

A photograph of a modern wooden interior. In the foreground, there is a light-colored wooden table and a matching wooden chair with a curved backrest. In the background, a wooden staircase with a light-colored wooden wall behind it leads upwards. The overall atmosphere is warm and natural.

# SUSTAINABILITY STRATEGY FOR HOCHSCHULE DÜSSELDORF – UNIVERSITY OF APPLIED SCIENCES 2024 – 2034

OPENING DOORS TO EDUCATION.  
PROMOTING EQUAL OPPORTUNITIES.  
ENCOURAGING SUSTAINABLE PRACTICES.

Hochschule Düsseldorf  
University of Applied Sciences

**HSD**

 HOCHSCHULE  
DÜSSELDORF  
NACHHALTIGKEITSSTRATEGIE



# **SUSTAINABILITY STRATEGY FOR HOCHSCHULE DÜSSELDORF - UNIVERSITY OF APPLIED SCIENCES 2024-2034**

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Fig. 1: Sustainability strategy coordination team at the kick-off event on November 11, 2022



Fig. 2: Greeting from the President at the kick-off event on November 11, 2022



# CONTENTS

<i>President's Foreword</i>	1
1. Preamble	2
2. HSD's Vision of Sustainability	6
3. National and International Context for the Sustainability Strategy	12
3.1 Global Sustainable Development Goals (SDGs)	15
3.2 State Rectors' Conference for the Universities of Applied Sciences	18
3.3 German Society for Sustainability at Higher Education Institutions	19
4. Process for Developing the Sustainability Strategy	24
5. Implementing the Sustainability Strategy	36
6. Structure of the Sustainability Strategy	44
7. Sustainability in the Field of Action 'Governance' (GO.)	48
8. Sustainability in the Field of Action 'Education' (Bl.)	54
9. Sustainability in the Field of Action 'Research and Knowledge Transfer' (FT.)	62
10. Sustainability in the Field of Action 'Operations' (BE.)	68
11. List of Abbreviations	82
12. Glossary	86
13. List of literature	95
14. Annex Action Plan: Catalogue of Goals and Measures for the Sustainability Strategy	99
<i>Legal Notice</i>	127





## PRESIDENT'S FOREWORD

Dear staff and students of the university,

Hochschule Düsseldorf – University of Applied Sciences (HSD) is committed to supporting sustainability. We do this by taking on responsibility for working toward the United Nations' 17 Sustainable Development Goals (SDGs).

This Sustainability Strategy, which was developed for the entire university, serves to guide us in our efforts to integrate sustainability in all of our university's core structures. We strongly believe that sustainability is not just an obligation that we must fulfil but an opportunity that we can seize – an opportunity for us to strengthen our university and ensure it is focused on the future. We created HSD's Sustainability Strategy to be a comprehensive guide that can help all university members integrate the 17 SDGs in every one of our core tasks. It defines our vision, goals and measures to ensure sustainability becomes a fundamental pillar of our university policies.

Our strategy focuses on education, research, operations and governance, encouraging all university members to actively participate. I would like to extend particular thanks to Oliver Bluszcz-Weinem, Dr. Sabine Evertz and Franziska Müller, whose outstanding work on the strategy was a perfect complement to that of Prof. Eike Musall and Prof. Reinhold Knopp.

This will enable us to continue to implement our mission statement and our guiding principle 'Making a sustainable impact – together.'

Prof. Dr. Edeltraud Vomberg

*President of Hochschule Düsseldorf – University of Applied Sciences*





# PREAMBLE

# 1. PREAMBLE

**‘Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’<sup>1</sup>**

Even today, sustainable actions are not something that occur as a matter of course in society – neither in our personal lives nor in a professional context. How can sustainability be drawn out of its niche and into the mainstream? What role can universities play in this? How can we encourage students and university staff to take transformative action for sustainability before it is too late to actively shape our future environment? HSD discussed these questions in a participatory process to create a sustainability strategy.

Universities are where future decision makers come together, making them a crucial place for involving the young generation in a multiperspective, critical discussion that strives to find the right conditions for us to transform into a sustainable society.

By passing this Sustainability Strategy, we want to emphasise the importance of focussing on sustainability throughout the entire institution. The goal of this whole-institution approach is to structurally embed sustainability issues in all of the university’s core processes. HSD’s Sustainability Strategy addresses students and staff at the university.

The goals and measures in the four fields of action (1) governance, (2) education, (3) research and knowledge transfer and (4) operations will serve to guide the university down a more sustainable path from 2024 to 2034, complementing the strategic direction set down in the following HSD strategies:

<sup>1</sup> Nations General Assembly (1987, p. 54)

<sup>2</sup> Hochschule Düsseldorf – University of Applied Sciences (2022a)

<sup>3</sup> The Research and Knowledge Transfer Strategy will tentatively be published in 2026.

<sup>4</sup> The Internationalisation Strategy will tentatively be published in 2025.

<sup>5</sup> The University Campus Development Plan was finalized in 2024.

<sup>6</sup> Wertsicht GmbH and Hochschule Düsseldorf (2019)

<sup>7</sup> The Digital Strategy will tentatively be published in 2025.

- 
- **HSD mission statement**
  - **University Development Plan<sup>2</sup>**
  - **Research and Knowledge Transfer Strategy<sup>3</sup>**
  - **Internationalisation Strategy<sup>4</sup>**
  - **University Campus Development Plan<sup>5</sup>**
  - **HSD’s Integrated Climate Action Concept<sup>6</sup>**
  - **Gender Diversity Action Plan**
  - **Digital Strategy<sup>7</sup>**
- 

HSD’s Sustainability Strategy focuses on three sustainability dimensions – the economy, social development and the environment – and the United Nations’ 17 Sustainable Development Goals (SDGs).

We can achieve development that promotes economic growth while also protecting the environment, but it is only possible if people believe this development to be socially just. That is why diversity principles and equal opportunity measures are inextricably linked to the achievement of sustainability goals as a society at large. The United Nations' 2030 Agenda reflects the importance of gender equality, reducing inequalities and the pursuit of justice in the following three sustainability goals, in particular:

- **SDG 5 – Gender equality**
- **SDG 10 – Reduced inequalities**
- **SDG 16 – Peace, justice and strong institutions**

In several of our Sustainability Strategy's goals and measures, we emphasise the significance of diversity, equal opportunities and inclusion as an integral part of social sustainability. The magnitude of these values is highlighted by the subtitle 'Opening doors to education. Promoting equal opportunities. Encouraging sustainable practices.'

Students come to the university with very different backgrounds, and this results in inequalities. Inequalities also arise due to physical disabilities or chronic illnesses, for example. In these cases, the university bears the responsibility for creating and safeguarding conditions in the long run that offer all students the best possible chance at realising their educational goals regardless of their backgrounds. The university is also aware of its responsibility to ensure that university staff members have good working conditions.

**Only by supporting all three dimensions of sustainability will we have a chance at achieving resilient societies that act sustainably and in which all people have equal opportunities and rights.**



# HSD'S VISION OF SUSTAINABILITY





## 2. HSD'S VISION OF SUSTAINABILITY

Sustainability was acknowledged as an essential goal in the process to create HSD's third University Development Plan 2023 – 2028. The faculties' individual development plans were taken into consideration by the team that produced the University Development Plan, and this process led to the inclusion of sustainability as a target. The current University Development Plan was published under the motto 'Making a sustainable impact – together.' This Sustainability Strategy takes up HSD's vision of sustainability as expressed in the University Development Plan:

**'We prepare our students, early-career researchers and staff members for living successfully within a constantly changing society.**

**We develop and use integrated, scientifically sound solutions for current societal and technological challenges, orienting ourselves on the principles of Open Science and the United Nations' Sustainable Development Goals.**

**We align our teaching and research in such a way that they fulfil sustainability requirements for society and the environment, enabling our students and graduates to assume social responsibility.**

**Our actions are sustainable and aim to actively protect the climate, democratic principles and human rights.'**<sup>8</sup>

<sup>8</sup> Hochschule Düsseldorf – University of Applied Sciences (2022a, p. 12)



Fig. 3: Group work at the sustainability strategy workshop on February 2, 2023



Fig. 4: Location of own organizational unit and activities in relation to the 17 sustainability goals



# NATIONAL AND INTERNATIONAL CONTEXT FOR THE SUSTAINABILITY STRATEGY

### 3. NATIONAL AND INTERNATIONAL CONTEXT FOR THE SUSTAINABILITY STRATEGY

Our Sustainability Strategy is embedded within national and international contexts. This means that we follow the definition of sustainability published in the Brundtland Report by the World Commission on Environment and Development (WCED) and the comprehensive view of sustainability expressed in the United Nations' Sustainable Development Goals and the Paris Climate Agreement's goals.

This includes understanding education as a 'vital requirement for a successful transformation' when it comes to a sustainable future. Education refers in particular to 'education for sustainable development' (ESD). It is the key building block for achieving the 17 Sustainable Development Goals, and its importance is reflected in many international and national ESD programmes. Education cannot be reduced to simply acquiring knowledge. Instead, it must include practical aspects while also imparting skills and competences. Education for sustainable development is a type of education that empowers people to reflect on their own actions and actively shape their future.<sup>10</sup>

The UNESCO programme 'Education for Sustainable Development: Towards achieving the SDGs' sets down the international framework for ESD. In Germany, the ESD process is led by the German UNESCO Commission and the German Federal Ministry of Education and Research (BMBF). In 2017, Germany's National Action Plan on Education for Sustainable Development was published. It offers specific recommendations for action with the intention of securing ESD within the German educational structures (whole-institution approach).<sup>11</sup>

#### 3.1 GLOBAL SUSTAINABLE DEVELOPMENT GOALS (SDGS)

We use the 17 Sustainable Development Goals (SDGs) as our guide rails as we work toward securing sustainability at our university in the long-term. We do this according to a whole-institution approach in four fields of action: governance, education, research and knowledge transfer, and operations.

At the beginning of the 21st century, the world finds itself confronted with many global challenges that are all intertwined. These include climate change, demographic changes, terrorist threats, food insecurity, health risks and poverty.

<sup>10</sup> See German Advisory Council on Global Change (WBGU) (2011, p. 354)

<sup>11</sup> See German Federal Ministry of Education and Research (2017)

In 2015, the United Nations decided on 17 goals and 169 targets for sustainable development as part of its 2030 Agenda. The goals make up the global frame of reference for overcoming these and other serious challenges.

According to the Hochschulgesetz (higher education act, HG), universities of applied sciences have the core responsibilities of applied teaching, research and development tasks, artistic-design tasks and the duty to transfer knowledge to other sectors of society.<sup>12</sup> When implementing urgently needed social transformation processes toward more sustainable ways of living and working, universities exercise the greatest leverage when they can successfully get students to reflect from multiple perspectives on sustainable development in their study programmes.



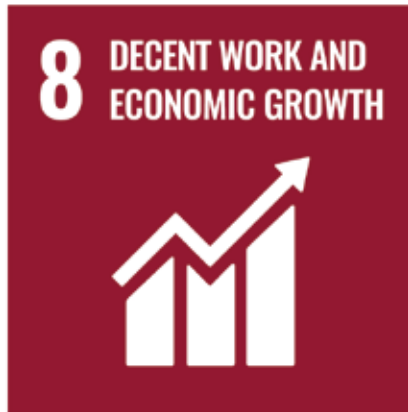
That is why this Sustainability Strategy emphasises ‘SDG4–Quality education’ and thus the integration of education into sustainable development.

In addition, the Sustainability Strategy pays particular attention to the following four goals which have a direct tie to the university’s work, and we can therefore make specific contributions to meeting them.

- 
- **SDG 5 – Gender equality**
  - **SDG 8 – Decent work and economic growth**
  - **SDG 10 – Reduced inequalities**
  - **SDG 13 – Climate action**
- 

<sup>12</sup> See section 3(2) higher education act of North Rhine-Westphalia

# SUSTAINABLE DEVELOPMENT





# GOALS



Fig. 5: The 17 Sustainable Development Goals (Source: <https://www.un.org/sustainabledevelopment/news/communications-material/>)

### 3.2 STATE RECTORS' CONFERENCE FOR THE UNIVERSITIES OF APPLIED SCIENCES

The universities of applied sciences in North Rhine-Westphalia have drawn up a position paper on the topic of sustainability in the State Rectors' Conference for the Universities of Applied Sciences (LRK). According to the paper, the LRK in North Rhine-Westphalia 'shares the belief that universities represent a key factor in successfully transforming the industrialised, high-performance society of the 20th century into a sustainable, ecologically and socially compatible market economy for the 21st century ("Great Transformation")'.<sup>13</sup>

.....

**Within the following fields of action:**

- **lecture series**
- **Transfer Day for sustainability**
- **sustainability specialisation in study programmes and**
- **research clusters,**

**working groups are active in developing activities involving several universities.**

.....

The LRK has also founded a 'Sustainability Alliance for Applied Sciences in North Rhine-Westphalia' (NAW.NRW) as an ethically based alliance of accountability. It develops and supports activities and collaboration related to sustainability among the 21 member universities and between member universities and other stakeholders, particularly regional stakeholders.<sup>14</sup>

<sup>13</sup> Landesrektor\_innenkonferenz der Hochschulen für angewandte Wissenschaften e.V., (state rectors' conference for the universities of applied science) (2021, p. 1)

<sup>14</sup> See Landesrektor\_innenkonferenz der Hochschulen für angewandte Wissenschaften e.V., (state rectors' conference for the universities of applied science) (2024)

<sup>15</sup> Landesrektor\_innenkonferenz der Hochschulen für angewandte Wissenschaften e.V., (state rectors' conference for the universities of applied science) (2021, p. 5)

HSD actively participates in several working groups. The LRK's position paper clearly states that sustainability is a topic that affects all aspects of the university, and it must therefore be integrated into all of the universities' core activities (research, teaching, knowledge transfer) and structures.

One particular emphasis is to be placed on students as important actors in sustainability activities at the individual universities. Besides integrating 'aspects of sustainability in the curricula, student projects and sustainability initiatives are to be given more support and strengthened at the universities'.<sup>15</sup> These are also aspects that were included when creating HSD's Sustainability Strategy.

### 3.3 GERMAN SOCIETY FOR SUSTAINABILITY AT HIGHER EDUCATION INSTITUTIONS

From 2016 to 2021, BMBF supported a large project with 11 universities called ‘HochN: Hochschulen für eine nachhaltige Entwicklung’ (universities for sustainable development). Towards the end of the funding period, several active universities founded the German Society for Sustainability at Higher Education Institutions (DG HochN) in 2020 to continue the network that had gotten its start in the project.

DG HochN supports the implementation of the UNESCO programme ‘Education for Sustainable Development for 2030’ in the German university system.<sup>16</sup> This UNESCO programme and the National Action Plan on Education provided the foundation for DG HochN’s primary recommendation. This recommendation was to orient all core university processes on the global sustainable development goals and to adapt the processes in line with a whole-institution approach.<sup>17</sup>

As part of the BMBF project, the universities in the alliance developed guidelines for sustainability in the following five fields of action: governance, teaching, research, knowledge transfer and operations.<sup>18</sup> At HSD, we have largely followed the division into these fields of action.

We also took into consideration the many valuable recommendations and ideas found in the DG HochN guidelines in the recommendations for action in our Sustainability Strategy.

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#### Guidelines from HochN

- **Guidelines for sustainability reporting**
  - **Guidelines for governance**
  - **Guidelines for teaching**
  - **Guidelines for research**
  - **Guidelines for operations**
  - **Guidelines for transfer**
- 

<sup>16</sup> German Society for Sustainability at Higher Education Institutions (DG HochN) (n.d.)

<sup>17</sup> See German Society for Sustainability at Higher Education Institutions (DG HochN) (2021, p. 1)

<sup>18</sup> See German Society for Sustainability at Higher Education Institutions (DG HochN) (2024)



Fig. 6: Kick-off meeting for the working group phase on April 26, 2023



Fig. 7: First working group meeting on the 'Governance' field of action

# WIE SOLL DIE STRATEGIE AUSSEHEN?

- 17 SDG/UN-Nachhaltigkeitsziele
  - vier Handlungsfelder
  - Wie kann die HSD in ihren Handlungsfeldern einen Beitrag zur Agenda 2030 leisten?
  - je Handlungsfeld: Ziele und Maßnahmen erarbeiten und Überlegungen zu u.a. Dauer, Zuständigkeiten und erforderlichen Ressourcen machen
- Template/Grundgerüst: lebendiges Dokument



# WIE SOLL DIE STRATEGIE AUSSEHEN?

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GORDON BU





4



# PROCESS FOR DEVELOPING THE SUSTAINABILITY STRATEGY

## 4. PROCESS FOR DEVELOPING THE SUSTAINABILITY STRATEGY

In the summer of 2022, HSD's President charged the Institute for Sustainable Urban Development (In-LUST) with creating a comprehensive sustainability strategy in a participatory process. The strategy was developed together with all members of the university community. The team ensured it reached out especially to those stakeholders who were already involved in sustainability work and projects at HSD.

**11/22**  
Kick-off –  
get to know each  
other and network

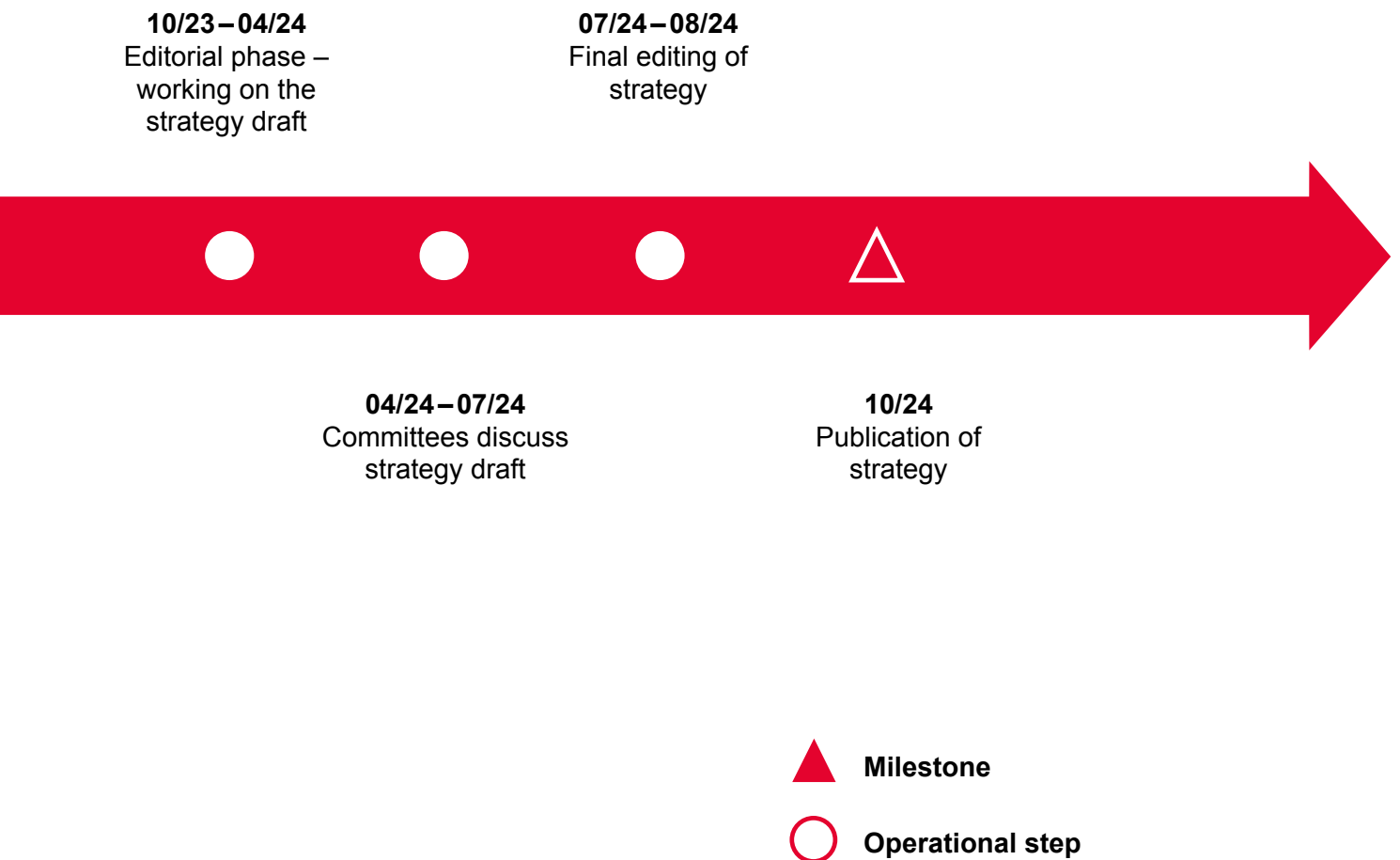
**04/23 – 08/23**  
First and second  
working group phase



**02/23**  
Workshop for all  
university members –  
goals and measures

**10/23**  
Final event of  
working group phase

This participatory approach was designed to ensure that the strategy would meet with widespread approval and support. Under the guidance of In-LUST, the sustainability strategy was developed from the winter semester 2022/23 until the winter semester 2023/24. More than 50 university members were involved in its creation, either in workshops or specialised working groups on the topics of governance, education, research and knowledge transfer, and operations.



A coordination team was responsible for designing, coordinating and assisting the process. The team was made up of Oliver Bluszcz-Weinem (Strategic University Development Plan Manager for the President), Franziska Müller (Climate Action Team, ZIES) and Dr. Sabine Evertz (Academic Associate in the Dean's Office at the Faculty of Social Sciences and Cultural Studies).

### **Kick-Off Event**

The development process officially started on 11 November 2022 with a kick-off event. The team invited all research institutions, initiatives, working groups and stakeholders from the faculties, the student body and the university administration who had already worked on the topic of sustainability. The goal was to bring participants together so they could get to know each other and network.

All participants gave brief presentations to tell the others about their goals and activities related to the 17 Sustainable Development Goals in the 2030 Agenda. The student initiatives *Students for Future* and *Sustainia* participated as did the Fairtrade working group, which includes members of all status groups. The Diversity Commission of the Faculty of Social Sciences and Cultural Studies was also involved. University administrative areas that work on sustainability topics also attended, including the Student Support Centre (SSC) and the Occupational and Environmental Safety unit.

Representatives from the faculties and institutes such as the Centre of Innovative Energy Systems (ZIES) presented their goals and specialisations connected with the United Nations' 17 Sustainable Development Goals.

Thirty people took part in the kick-off event, where it became clear that there were already a significant number of sustainability activities, working groups and stakeholders at HSD. The participants at the event agreed that developing HSD's Sustainability Strategy together was a good idea and an important step in making progress toward more sustainability at the university.

### **Sustainability Strategy Workshop**

On 2 February 2023, In-LUST invited all interested staff and students of the university to an open-format workshop for the sustainability strategy. In the workshop, participants helped create a comprehensive picture of potential sustainability goals at HSD as a starting point for the strategy development process. The workshop also gave the participants a chance to suggest their own ideas for the university's sustainability strategy and discuss them with each other. Thirty-five people participated in the open workshop.

In the exercise entitled 'Ideas and Reality', participants used moderation cards to write down what bothers them most about sustain-

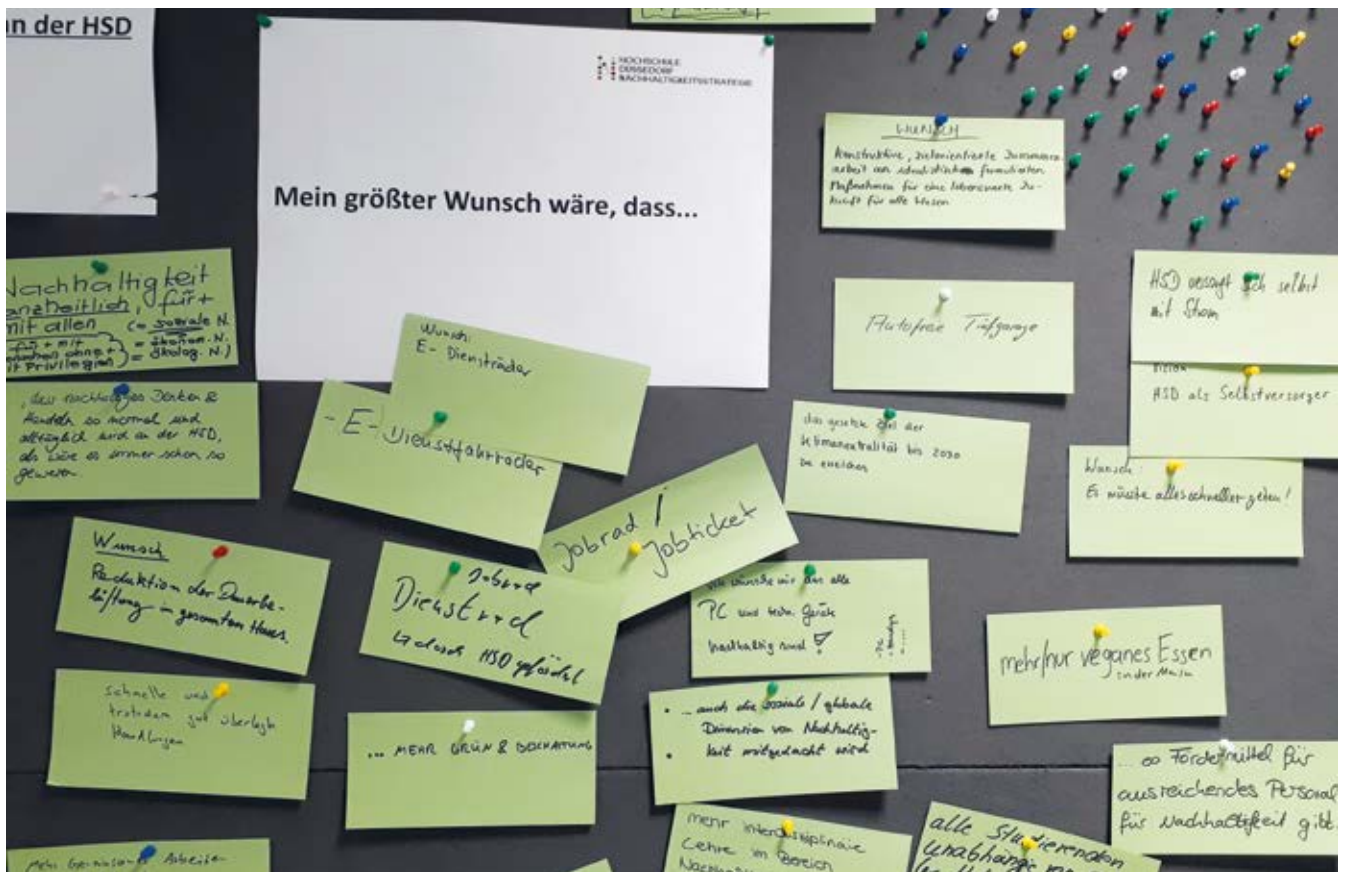


Fig. 9: Result of the 'Ideas and Reality' exercise on February 2, 2023

ability at HSD and what they most wish would happen. A total of 34 sources of sustainability problems in the status quo were identified along with 45 ideas for the future. Two ideas that were frequently named were the desire for healthier and more seasonal food in general and more vegetarian and vegan options in the Derendorf Campus canteen.

The Climate Action Manager presented the DG HochN's recommendations for the subsequent brainstorming session, showing specific examples of sustainability measures at other universities.

Participants split up into five working group tables, where they wrote down numerous goals and measures that would contribute to achieving one or more sustainability goals. After this, the goals and measures were assigned to the predetermined fields of action governance, education, research and knowledge transfer, and operations and could then be used to go into more depth in the topic working groups.

**Working Group Phase**

After the semester break, the working group phase began in April 2023. The coordination team contacted members of the university who were known to be interested in sustainability. To ensure that the



Fig. 10: Kick-off event – short presentation

Fig. 11: Kick-off event – pinboards with the 17 sustainability goals





Fig. 12: Kick-off event – group photo

Fig. 13: Kick-off event – moderator Prof. Dr. Reinhold Knopp and Dr. Sabine Evertz



student perspective was also included in the sustainability strategy, additional resources were provided for student participation. Two moderators were responsible for each working group. The coordination team provided an Excel template to the four working groups to ensure the results were recorded in a structured manner for each of the fields of action. After a four-week working phase, the coordination team looked through the initial results and gave the working groups feedback. The subsequent working group phase lasted two months and further developed the goals, including the feedback from the coordination team.

### **Revising the Results of the Working Groups**

The working groups came up with many different ideas and suggestions for strategic goals, operational goals and measures. The coordination team assigned them to the corresponding field of action, reviewed their feasibility and revised them together with In-LUST. At the final meeting on 26 October 2023, the coordination team presented the overview of the fields of action and gathered feedback from the working group members.

### **External Review**

The coordination team tasked the German Society for Sustainability at Higher Education Institutions (DG HochN) with writing an external review of the strategic and operative goals. Based on this feedback, the coordination team adapted the goals.

### **Advising and Approval Phase**

The catalogue of goals and measures was included in this strategy paper in 2024, then they were presented and discussed in the regular meeting between the Board of Management and the Deans followed by the University Senate and the University Council.





Das Handlungsfeld „Betriebsbereiche der HSD“

- Gestaltung des Campus und der Gebäude
- Beschaffungen (Büroartikel, Hardware)
- Personalmanagement
- Gebäudemanagement (Energieversorgung, Wirtschaftung der technischen Anlagen)
- Mensa, Cafeterien, Automaten und Verkauf
- Abfallmanagement (Recycling und Entsorgung)
- Mobilität von Beschäftigten und Studierenden

### ZIELE UND MASSNAHMEN

### ZIELE UND MASSNAHMEN

ESSENS„REISE“ ALS ZER MENSA

Vegane Ernährung in der Mensa

alte Sorten Obstbäume auf dem Campus anpflanzen

Entsorgeter... mehr Grün, Diversität

BAIMA-Arbeiten digital abgeben

Präsenzlehre - unsere Stärke als Motor sozialer Kompetenz & Innovation

mehr Begegnungsfläche

- Projekt Räume
- Aufenthaltsräume
- Gruppenarbeitsräume

GESUNDE ARBEITSRÄUMLICHKEITEN - ATMOSPHEREN

Pflicht-Teamprojekt zur Verfolgung einer konkreten Verbesserung gemäß SDG in jedem Studium

SEMINARE - GRUNDWISSEN NACHHALTIGKEIT FÜR ALLE FB'S

selebte PRAKTIK

Weniger Müll (Mensa, Studiercafé, Orga...)

RECYCLING-PAPIER ALS STANDARD

-Erfahren warum Auto über ÖPNV bevorzugt wird

Unflexibilität sollte nicht in gewissen Bereichen... (Hochschule)

Jobticket für Mitarbeiter\*innen

GOVERNANCE

„Governance“ wird die Steuerung und Regelung einer Gesellschaft/Verwaltung/Unternehmensbereichs... (Wikipedia)

Nachhaltigkeitsbüro einrichten (siehe Fortbildung für MAd Stud.)

# INVEST

in den Sozialen KIT

Personalwirtschaftliche Investition

5. Handlungsfeld

## BRAUCHEN WIR EIN WEITERES HANDLUNGSFELD?

### ZIELE UND MASSNAHMEN

2. Handlungsfeld

## FORSCHUNG & TRANSFER

Zum Handlungsfeld „Forschung & Transfer“

- Inhalte und Organisation von Forschungs- und Entwicklung
- Beantragung von Dritt- und Fördermitteln
- Patentangelegenheiten
- Organisation der Promotionsförderung
- Transfer von (Forschungs-)Ergebnissen: (u.a. in die (Berufs-) (Stadt-)Gemeinschaft, innerhalb der Wissenschaft)

Leitfrage für Transfer: Wie kann Wissenschaft durch Forschung von u.a. gesellschaftlichen Problemen beitragen?

### ZIELE UND MASSNAHMEN

SDG's mit Einschreibung anerkennen

Testo

Einstellungskriterium Fußabdruck: Home- und Umweltbewusst

Transfermanagement

BAUM-PATENSCHAFTEN -> WALDSCHUTZ

TIER-MENSCHEN-BEZIEHUNGEN

SHARPEY (bspw. Schilfen)

Wissenschaftliches Personal mehr Sicherheit / Beschäftigungsgarantie verschaffen

Forschungsprojekt "Nachhaltigkeit vs. Digitalisierung"

Teilnahme bei wirtschaftlichen Bereichen

EINFÜHRUNG PROMOTIONSSTEUERUNG

## Contributors

The following people and organisational units contributed to developing this strategy.

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### Coordination Team and Head of In-LUST

- > Oliver Bluszcz-Weinem
- > Dr. Sabine Evertz
- > Prof. Dr. Reinhold Knopp
- > Franziska Müller
- > Prof. Dr.-Ing. Eike Musall
- > Pia Ridderskamp

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### Organisational Units and Initiatives represented at the 2022 Kick-Off

- > United Nations Global Compact working group
  - > Diversity Commission of the Faculty of Social Sciences
  - > Enactus
  - > Faculty of Design
  - > Faculty of Social Sciences and Cultural Studies
  - > Faculty of Business Studies
  - > Sustainable Energy Economics field from the Faculty of Mechanical and Process Engineering
  - > Fairtrade working group (Fairtrade AG)
  - > In-LUST – Institute for Sustainable Urban Development
  - > Climate Action Management
  - > Staff Council for Technical and Administrative Staff (MTV)
  - > Board of Management
  - > ProVeg Düsseldorf
  - > Occupational and Environmental Safety unit
  - > Innovation in Higher Education Teaching unit
  - > Students for Future
  - > Sustainia
  - > Urban Gardening initiative
  - > Student Advisory and Counselling Service (ZSB)
  - > ZIES – Centre of Innovative Energy Systems
-

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**Working Group Members  
for the Four Fields of Action**

- > Dr. Michael Blens
- > Björn Brünink
- > Prof. Dr. Michael Bugge
- > Michael Diederich
- > Carolin Eirich
- > Kymon Ems
- > Britta Herkenrath
- > Patrick Hilland
- > Dr. Anke Hoffstadt
- > Fabian Ille
- > Prof. Dr. Reinhold Knopp
- > Annika Krüßmann
- > Sandra Lerchen
- > Lilian Lima
- > Sandra Lohmann
- > Prof. Dr. Konar Mutafoglu
- > Johannes Preuß
- > Elke Reher
- > Hanna Schwalm
- > Dr. Stephanie Spanu
- > Prof. Dr. Christian Voigt
- > Lukas Wellhausen

**More HSD members and people who were not  
members of HSD also participated in the workshop  
on 2 February 2023.**

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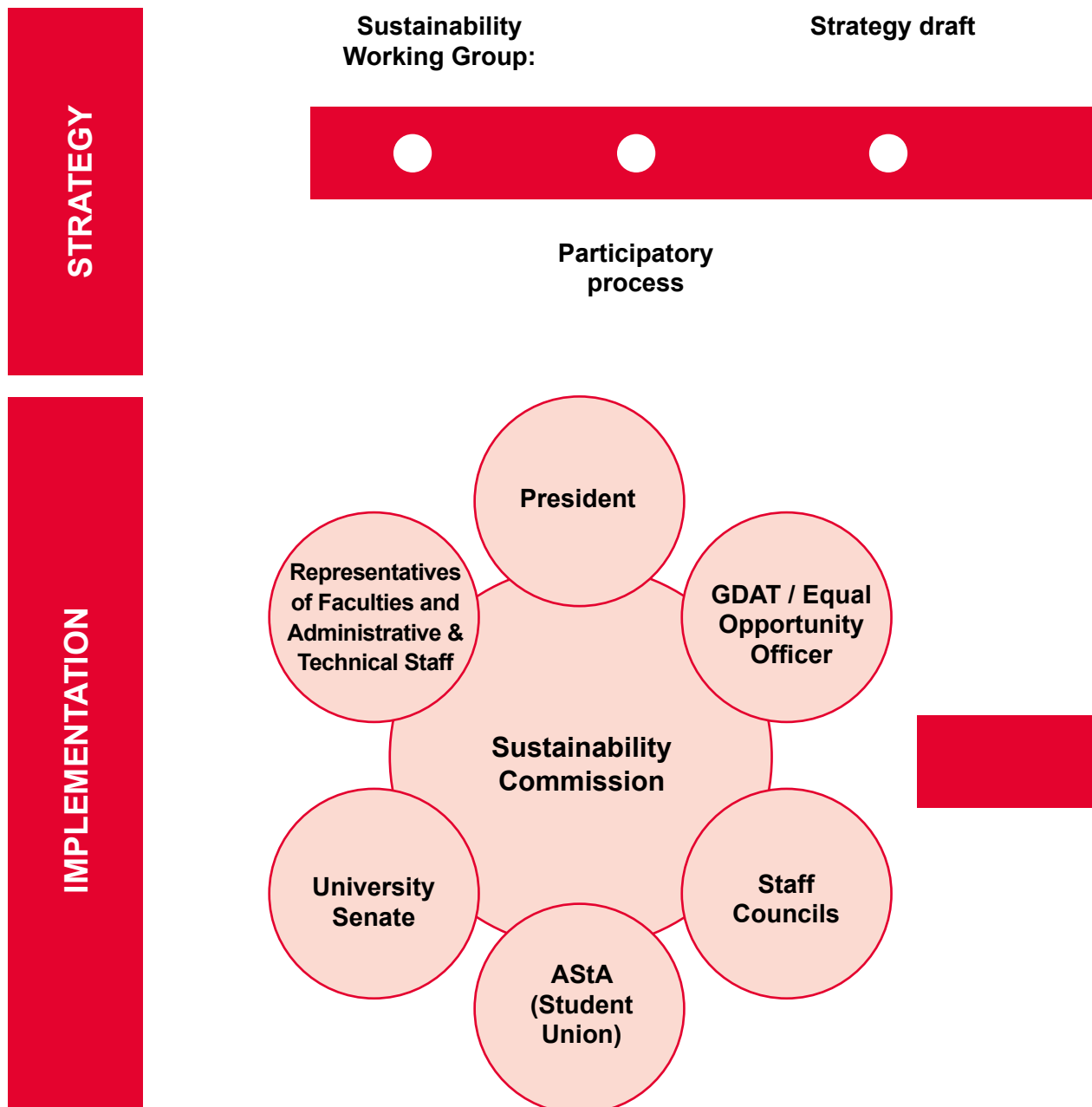
# IMPLEMENTING THE SUSTAINABILITY STRATEGY

## 5. IMPLEMENTING THE SUSTAINABILITY STRATEGY

HSD established a Sustainability Office to oversee implementation of the Sustainability Strategy. The Sustainability Office is part of the central facility In-LUST, which is active in research, teaching and knowledge transfer.

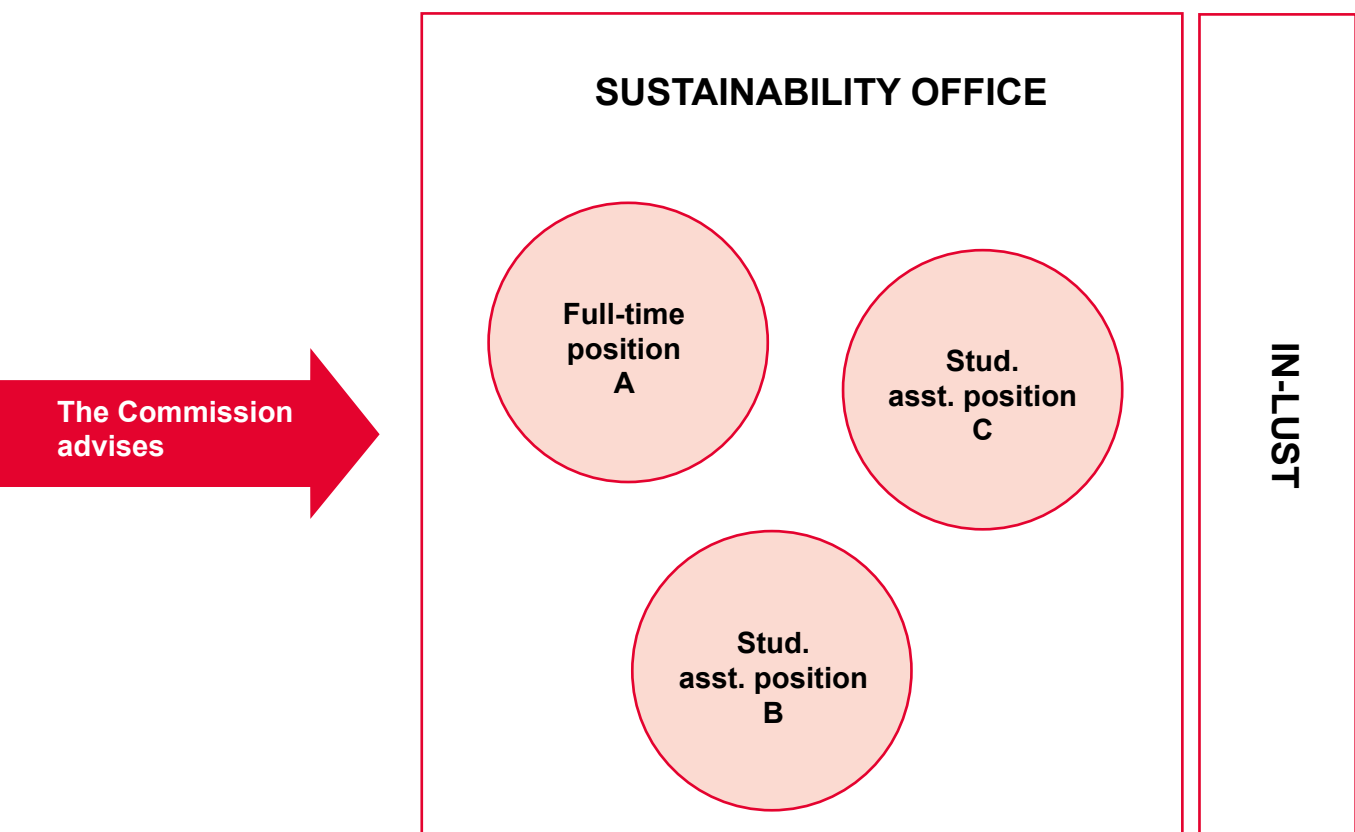
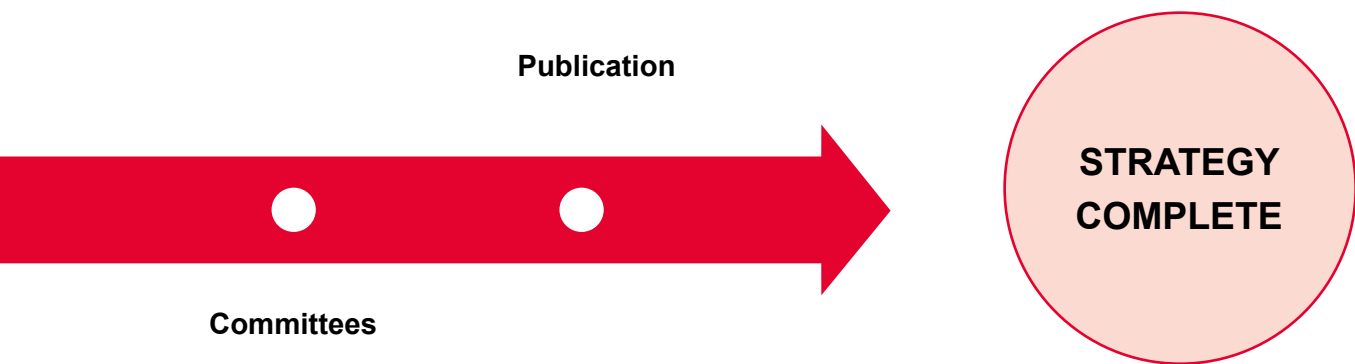
In-LUST's statutes from 2022 state that it is responsible 'for coordinating issues related to the Sustainability Strategy, sustainability and climate protection at HSD in close cooperation with the Board of Management and other initiatives in this area.'<sup>19</sup>

<sup>19</sup> Hochschule Düsseldorf (2022b, p. 2)



A **Sustainability Commission** is also founded to advise and assist the Sustainability Office. The Commission carries out strategic work and therefore includes members of all status groups.

The Sustainability Commission comprises the President, faculty representatives, representatives from the administrative and technical staff, the University Senate, AStA (student union), Staff Council members and the Equal Opportunity Officer and Head of the Gender Diversity Action Team. The Commission represents the interests of all university members as the university undertakes the transformation process toward becoming a more sustainable institution. In-LUST and the Sustainability Office will invite members of the Sustainability Commission to meetings at least once per semester.







# IN-LUST UND DIE HSD- NACHHALTIGKEITSSTRATEGIE

PROF. DR.-ING. EIKE MUSALL

FB ARCHITEKTUR UND  
LEITUNG IN-LUST

Universität Stuttgart  
Institut für Architektur und  
Bauphysik





# SUSTAINIA - STUDENTISCHE NACHHALTIGKEITSINITIATIVE HSD

HOCHSCHULE  
DUßEDORF  
NACHHALTIGKEITSSTRATEGIE

Anke Ebel

Unsere Ziele mit Bezug auf Nachhaltigkeit	UN-Nachhaltigkeitsziel
„Wir möchten mit unserer studentischen Initiative den Austausch und das gemeinsame Arbeiten an Veränderungsprozessen stärken, sowie Sensibilität schaffen und auf die Dringlichkeit der Lage aufmerksam machen“. ... um folgende Ziele an der Hochschule zu erreichen:	
Verankerung von Nachhaltigkeit als zentraler Bestandteil der Lehre	SDG 04 → Bildung
Nachhaltig produziertes Verpflegungsangebot an Hochschule + Mensa	SDG 12 → Konsumbewußtsein
Ressourcenschonender Campus-Betrieb	SDG 12 → Umweltschutz
Offene, partizipative, kommunikative und diverse Hochschulstrukturen	SDG 10 → Teilhabe und Gerechtigkeit
Einbeziehung der Zivilgesellschaft in die Hochschullandschaft	SDG 17 → Multi-Stakeholder-Ansatz
Gestärkte Gemeinschaft interdisziplinär & zw. allen Interessensgruppen	SDG 17 → Innovationen beschleunigen

Hochschule Düsseldorf  
University of Applied Sciences

Kick-Off HSD-Nachhaltigkeitsstrategie am 11.11.2022

25



Fig.16: Kick-off event – short presentation



Fig. 17: Kick-off event – moderator Prof. Dr. Reinhold Knopp and Anke Ebel

6

# STRUCTURE OF THE SUSTAINABILITY STRATEGY

## 6. STRUCTURE OF THE SUSTAINABILITY STRATEGY

The core of the Sustainability Strategy is the action plan that includes strategic and operative goals as well as recommendations for measures. These provide a strategic manual for implementing a whole-institution approach to embed sustainability in the university as part of the 2030 Agenda.

In-LUST established the four fields of action based on the DG HochN's recommended actions from April 2021<sup>20</sup> and on the fields of action in HSD's University Development Plan 2023 – 2028<sup>21</sup>.

In contrast to the DG HochN structure, however, HSD decided to use 'education' as the title for the field of action that covers its core task of teaching. This ensures that the field of action is not limited to curricular teaching but instead also covers extracurricular educational services. HSD also combined 'research' and 'transfer' into one field of action.

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### The action plan includes:

- for each of the four fields of action (governance, education, research and knowledge transfer, and operations)
  - a hierarchical system of goals
    - made up of strategic goals and
    - operational goals as well as
  - recommended measures to meet the goals.
- 

The measures in the action plan are attached to this Strategy. They are to be seen as recommendations and are not part of the decision by the Board of Management, in contrast to the strategic and operational goals.<sup>22</sup>

<sup>20</sup> German Society for Sustainability at Higher Education Institutions (DG HochN) (2021)

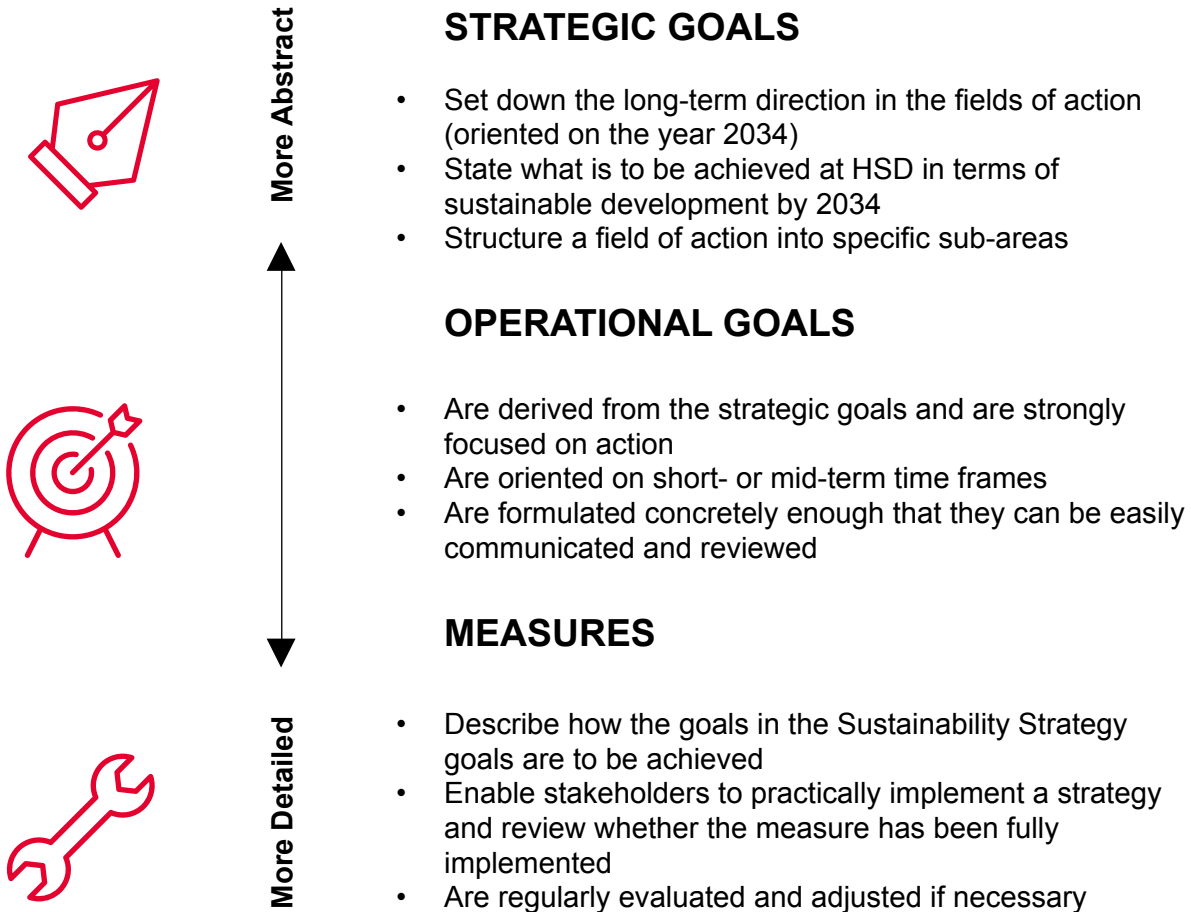
<sup>21</sup> Hochschule Düsseldorf – University of Applied Sciences (2022a)

<sup>22</sup> When we created the Climate Action Concept, the individual measures were also not passed together with the concept but instead were passed and implemented in a step-by-step process based on available opportunities and resources.

We will not be able to tell whether the measures can be implemented as they are recommended until the implementation process has started. It is possible that we will need to make dynamic corrections.

Adjustments and changes to the measures could be necessary based on new findings, funding issues, capacity reasons or changes to legal regulations, for example.

**SUSTAINABILITY STRATEGY:  
STRUCTURE OF THE ACTION PLAN**



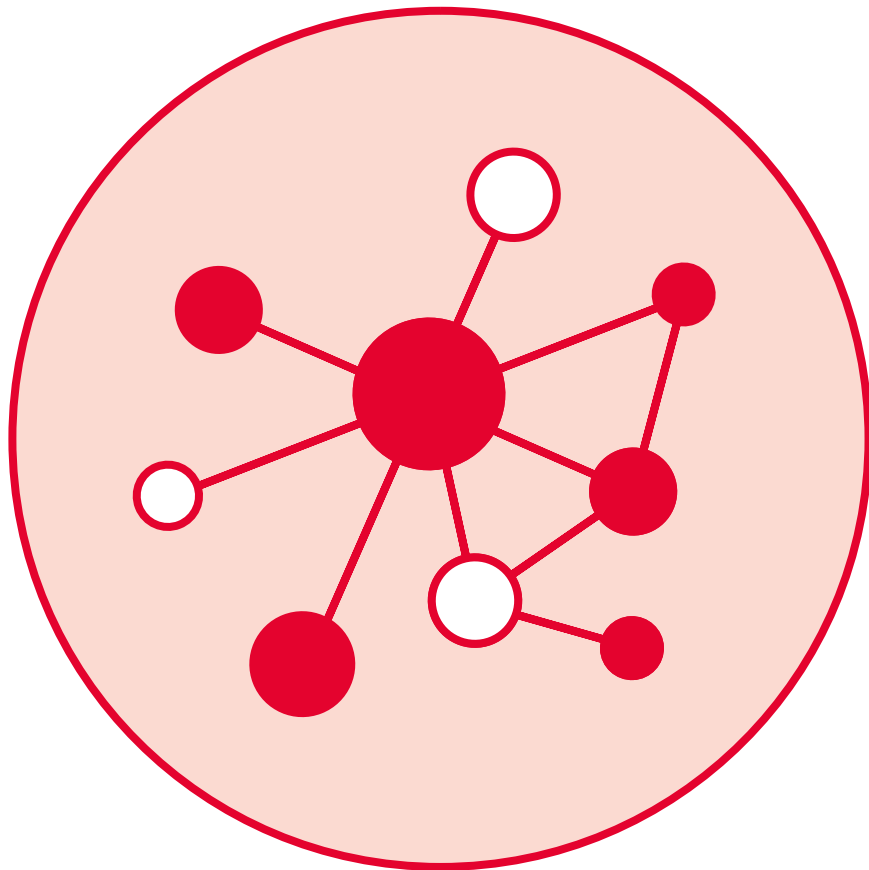
Field of Action	Abbreviation
Governance	GO.
Education (German: <i>Bildung</i> )	BI.
Research and Knowledge Transfer (German: <i>Forschung und Transfer</i> )	FT.
Operations (German: <i>Betrieb</i> )	BE.

The abbreviations for the fields of action correspond to the abbreviations in the German version of the sustainability strategy.

7



# FIELD OF ACTION: GOVERNANCE

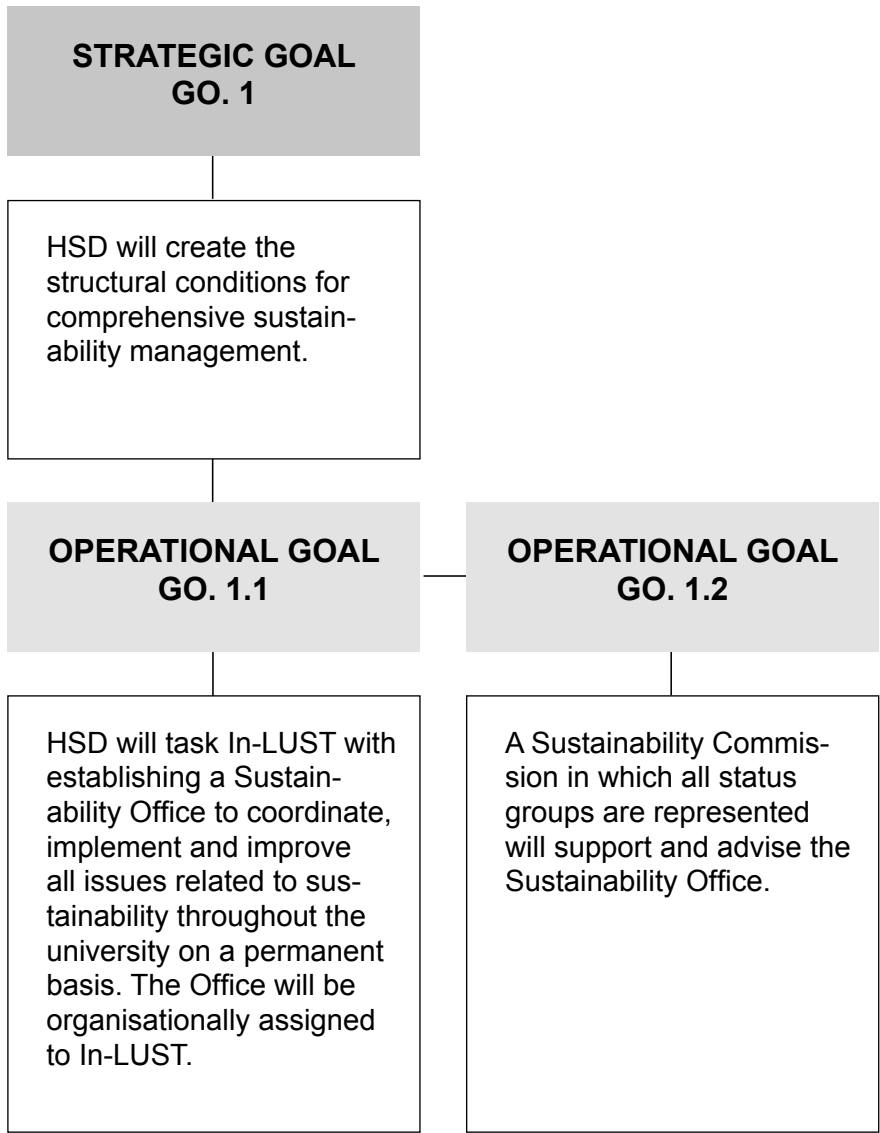


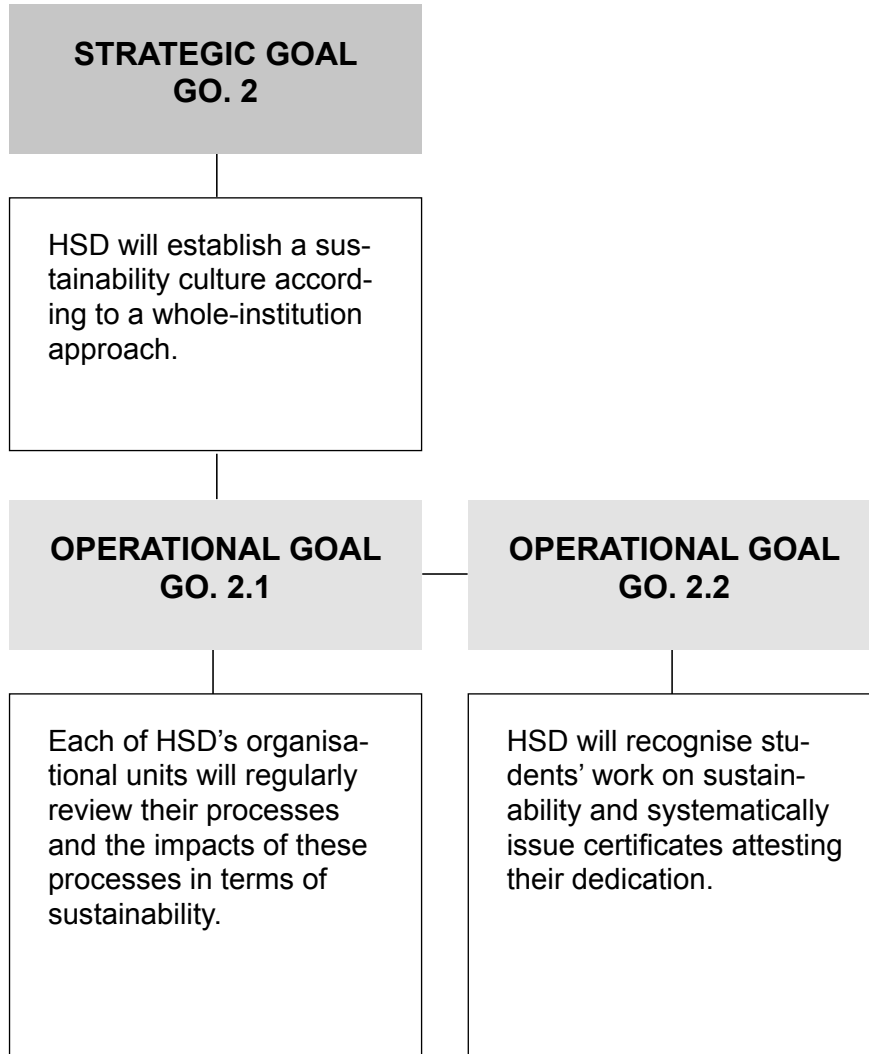
## 7. SUSTAINABILITY IN THE FIELD OF ACTION 'GOVERNANCE' (GO.)

### OVERVIEW OF THE FIELD OF ACTION 'GOVERNANCE'

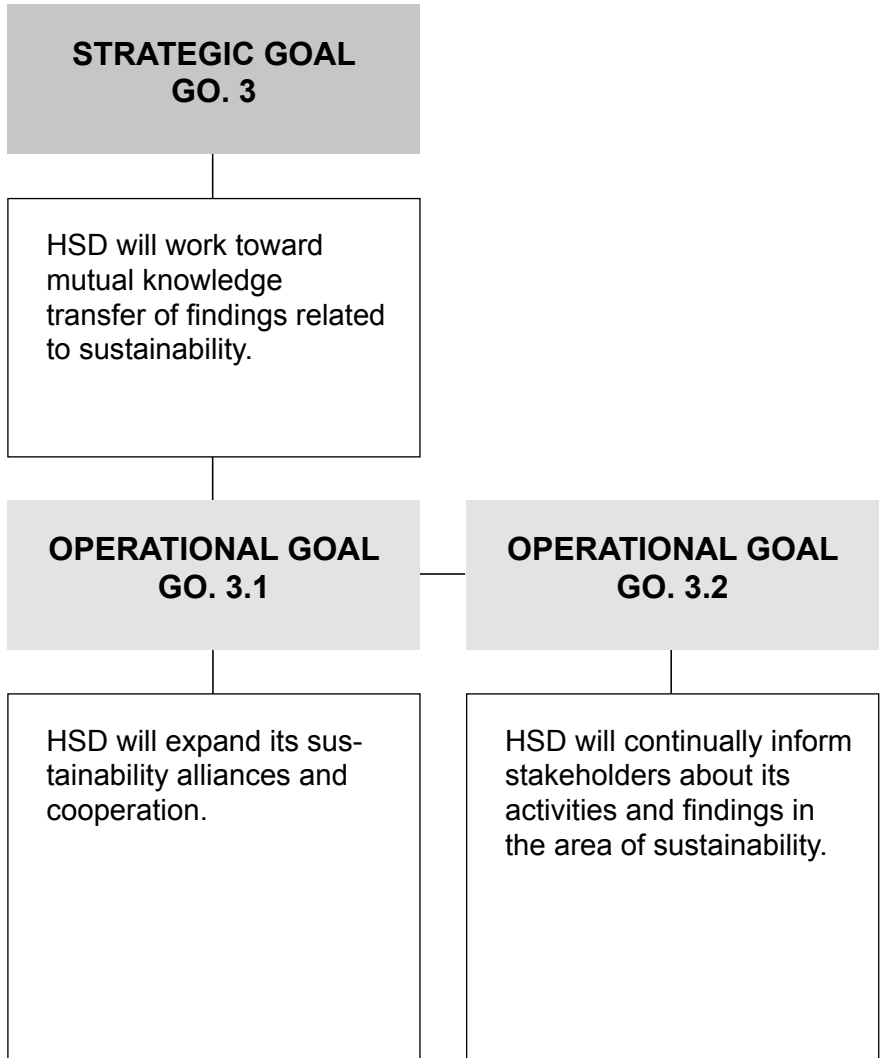
Strategic Goals		Operational Goals	
1	<b>Establish sustainability management</b>	Establish Sustainability Office	Found Sustainability Commission
2	<b>Sustainability culture</b>	Regular review of the structures and processes	Recognition of work in the area of sustainability
3	<b>Transfer findings related to sustainability</b>	Alliances and cooperation	Providing information

**FIELD OF ACTION ‘GOVERNANCE’ (GO.)**



**FIELD OF ACTION 'GOVERNANCE' (GO.)**

**FIELD OF ACTION 'GOVERNANCE' (GO.)**





# FIELD OF ACTION: EDUCATION





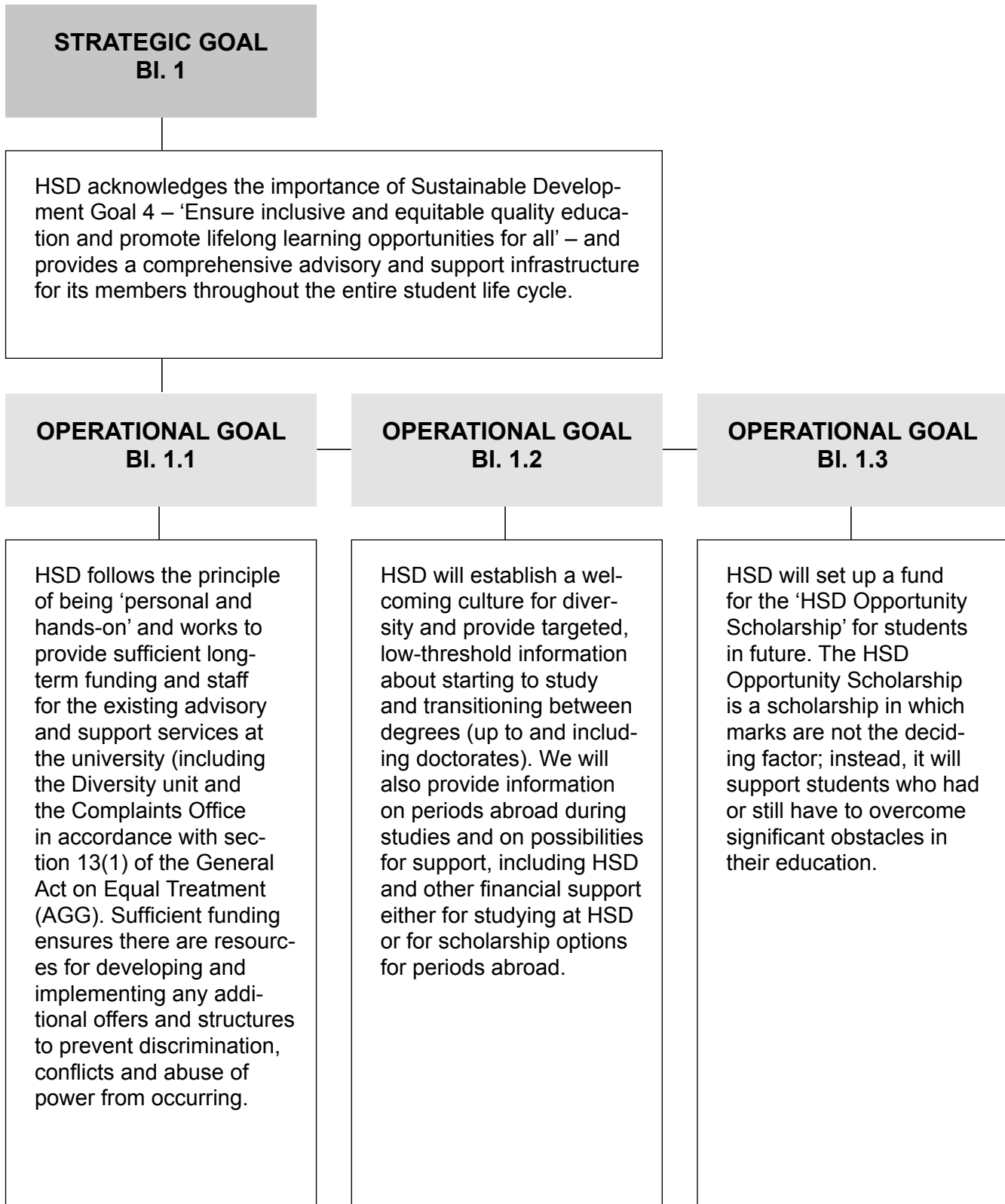


## 8. SUSTAINABILITY IN THE FIELD OF ACTION 'EDUCATION' (BI.)

### OVERVIEW OF THE FIELD OF ACTION 'EDUCATION'

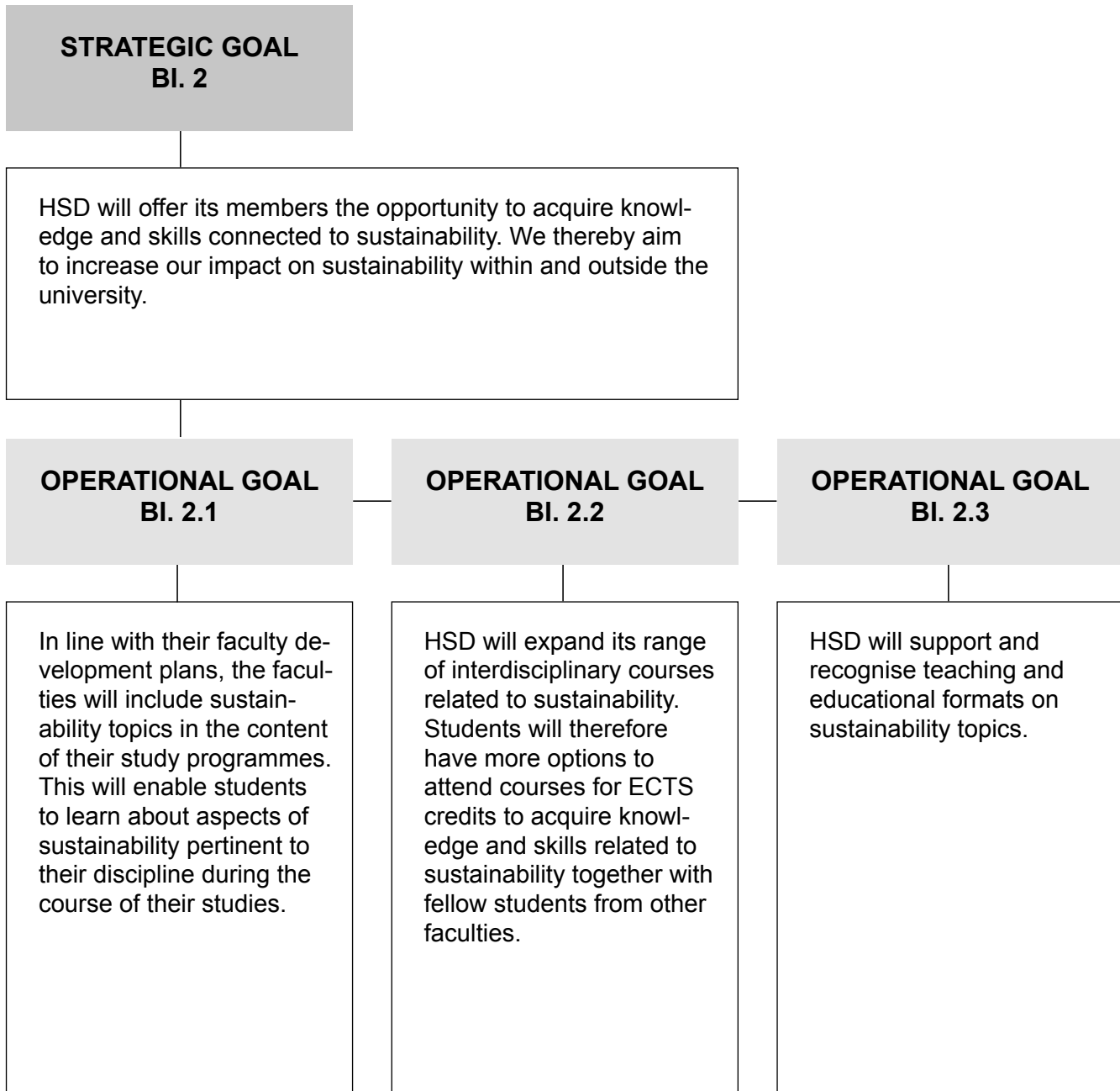
Strategic Goals		Operational Goals					
1	<b>SDG 4 – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>	Offer support and advice in cases of discrimination, conflict and abuse of power	Provide low-threshold information on studying and the transition period between study phases	HSD Opportunity Scholarship	Support for the final study period		
2	<b>Teach knowledge and skills related to sustainability</b>	Establish sustainability in every study programme	Expand the range of interdisciplinary study programmes related to sustainability	Support teaching and educational formats on the topic of sustainability	Offer more educational services on sustainability	Introduce a specialisation in sustainable development	Add sustainability courses to the training programme

## FIELD OF ACTION 'EDUCATION'



**OPERATIONAL GOAL  
BI. 1.4**

HSD will create offers to support students in their final study period.

**FIELD OF ACTION 'EDUCATION'**

**OPERATIONAL GOAL  
BI. 2.4**

In addition to the interdisciplinary range of courses on sustainability topics, HSD will establish educational offers on sustainability that go beyond its study programmes.

**OPERATIONAL GOAL  
BI. 2.5**

HSD will look into possibilities for introducing 'sustainability' or 'sustainable development' as a specialisation offered jointly by multiple faculties.

**OPERATIONAL GOAL  
BI. 2.6**

As part of the university's own training programme, HSD will enable staff members to acquire knowledge and skills related to sustainability.



# FIELD OF ACTION: RESEARCH AND KNOWLEDGE TRANSFER



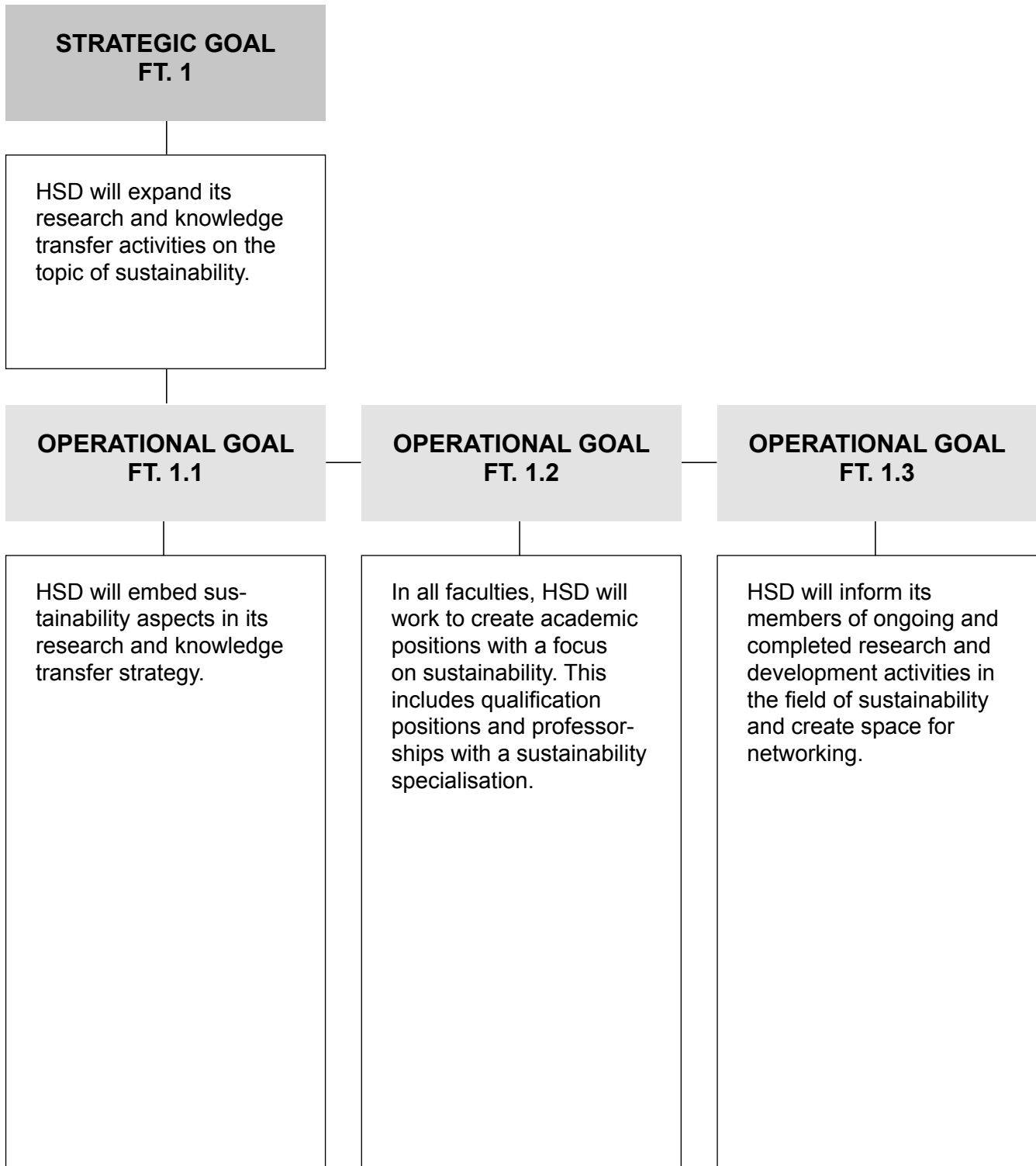




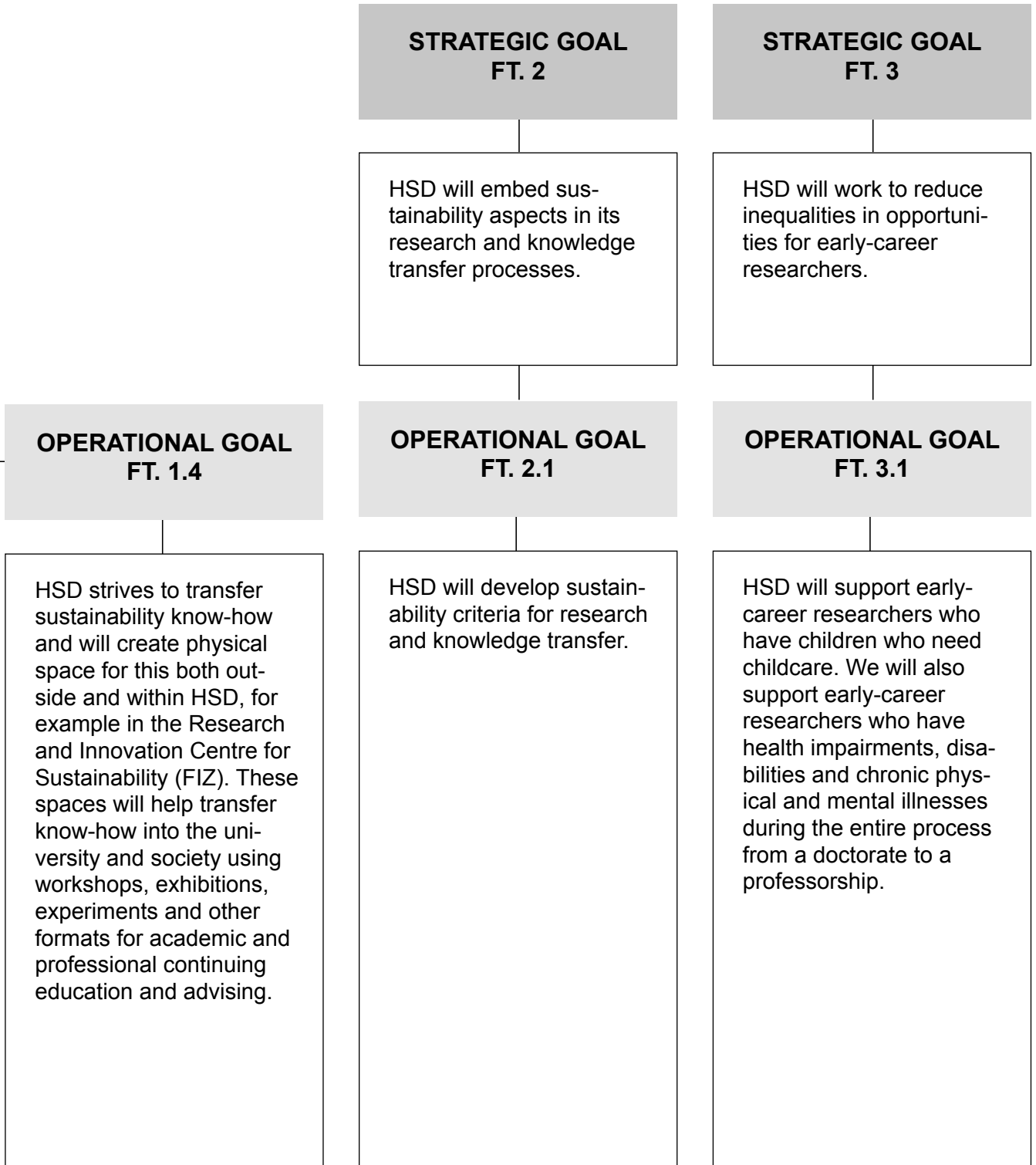
## 9. SUSTAINABILITY IN THE FIELD OF ACTION 'RESEARCH AND KNOWLEDGE TRANSFER' (FT.)

### OVERVIEW OF THE FIELD OF ACTION 'RESEARCH AND KNOWLEDGE TRANSFER'

Strategic Goals		Operational Goals			
1	<b>Sustainability as a focus of research and knowledge Transfer</b>	Anchoring sustainability in the Research and Knowledge transfer Strategy	Academic positions and professorships with a sustainability specialisation	Information on sustainability research and networking	Transferring sustainability know-how within HSD and to society
2	<b>Considering sustainability aspects in research and knowledge transfer processes</b>	Sustainability criteria for research and knowledge transfer			
3	<b>Reducing inequalities in opportunities for early-career researchers</b>	Many different forms of support for early-career researchers			

**FIELD OF ACTION 'RESEARCH AND KNOWLEDGE TRANSFER'**

**FIELD OF ACTION 'RESEARCH AND KNOWLEDGE TRANSFER'**



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# FIELD OF ACTION: OPERATIONS

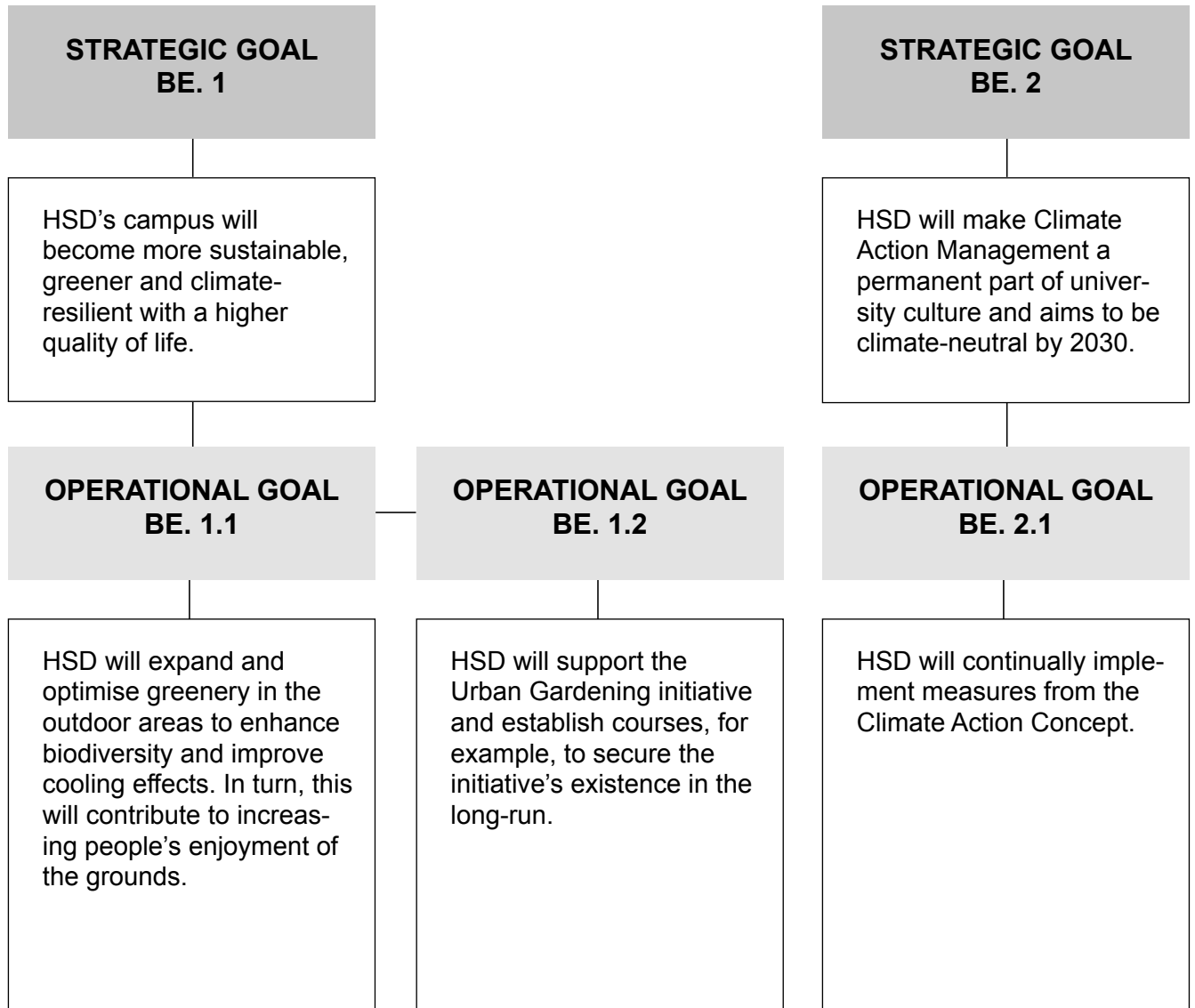


## 10. SUSTAINABILITY IN THE FIELD OF ACTION 'OPERATIONS' (BE.)

### OVERVIEW OF THE FIELD OF ACTION 'OPERATIONS'

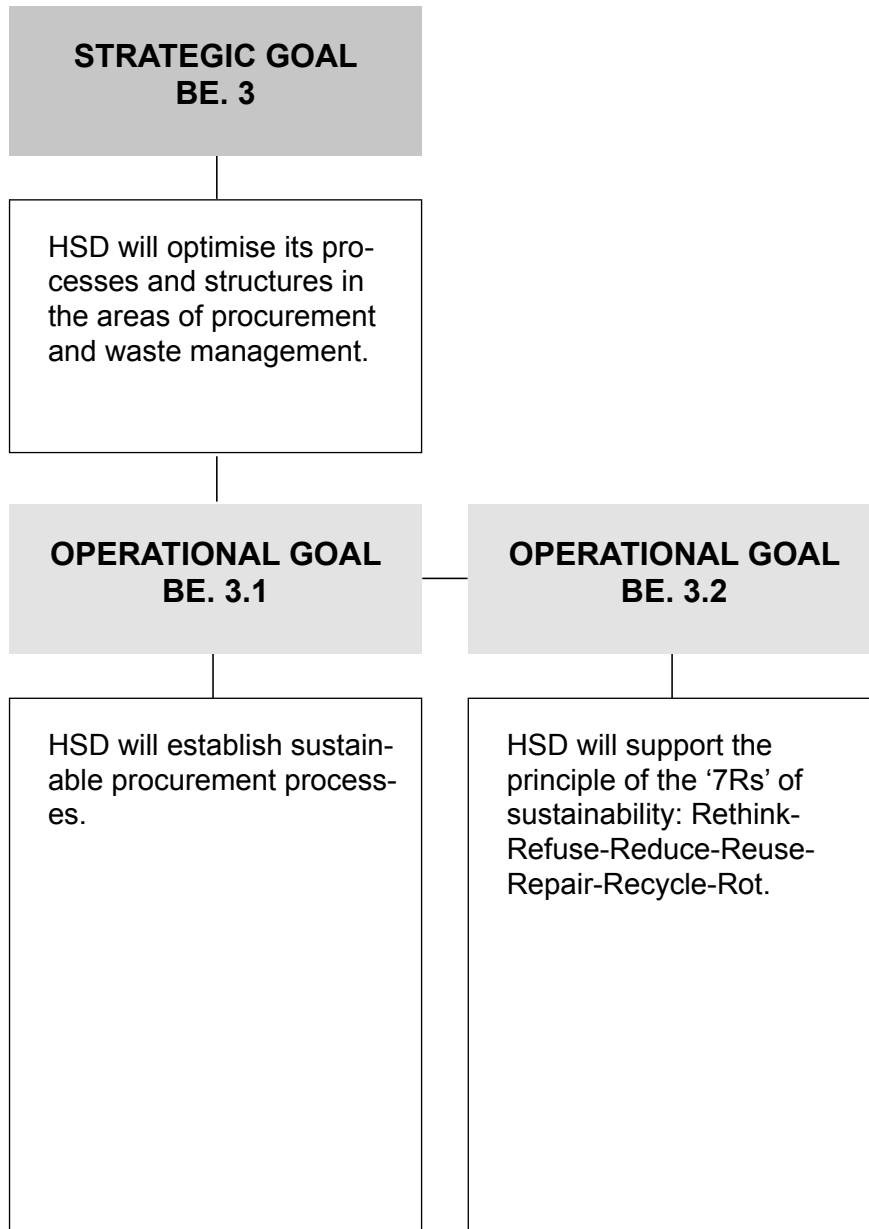
Strategic Goals		Operational Goals				
1	<b>Green campus</b>	Plants in outdoor areas	Urban gardening			
2	<b>Climate protection</b>	Implementing climate action concept				
3	<b>Procurement and waste management</b>	Sustainable procurement	Seven 'R's' of sustainability			
4	<b>Mobility</b>	Mobility, e-mobility, and public transport	Environmentally friendly business trips			
5	<b>Nutrition</b>	Canteen: healthy and climate-friendly	Fair products on campus			
6	<b>Diversity</b>	Counselling services and support	Accessibility	Information and training	Gender-sensitive appointment management	Developing an inclusive mobility concept for outgoing and incoming students
7	<b>Good employment conditions</b>	Compatibility of family and working life	Secure and just employment relationships	More offers for staff development	Health promotion	

**FIELD OF ACTION ‘OPERATIONS’**



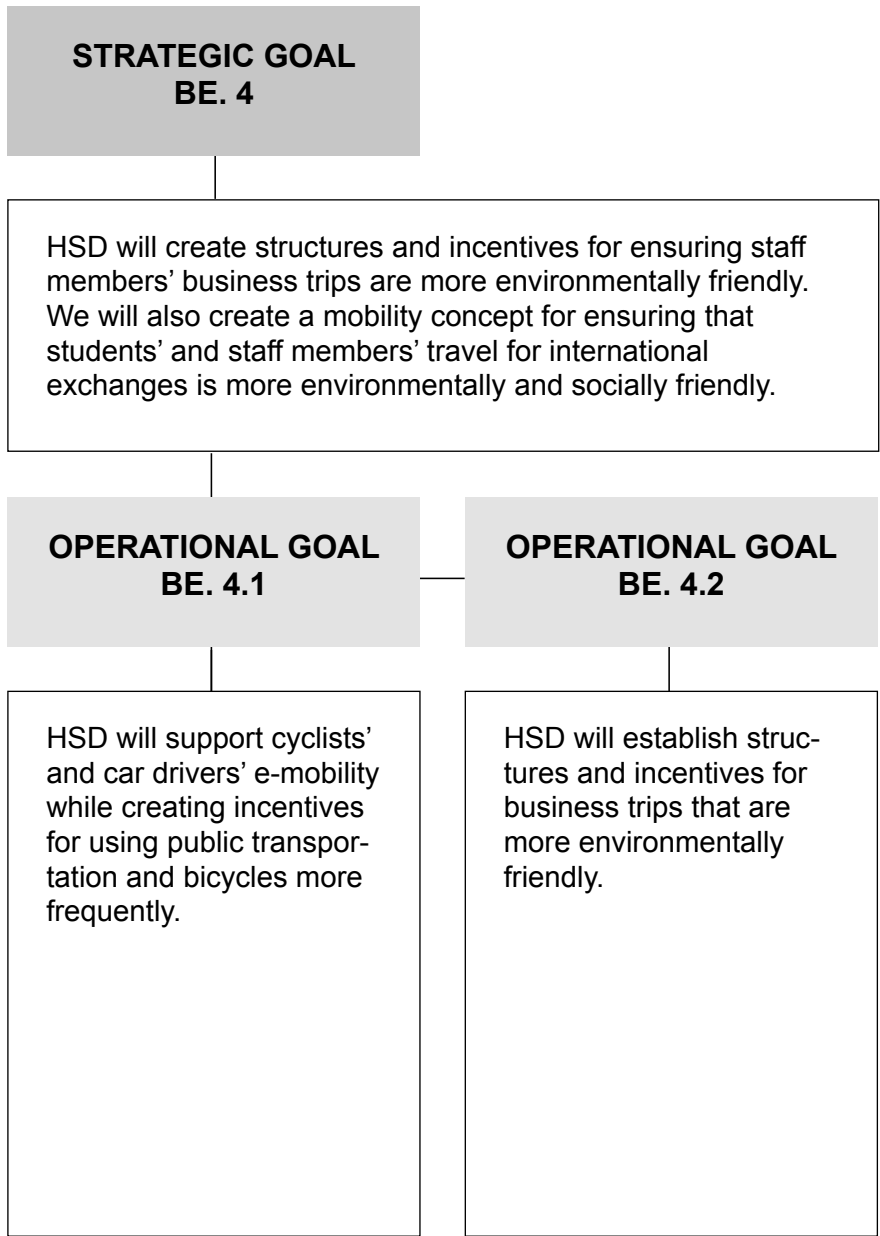
**OVERLAPS: SUSTAINABILITY STRATEGY AND CLIMATE ACTION CONCEPT**

In the ‘Operations’ field of action, nearly all strategic goals overlap with HSD’s integrated Climate Action Concept. This includes areas such as energy and mobility, for example. To limit duplications and repetitions, not all measures have been included in the ‘Operations’ field of action that are already listed in HSD’s Climate Action Concept.

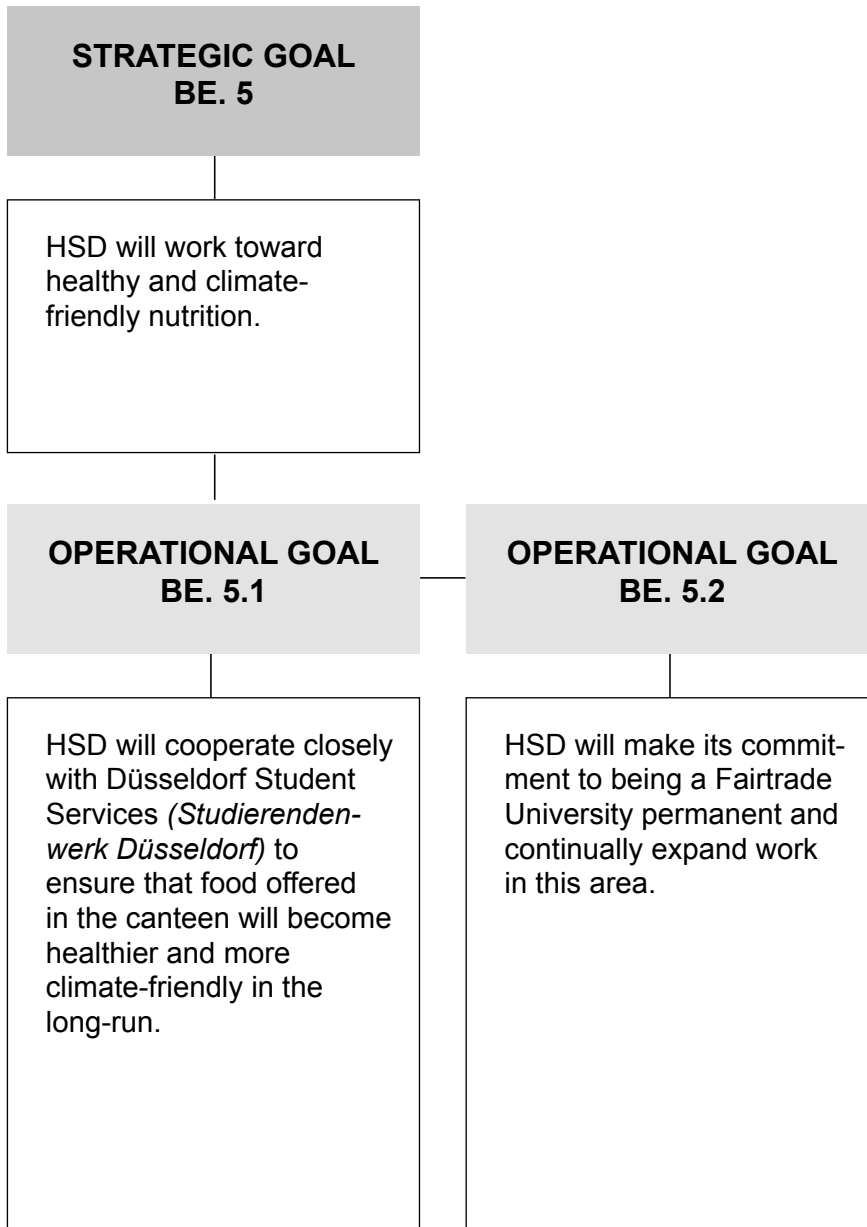
**FIELD OF ACTION 'OPERATIONS'**



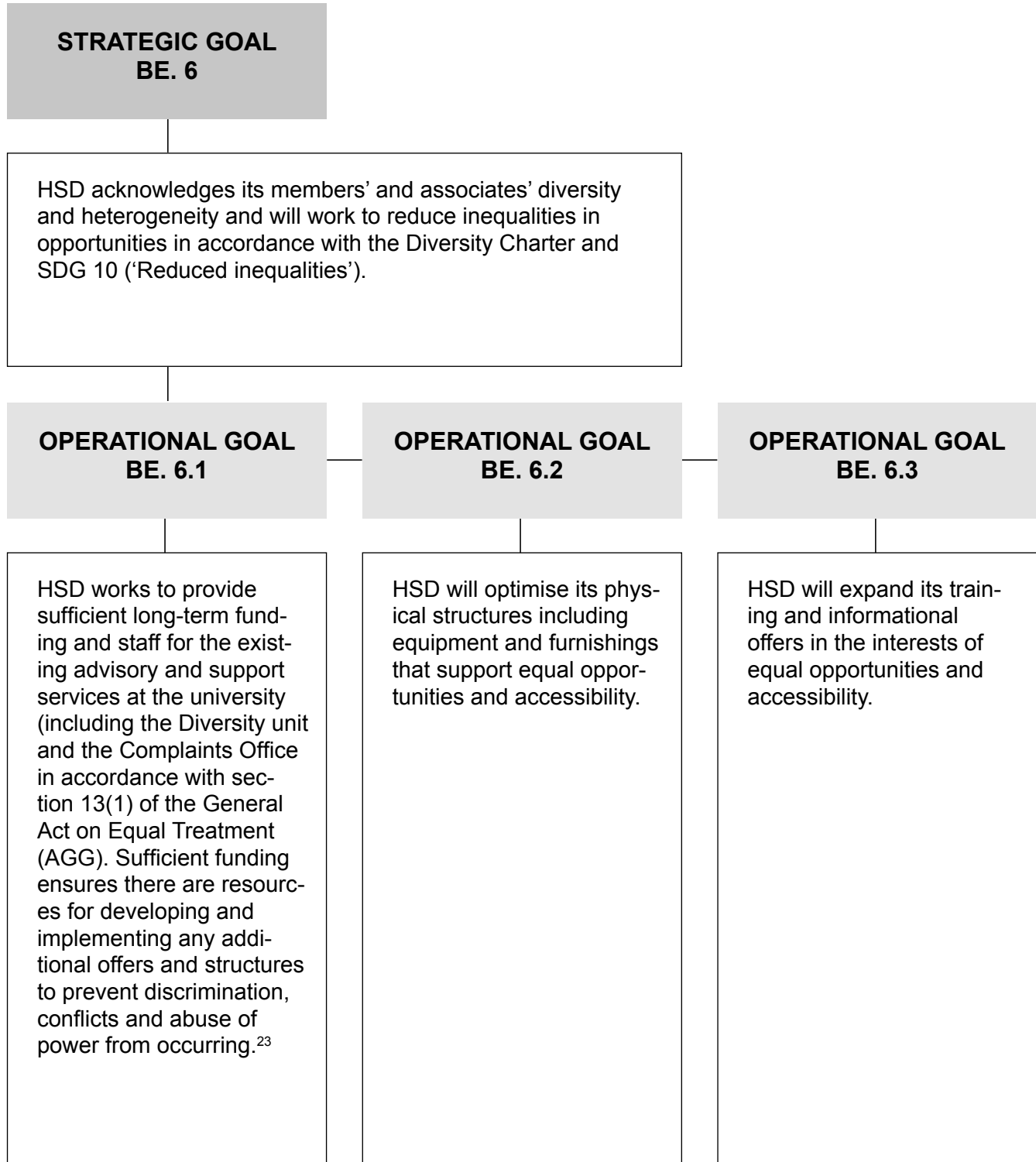
**FIELD OF ACTION ‘OPERATIONS’**

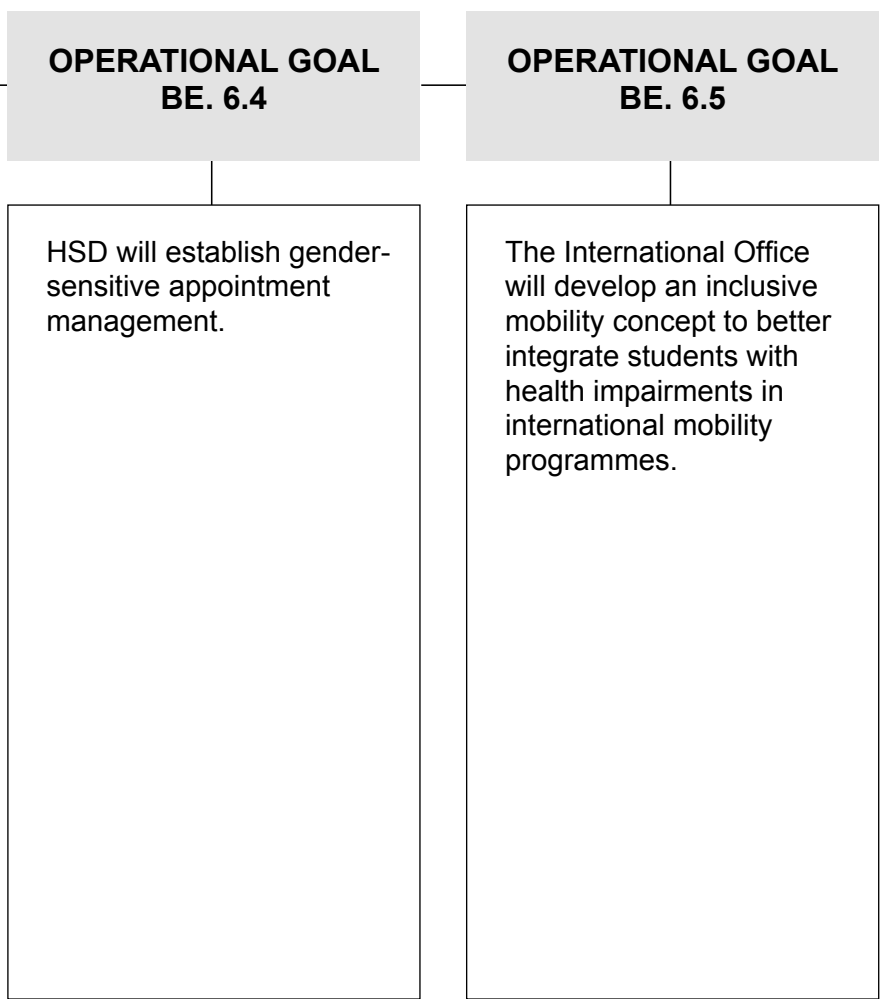




**FIELD OF ACTION 'OPERATIONS'**

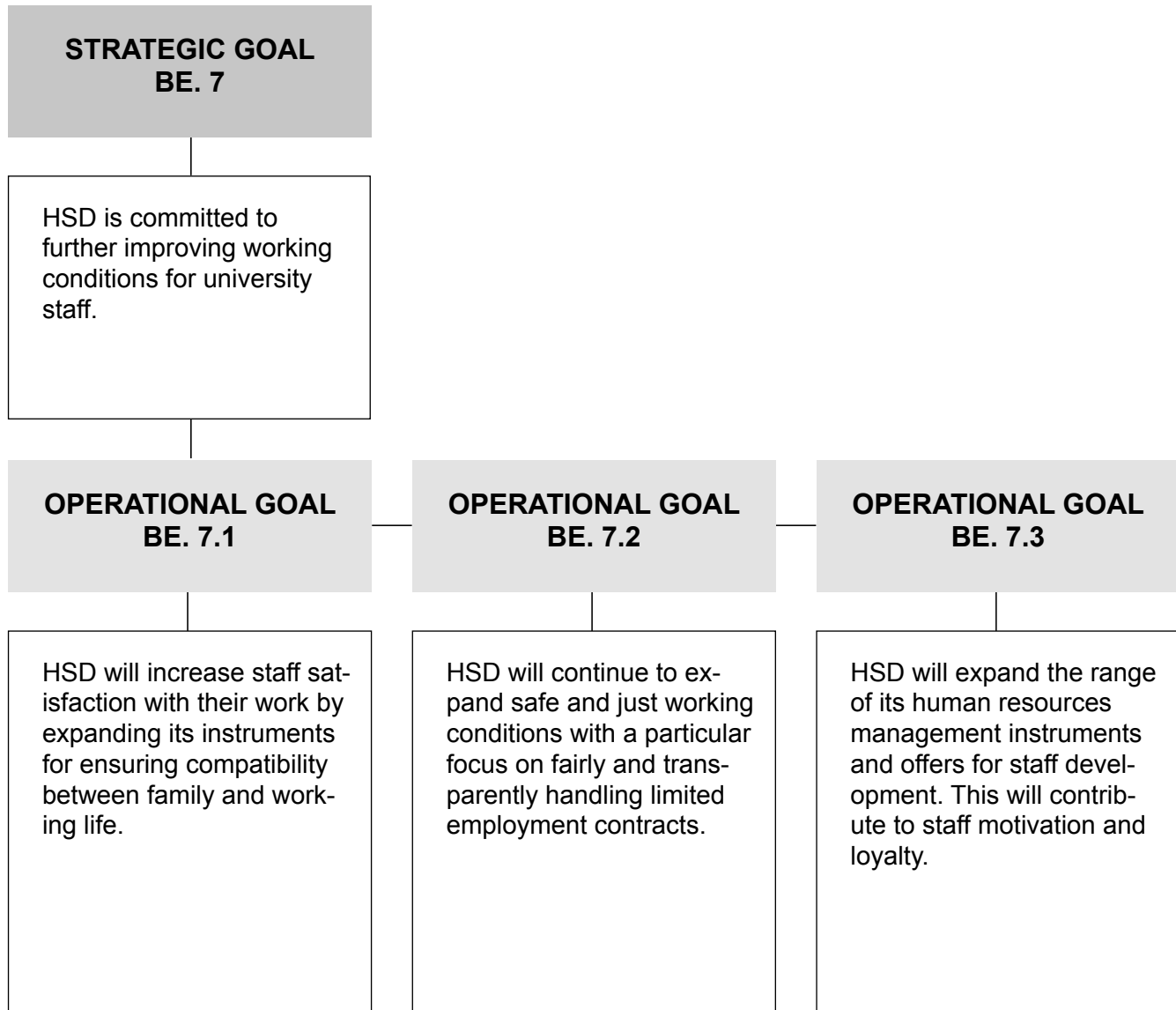
**FIELD OF ACTION ‘OPERATIONS’**





<sup>23</sup> This operational goal is included twice in the Sustainability Strategy (Education 1.1 and Operations 6.1). The goal was assigned to the 'Education' field of action to emphasise that reducing inequalities in opportunities is a basic requirement for successfully completing a study programme. At the same time, the 'Operations' field of action covers the support and counselling services listed here.

## FIELD OF ACTION 'OPERATIONS'



**OPERATIONAL GOAL  
BE. 7.4**

HSD will continue to integrate the university's health management programme into university processes.



Fig. 18: Workshop on the sustainability strategy – 'Ideas and Reality' exercise





Fig. 19: Workshop on the sustainability strategy – the participants wrote down numerous goals and measures on moderation cards at five working group tables.



# LIST OF ABBREVIATIONS



<b>AStA</b>	Student Union ( <i>Allgemeiner Studierenden-Ausschuss</i> )
<b>BMBF</b>	German Federal Ministry of Education and Research ( <i>BMBF: Bundesministerium für Bildung und Forschung</i> )
<b>DG HochN</b>	German Society for Sustainability at Higher Education Institutions ( <i>DG HochN: Deutsche Gesellschaft für Nachhaltigkeit an Hochschulen e.V.</i> )
<b>ESD</b>	Education for Sustainable Development
<b>FB</b>	Faculty ( <i>FB: Fachbereich</i> )
<b>FB SK</b>	Faculty of Social Sciences and Cultural Studies
<b>FIZ</b>	Research and Innovation Centre for Sustainability ( <i>FIZ: Forschungs- und Innovationszentrum für Nachhaltigkeit</i> )
<b>HAW</b>	University of Applied Sciences ( <i>HAW: Hochschule für Angewandte Wissenschaften</i> )
<b>HEP</b>	University Development Plan ( <i>HEP: Hochschulentwicklungsplan</i> )
<b>HRK</b>	German Rectors' Conference ( <i>HRK: Hochschulrektorenkonferenz</i> )
<b>In-LUST</b>	Institute for Sustainable Urban Development ( <i>In-LUST: Institut für lebenswerte und umweltgerechte Stadtentwicklung</i> )
<b>LRK HAW</b>	State Rectors' Conference for the Universities of Applied Sciences ( <i>LRK HAW: Landesrektor_innenkonferenz der Hochschulen für Angewandte Wissenschaften e.V.</i> )
<b>MTV</b>	Staff Council for Technical and Administrative Staff ( <i>MTV: Mitarbeiterinnen und Mitarbeiter in Technik und Verwaltung</i> )
<b>NAW.NRW</b>	Sustainability Alliance for Applied Sciences North Rhine-Westphalia ( <i>NAW.NRW: Nachhaltigkeitsallianz für angewandte Wissenschaften NRW</i> )
<b>RIS</b>	Research Information System
<b>SDGs</b>	Sustainable Development Goals
<b>SSC</b>	Student Support Centre
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>WCED</b>	World Commission on Environment and Development
<b>ZIES</b>	Centre of Innovative Energy Systems
<b>ZWEK</b>	Centre for Training and Competence Development



# GLOSSAR

**2030 Agenda**

Final document from the UN summit on 25 September 2015 in New York that emphasised the necessity of a global transformation towards sustainable development and included specific goals (Sustainable Development Goals).

**All-gender restrooms**

All-gender restrooms are sanitary facilities that can be used by anyone regardless of their gender features and gender identity.

**Brundtland Report**

Report from the World Commission on Environment and Development (WCED) in 1987 with the title 'Our common future', but is often referred to by the name of the Commission's chairperson, Gro Harlem Brundtland. In this report, a common definition of sustainable development was formulated for the first time.

**Curriculum-based instruction and extracurricular educational services**

Curriculum-based means something is based on a syllabus or specific course of instruction. Curriculum-based instruction refers to structured processes of teaching and learning that are set down in a course of instruction (curriculum). Extracurricular educational services are offers that are not part of a regular curriculum. In contrast to compulsory courses, compulsory elective courses, and elective courses, students usually cannot earn any credit points (CPs) in the extracurricular offers because these are not part of the curriculum and are therefore optional. Students may choose to take advantage of the extracurricular offers voluntarily and in addition to their regular courses.

**Diversity Charter**

'The Charta der Vielfalt is a corporate initiative to promote diversity in companies and institutions. It was initiated in December 2006 by four companies and is supported by the Commissioner for the Federal Government for Migration, Refugees and Integration, State Minister Reem Alabali-Radovan. The initiative aims to promote the recognition, appreciation and integration of diversity into Germany's business culture.'<sup>24</sup>

**Education for Sustainable Development (ESD)**

Education for sustainable development refers to a type of education that empowers people to think and act with the future in mind. ESD enables all people to understand the impacts their actions have on the world and to take responsible, sustainable decisions. The concept of education for sustainable development arose from the goals in Agenda 21, which was passed at the United Nations' Earth Summit held in June 1992 in Rio de Janeiro.

<sup>24</sup> Charta der Vielfalt e. V. (2024)



### **Hochschulen NRW – Landesrektor\_innenkonferenz der Hochschulen für Angewandte Wissenschaften e.V. (universities of applied sciences in NRW – state rectors’ conference for the universities of applied sciences)**

The 21 state universities of applied sciences and private universities that receive funding from the state have joined together in the state rectors’ conference for the universities of applied sciences in NRW, which represents the HAWs’ interests. It is active in university politics, contributing to decision-making processes at the state and federal level to work towards the best possible conditions for universities of applied sciences in NRW. In the association, the universities are represented by their respective rector or president.<sup>25</sup>

### **HSD’s Understanding of Diversity**

HSD takes a holistic view of diversity. ‘As a cross-cutting topic that affects all areas of university life, we must respect and appreciate people’s diversity in terms of their heritage, cultural and family background, gender, physical and mental abilities, individual lifestyles and the associated ways of life as well as the experiences, talents and interests that go along with this diversity.’<sup>26</sup>

HSD’s Diversity Management relies on ‘measures to raise awareness among staff and students of the university on aspects of unequal treatment. At the same time, these measures recognise and advance potential arising from the heterogeneity that already exists at the university.’<sup>27</sup>

### **Intellectual property**

Intellectual property (IP) refers to intellectual creations such as inventions, literary and artistic works, designs as well as symbols, names and images that are used commercially. A person’s right to their intellectual property is legally protected as an exclusive right to an intangible asset. There are four types of intellectual property rights: copyright, patents, trademarks and design.

### **Planetary health diet**

The planetary health diet is a research-based diet that has the goal of providing healthy and sustainable nutrition to a global population of ten billion people in the year 2050. The planetary health diet was developed by an international team of researchers, the EAT-Lancet Commission. In the EAT-Lancet Commission, the non-governmental organisation EAT joined up with The Lancet, one of the world’s leading medical journals. The aim was to establish a scientific basis for transforming global nutrition. In January 2019, the results were published in The Lancet. The planetary health diet’s recommendations apply worldwide, but they are flexible enough that they can be adapted to various cultural traditions and eating habits.

<sup>25</sup> See the Landesrektor\_innenkonferenz der Hochschulen für Angewandte Wissenschaften e.V. (state rectors’ conference for universities of applied sciences) (n.d.)

<sup>26</sup> Hochschule Düsseldorf – University of Applied Sciences (2020)

<sup>27</sup> Hochschule Düsseldorf – University of Applied Sciences (2020)

### **Sustainable Development Goals**

System of goals for sustainable development that was passed by the UN General Assembly in September 2015 with the 2030 Agenda. It includes 17 goals, 169 targets and over 230 indicators.

### **The '7Rs' of sustainability**

The principles of the 7Rs of sustainability (rethink, refuse, reduce, reuse, repair, recycle, and rot) are based on a waste management approach: the principle of the 3Rs (reduce, reuse, recycle).<sup>28</sup> In recent years, this approach was taken up, expanded and made known by zero-waste and other initiatives. Bea Johnson, a pioneer of the zero-waste movement, states in her blog articles and books that she follows the principle of the 5Rs (refuse, reduce, reuse, recycle, rot).<sup>29</sup> The recycling industry often uses the 9R model (refuse, rethink, reduce, reuse, repair, refurbish, remanufacture, repurpose, recycle), which is an enhancement of the 3R model. The goal of all of these R strategies is to 'reduce the consumption of primary resources and promote the use of secondary raw materials.'<sup>30</sup>

### **University Development Plan (HEP)**

The *Hochschulgesetz* (higher education act, HG) requires universities to write a university development plan. The faculties' development plans provide the basis for the university development plan. HSD's University Development Plan describes the university's strategic goals without discussing details of implementation and measures.

### **Unconscious bias**

In contrast to other forms of bias or prejudice, in cases of unconscious bias, people are not aware that they even have this bias. Unconscious bias influences the way people treat each other.

### **Universities of applied sciences**

German universities of applied sciences (known as Fachhochschulen (FH) or, more recently, Hochschulen für Angewandte Wissenschaften (HAW)), were established starting in the 1970s. 'The establishment of [universities of applied sciences] as an independent type of higher education institution was agreed in a declaration of principle by the Minister Presidents on the establishment of Fachhochschulen on 5 July 1968.'<sup>31</sup> A university of applied sciences is characterised by a strong focus on hands-on experience and applied knowledge. 'Recently, some Fachhochschulen have changed their names to Hochschule für Angewandte Wissenschaften (university of applied sciences) or Technische Hochschule (technical university).' <sup>32</sup> The term 'Hochschule für Angewandte Wissenschaften' has established itself as the common German term for this type of university.

<sup>28</sup> See the German Environment Agency (Umweltbundesamt) (2020, p. 11)

<sup>29</sup> See Bea Johnson (n.d.)

<sup>30</sup> DIN Deutsches Institut für Normung e.V. (German institute for standardisation) (n.d.)

<sup>31</sup> Higher Education Compass (n.d.)

<sup>32</sup> Higher Education Compass (n.d.)

**Urban gardening**

Urban gardening refers to cultivating food in urban areas by individual private citizens or by communities. This can be done in various forms such as community gardens, rooftop gardens, vertical gardens or on private balconies.

**Whole-institution approach**

A whole-institution approach is a comprehensive ESD approach that recommends embedding sustainability in all structures, processes and defined goals of a place of learning. 'The Global Action Programme on Education for Sustainable Development (ESD) with its Roadmap ESD for 2030, the National Action Plan ESD and the German Rectors' Conference (HRK) recommend that higher education institutions adopt a whole-institution approach to align and readjust higher education core processes with the Sustainable Development Goals (SDGs). In doing so, higher education institutions can gradually bring their academic activities and operational processes in line with sustainable development.'<sup>33</sup>

<sup>33</sup> German Society for Sustainability at Higher Education Institutions (DG HochN) (2022, p. 1)



Fig. 20: Workshop on the sustainability strategy – labeling of moderation cards for the exercise 'Ideas and Reality'



Fig. 21: Workshop on the sustainability strategy – results of the 'Ideas and Reality' exercise



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# ANNEX

## **ACTION PLAN: CATALOGUE OF GOALS AND MEASURES FOR THE SUSTAINABILITY STRATEGY**

The measures listed in the annex are not binding. They are to be seen as recommendations and are not part of the decision by the Board of Management, in contrast to the strategic and operational goals. The devised measures serve as an action plan to help guide practical implementation on the path toward achieving the sustainability goals.

## FIELD OF ACTION: GOVERNANCE (GO.)

### STRATEGIC GOAL GO. 1

HSD will create the structural conditions for comprehensive sustainability management.

#### OPERATIONAL GOAL GO. 1.1

HSD will task In-LUST with establishing a Sustainability Office to coordinate, implement and improve all issues related to sustainability throughout the university on a permanent basis. The Office will be organisationally assigned to In-LUST.

Measures	
GO. 1.1.1	In-LUST will set up rooms for the Sustainability Office.
GO. 1.1.2	The Sustainability Office and the Sustainability Strategy fall under the President's responsibility.
GO. 1.1.3	In-LUST will look for funding opportunities for the Sustainability Office and apply for grants.
GO. 1.1.4	The Sustainability Office will develop suitable monitoring and reporting processes.
GO. 1.1.5	Climate Action Management will become a permanent part of the university and will be integrated into sustainability management.

#### OPERATIONAL GOAL GO. 1.2

A Sustainability Commission in which all status groups are represented will support and advise the Sustainability Office.

Measures	
GO. 1.2.1	The President will establish a Sustainability Commission.
GO. 1.2.2	In-LUST and the Sustainability Office will coordinate the Sustainability Commission's meetings.

## STRATEGIC GOAL GO. 2

HSD will establish a sustainability culture according to a whole-institution approach.

### OPERATIONAL GOAL GO. 2.1

Each of HSD's organisational units will regularly review their processes and the impacts of these processes in terms of sustainability.

Measures	
<b>GO. 2.1.1</b>	In the 2024/25 academic year, HSD will initiate a Sustainability Week in which all organisational units independently review and optimise their internal processes in regard to sustainability.

### OPERATIONAL GOAL GO. 2.2

HSD will recognise students' work on sustainability and systematically issue certificates attesting their dedication.

Measures	
<b>GO. 2.2.1</b>	When the HISinOne project's EXA module begins, the responsible organisational units will consider any needs that arise as part of HSD's Sustainability Strategy; the university will look for a way to develop a standardized process attesting to students' work on sustainability within the university. The goal is to make proof available for students that they can also issue on their own either during the course of their studies or upon graduation. This could take the form of a certificate or written confirmation issued in HSD eCampus, for example.

## STRATEGIC GOAL GO. 3

HSD will work toward mutual knowledge transfer of findings related to sustainability.

### OPERATIONAL GOAL GO. 3.1

HSD will expand its sustainability alliances and cooperation.

Measures	
GO. 3.1.1	HSD will make its activities in the Sustainability Alliance for Applied Sciences North Rhine-Westphalia (NAW.NRW) a permanent part of its work.
GO. 3.1.2	HSD will become a member in the German Society for Sustainability at Higher Education Institutions (DG HochN).
GO. 3.1.3	The Sustainability Office will contact the faculties to identify external partners in the area of sustainability for potential cooperation and projects.

### OPERATIONAL GOAL GO. 3.2

HSD will continually inform stakeholders about its activities and findings in the area of sustainability.

Measures	
GO. 3.2.1	The Sustainability Office will create its own website to show HSD's alliances and activities in the area of sustainability for education, research, knowledge transfer and operations.
GO. 3.2.2	Suitable formats will be developed and implemented to illustrate sustainability findings understandably. This could include a sustainability display window, for example (see the Field of Action 'Research and Knowledge Transfer' 1.3).

## FIELD OF ACTION: EDUCATION (BI.)

### STRATEGIC GOAL BI. 1

HSD acknowledges the importance of Sustainable Development Goal 4 – ‘Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all’ – and provides comprehensive counselling and support infrastructure for its members throughout the entire course of study.

#### OPERATIONAL GOAL BI. 1.1

HSD follows the principle of being ‘personal and hands-on’ and works to provide sufficient long-term funding and staff for the existing advisory and support services at the university (including the Diversity unit and the Complaints Office in accordance with section 13(1) of the General Act on Equal Treatment (AGG)). Sufficient funding ensures there are resources for developing and implementing any additional offers and structures to prevent discrimination, conflicts and abuse of power from occurring.

Measures	
<b>BI. 1.1.1</b>	HSD will continually develop its existing counselling services, contact points, and complaint procedures, setting up the necessary structures and processes for students and staff where there are gaps, for example in the areas of conflicts and abuse of power.
<b>BI. 1.1.2</b>	HSD will review possibilities to introduce mandatory sensitivity training on antidiscrimination and abuse of power for newly appointed professors or to count participation in these types of training sessions when calculating performance bonuses.

## OPERATIONAL GOAL BI. 1.2

HSD will establish a welcoming culture for diversity and provide targeted, low-threshold information about starting to study and transitioning between degrees (up to and including doctorates). We will also provide information on periods abroad during studies and on possibilities for support, including HSD and other financial support either for studying at HSD or for scholarship options for periods abroad.

Measures	
<b>BI. 1.2.1</b>	Together with faculty representatives, the Student Advisory and Counselling Service (ZSB) and the Department of Communication and Marketing will devise a concept for targeted advertising for the Open Day.
<b>BI. 1.2.2</b>	In HSD's counselling network, the ZSB and the Career Service will initiate the development of suitable formats for counselling students transitioning into a master's degree, a doctorate or professional life.
<b>BI. 1.2.3</b>	Scholarship Management will improve HSD's communication to interested parties within and outside the university on the topic of financial support opportunities such as scholarships.
<b>BI. 1.2.4</b>	The International Office will continually expand and improve the information it offers, trying out new formats for reaching particularly those groups of students who are less mobile.

## OPERATIONAL GOAL BI. 1.3

HSD will set up a fund for the 'HSD Opportunity Scholarship' for students in the future. The HSD Opportunity Scholarship is a scholarship in which marks are not the deciding factor; instead, students who had or still have to overcome significant obstacles in their education will be supported.

Measures	
<b>BI. 1.3.1</b>	Scholarship Management will attempt to find financial support opportunities such as foundations, graduates or federal funding.
<b>BI. 1.3.2</b>	HSD's Diversity Commission will devise a concept for awarding scholarships or a catalogue of funding criteria. Other university representatives, including students, will support the Commission in this effort.



## OPERATIONAL GOAL BI. 1.4

HSD will create offers to support students in their final study period.

Measures	
<b>BI. 1.4.1</b>	The Faculty of Social Sciences and Cultural Studies will implement the project 'Completing studies together' and look for possibilities of adapting it together with the other faculties.

## STRATEGIC GOAL BI. 2

HSD will offer its members the opportunity to acquire knowledge and skills connected to sustainability. We thereby aim to increase our impact on sustainability within and outside the university.

### OPERATIONAL GOAL BI. 2.1

In line with their faculty development plans, the faculties will include sustainability topics in the content of their study programmes. This will enable students to learn about aspects of sustainability pertinent to their discipline during the course of their studies.

Measures	
<b>BI. 2.1.1</b>	As part of the next accreditation and re-accreditation processes, the study programme directors will identify links to sustainability in their disciplines and integrate these into at least one compulsory course.

## OPERATIONAL GOAL BI. 2.2

HSD will expand its range of interdisciplinary courses related to sustainability. Students will therefore have more options to attend courses for ECTS credits to acquire knowledge and skills related to sustainability together with fellow students from other faculties.

Measures	
<b>BI. 2.2.1</b>	Each academic year, ZWEK will offer at least one course related to sustainability worth four credit hours per week. It will inform students about this course and the faculties' courses that are open to other students on the <i>Studium Integrale</i> list.
<b>BI. 2.2.2</b>	Teaching staff from all faculties will be supported in developing joint formats of study with links to sustainability (see also BI 2.3.2).
<b>BI. 2.2.3</b>	The study programme directors for all bachelor's programmes will implement an elective module during the next accreditation or re-accreditation process that enables students to count their participation in extracurricular courses – such as courses from other faculties and ZWEK courses – toward their studies according to the amount of ECTS credits allocated to the elective module in their study programme. This does not apply to study programmes that already include such an elective module.

## OPERATIONAL GOAL BI. 2.3

HSD will support and recognise teaching and educational formats on sustainability topics.

Measures	
<b>BI. 2.3.1</b>	HSD will establish a fund for procuring sustainable materials for courses (including construction materials) or for developing measures as part of courses that promote sharing or recycling of these materials (e.g. model construction recycling).
<b>BI. 2.3.2</b>	As part of Teaching Tasters, Development Days or similar series, ZWEK will offer topics on sustainability in teaching as well as networking opportunities.
<b>BI. 2.3.3</b>	HSD will offer an award for sustainable teaching concepts.
<b>BI. 2.3.4</b>	HSD will use the potential of digital transformation and offer face to face studies that are combined with online modes of study (including Open Educational Resources). The opportunities and risks of participation that go along with online formats for teaching, learning and examinations will be given particular consideration, and the necessary general conditions will be created for students and teaching staff. This includes qualifications in media didactics, technical equipment, suitable learning spaces and formats with other universities for discussions with colleagues.

## OPERATIONAL GOAL BI. 2.4

In addition to the interdisciplinary range of courses on sustainability topics, HSD will establish educational offers on sustainability that go beyond its study programmes.

Measures	
<b>BI. 2.4.1</b>	HSD will offer a lecture series on sustainability topics held by internal and external experts. For staff members, the lecture series is part of HSD's internal training programme.
<b>BI. 2.4.2</b>	HSD will offer workshops on sustainability topics.
<b>BI. 2.4.3</b>	The university will inform interested parties about educational offers on sustainability at HSD, including the offers of the sustainability initiatives.

## OPERATIONAL GOAL BI. 2.5

HSD will look into possibilities for introducing 'sustainability' or 'sustainable development' as a specialisation offered jointly by multiple faculties.

Measures	
<b>BI. 2.5.1</b>	The individuals in the Board of Management and faculties who are responsible for student affairs and teaching will discuss issues of willingness and possibly implementation.

## OPERATIONAL GOAL BI. 2.6

As part of the university's own training programme, HSD will enable staff members to acquire knowledge and skills related to sustainability.

Measures	
<b>BI. 2.6.1</b>	The Sustainability Office will coordinate with the Human Resources Development and Recruiting team to organise regular training offers related to sustainability with speakers from within and outside the university.

## FIELD OF ACTION: RESEARCH AND KNOWLEDGE TRANSFER (FT.)

### STRATEGIC GOAL FT. 1

HSD will expand its research and knowledge transfer activities on the topic of sustainability.

#### OPERATIONAL GOAL FT. 1.1

HSD will embed sustainability aspects in its Research and Knowledge Transfer Strategy.

Measures	
FT. 1.1.1	The strategic sustainability goals in the 'Research and Knowledge Transfer' field of action will be taken into consideration when developing the mission statement on research and knowledge transfer.
FT. 1.1.2	The operational goals in the 'Research and Knowledge Transfer' field of action will be integrated into HSD's future Research and Knowledge Transfer Strategy.
FT. 1.1.3	The suggested measures will be included when implementing the Research and Knowledge Transfer Strategy. Measures that do not have any significant effects on the general Research and Knowledge Transfer Strategy can be implemented even before the strategy has been written.

#### OPERATIONAL GOAL FT. 1.2

In all faculties, HSD will work to create academic positions with a focus on sustainability. This includes qualification positions and professorships with a sustainability specialisation.

Measures	
FT. 1.2.1	If suitable external funding opportunities arise, the faculties will apply for funding for professorships specialising in sustainability.
FT. 1.2.2	Together with the Board of Management, the faculties will review the staffing plan to see whether there are options for integrating professorships with an ESD specialisation in the faculties.

### OPERATIONAL GOAL FT. 1.3

HSD will inform its members of ongoing and completed research and development activities in the field of sustainability and create space for networking.

Measures	
FT. 1.3.1	The Sustainability Office will inform interested parties about the ongoing research and knowledge transfer activities on its website.
FT. 1.3.2	HSD members involved in research will obligate themselves to report research projects related to sustainability with corresponding keywords/categories in the research information system (RIS).
FT. 1.3.3	HSD will recommend to members who research and publish sustainability topics that they carefully consider using nuanced and relevant keywords for their publications. The University Library will review possibilities for retrospectively adding keywords to improve the search for sustainability publication in OPUS.
FT. 1.3.4	Together with the Department of Research and Knowledge Transfer, once a semester the Sustainability Office will host a network meeting for all researchers looking at sustainability issues.
FT. 1.3.5	HSD will carry out regular sustainability networking events; the Sustainability Office will offer support for these events.

### OPERATIONAL GOAL FT. 1.4

HSD strives to transfer sustainability know-how and creates physical space for this both outside and within HSD, for example in the Research and Innovation Centre for Sustainability (FIZ). These spaces will help transfer know-how into the university and society using workshops, exhibitions, experiments and other formats for academic and professional continuing education and advising.

Measures	
FT. 1.4.1	HSD will review possibilities for providing a room within the university (e.g. in the FIZ for Sustainability) and renting a room outside of the HSD campus that seems suitable for facilitating the transfer of sustainability know-how into society.
FT. 1.4.2	HSD will create incentives for individual researchers from the faculties, groups of researchers, institutes and central research institutions to present their sustainability research findings in the new rooms at a level appropriate to students and interested citizens.

FT. 1.4.3	All HSD researchers will obligate themselves to transfer their sustainability research findings as best as possible both into HSD and general public discourse. The HSD organisational units responsible for research and knowledge transfer will regularly inform researchers of transfer opportunities.
FT. 1.4.4	HSD will support spin-offs that focus on sustainability topics. The <i>Gründungszeit</i> team will offer suitable formats for this. We will adapt our patent strategy such that it will be as easy as possible for spin-offs to exploit the university's intellectual property.

## STRATEGIC GOAL FT. 2

HSD will embed sustainability aspects in its research and knowledge transfer processes.

### OPERATIONAL GOAL FT. 2.1

HSD will develop sustainability criteria for research and knowledge transfer.

Measures	
FT. 2.1.1	In cooperation with the Vice President for Research and Knowledge Transfer, the Department of Research and Knowledge Transfer will review introducing 'sustainability' or 'link to sustainability' as a funding criterion for research funding provided by the university and for awarding or providing financial contributions for externally funded projects.
FT. 2.1.2	HSD will review the possibility of establishing a 'sustainability budget' for researchers to work on grant applications on sustainability topics.
FT. 2.1.3	HSD will consider the possibility of introducing a commission for the entire university tasked with reviewing the sustainability aspects of grant applications or research projects in cases of doubt.
FT. 2.1.4	If a commission such as that described in 2.1.3 is introduced, this commission will draw up a set of guidelines for considering sustainability aspects in research work. Research work includes the application phase, the funding and implementation phase and the research utilisation phase.

## STRATEGIC GOAL FT. 3

HSD will work to reduce inequalities in opportunities for early-career researchers.

### OPERATIONAL GOAL FT. 3.1

HSD will support early-career researchers who have children who need childcare. We will also support early-career researchers who have health impairments, disabilities or chronic physical or mental illnesses during the entire process from a doctorate to a professorship.

Measures	
FT. 3.1.1	On the Family Support Centre's website, HSD will inform interested parties about the current and planned childcare offers for early-career researchers with one or more children (see field of action 'Operations', BE. 7.2).
FT. 3.1.2	On its website, HSD will set up an informational sub-site on inclusive doctorates.
FT. 3.1.3	Together with the Diversity unit, the Department of Research and Knowledge Transfer will devise a handout on inclusive doctorates for people with health impairments who are interested in starting a doctorate or current doctoral students with health impairments.
FT. 3.1.4	HSD will establish regular office hours for counselling needs on the topic of inclusive doctorates.
FT. 3.1.5	The project 'HSD-PG Prof2' aims to support participants in fulfilling the requirements for being appointed as a professor. As part of this project, the needs of early-career researchers will be taken into account with particular attention being paid to the compatibility of family and working life.

## FIELD OF ACTION ‘OPERATIONS’ (BE.)

### STRATEGIC GOAL BE. 1

HSD’s campus will become more sustainable, greener and climate-resilient with a higher quality of life.

#### OPERATIONAL GOAL BE. 1.1

HSD will expand and optimise greenery in the outdoor areas to enhance biodiversity and improve cooling effects. In turn, this will contribute to increasing people’s enjoyment of the grounds.

Measures	
BE. 1.1.1	The Sustainability Office will initiate and organise a new working group. This working group will collect, sort and prioritise ideas, expectations and requirements for increasing the amount of greenery on campus and for improving biodiversity. It will also develop measures for increasing people’s enjoyment of the outdoor campus environment such as shaded areas and places to sit.
BE. 1.1.2	HSD will make a call for tenders for redesigning the outdoor areas based on the working group’s results.

#### OPERATIONAL GOAL BE. 1.2

HSD will support the Urban Gardening initiative and establish courses, for example, to secure the initiative’s existence in the long-run.

Measures	
BE. 1.2.1	HSD will look into the possibility of offering a regular course on the topic of urban gardening (either with ZWEK or the faculties).
BE. 1.2.2	HSD will review which spaces would be suitable for Urban Gardening’s raised beds outside of Building 3’s inner courtyard.
BE. 1.2.3	The Urban Gardening initiative will look into the possibility of operating a closed composting system on HSD’s campus.
BE. 1.2.4	With the support of the Building Management team, the Urban Gardening initiative will look into the possibility of setting up a rain barrel.
BE. 1.2.5	The Urban Gardening initiative will organise a seed exchange once a semester, for example during the Open Day or during the planned Sustainability Day.



## STRATEGIC GOAL BE. 2

HSD will make Climate Action Management a permanent part of university culture and aims to be climate-neutral by 2030.

### OPERATIONAL GOAL BE. 2.1

HSD will continually implement measures from the Climate Action Concept.

Measures	
BE. 2.1.1	HSD will increase the amount of self-produced electricity by installing solar panels on suitable rooftops of its buildings.
BE. 2.1.2	HSD will procure and install energy management software to improve energy monitoring and save energy.
BE. 2.1.3	With external support, HSD will review whether more energy could be saved when using the media technology on campus and will make appropriate adjustments.

## STRATEGIC GOAL BE. 3

HSD will optimise its processes and structures in the areas of procurement and waste management.

### OPERATIONAL GOAL BE. 3.1

HSD will establish sustainable procurement processes.

Measures	
BE. 3.1.1	HSD will revise the procurement guidelines and define sustainability criteria for procuring equipment and consumables with the help of seals and labels.
BE. 3.1.2	HSD will empower its staff members to apply sustainable procurement criteria by having them attend suitable internal and external continuing education courses and training sessions to raise awareness of the issues.
BE. 3.1.3	HSD will increase the proportion of office paper (80 g/m <sup>2</sup> DIN A4 and DIN A3) with the Blue Angel seal (or a comparable seal) throughout the university to 100% in the long-run.

<b>BE. 3.1.4</b>	For printing jobs, HSD will choose printing companies that emphasise environmentally friendly and sustainable solutions.
<b>BE. 3.1.5</b>	HSD will provide staff members who use a business mobile phone with the option to receive a phone from the brand 'Fairphone' for all new purchases as of October 2023.
<b>BE. 3.1.6</b>	In calls for tenders for IT framework agreements, Campus IT will integrate appropriate sustainability criteria such as energy efficiency labels, durability, ability to be repaired and recycling.
<b>BE. 3.1.7</b>	Campus IT will review whether it is possible to procure refurbished IT devices as part of a framework agreement.
<b>BE. 3.1.8</b>	HSD will develop measures such as criteria to evaluate software as to its accessibility.

## OPERATIONAL GOAL BE. 3.2

HSD will support the principle of the seven '7Rs' of sustainability: Rethink-Refuse-Reduce-Reuse-Repair-Recycle-Rot.

<b>Measures</b>	
<b>BE. 3.2.1</b>	HSD will start a platform for classified ads. This platform will be used to gift and trade HSD equipment or furniture. Individuals can also use it to gift, sell or trade items.
<b>BE. 3.2.2</b>	With support from the Sustainability Office, Campus IT will offer the possibility to gift, sell or donate old, functioning hardware to university staff and students or third parties.
<b>BE. 3.2.3</b>	All HSD staff will be called on to use their workstation computer (stationary or mobile) for at least six years – although consideration will be given to the area of use and the product's durability.
<b>BE. 3.2.4</b>	Desk telephones in offices and workstation printers will be eliminated.
<b>BE. 3.2.5</b>	Climate Action Management will find suitable ways to regularly advertise the collection container in the foyer of Building 4 for old mobile phones and smart phones.
<b>BE. 3.2.6</b>	HSD will review whether it is possible to cooperate with the repair café 'GarageLab e.V.'.
<b>BE. 3.2.7</b>	The Sustainability Office will support the faculty student committees, AStA's ecology unit and the canteen in starting a university-wide crown cap collection. The revenue from the crown caps will go toward social projects.

<b>BE. 3.2.8</b>	The Sustainability Office will look into the possibility of setting up a collection box for glasses frames on campus.
<b>BE. 3.2.9</b>	The Sustainability Office will look into cooperating with the recycling company 'TerraCycle' to use the TerraCycle Zero Waste Box for office items. This would mean that discarded office items would no longer go to thermal recovery but would instead be recycled.

## STRATEGIC GOAL BE. 4

HSD will support students' and staff's sustainable mobility by providing various resources and services.

### OPERATIONAL GOAL BE. 4.1

HSD will support cyclists' and car drivers' e-mobility while creating incentives for using public transportation and bicycles more frequently.

Measures	
<b>BE. 4.1.1</b>	HSD will look into the possibility of setting up e-charging infrastructure in the underground parking area. The charging stations would be accessible to HSD staff, students and guests.
<b>BE. 4.1.2</b>	HSD's bicycle parking station will be equipped with 30 charging stations for electric bicycle batteries.
<b>BE. 4.1.3</b>	HSD will offer its staff members a subsidised <i>Deutschlandticket</i> as soon as the legal requirements for this have been established.
<b>BE. 4.1.4</b>	HSD will offer its staff members subsidised bicycle leasing ('JobRad') as soon as the legal requirements for this have been established.
<b>BE. 4.1.5</b>	HSD will offer those who commute by bicycle the possibility to use the existing changing rooms and showers in building 3 (sports centre) and building 4.
<b>BE. 4.1.6</b>	HSD will find an external service provider to create a portal for carpools or ride-sharing.

## OPERATIONAL GOAL BE. 4.2

HSD will create structures and incentives for ensuring staff members' business trips are more environmentally friendly. We will also create a mobility concept for ensuring that students' and staff members' travel for international exchanges is more environmentally and socially friendly.

Measures	
<b>BE. 4.2.1</b>	Climate Action Management and Travel Service will devise guidelines for environmentally friendly business trips.
<b>BE. 4.2.2</b>	HSD will review whether it is feasible and prudent to establish a climate protection fund within the university to compensate for carbon emissions of unavoidable flights.
<b>BE. 4.2.3</b>	HSD will gradually replace its fleet with zero-local-emission vehicles.
<b>BE. 4.2.4</b>	The International Office will devise and publish recommendations for environmentally and socially friendly travel before, during and after periods abroad.
<b>BE. 4.2.5</b>	The International Office will network with international partner universities to discuss best practices and establish sustainable mobility measures.
<b>BE. 4.2.6</b>	The International Office will organise a Staff Week on green topics as part of the Erasmus programme.
<b>BE. 4.2.7</b>	On HSD's website, the International Office will integrate an overview of the carbon footprint for travelling to partner universities using various modes of transportation.

## STRATEGIC GOAL BE. 5

HSD will work toward healthy and climate-friendly nutrition.

### OPERATIONAL GOAL BE. 5.1

HSD will cooperate closely with Düsseldorf Student Services to ensure that food offered in the canteen will become healthier and more climate-friendly in the long-run.

Measures	
<b>BE. 5.1.1</b>	Together with Düsseldorf Student Services, the Sustainability Office will work to ensure that the Derendorf canteen offers more meals that follow ecological, sustainable and social principles (see 'Planetary Health Diet' plan) while still being offered at affordable prices.
<b>BE. 5.1.2</b>	Together with Düsseldorf Student Services, the Sustainability Office will devise a CO <sub>2</sub> metre for the meals to raise awareness for climate-friendly nutrition among students, staff and guests.

### OPERATIONAL GOAL BE. 5.2

HSD will make its commitment to being a Fairtrade University permanent and continually expand work in this area.

Measures	
<b>BE. 5.2.1</b>	HSD will commit to only purchasing fair trade coffee products. HSD will change its procurement guidelines such that only fair trade coffee products (beans, pads, powder, capsules) can be reimbursed. The hospitality guidelines will also be changed accordingly.
<b>BE. 5.2.2</b>	The Fairtrade AG will create a handout on purchasing fair trade food with a focus on coffee and chocolate products.
<b>BE. 5.2.3</b>	The Fairtrade AG will calculate sales figures for current fair trade products in the snack and beverage vending machines.
<b>BE. 5.2.4</b>	HSD will expand the range of fair trade beverages and snacks in the vending machines.

## STRATEGIC GOAL BE. 6

HSD acknowledges its members' and associates' diversity and heterogeneity and works to reduce inequalities in opportunities in accordance with the Diversity Charter and SDG 10 ('Reduced inequalities').

### OPERATIONAL GOAL BE. 6.1

HSD works to provide sufficient long-term funding and staff for the existing advisory and support services at the university (including the Diversity unit and the Complaints Office in accordance with section 13(1) of the General Act on Equal Treatment (AGG). Sufficient funding ensures there are resources for developing and implementing any additional offers and structures to prevent discrimination, conflicts and abuse of power from occurring.

Measures	
<b>BE. 6.1.1</b>	HSD will continually develop its existing counselling offers, contact points and grievance procedures, setting up the additional positions and processes for students and staff where there are gaps, for example in the areas of conflicts and abuse of power.
<b>BE. 6.1.2</b>	HSD will review possibilities to introduce mandatory sensitivity training on anti-discrimination and abuse of power for newly appointed professors or to count participation in these types of training sessions when calculating performance bonuses.

### OPERATIONAL GOAL BE. 6.2

HSD will optimise its physical structures with an eye to equipment and furnishings that support equal opportunities and accessibility.

Measures	
<b>BE. 6.2.1</b>	In 2024, tactile signs will be placed in Building 3 to ensure that visually impaired people can more easily find their way around the building.
<b>BE. 6.2.2</b>	Using Building 3 as a model, tactile signs will be installed in the other buildings to ensure that visually impaired people can more easily find their way around.
<b>BE. 6.2.3</b>	As needed, HSD will task a suitable architecture firm with identifying and remedying any backlog in accessibility needs for construction or information in HSD's buildings beyond the requirements of DIN 18040.

<b>BE. 6.2.4</b>	Wherever possible, HSD will install 'all-gender-welcome toilets' in all buildings. That is, some gender-specific toilets will be changed into gender-neutral 'toilets for everyone'.
<b>BE. 6.2.5</b>	In Building 6, HSD will add a changing table in an accessible toilet.
<b>BE. 6.2.6</b>	HSD will work to ensure that the Derendorf canteen has two additional high chairs for children.

### OPERATIONAL GOAL BE. 6.3

HSD will expand its training and informational offers in the interests of equal opportunities and accessibility.

Measures	
<b>BE. 6.3.1</b>	The Gender Diversity Action Team will offer regular training courses on gender- and diversity-sensitive selection of new staff members. The aim of these courses will be for participants to reflect on and change their own values, privileges, stereotypes and evaluation systems. The target groups for these training sessions are especially Team 3.1 'Staff Development and Recruiting' and supervisors with hiring responsibilities.
<b>BE. 6.3.2</b>	To further develop HSD's web applications, the Digital Accessibility Coordinator will regularly offer training courses for teaching staff on the topic of digital accessibility. Topics can include how to create accessible documents and presentations, for example.
<b>BE. 6.3.3</b>	HSD will include the technical requirements for digital accessibility in the Web Optimisation working group and train future web editors to increase accessibility using web editing measures when designing websites.
<b>BE. 6.3.4</b>	On its website, HSD will inform interested parties about the status of digital accessibility and describe the next steps in increasing accessibility.
<b>BE. 6.3.5</b>	In its digital and printed publications, HSD will observe the guidelines on gender-sensitive language developed by the Gender Diversity Action Team.
<b>BE. 6.3.6</b>	The Staff Development and Recruiting team coordinates internal training offers. The team will coordinate with the Diversity unit to continue offering regular events on diversity competences.

## OPERATIONAL GOAL BE. 6.4

HSD will establish gender-sensitive appointment management.

Measures	
<b>BE. 6.4.1</b>	First-time members of an appointment commission are to attend a training programme on unconscious bias. If possible, this is to be mandatory.

## OPERATIONAL GOAL BE. 6.5

The International Office will develop an inclusive mobility concept to better integrate students with health impairments in international mobility programmes.

Measures	
<b>BE. 6.5.1</b>	Before travel starts, the International Office will develop a mobility plan that includes individual needs for support in cooperation with the respective partner university.
<b>BE. 6.5.2</b>	A tutor programme will be introduced to better support international students who have impairments both with academic and non-academic challenges.



## STRATEGIC GOAL BE. 7

HSD is committed to further improving working conditions for university staff.

### OPERATIONAL GOAL BE. 7.1

HSD will increase staff satisfaction with their work by expanding its instruments for ensuring compatibility between family and working life.

Measures	
<b>BE. 7.1.1</b>	HSD will add to its existing instruments and possibilities for working flexibly in terms of time and location. This is to be done with the new agreements 'mobile work' and 'desk sharing' as well as by revising the agreement on flexible working hours, which is to be expanded to include academic staff members.
<b>BE. 7.1.2</b>	The Department of Human Resources Management and the Family Support Centre will devise a 'family support programme' in which a concept is to be created for staying in contact with those who are taking leave periods to care for family members. The concept will also discuss developing the skills and assisting those who are returning to work after these leave periods.
<b>BE. 7.1.3</b>	The Staff Development and Recruiting team (Team 3.1) will consider staff members' needs in various life phases when creating its training and continuing education programme. For example, this could include offers that discuss transitioning into retirement, pension schemes, parental leave or leave periods according to the <i>Pflegezeitgesetz</i> (home care leave act).
<b>BE. 7.1.4</b>	HSD will work to develop a cooperation agreement with a childcare facility directly by the campus. A maximum of nine places for children between 0.5 and 3 years of age are to be offered there. Students and staff will be able to book the places.
<b>BE. 7.1.5</b>	HSD intends to make the existing part-time position (20 h/week) in the Family Support Centre a permanent position to continue to ensure the quality and scope of childcare during school holidays, especially during the summer holidays.

## OPERATIONAL GOAL BE. 7.2

HSD will continue to expand safe and just working conditions with a particular focus on fairly and transparently handling limited employment contracts.

Measures	
<b>BE. 7.2.1</b>	HSD will avoid short-term employment contracts. The standard employment period for student assistant and academic assistant contracts is to be one year. Limited employment contracts that have no specific purpose for the time limitation are to be an exception and must be justified to the responsible Staff Council.
<b>BE. 7.2.2</b>	When hiring for permanent positions, HSD will give preference to staff members who are currently on limited employment contracts if they have the same aptitude, performance and skills as other candidates.
<b>BE. 7.2.3</b>	HSD will assist staff members who have limited employment status by providing information on the intranet on support and continuing education offers.
<b>BE. 7.2.4</b>	HSD will record working hours in the academic areas to ensure staff members' rights are not being violated.
<b>BE. 7.2.5</b>	The Department of Human Resources Management will revise the employment conditions for adjunct teaching staff to help avoid precarious employment.
<b>BE. 7.2.6</b>	Human Resources Management and the Gender Diversity Action Team (GDAT) will identify and review possibilities for counteracting the gender pay gap.
<b>BE. 7.2.7</b>	Human Resources Management will work together with the Representative for Employees with Disabilities, the Employer Representative for Inclusion and the Staff Councils to develop binding regulations for operational issues related to including people with disabilities in HSD. This could be done using an inclusion agreement, for example.

## OPERATIONAL GOAL BE. 7.3

HSD will expand the range of its human resources management instruments and offers for staff development. This will contribute to staff motivation and loyalty.

Measures	
<b>BE. 7.3.1</b>	HSD will develop a common understanding of leadership roles in a participatory process (according to the TAR principle of Tasks – Authority – Responsibilities) and implement this in leadership training.

<b>BE. 7.3.2</b>	HSD will expand the annual review discussion as a staff development instrument so that it becomes a staff development discussion.
<b>BE. 7.3.3</b>	HSD's Staff Development team will expand its talent management efforts when looking for successors, aiming to consider staff members' individual career development interests in this process.
<b>BE. 7.3.4</b>	HSD's Human Resources Management will establish a 'process of escalating management', using this instrument to create clear and transparent regulations for how supervisors are to act. Staff Development will also offer training courses in this area for supervisors so they can develop their leadership skills.

## OPERATIONAL GOAL BE. 7.4

HSD will continue to integrate the university's health management programme into university processes.

<b>Measures</b>	
<b>BE. 7.4.1</b>	HSD's Health Management will revise the university reintegration management system to help staff members overcome a temporary inability to work and retain employability in the long-run.
<b>BE. 7.4.2</b>	HSD's Health Management will look into the possibility of cooperating with a corporate fitness services provider such as Urbansports, Machtfit, Eversports or Hansefit, for example.
<b>BE. 7.4.3</b>	HSD's Health Management will identify other suitable measures for helping staff regenerate and look into the feasibility of implementing these. Examples of such measures include relaxation rooms, fitness courses and workshops on relaxation techniques.
<b>BE. 7.4.4</b>	HSD will expand its health management to include students, providing health management offers for this target group.
<b>BE. 7.4.5</b>	Cooperation between Health Management and Occupational Safety will continue to be expanded to promote their integration in internal university processes.



Fig. 22: Kick-off event: round of participants



Fig. 23: Kick-off event: coffee break



**Publisher:**

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**Photo credits:**

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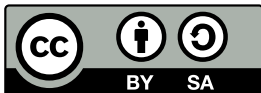
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**DOI number:**

10.20385/opus4-4582

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