new research projects etc. by CSD

- ▶ Organisation of the Sustainable University Studium Generale (March-April 2017) by CSD
- ▶ Expand the university-wide elective course: 'Coaching and diversity' to all faculties and evaluate by responsible lecturers

In terms of research, Ghent University wants to further encourage opportunities for research with a view to creating a socially just, ecological and economically feasible sustainable future. Such research applies a vast diversity of scientific approaches, generally using multi-, inter- and transdisciplinary approaches, and starting from the basic principle of major social relevance.



Research

Sustainability research

- ▶ Ghent University aligns itself with the broader research and financing context in placing an increasing emphasis on sustainability. Europe is launching a growing number of project groups focused on themes such as sustainable cities, sustainable energy, chemistry, mobility, materials, etc. Also within the projects for strategic basic research (SBO) at the Vlaams Agentschap Ondernemen/FWO (Flemish Agency for Entrepreneurism), contributions to sustainable development are an asset to the application and evaluation.

Social valorisation of research

- ▶ Ghent University board has committed to a policy plan for the social valorisation of research. The plan contains various supportive and awareness-raising measures, based on concrete guidelines for the researchers to incorporate the strategy, and also provides for quality care and evaluation.

The Science Shop

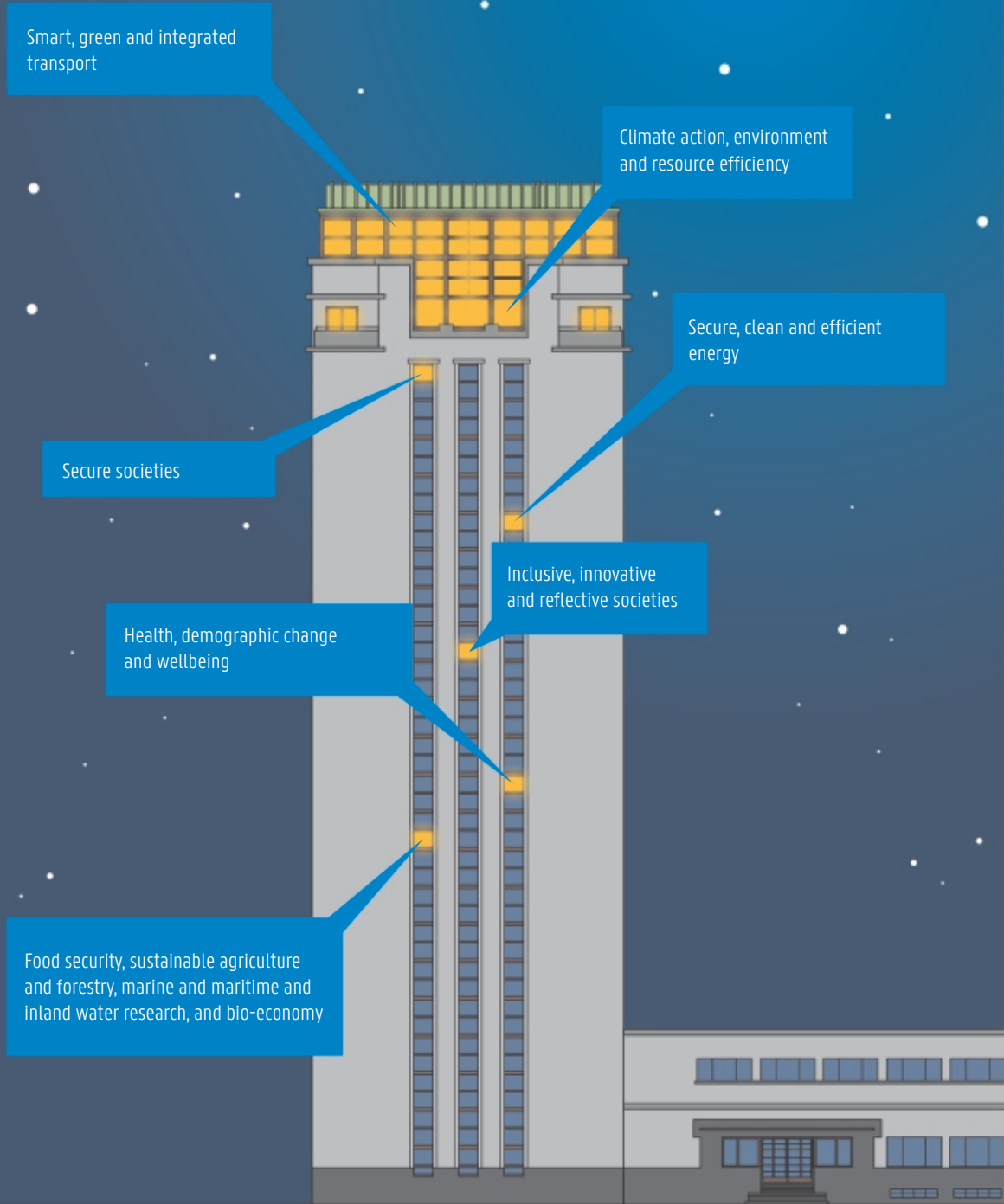
- ▶ The Science Shop (Wetenschapswinkel) wants to assist non-profit organisations by providing free or affordable scientific research, carried out by students. Through the science shop, they look for a suitable promoter and master's student, all parties are brought together to determine the scope and the research is followed up. Students, in turn, can turn there for socially relevant thesis subjects. More info at <http://goo.gl/u201FT>

'Sustainable city' multidisciplinary research platform: living and food

- ▶ Numerous geographers, planners, sociologists, social workers, bio- and civil engineers, political scientists, public administrators, urban designers and architects conduct research at Ghent University on various aspects of the sustainable city. But this is still rather fragmented and there is not enough co-production with Ghent policy makers or other Ghent stakeholders.

From this premise, the idea developed to establish a multi- and transdisciplinary platform: 'Sustainable Cities', which is centred on the problems facing our city. Ghent University and other Ghent players can reinforce each other's work in this 'urban living lab' with the aim of realising an ecologically sustainable and socially just urban future.

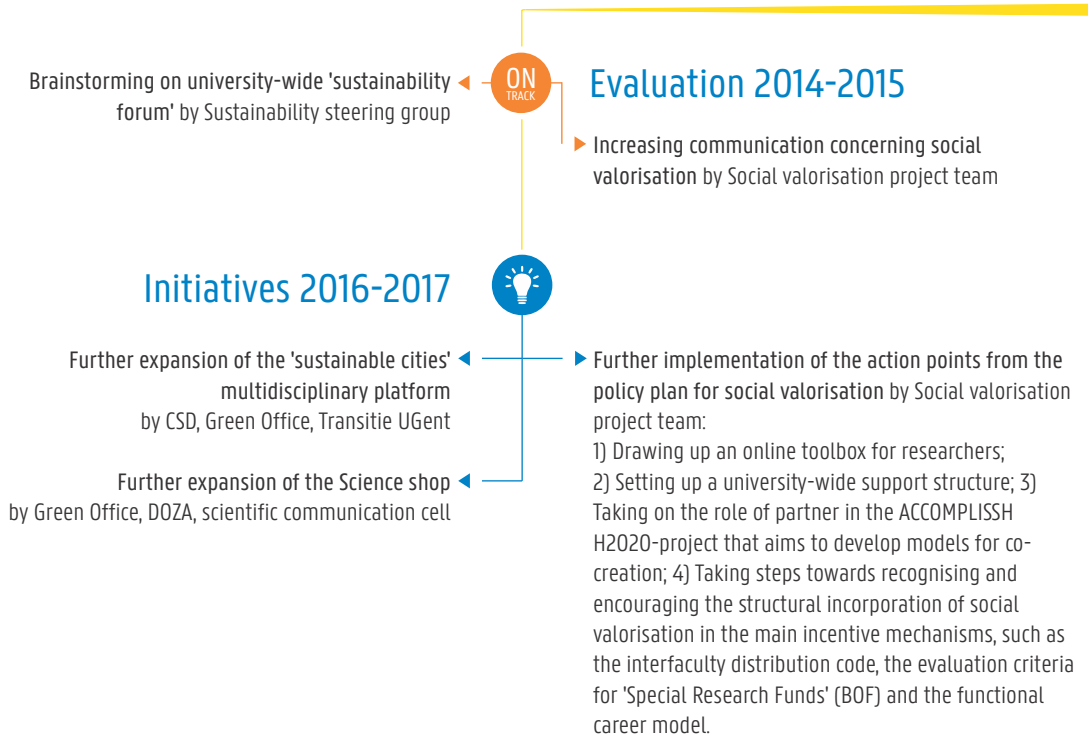
SOCIETAL CHALLENGES OF HORIZON 2020,
THE EU FRAMEWORK PROGRAMME FOR RESEARCH
AND INNOVATION





Consortia

► There are already many existing multidisciplinary research platforms with clear sustainability themes: Ghent University Sustainable Energy Technologies, the Centre for Sustainable Development and the Institute for Sustainable Mobility, Food2Know, the Centre of Renewable Resources, the Centre for Environmental Science and Technology, the Marine Sciences Centre of Excellence, GhEnToxLab and R²T. But the past years have also seen new partnerships established, such as Blue Growth, the Crelan professorship and Capture. Ghent University also participates in European knowledge and innovation communities centred on food, health and raw materials.

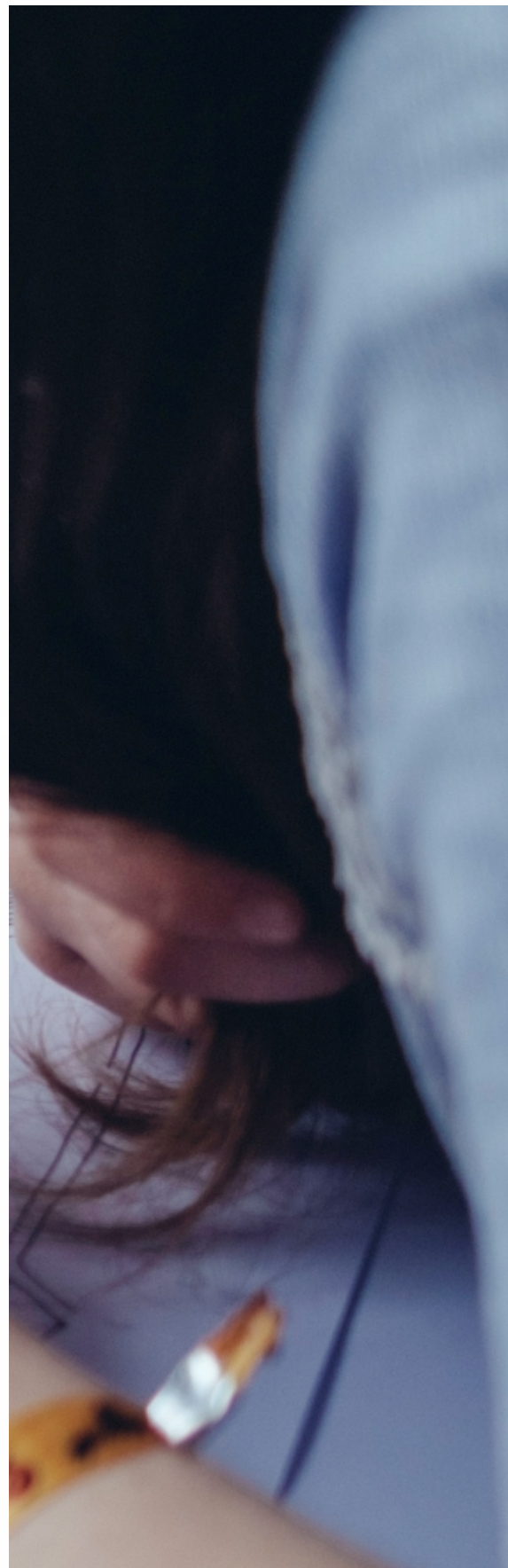




IMPLEMENTATION
SUSTAINABILITY IN
GENERAL MANAGEMENT
& ORGANISATION

GUIDELINE 3

- ▶ Mobility
- ▶ Energy and water consumption
- ▶ Air and water emissions
- ▶ Purchasing and waste policy
- ▶ Food
- ▶ Green management
- ▶ Working at Ghent University
- ▶ Human rights and social exclusion
- ▶ Economic factors



Ghent University has an integrated mobility policy, whereby all campuses are easily accessible, traffic safety is being increased and the environmental impact of staff and student movements reduced. To this end, the following strategic choices and objectives were prioritised.

Read more about the corporate transport plan at www.ugent.be/mobiliteit

Mobility

Strategic choices and objectives

- ▶ The use of sustainable modes of transport for commuting traffic will have risen from 48% to 65% by 2020 and for the daily travel of students from 83% to 90%.

By 2020, every member of staff who cycles will have quality bike sheds a maximum of 2 minutes walking distance away and every car user will have a parking place a maximum of 15 minutes walking distance from the main entrance of his or her office.

By 2020, every student who cycles will have a bike shed a maximum of 2 minutes walking distance from the main entrance.

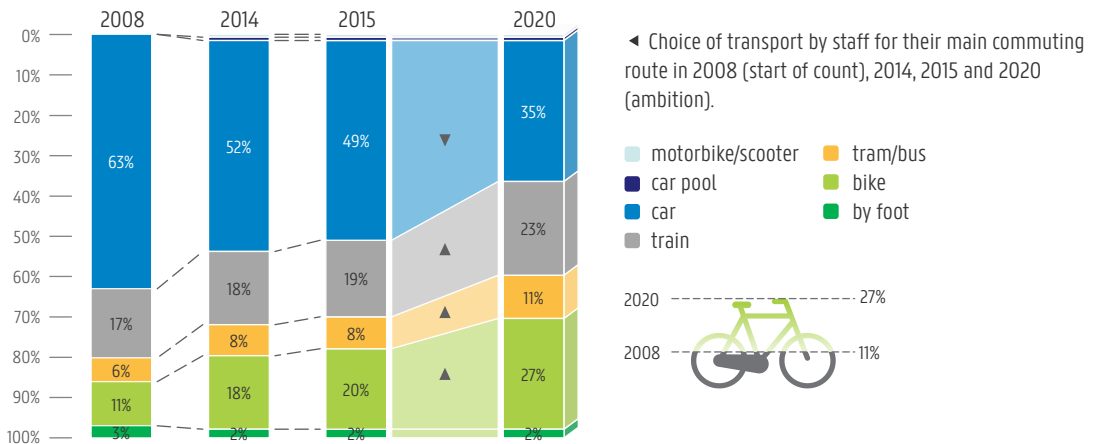
By 2020, every commuter will have a stop for public or collective transport a maximum of 10 minutes walking distance from the main entrance.

With insufficient bike sheds, the priority is still to expand the storage capacity for bikes instead of offering parking spaces for cars. The footpath and the existing greenery will be maintained as they are or compensated elsewhere.

When shaping the government's policy objectives, we will work closely with the City of Ghent, De Lijn and other concerned parties on projects such as the layout of the cycle paths and intersections, separating traffic streams, shared parking, campaigns etc.

By 2020, the number of accidents to and from work will be halved.

Commuter traffic

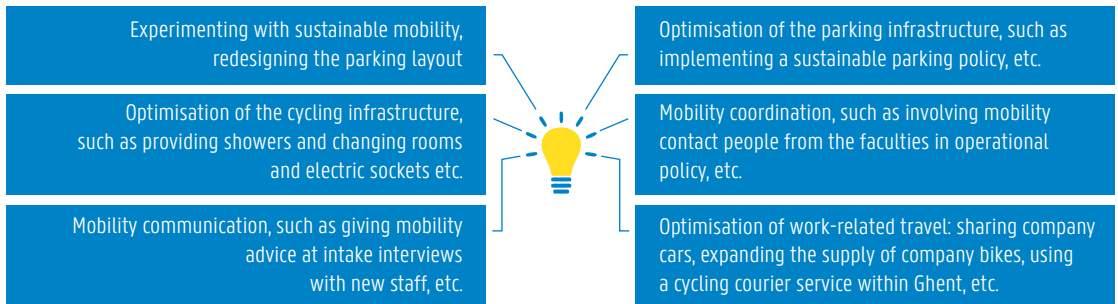


More than 50% of the staff of Ghent University use sustainable methods of transport to get to work. This is thanks to the many initiatives promoting sustainable commuter traffic. A mobile cycle repair service comes to the aid of bicycles in need and [->]

commuters park their bikes in a reserved bicycle shed at the station. There is a cycling allowance and compensation for public transport costs and staff can use corporate bikes or shared cars for work-related travel. Further, to introduce staff to electric bikes and encourage them to use them, electric bikes have been made available to staff to use for a month. The many bicycle sheds at the campuses attempt to offer everyone a spot and space for transport bikes, cargo bikes and bicycle trailers is being taken into account with new facilities. For the students, 83% of which use sustainable methods of transport in Ghent, there is the 'studentENmobiliteit' where bikes can be rented or repaired.

Ambitious corporate transport plan

Despite all these great results, some sites continue to face problems that cannot be solved with such so-called 'honingmaatregelen' ('honey measures': positive sustainable alternatives), problems such as blocked access roads and poor public transport. The new corporate transport scheme aims to provide a strong impetus for efficient, modern and sustainable modes of transport, in which sustainable travel is encouraged and the use of cars is selectively reserved for those who have no other option. To achieve this, we are working on the basis of six principles:



▼► Four hundred Urban Design & Architecture students were given a week to experiment with the areas in, on and around the car park at the rectorate that is freed up when cars are parked further away.



Sustainable parking policy

With a centrally-managed parking policy, Ghent University wants to use the available parking as efficiently as possible, provide a greater commitment to sustainable commuting and make the campuses more attractive by providing more space for bike sheds and greenery etc. Specific analyses of each campus show that car use would decrease to 35% if 80% of car users who live within 5km of their workplace took the bike or bus and if 1/3 of car users with a direct train connection to Ghent within 3km from their home took the train.



◀ Together with the students, a small car park at the rear of the rectorate was transformed into a lovely picnic area.

Flights

The increase in the numbers of video conference rooms and teleclassing classrooms at Ghent University means some flights can now be avoided. The availability of a software package (Starleaf Breeze) means video conferences can be held at any location in the world. Read more about the available multimedia on <http://icto.UGent.be> > multimedia.

With the new framework contract for air travel, air miles will be registered and short-distance flights are discouraged.



Evaluation 2014-2015



Actualisation of corporate transport plan
by Environment Office

Information campaign for students about sustainable
mobility at Student Kick-off, info days, enrolment days,
etc. in collaboration with the City of Ghent
by Environment Office

▶ Training for video conferences, teleclassing,
teleconferences, etc. by DPO, DICT

▶ Transformation of the rear of the rectorate car park
into a green zone by DGFB, Environment Office



▶ Improvement of the Universiteitsstraat courtyard
(green façade, cafeteria exit, etc.)
by DGFB, Environment Office, Faculty of Law

-> We are waiting for the redesign of the streets (final
work), so new bike stalls can be added and space is freed
up on the courtyard.

Initiatives 2016-2017



Follow up on actions from the corporate transport
plan:

1. Mobility coordination, including expansion of the
Mobile UGent workgroup with faculty contact people.
2. Mobility communication, including providing specific
information about commuting options during intake
interviews with new staff.
3. Optimisation of the cycling infrastructure, including
the planned expansion of the bike stalls (Blandijn,
Dunant, UFO).
4. Optimisation of work-related travel, including
optimising the supply of company bikes and the
central sale of company cars for the Central
Administration.
5. Optimisation of the parking infrastructure, including
rolling out a centrally managed parking policy and
setting up a park & ride on the Sterre campus.
6. Ghent University experiments with initiatives
including supporting innovative (co-creation) projects
related to car-free spaces, slow roads etc.

by Governing bodies, Environment Office,
DGFB, Green Office

▶ Developing the 'Groene Loco-motief' project (winner of
the sustainability award 'De Groene Ruijter'):

1. Raise awareness of the impact of the pollution from
air travel.
2. If relevant, offer alternatives to flying.
3. Detail a proposal for offsetting CO₂ emissions from
air travel in part or full with a Ghent University
sustainability fund.

by winners of the sustainability award 'De Groene
Ruijter', Green Office

▶ Drawing up parking plans whereby parking places can
be used more efficiently and in which freed-up parking
places can be transformed into green areas, bike stalls,
etc. by Governing bodies, DGFB, Environment Office

The sustainable energy policy plan of Ghent University aims to reduce energy consumption by 20% by 2020, in relation to 1998. In this, a distinction is made between the new-build projects realised after 2009: the energy consumption must be minimised for these recent projects, whereby we will generate the additional energy requirements ourselves, whether or not under our management.

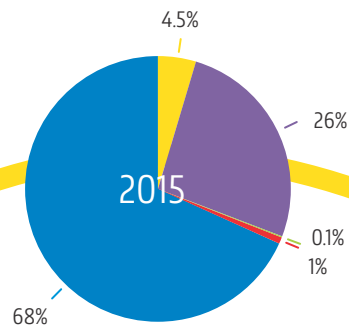
Energy and water consumption

Energy consumption

- ▶ The buildings at Ghent University are heated with natural gas (c. 71,500 MWh), district heating (c. 17,000 MWh) and fuel oil (c. 2,100 MWh). Ghent University consumes 53,000 MWh of electricity.

Ghent University is aiming to bring all its buildings down to almost zero-energy. As such, the construction of the new restaurant on the Merelbeke campus and the renovations of Dunant I and Blok I and part of Blok II of the Technicum follow the BEN (almost energy neutral) principal. Heat pumps have been installed in the new iGent building on campus A of Tech Lane Ghent Research Park with the aim of using the warmth from the data centre to partly heat the building.

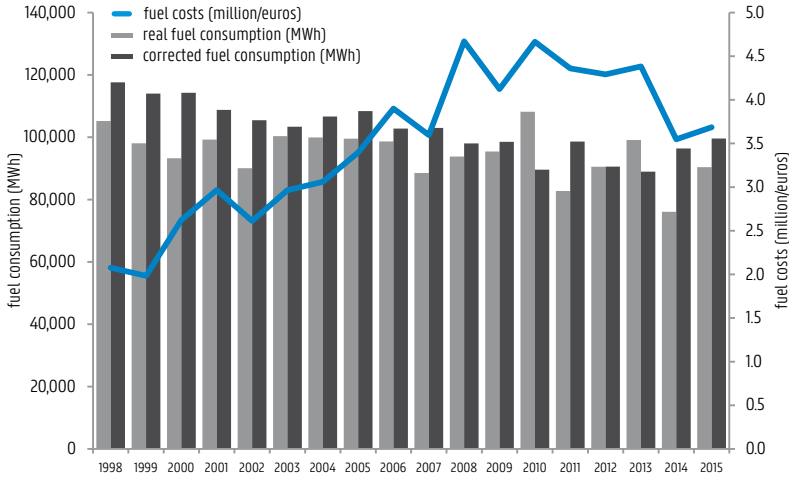
On the Coupure and Ledeganck campuses, cogeneration facilities (CHP) have been operational since the end of 2014. This means that part of the heating for the buildings is provided by the residual heat from electricity production. Biomass facilities have also been installed on the Coupure campus. This installation is powered by untreated waste wood (dunnage from the harbour, waste wood from forest management etc.) originating from areas within a 250km radius of the campus. The installation is provided with filters, to ensure the emission of fine dust is much lower than permitted levels. There were some teething problems at the start-up stage, and so the facilities have only just become operational.



- ▲ The consumed electricity consists of ■ purchased green energy (68%), ■ electricity produced by CHP units (4.5%), ■ electricity generated by three wind turbines (26%) and ■ solar panels (0.1%). The origin of the other energy is unknown ■; this is used in the rented buildings.

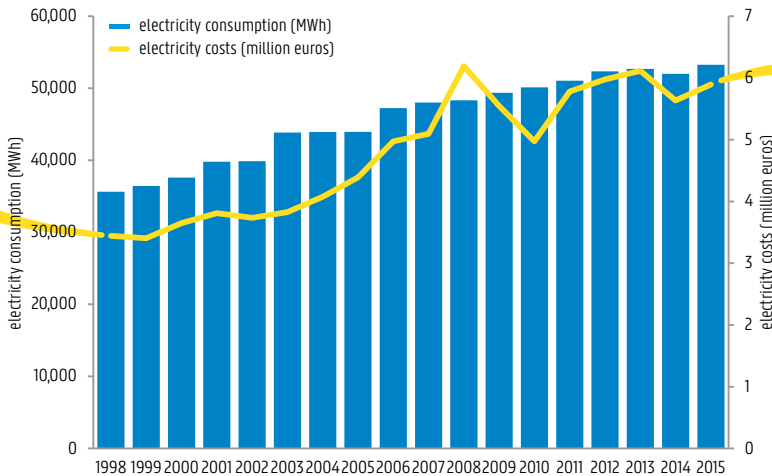
▼ The corrected fuel consumption has fallen by 15% since 1998, while the fuel costs increased by 77% (from 2.1 million to 3.7 million €/year). Compared to 2014, the corrected consumption rose by 3%. When we exclude natural gas used by the CHPs to generate electricity, the corrected consumption in 2015 was 1% lower than in 2014.

Evolution in fuel consumption and costs



▼ Electricity consumption has increased by 49% since 1998 and the energy bill rose by 71% (from 3.4 million to 5.9 million €/year). Compared to the previous year, consumption rose again by 2%. That is due to the expansion of Ghent University super computers.

Evolution of energy consumption and costs



Energy policy plan

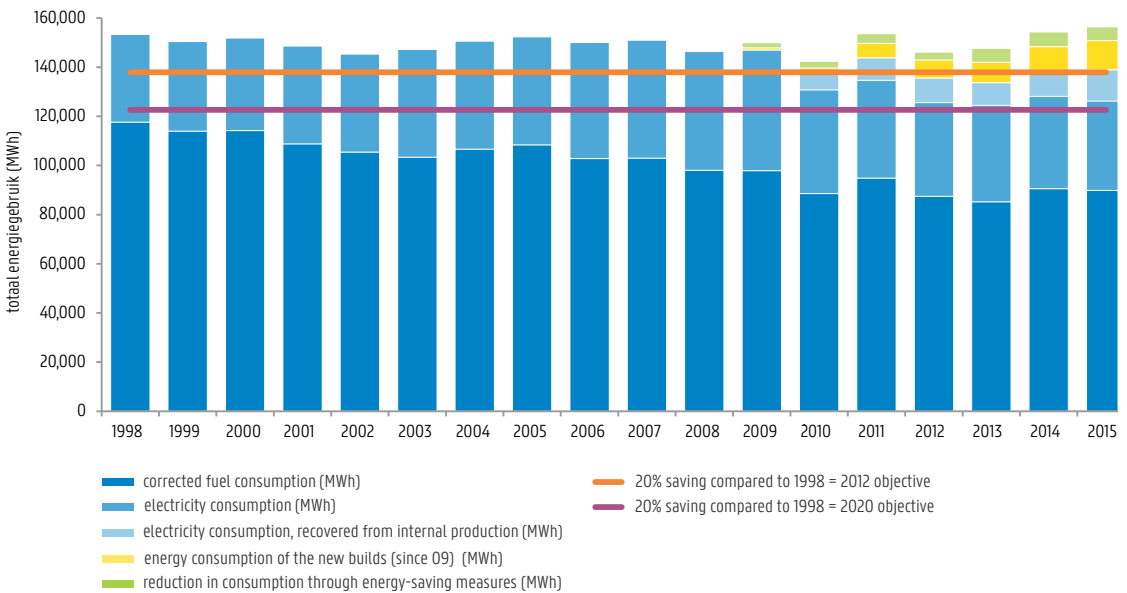
The energy policy and the specific policy tools and choices of Ghent University in relation to construction and renovation are well anchored in the building policy. The provision for sustainable energy measures is supplemented annually with proven savings, whereby investments can be made continually in cost-effective energy measures. Ghent University follows a renovation guideline, in which a number of minimum energy requirements are imposed on renovations. Moreover, with new builds and complete renovations, we aim for almost energy neutral buildings.

Yet the positive progress towards the 2020 objective that has been achieved in previous years is again offset with the figures from both 2014 and 2015. The warm winters – and therefore less reliable corrections – play a role in this, but they are not the only reason. The energy consumption of the

buildings continues to increase and, for the renovated buildings in particular, this has a major impact.

It is therefore time for a new step: infill and shared use. In order to achieve this we require centralised management and accountability for the use of the space and energy. Additionally, there is often a lack of aftercare for the renovated/new buildings or installations. High-tech buildings require greater attention, as do numerous new installations (rainwater recuperation systems, heat pumps and solar boilers) if they are to operate efficiently. Once a building or installation is operational, we must closely monitor numerous parameters. The building and the installation must be continually adapted to the changing user profile and number of users of the building.

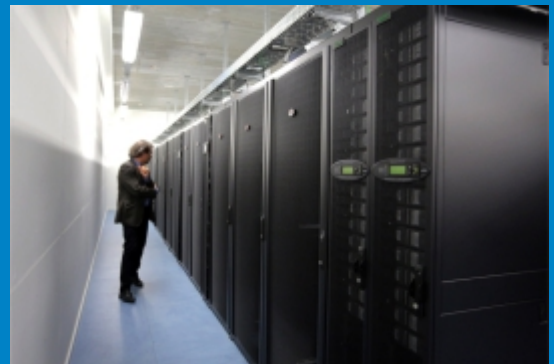
Evolution of energy objectives



▲ The total corrected energy consumption in 2015 decreased by 10.5% compared to 1998, if we exclude new builds constructed after 2009 from the calculations. The increased consumption of the new builds (c. 11,881 MWh) is further compensated for by our own green energy production (c. 12,680 MWh).



▲ Sustainability is the principle guideline in the iGent new build. The building is exceptional energy efficient, due to thorough insulation and solar control glass, the installation of solar panels on the southern façade that serve as permanent solar controls and energy generators for the building, a system of passive night cooling for the offices, demand-driven lighting and the recuperation of the residual warmth for the data centre.



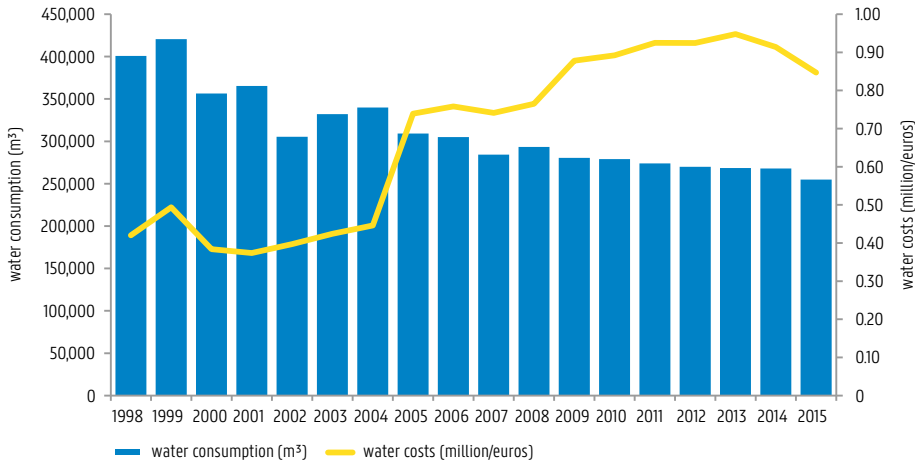
▲ Investments in the central data centre (on the Sterre campus and Campus A at the Tech Lane Ghent Science Park) have led to the deconstruction of the many decentralised server rooms. Via energy audits in the server rooms, the subject groups were actively encouraged to switch to colocation or centralised services (HPC, central storage and virtual colocation). Since then, 65 kW has been collocated and 30 kW of outdated hardware has been removed due to this change to the central infrastructure.

The decentralised deconstruction must be more stringently imposed in a number of cases. A number of subject groups are still hanging on to and expanding their decentralised server parks. Therefore, the Executive Board has decided to stop setting up or adapting any more decentralised server rooms and to install energy metres in the remaining decentralised server rooms and charge the costs on.

Water consumption

Ghent University largely uses municipal water (c. 255,000 m³ in 2015). A smaller share is taken up by groundwater (c. 2,450 m³) and rainwater (c. 10,500 m³). In the university sports complex, GUSB, the swimming pool water is reused, after filtration, to flush the toilets (1,379 m³ in 2013 and 1,272 m³ in 2014) and the Merelbeke campus now uses greywater coming from the water purification facilities (c. 4,800 m³/year). This use of water has not had any negative consequences for the water source concerned.

Evolution of water consumption and costs



▲ Since 1998, water consumption has decreased by 36%; the cost price has since doubled. Water consumption in 2015 decreased by 5% compared to 2014.

Water reduction

As a result of water audits we can respond quickly to rapid increases in consumption, for example due to a leak, dripping taps or changes in lab processes etc.

The use of rainwater is compulsory by way of the environmental permit and the building permit. By including neighbouring buildings in the water balance of a renovation/new build, the supply and demand of the rainwater can be better aligned. The use of rainwater for sanitary applications is increasing, but still only contributes 2% to total domestic water consumption.



Read more about the energy policy plan in the follow-up reports on www.ugent.be/energie

Further assessment of the building stock in terms of quality, comfort, energy performance and preparing renovation plans by DGFB



Evaluation 2014-2015

The feasibility study of the renovation of the Technicum Blok I and part of Blok II according to the almost energy neutral principle will be developed further by DGFB

Design of the new restaurant on the Veterinary Medicine campus according to the almost energy neutral principle by DGFB



▶ Feasibility study for wind turbines on Ghent University grounds by DGFB, Environment Office

▶ The proposed measures related to reusing rainwater on the Sterre and Merelbeke campuses among others will be developed further by DGFB, Environment Office

Initiatives 2016-2017



Stock taking in specific laboratories, inventory of equipment and developing policy tools to encourage joint use by DGFB, Environment Office

Conducting research into a model for accountability for the use of space and energy at Ghent University by DGFB

Providing a 'commissioning agent' for the aftercare of specific buildings and installations by DGFB

▶ Installing solar panels on building S8 of the Sterre campus, the Technicum and the GUSB by DGFB

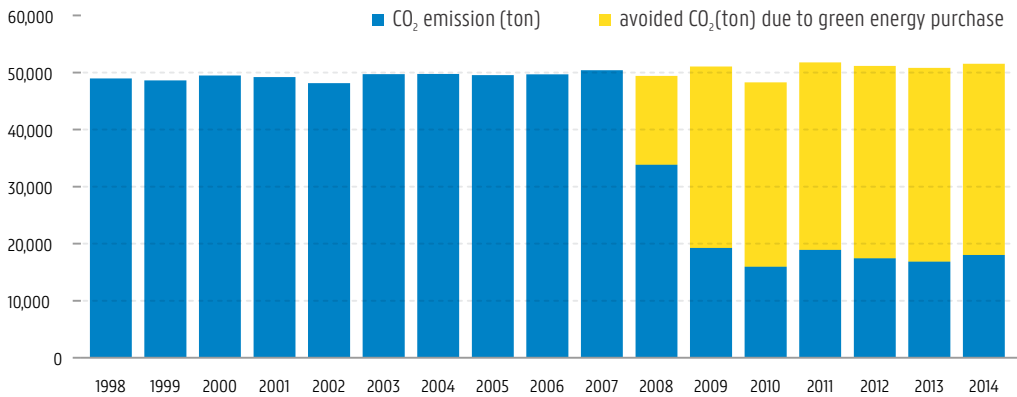
▶ Refining the feasibility study for a wind turbine on the Proeftuinstraat campus by DGFB, Environment Office

Air and water emissions

Air emissions

- ▶ Ghent University switched to purchasing green energy in 2008. This has resulted in a 65% reduction in CO₂ emissions from the building heating system and electricity consumption. In absolute figures, this means a reduction of 30,000 tons of CO₂, and a remaining CO₂ emission of c. 18,000 tons.

Read more about the air emission results at www.ugent.be/milieu > jaarverslag



▲ CO₂ emissions resulting from electricity and fuel consumption.

Water emissions

- ▶ Ghent University discharges both domestic and industrial waste. The quality of the industrial waste is checked at least once a year. When the emission limits are exceeded, we search for the cause with the subject group.

There is a water purification installation on the Merelbeke campus.

Read more about the water analysis results at www.ugent.be/milieu > jaarverslag

Ghent University is committed to sustainable purchasing and material management. This follows the principle of material hierarchy and social, ecological and economic criteria are integrated in all phases of purchasing products and services.

Purchasing and waste policy

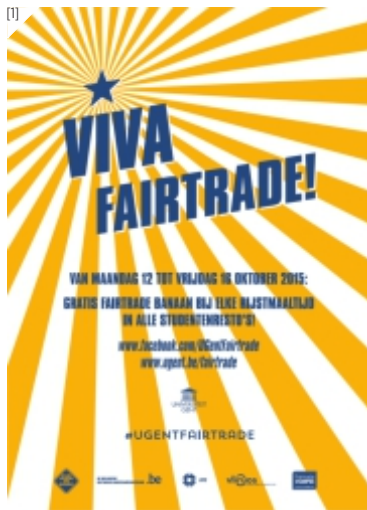
Sustainable purchasing

- ▶ Ghent University pursues a sustainable purchasing policy in which social, ecological and economic criteria are integrated in all phases of purchasing products and services. With new or renewed framework agreements, sustainability criteria are integrated where relevant. Good examples in 2014 and 2015 were the public procurement contracts for office materials (CO₂ neutral with delivery in the Ghent area), coffee, tea and fruit juices (fair trade and compulsory purchases through the framework agreement) coffee machines, and print work for educational publications and business travel (advising against air travel for short distances).

We have chosen Unigear to run the Ghent University shop, a company with outspoken sustainability ambitions. By 2018, the complete range of clothes in Ghent University shop will be made of biological cotton, hemp, bamboo and/or recycled materials and 50% will bear the fair trade label. All paper products will have the FSC label and 80% of the packaging materials will be reusable.

Thanks to structurally anchoring fair trade in a number of large purchasing contracts (clothes for Ghent University shop and drinks), Ghent University was awarded the Fairtrade@campus award in 2015.

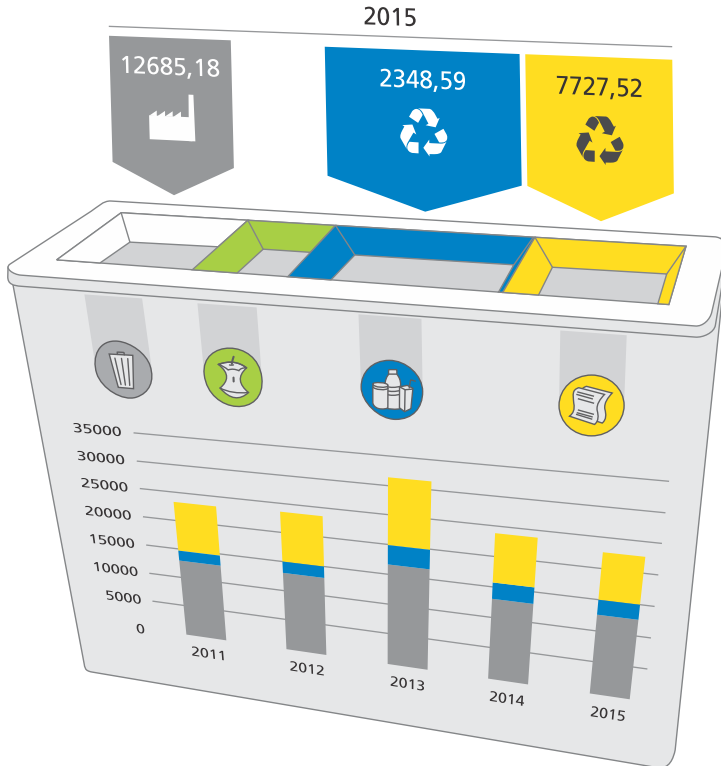
Beside an online recycle shop there is now also a physical recycle shop at Ghent University where unwanted furniture, equipment, desk materials etc. are given a new life within the university or for [->]



- ▼ [1] 'VIVA FAIRTRADE' during the Week of Fair Trade; [2] Annual eco market in the UFO; [3] Ghent University received the Fair Trade Award.



private use. Materials for exhibitions, events and IT can be borrowed from a lending service. A give-away cupboard in the Terminal student house supplies the students with binders and other office materials and old furniture was donated to a few charities. The general public could 'taste' sustainable and fair trade products during the fair trade week and during the annual eco market. Also, Gunter Pauli, founder of the knowledge centre aimed at developing sustainable production methods without waste (ZERI) and author of the 'The Blue Economy' gave a lecture at Ghent University.



▲ Illustration of the waste island in the office of the Financial Department; the number of m² of residual waste fraction and plastic, metal packaging and drink cartons and paper/cardboard. The volume of organic waste has not yet been mapped out.

Waste production at Ghent University

Ghent University is a producer of domestic, chemical, medical, animal, radioactive and hazardous waste. The volume of disposed waste is recorded in a waste material register and we are looking for the most environmentally-friendly processing technique together with the waste collector.

Both soft and hard plastics can now be collected and processed separately and there are various experiments being carried out for collecting organic waste: compost bins, worm bins and chickens etc. A waste island is being tested in the 'New way of working' office of the Financial Department, drinks bottles were handed out in the restaurants and people were charged for the use of plastic cups.

Evaluation 2014-2015



Framework agreement for office materials with sustainability criteria by DFIN, Environment Office

Contract for the Ghent University Shop with sustainability criteria by DBZ

Waste reduction through supplying reusable drinking bottles in the student restaurants by DSV



Waste reduction through supplying reusable soup mugs in the student restaurants by DSV

Framework agreement for the courier service by DFIN, Environment Office



Framework agreement for catering with sustainability criteria by DFIN, Communications Office, Environment Office

Initiatives 2016-2017



Further sustainability of public procurement contracts: cleaning services, work uniforms, building materials, catering and stand construction etc. by DFIN, DGFB, Environment Office

Drawing up guidelines for organising events (catering waste and gadgets etc.) by Green Office

Expansion of collection points for organic waste by DGFB, Environment Office

Gradual integration of social economy in framework agreements by DFIN, DGFB, Environment Office

Developing a pilot project to improve procurement logistics in Central Administration (i.e. grouped orders and central delivery etc.) by DFIN, DGFB, Environment Office

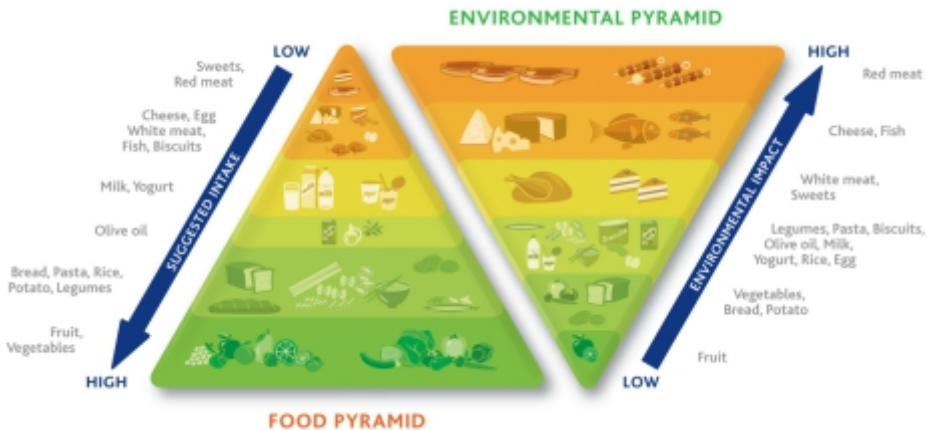
Ghent University is committed to sustainable food. A sustainable food policy pursues healthy, affordable and ecologically responsible eating patterns, with less meat and a reduction in the consumption of non-sustainable fish.

Food

Sustainability analysis of the meals in the Ghent University restaurants

- ▶ Two research groups from the Faculty of Bioscience Engineering looked into the sustainability of the meals in the student restaurants, considering both the ecological footprint and the health value. Based on this, measures have now been taken to better visualise the sustainability of the meals for the customers and to make the meals more sustainable by establishing sustainability criteria for purchasing the food components and reducing the use of meat etc.

Read more about the sustainability analysis of the meals at www.ugent.be/duurzaam > voeding

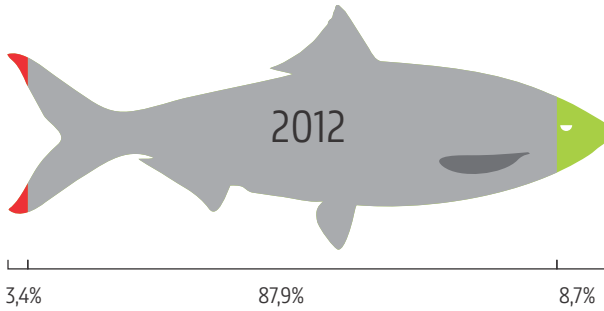


▲ The health triangle and the sustainability pyramid: what's good for you is good for the environment.

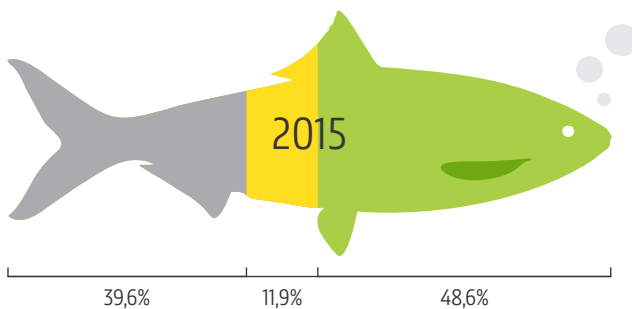
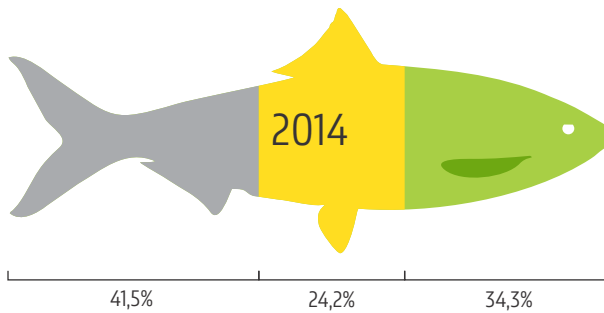
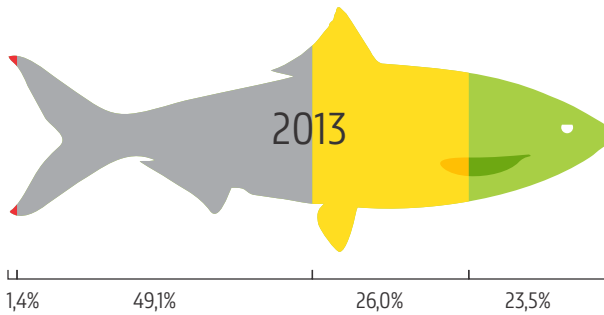
▼ Ghent University studied the effect of the range of vegetarian food on sales. During the 'Meat-Free Days' campaign in 2015, the main menu consisted of two vegetarian and two meat/fish dishes (+60 % sales of veggie meals) and in 2016 of three vegetarian and one meat/fish dish (+ 120 sales of vegetarian meals). Besides the main menu, the range of snacks and pastas was unchanged.

	Sold vegetarian meals	Sold meals	% vegetarian meals all over	% vegetarian meals on Thursdays	Worst & best weeks (excl. Thursdays)
Campaign 2015	23.344	107.100	21,8	19,4	16,5 <-> 21,7%
Campaign 2016	23.256	96.585	24,1	19,0	15,8 <-> 22,4%

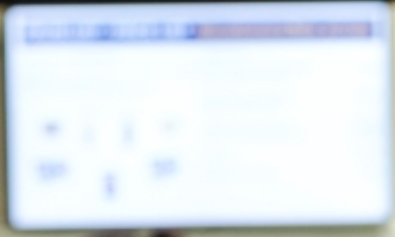
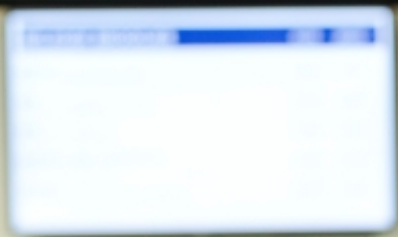
Evolution of sustainable fish at the Ghent University restaurants



- Proportion of red, non-sustainable fish.
- Non-certified fish – 2nd choice, eat in moderation.
- Certified fish. The GAP quality mark considers social and ecological elements of sustainability.
- ASC or MSC certified fish. The ASC quality mark is a guarantee that the fish has been farmed responsibly (aquaculture), the MSC quality mark stands for well-managed, sustainable fishing (wild fish).



◀ Sustainable fish – When purchasing fish for the student restaurants, the awarding criteria of 'sustainability' has counted for 25% of the points since 2014 (15% in 2013, 0% in 2012). Fish from the red zone (highly overfished fish species, threatened with extinction or highly polluting farming techniques) is avoided. Fish from the orange zone (where farming is not sustainable or there are issues with the catch) is gradually being replaced by fish from the green zone (the fish stocks are healthy, there is little environmental damage or there is sufficient sustainable farming).



GET SMAAK

VLEES



DAGEN
ZONDER
VLEES



► In 2016 Ghent University was sustainability ambassador for Meat-Free Days! During the Meat-Free Days campaign there was a wide range of vegetarian dishes available in the restaurant, a lot of information, a festive context and VIP treatment for the vegetarians, flexitarians or first-time tasters.



Fair trade

All coffee, tea, fruit juices, white and red wine, sugar and cocoa powder in all student restaurants are fair trade, as are all the fruit and chocolate bars in the vending machines. A new framework contract for fair trade coffee, tea and fruit juices must make these more prevalent in the faculties.

During Fair Trade Week, fair trade products were highlighted and brought to the attention of the students and staff and fair trade rice was added to the menu at student restaurants.



Formulating goals and creating an action plan for making the meals in the restaurants sustainable
DSV, Committee for Menus and Marketing,
Social Affairs Council



Evaluation 2014-2015

- Detailing a sustainability barometer applicable to Ghent University restaurants by DSV, Environment Office, faculty of Bioscience Engineering

Initiatives 2016-2017



Implementation of 'Veggie Tuesday' (aka 'Inverse Day')
by DSV, Social Affairs Council, Green Office

Regular and structural discussions in the Menu and Marketing Committee about the range of sustainable foods in the restaurants by DSV, Social Affairs Council, Green Office

- Developing a route for less sustainable meals to be replaced systematically by more sustainable varieties by DSV, Social Affairs Council, Green Office
- Gradually including more sustainability criteria in the specifications for meal components and translating the health and ecological impact scores into usable tools for the customer by DSV, Social Affairs Council, Green Office
- Participating in a study in which we look at how the consumer can be directed to environmentally responsible and healthy food by DSV

Green management

Green management at Ghent University

- ▶ Ghent University occupies almost 250 hectares of ground, about a quarter of which is hard-surfaced. The rest consists of grass, woods, water, bushes and agricultural land. There is thus a considerable amount of undeveloped surface area. Of these areas, the Aelmoeseneie forest on the Gontrode campus has official protection. Protection will soon be granted to part of the Proeftuinstraat campus as well. To protect the valuable grass lands (glanshaverhooilanden) on the Sterre campus, the green zone at Tweekerken, the plant garden and green zone at the UZ campus, the City of Ghent is preparing a RUP Groen (Green spatial implementation plan).

No pesticides and herbicides have been used since 2015. We have chosen green roofs at a number of locations, such as the Bertha hone, at the sports research complex on the Dunant campus, on the data centre at the Sterre campus and as part of the roof of the Ledeganck campus.

A greenery management plan has been drawn up for Campus A at Tech Lane Ghent Science Park: various zones will be managed more intensively; others will serve as seating areas.

- ▼ [1-3] Urban Design and Architecture students designed green terraces for the Economics building and constructed wooden planters and benches, which are now appearing throughout the grounds; [4] With the students and staff at Ghent University, StuJardin constructed some gardens in the city, created the vegetable garden on the Coupure campus and soon will also be creating a vegetable garden on the Sterre campus.



Green sections on the Heymans Pharmacy campus and at the Faculty of Pharmaceutical Sciences by DGFB



Evaluation 2014-2015



- ▶ Drawing up a management plan for the Heymans Pharmacy campus, Sterre campus and campus A of Tech Lane Ghent Science Park by DGFB
- ▶ Giving substance to the 'green wing' project (for example incorporating greenery at the rear of the rectorate, façade planting on Universiteitstraat courtyard) by DGFB, Environment Office, students



Taking a baseline-measurement for the prioritised indicators:

1) number of sites for which an approved management plan exists; 2) percentage of the management plan realised; 3) quantification of green management on ecological and social levels according to the prioritised criteria by DGFB, Environment Office

-> Until now, there is one green management plan (for campus A of Tech Lane Ghent Science Park), which will be followed in 2016.

Initiatives 2016-2017



Renewing the framework for ecological green management by DGFB, Environment Office

Drawing up a management plan for the Heymans Pharmacy campus, the Sterre campus and the Oostende campus by DGFB, Environment Office

- ▶ Installing small green elements and creating green zones and slow roads: including, living walls on Universiteitsstraat and Coupure Blok B, landscaping and a slow road by Home Boudewijn, a green zone at Technicum, flower planters and seating areas etc. by DGFB, Green Office, students
- ▶ Landscaping a climate forest in the Agrivet field by Agrivet, students, Green Office, BOS+

The UGent employs approximately 9,000 members of staff. They have either a statutory contract or a contract for a limited or unlimited period. The UGent pursues a fair and realistic approximation of the various statutes.

Working at Ghent University

Psychosocial wellbeing

- ▶ Ghent University is further building on a psychosocial wellbeing policy and, based on a risk analysis of psychosocial wellbeing, has defined the priorities in the policy lines and action plans together with focus groups from the various large staff categories and with internal and external experts. The 'stress prevention' and 'mutual respect' action plans were also rolled out.

HR policy, staff interests, education and well-being, & environmental policy

- ▶ Learn more about 'Working at Ghent University' and the HR policy at www.ugent.be/duurzaam > duurzaamheidsrapport

◀ Campaign image for preventative policy for the use of alcohol, drugs and medication at work.

▼ [1], [2] Ghent University has established a policy framework for time- and place-independent working and five pilot groups got to work with the principles of 'A new way of working'. Additionally, information sessions were held and various experiments carried out so staff members could become acquainted with other forms of work and with hot desks (desks that are not person-specific) and the added value of IT tools, therefore enabling them to discover the advantages of time- and place-independent working. The garden of the Sterre campus was transformed into an open air office and outdoor meeting rooms for one sunny week. Hundreds of people from Ghent University took part.



Evaluation 2014-2015



- Rolling out the postdoctoral career counselling and guidance by DPO
- Pilot project 'A new way of working', including an effect measurement with a sample of participants from the pilot project by 'A new way of working' project group, staffing policy subject group, Employment and Organisational Psychology
- Appointment of a second confidential counsellor by Psychosocial wellbeing cell
- Developing a global action plan for Ghent University on the themes of stress and mutual respect by Psychosocial wellbeing cell
- Developing action plans in the framework of psychosocial wellbeing for the staff categories and guidance and support when drafting local action plans by Psychosocial wellbeing cell



- ▶ Implementation of the HR action plan for researchers by DPO
- ▶ Brainstorming on optimising pensions, recruitment and selection, evaluations and performances and career models etc. by DPO

Initiatives 2016-2017



- Developing a new transparent career model for scientific staff and Master's graduates, in which the perspectives related to a professional career within and beyond the UGent are clearly defined by DPO
- Regulations for recruitment and selection by DPO
- Developing a supplementary pension insurance for all contracted staff by DPO
- Professionalisation of the performance and evaluation interview procedure into a useful career tool by DPO

- ▶ Developing a fast track for accelerated promotions for a limited number of exceptional research profiles by DPO
- ▶ Drawing up a new Global Prevention Plan by IDPBW, Psychosocial wellbeing cell, Environment Office
- ▶ Follow up of the existing action plans on psychosocial wellbeing by Psychosocial well-being cell
- ▶ Establishing a network of psychosocial well-being instruments by Psychosocial well-being cell

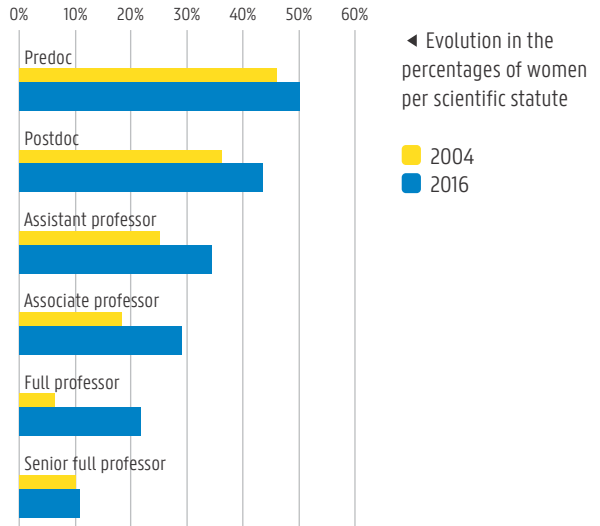
The Flemish universities have a joint commitment for tackling the under-representation of female graduates and in the administrative bodies. The aim is to effectively and structurally anchor gender policy within each institution.

An extended version of 'Human rights and social exclusion', is available at www.ugent.be/duurzaam > duurzaamheidsrapport

Human rights and social exclusion

Genderbeleid

- ▶ Since February 2012, the university board has committed to pursue balanced male/female representation in Ghent University bodies. All councils and committees have been gender neutral since 2014.



- ▼ In 2015 the first ever DiverGent Thesis Prize was awarded to the student with the best and most innovative Master's thesis in which the theme of gender and/or diversity played a central role. The winner was Christof Bex with the master's thesis 'Building on a future alone: A qualitative study into the academic track and experiences of unsupported foreign minors'. Read more at: <http://goo.gl/BpSiEE>



Human Rights

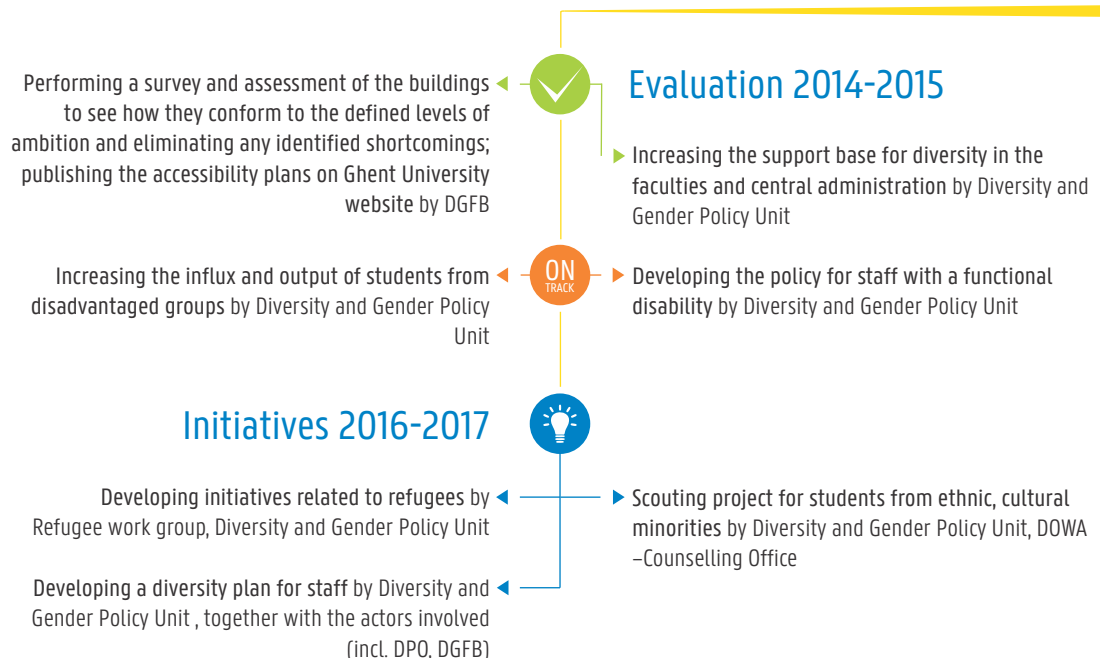
Each year many people with foreign origins settle in Belgium, including refugees. As until now we lacked an adequate preparatory programme for highly educated and motivated refugees, we have developed a preliminary course. The programme aims to give the students sufficient language support and substantially prepare them for their future programme. This should considerably increase the intake and chances of success for this group.

With a social fund, Ghent University can offer assistance to a number of social and humanitarian dossiers.

Additionally, Ghent University demonstrates its involvement in the global promotion of academic freedom and states its solidarity with colleagues in other countries where human rights are violated through 'scholars at risk', receiving one academic in need per year.

Master's degree in Gender and Diversity

Students can follow the inter-university master's programme 'Gender and Diversity'. It focuses on theory formation related to social inequality and discrimination and on international research in the field of gender and diversity. The work placement during the programme creates a link to practice and the working domain.



Economic factors

Sustainability criteria in the investment portfolio

- ▶ Ghent University decided to include sustainability criteria when investing its portfolio, which is valued at 230 million euros. The portfolio managers of Ghent University, spread over various banks, must present their sustainability funds to an ethics committee at Ghent University that assesses and possibly makes adjustments according to sustainability criteria. Moreover, 10% of the total investment capital will be taken under our management and invested in specific funds in which Ghent University wishes to participate as they are closely aligned to the activities of Ghent University, or in funds where the yield is subordinate to the ethical value.

Initiatives 2016-2017



◀ Taking 10% of the investment capital under our management, whereby specific objectives can be achieved by DFIN, ethics committee

▶ Making the entire investment portfolio sustainable by the end of 2016 by DFIN, ethics committee



Abbreviations

ASC	Aquaculture Stewardship Council
BEN	Bijna-energie neutraal (almost energy neutral)
BOF	Bijzonder Onderzoeksfonds (Special Research Fund)
CSD	Centre for Sustainable Development
CSL	Community Service Learning
DBZ	Directie Bestuurszaken (Department of Administrative Affairs)
DFIN	Directie Financiën (Financial Department)
DGFB	Directie Gebouwen en Facilitair Beheer (Department of Infrastructure and Facility Management)
DICT	Directie Informatie- en Communicatietechnologie (Department of Information and Communication Technology)
DPO	Directie Personeelsaangelegenheden (Department of Personnel and Organization)
DOWA	Directie Onderwijsaangelegenheden (Department of Educational Policy)
DOZA	Directie Onderzoeksangelegenheden (Research Department)
FSC	Forest Stewardship Council, label for products originating from sustainably managed forests
MSC	Marine Stewardship Council, label for sustainable fishing
RUP	Ruimtelijk Uitvoeringsplan (Spatial Implementation Plan)
SBO	Strategisch Basisonderzoek (Strategic Basic Research)
ZAP	Zelfstandig Academisch Personeel (Professorial Staff)

Thanks to

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GRI list, year report and sustainability report:

www.ugent.be/duurzaamheidsrapport

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REFLECTIONS OF THINK TANK TRANSITIE UGENT

(informal)

The Transitie UGent Think Tank works on various sustainability themes and to that end have formulated visions for the future, offering appealing designs for a sustainable university.

The think tank Transitie UGent has been active since 2012 and presents itself as an open innovation network in which knowledge workers, policy makers, dreamers, doers, translators to practice and builders from practice come together to formulate ideas for a sustainable university.



Transition & experiment

In 2012 and 2013 Transitie UGent set out transition paths on the themes of education and research, mobility, energy, purchasing and waste management, food, water and greenery.

This was the first step in formulating a system analysis, in which the following questions were asked: What are the dominant cultures, structures and practices at the university? What is already happening in the field of sustainability? What is already under consideration in current university policy? How does current policy relate to the general issues that have arisen? And what is going on around us?

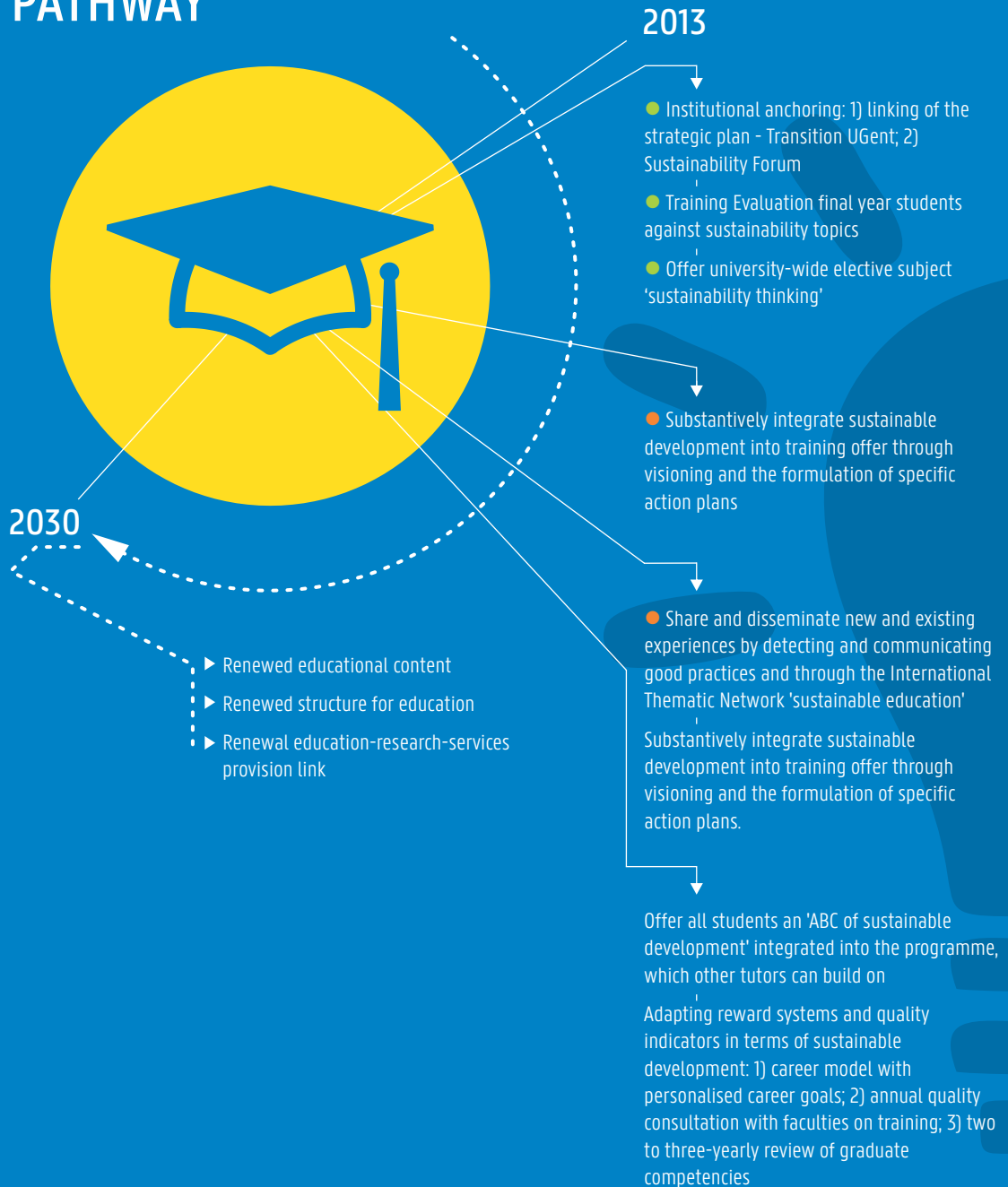
Subsequently, visions of the future were developed for each theme, all with the central question: Where do we want Ghent University to be in 2030? We set practical concerns aside for the time being, since our primary intention was to paint a vivid image of a sustainable university: a dream we could grow towards with as many Ghent University people as possible on board.

Development towards our vision of the future will be facilitated with a transition pathway, in which progress can't always be determined in advance. Some current practices provide a stepping stone, but others constitute a physical barrier and will require a radical overhaul. Either way, hard choices will have to be made.

In this sense it is important to experiment with flagship projects. These projects will get the ball rolling, make thinking processes visible, show that alternatives are possible, get people talking and encourage innovation. Transitie UGent proposed a variety of flagship projects, actions and policy instruments, which were published in two memorandums. Several of these proposals are now successfully underway, while others remained untouched and have been postponed to next year. Still others have had difficulties in getting off the ground.



EDUCATION TRANSITION PATHWAY



Our vision: Ghent University is a learning community for a sustainable future.



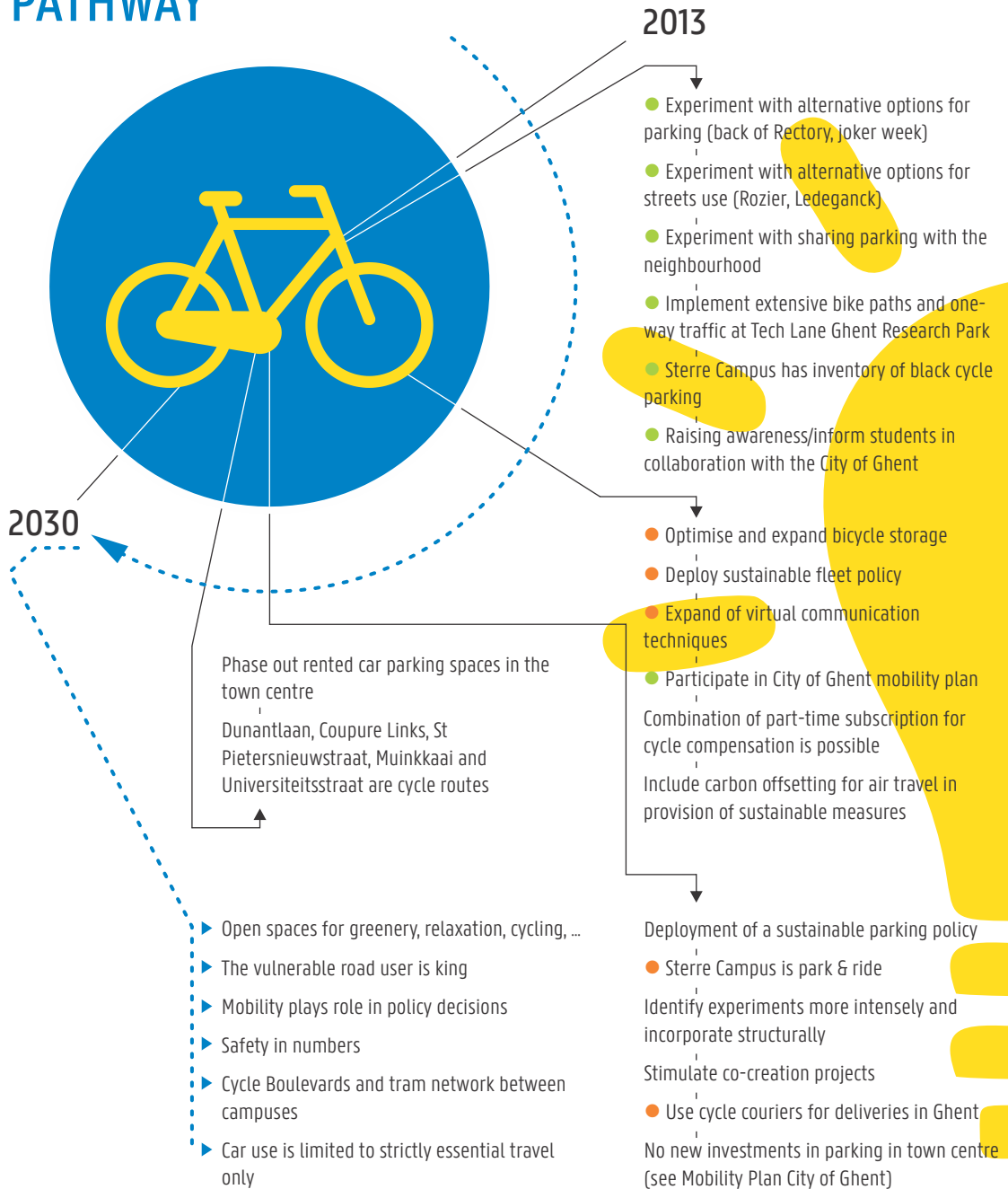
RESEARCH TRANSITION PATHWAY




Our vision: 2030 UGent focuses on qualitative research that contributes to a social and ecological future.



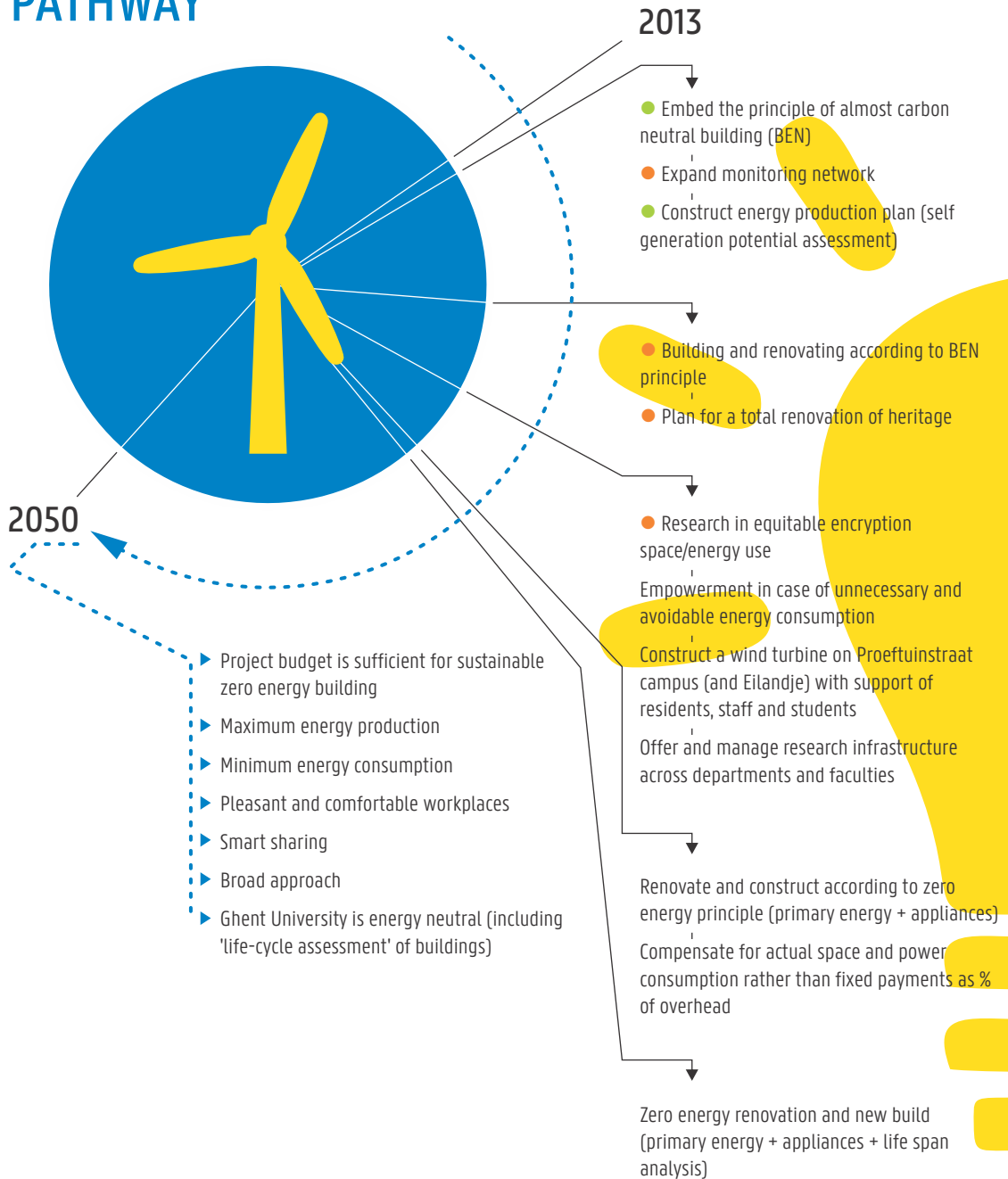
MOBILITY TRANSITION PATHWAY





Our vision: by 2030, all city parking lots outside of Ghent University will have been removed and replaced by green zones, picnic areas, sports grounds, bicycle racks and other amenities.

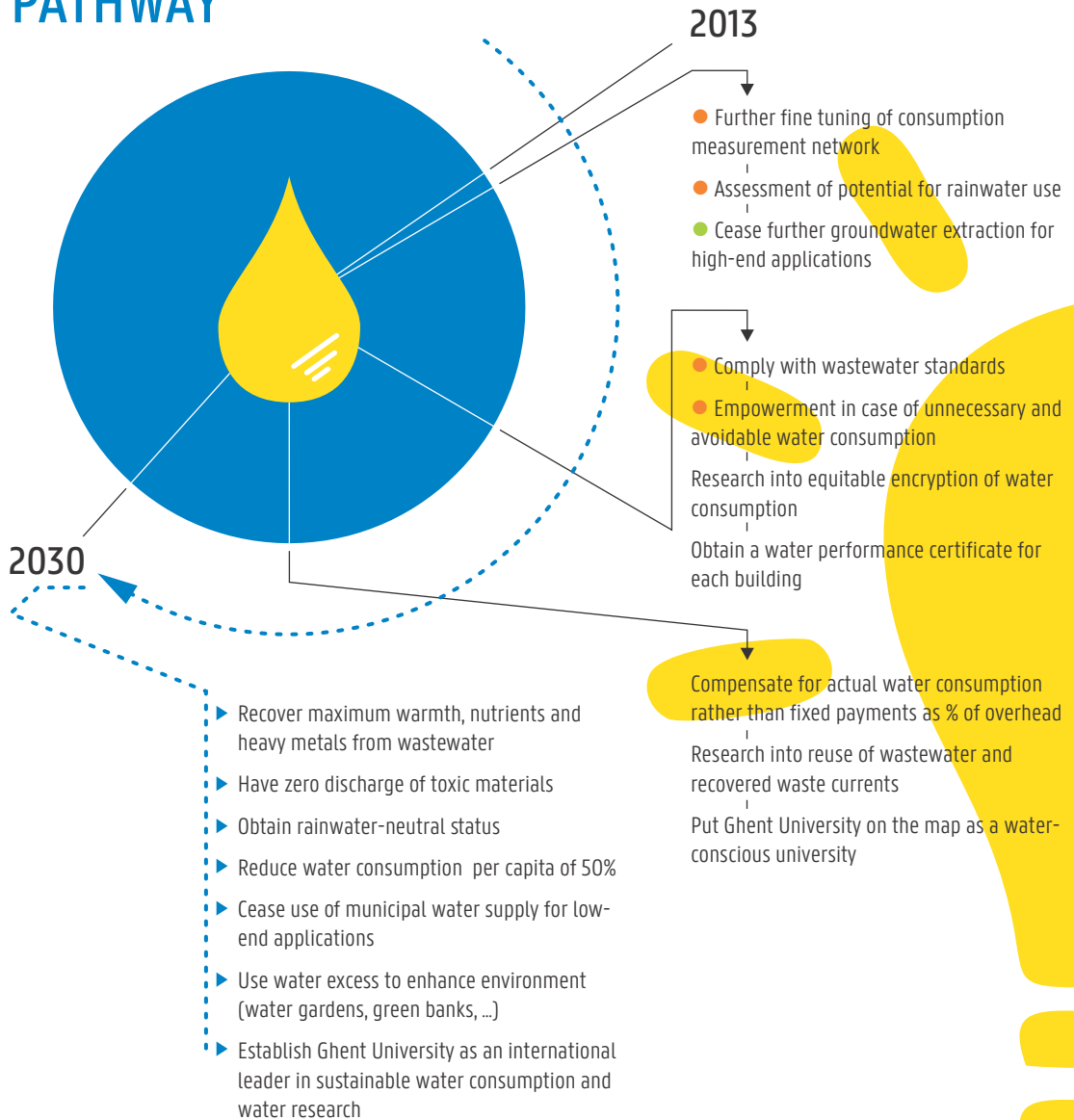
ENERGY TRANSITION PATHWAY




Our vision: in 2050 the UGent building complex will be energy neutral.



WATER TRANSITION PATHWAY





Our vision: in 2030 Ghent University will not discharge any rainwater. Water excess will be used to enhance our environment and waste water will be treated as a source of heat, nutrients and heavy metals to be recovered.

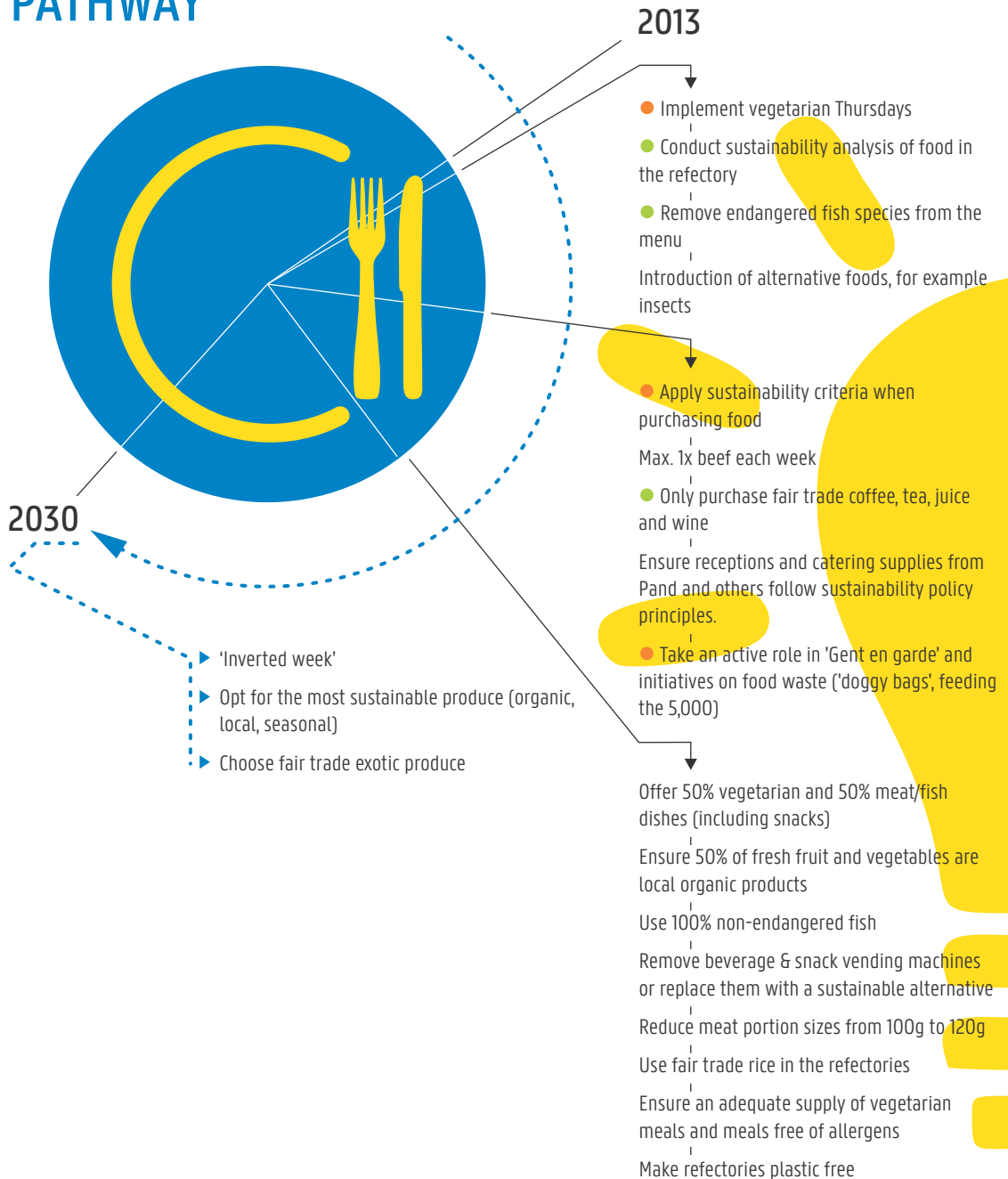
SUSTAINABLE PURCHASING TRANSITION PATHWAY





Our vision: Ghent University does not purchase waste. We purchase only what we really need. Our purchases are environmentally and socially responsible. This way we avoid producing general waste.

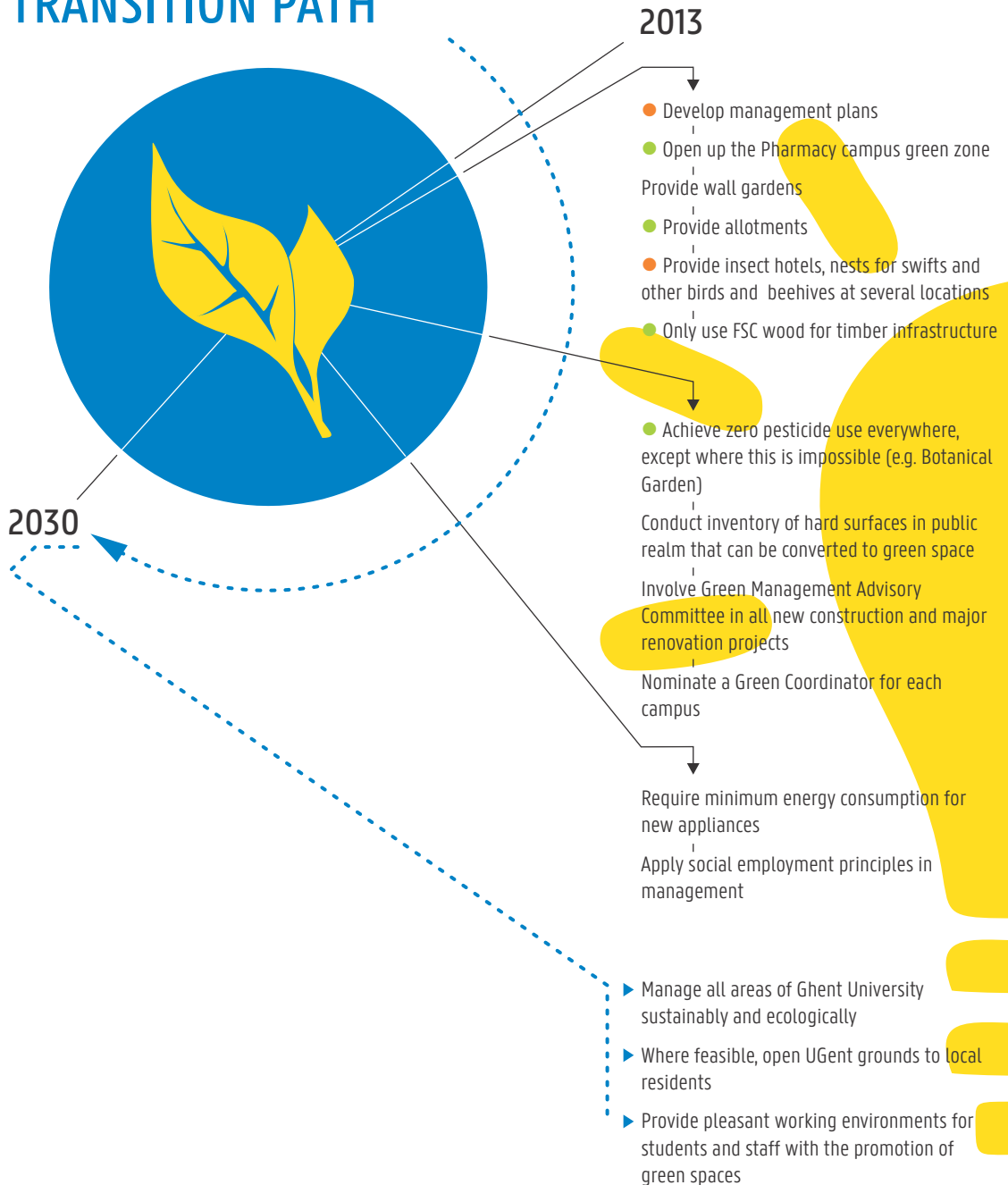
FOOD TRANSITION PATHWAY



Our vision: by 2030 Ghent University serves sustainable food that is both tasty and affordable.



GREEN MANAGEMENT TRANSITION PATH



Our vision: all areas of Ghent University are managed sustainably and ecologically by 2030.





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