Visegrad Fund

Comprehensive Action Plan on the Green Transition

UNIVERSITY OF MONTENEGRO

UNIVERSITY OF PÉCS

UNIVERSITY OF SARAJEVO

MASARYK UNIVERSITY

JAGELLONIAN UNIVERSITY OF KRAKOW

J. SELYE UNIVERSITY

PANNON EUROPEAN GROUPING OF TERRITORIAL

2025

INTRODUCTION

The following **Comprehensive Action Plan (CAP)** was jointly developed by the partner institutions of the project **"Accelerating and Enhancing Green Transition: Collaboration of Universities in Climate Adaptation,"** which is co-financed by the governments of Czechia, Hungary, Poland, and Slovakia through Visegrad Grants from the **International Visegrad Fund**. The Jagiellonian University in Kraków coordinated the creation of this document, which serves as a strategic guide for fostering sustainable regional cooperation in Central Europe.

The plan is organized into three primary sections:

1. **General Guidelines:** This section provides an analysis of the most critical factors for universities and other institutions as they align their everyday operations with sustainable development standards. The objective is to provide a framework for institutions to minimize their environmental footprint to the greatest extent possible.
2. **Thematic Areas of the Action Plan:** This part offers an overview of specific fields identified as vital for the adoption of green standards—such as waste management, energy infrastructure, and mobility. Each thematic area outlines specific goals and initiatives, accompanied by relevant indicators designed to help institutions monitor and evaluate their progress effectively.
3. **Partner Recommendations:** This section contains tailored suggestions for each participating institution, including the University of Montenegro, University of Pécs, University of Sarajevo, Masaryk University, Jagiellonian University, and J. Selye University. Based on unique institutional backgrounds and capabilities, the document identifies concrete steps to be taken. These actions are categorized into a clear timeline: **short-term** (2–6 months), **medium-term** (6 months – 1 year), and **long-term** (more than 1 year).

This structure ensures a high level of adaptability, allowing every partner to meet objectives regardless of their specific institutional starting point. Simultaneously, it offers a comprehensive overview of the generic areas with the highest potential for making a meaningful difference in the collective strive for a green transition.

Although the primary target of this plan is to provide guidelines for Higher Education Institutions (HEIs), many of the identified measures are applicable to a wider scope of public and private organizations. Given that HEIs share operational similarities with both private companies and public administration, this document serves as a staple for any institution seeking inspiration in addressing the challenges of sustainability, climate change, and adaptation.

METHODOLOGICAL DESCRIPTION

The creation of the **Comprehensive Action Plan (CAP)** was a collaborative effort involving representatives from all partner institutions. The goal was to develop a practical document that is easy to implement and adapt to different institutional needs throughout both HEIs and potentially other private and public institutions.

Identification of Challenges and Stakeholders - The first step in the process was a thorough analysis of the current situation at each partner university. The focus was mostly put on:

- **Main Challenges:** Distinguishing between universal issues, such as lack of funding, and individual problems, such as specific organizational structures.
- **Most Important Stakeholders:** Identifying who plays the most important role in the struggle for green transition – from university management and staff to students and external partners.

Selecting Thematic Areas - To make the plan structured and easy to follow, we divided the green transition into **eight thematic areas**. These areas represent the most impactful aspects of university operations:

- Waste Management.
- Energy & Green Infrastructure.
- Public Procurement & Catering.
- Mobility & Transport.
- Water Management & Biodiversity.
- Education & Awareness.
- External Cooperation.
- Student & Staff Engagement.

For each area, we defined specific goals and suggested relevant **indicators** to help institutions track their progress towards sutainability.

Developing Individual Recommendations - Recognizing that every university has different size and institutional backgrounds, the methodology included creating tailored recommendations for each partner institution. Recommendation for each of the universities consists of three elements:

- **Initiatives:** Strategic priorities tailored to the local context (e.g., air quality, flood resilience, or digitalization).
- **Steps:** Specific, practical actions required to achieve those initiatives.
- **Timeline:** A realistic schedule divided into short-term (2–6 months), medium-term (6 months – 1 year), and long-term goals (over 1 year). This format of the timeline sets

specific goals related to time frames, while also providing a relative flexibility, which is necessary for most institutions to be able to effectively implement all the steps.

Coordination and Verification - The development of the CAP was coordinated by the Jagiellonian University in Kraków. The process involved:

- **Data Collection & Analysis:** Gathering input and ideas from all project partners, to have a thorough and detailed view of their needs and capabilities in order to provide detailed recommendations for each of them.
- **Verification:** Each institution reviewed and verified its individual segment to ensure the plan is realistic and achievable within their specific administrative framework.

Practical Application - This plan is designed not only to serve the project partners, but also to be applicable outside of universities across different institutions. The methodology and guidelines are meant to be universal enough to be used by other public and private institutions looking for a clear path toward sustainability and green transition.

General Guidelines for HEIs and Other Institutions

<table>
<tr><th colspan="2">Guidelines for higher education institutions (HEIs) and/or other organisations:</th></tr>
<tr><td colspan="2">What are the main universal and individual challenges for institutions in developing green measures?</td></tr>
<tr><td>Universal:
Insufficient institutional capacity, lack of capital for investments.
Low awareness or motivation among staff and students, lack of systems for monitoring and evaluating progress in sustainability areas, lack of an overall long-term strategy.</td><td>Individual (most common):
Lack of systems for monitoring and evaluating progress.
Decentralised structure, lack of professional capacity to implement changes.</td></tr>
<tr><td colspan="2">What are the examples of universal green measures the HEIs will implement?</td></tr>
<tr><td colspan="2">Development and implementation of sustainability strategies;
Establishment of monitoring systems to track emissions, waste, energy consumption and sustainability progress;
Development of green infrastructure (cycling lanes, solar panels, smart lighting systems);
Efficient waste management systems;
Regular audits;
Implementation of green research projects that offer practical solutions to environmental challenges;
Implementation of green measures such as sustainable waste management, eco-friendly food and catering, green campus infrastructure;
Raising awareness on sustainability among staff and students.</td></tr>
<tr><td colspan="2">Which target groups are identified as the most competent stakeholders (students, staff, management, others)? 1 = most important.</td></tr>
<tr><td colspan="2">1. University leadership and management (rectorate, deans, others): University and faculty leadership play a decisive role in the green transition. It is their responsibility</td></tr>
</table>

to strategically declare their commitment to sustainability, allocate resources, submit applications, and set long-term green goals.

2. **Staff** (academic and administrative – f.e. facility management): Staff are engaged through internal communication and co-creation of sustainability policies. They are the daily implementers of green operations.
3. **Students** (individuals and student clubs): Students are involved via university events, student clubs and volunteering.
4. **External partners** (suppliers, city authorities, NGOs, other universities): External partners contribute through collaboration in joint projects, supplier sustainability criteria, and cooperation with local government.
5. **Civil society, district/sub-regional organizations**: Various civil organizations, residential communities and clubs engage in green initiatives. This could include community tree planting, organising green workshops, or raising social awareness at the local level.

What **are the main targets** for institutional green measures?

1. Developing top-quality **research and education** through the integration of sustainability related principles into educational programmes and/or the implementation of international research projects on the topic of sustainability.
2. Increasing **institutional digitalisation** through computerisation and optimisation of processes, supported by the collection of relevant data, while increasing user comfort and high level of security of information systems.
3. Designing **long-term strategies** for responsible operation and management of resources and ensuring the establishment of sustainability principles in other areas of operation and management.
4. Increasing institutional **green infrastructure:** widespread energy-saving interventions, waste reduction, increased digitalisation, enhanced control over heating and cooling systems, minimizing nighttime and security lighting, Upgrading to LED lighting and phasing out traditional bulbs.

What is the **timeline** for achieving those targets?

The timelines depend on the individual long-term strategies of each institution, with most of the plans ending in 2028-2030.

What **partnerships, agreements, project or initiatives** will support the green measures?

International networks:

- Visegrad Fund ("Accelerating and Enhancing Green Transition")
- EHP/Norway Funds
- RECETOX–Örebro University Collaboration
- UN-Habitat
- Science and Innovation Park
- Green AURA - AR-Enhanced Living Lab for Decarbonization

University networks:

- EDUC Alliance (Erasmus+ Alliance)
- Utrecht Network
- Compostela Group
- ISEP
- The Hague Network
- European Digital UniverCity (EDUC Alliance)
- Sustainability Platform of Hungarian Universities (MEFP)

National/regional networks:

- South Moravian Region, Statutory City of Brno, South Moravian Innovation Centre (JIC), South Moravian Centre for International Mobility (JCMM), UNILEAD I & II.
- The City of Pécs, Pécs–Baranya Chamber of Commerce and Industry, Baranya County Government & National Agricultural Chamber, Baranya County (Regional Government), Ökováros–Ökorégió Alapítvány, Pécsi Környezetvédelmi Kft., Tettye Forrásház Zrt., H2SCALE – Green Hydrogen Ecosystems in the Danube Region, Energy Community Concept in Energy Law Training.

Thematic Areas of the Action Plan

Thematic areas of the Action Plan

WASTE MANAGEMENT

Minimising waste:

- Introducing efficient, environmentally friendly and innovative solutions that save input materials and gradually optimize related processes.
- Reducing the amount of solid and hazardous waste generated, including waste from food service operations and from cleaning chemicals.
- Increasing student and staff awareness of opportunities to minimise waste, including awareness of legal obligations in waste management.

Maximising waste sorting and reuse:

- Giving preference to contractors guaranteeing both maximum reuse of waste, while ensuring its efficient and measurable collection, and enabling the purchase of waste.
- Creating conditions for effective sharing and reuse of university assets, especially furniture, ICT and selected laboratory and scientific equipment, both within and outside the university.
- Increasing the accessibility and visibility of separated waste bins and composters.
- Increasing awareness and motivation of students and staff on the possibilities of waste sorting, recycling, composting and reuse.

INDICATORS:

- Proportion of solid and hazardous to regular waste generated.
- Percentage of recycled/reused waste over the course of the academic year.
- List of contractors guaranteeing both maximum reuse of waste.

ENERGY & GREEN INFRASTRUCTURE

- Conducting and regularly updating energy audits of institutional buildings and facilities to identify areas of high energy consumption and opportunities for improvement. Regularly evaluating comparable consumption at the level of individual buildings with regard to current climatic conditions.

- Investing in green infrastructure: solar panels, insulation, automated heating and air conditioning systems, smart lighting, green areas.
- Raising awareness among the institutional community: communicating the implementation of energy audits in student residences or the implementation of energy saving projects on campus.

INDICATORS:

- Proportion of green spaces on university campuses.
- Proportion of sustainable energy used by the institution.
- Number of green enhancements installed (solar panels, smart lighting, automated systems).

PUBLIC PROCUREMENT, CATERING

- Encouraging the purchase of Fairtrade, TCO or similarly certified products. Involving local producers in the procurement of raw materials, prioritizing seasonal foods. Promoting the use of qualitative evaluation criteria and the consideration of life cycle costs.
- Reducing the use of plastic packaging and disposable cutlery. Promoting waste reduction and efficient waste management in the supply chain. Increasing the acquisition of energy efficient equipment as well as the measurement and reduction of the carbon footprint.

INDICATORS:

- Number of provided training and workshops for purchasing staff to acquire the necessary skills, knowledge and tools for responsible purchasing.
- Number of meetings, consultations, training with key suppliers.
- Curation of a database of major public contracts with the responsible aspects applied.

MOBILITY & TRANSPORT

- Cultivating the university environment by increasing the proportion of green spaces and increasing the availability of clean transport.
- Promoting the usage of green transport for staff and students travelling abroad (for example financial subsidies for choosing train over plane).

- Supporting green transportation on campus by constructing bike storage stations and monitoring the number of cars parked on institutional parking spaces.

INDICATORS:

- Gross financial subsidy for green travel spent over the course of an academic year.
- Number of bike storage stations installed.
- Number of cars parked on institutional parking spaces and their fluctuations over the year.

WATER MANAGEMENT AND BIODIVERSITY

- Creating and implementing long-term strategies for energy, water and waste management.
- Installing water-saving fixtures during the renovation of buildings, such as water fountains.
- Establishing a training system for employees and students for the efficient and environmentally responsible operation of the university.
- Producing clear principles of efficient and responsible management of energy and water and motivation of students and employees to comply with them.
- Planting local, native plant species to help preserve and enrich local wildlife, maintaining green spaces using natural, chemical-free methods installing bird feeders and other habitat enhancements to support campus biodiversity.

INDICATORS:

- Number of water-saving fixtures applied to institutional infrastructure.
- Number of staff and/or students signed for internal training systems.
- Number of plants and other biodiversity enhancements (such as bird feeders) planetd or installed on campus.

EDUCATION & AWARENESS

- Revising and updating curricula – identifying opportunities for including sustainability topics (environmental, economic and social) in the curricula, introducing new courses or study programmes, eliminating duplicities in the courses offered. Developing multidisciplinary subjects/courses provided by several departments in a coordinated manner. Removing potential barriers within the education process leading to open

access for all groups, including explicit provisions on non-discriminatory access in relevant regulations.

- Organising regular information and campaigns for the university community, encouraging the participation of lecturers and students in sustainability events and workshops.

INDICATORS:

- Number of courses tackling the topic of sustainability.
- Number of students registered at said courses throughout a specific time period (for example, over one academic year).
- Number of educational campaigns, events, lectures and workshops as well as the number of participants.

EXTERNAL COOPERATION

- Actively collaborating with partners in the public, private and non-profit sectors at the regional, national and international levels to address strategic topics in the area of sustainability (social, environmental, economic etc.), including participation in the development of recommendations, methodologies, policies, strategies and legislation reflecting the university's expertise in the topic.
- Carrying out, in the long-term perspective and even outside the university, educational and popularization activities in the field of sustainability aimed at the general public.
- Encouraging the active participation of the local community in sustainability initiatives.

INDICATORS:

- Number of strategic partners in the support of sustainability.
- Number of joint projects with partners with relevant output promoting sustainability.
- Number of participants at public cultural events or edification/educational events aimed at sustainability.

STUDENTS AND STAFF ENGAGEMENT

- Educating and increasing knowledge of sustainability principles among staff and students through workshops, seminars and campaigns; motivating them to adopt sustainable practices.

- Organising events, workshops, seminars and lectures dedicated to the subject of sustainability and open for both students and staff.

INDICATORS:

- Number of activities, events and initiatives implemented to increase awareness.
- Existence and development of an open, flexible and accessible system for university community engagement.
- Percentage of events organised in accordance with the applicable sustainability standards.

Monitoring and evaluation

- Establishment of a green transition managerial body (for example JU's Climate Council) independent from institutional leadership.
- Annual evaluation processes by respective Sustainability bodies, dissemination of the evaluation with university management.
- Collection and analysis of data on energy consumption, water consumption and waste management to get a more accurate picture of the effectiveness of sustainability measures.

Recommendations for Project Partners

University of Montenegro

Initiatives

In order to accelerate the Green Transition at the University of Montenegro, this partner institution should commit to the following initiatives:

1. In order to **limit waste** and simultaneously ensure the high **awareness of the academic community** towards waste management and recycling, this institution should consider successfully enhancing its waste management efforts by implementing improved recycling systems and organising awareness-raising campaigns.
2. In order to provide modern, **green infrastructure** to its staff and students, this institution should focus on modernising the campus buildings towards energy efficiency and other sustainable practices.
3. While popularising **climate-awareness** among its student community, this university should put efforts towards curating better **sustainability education** (for example through new courses related to sustainability) and involving its faculties in high quality sustainability research.
4. To facilitate and enhance the administrative processes at the institution, this university should focus on its gradual **digital transformation** (e.g. green Erasmus, paperless administration, digital signing, etc.). This will benefit the university not only by accelerating the administrative processes but also by contributing to the gradual reduction of paper on its premises.
5. Reaching outside of its campuses, this institution should enhance **cooperation with external actors**, for example by engaging with the local community and organising public sustainability events, initiatives, actions and campaigns. This will allow the University of Montenegro to translate its work outside of the academic environment, thus motivating the external community to engage in sustainability practices and campaigns.
6. Lastly, to provide a truly international and responsible standard of education, this institution should support the **green mobility** of the university's students and staff, favouring **sustainable modes of transport** during study visits, student trips, academic exchanges and business trips.

Steps

- Recommended steps for the institution to take for them to meet the goals set by the initiatives:
- Implementing campus-wide recycling systems for paper, plastic, glass and electronic waste.
- Organising awareness-raising campaigns on waste reduction, recycling and avoidance of using single-use plastics.
- Applying green procurement procedures with the emphasis on recyclable and low environmental impact materials.
- Modernising campus infrastructure in regards to energy-efficiency, lighting systems, heating systems, ventilation and water management.
- Regularly monitoring energy use of the university buildings.
- Increasing the use of renewable energy sources throughout university campus and student dormitories.
- Applying sustainable landscaping practices throughout university-owned green spaces.
- Maintaining and protecting university-owned green spaces' biodiversity.
- Installing more electric vehicles charging stations throughout university campuses.
- Implementing initiatives regarding sustainable mobility around the university campuses, including potential external partnerships on e-bike sharing or green public transport integration.
- Promoting the reuse of water and introducing sustainable water irrigation practices throughout university-owned green spaces and vineyards.
- Integrating sustainability topics into education at all levels.
- Organising conferences, workshops and seminars on sustainability related topics.
- Involving the student community in sustainability and green transition projects.
- Organising sustainability trainings for staff.
- Promoting eco-friendly catering and locally grown food.
- Reducing the usage of disposable packaging during university events.

Timeline

Short term goals (2-6 months):

- Launching an awareness-raising campaign for waste reduction and recycling throughout the university campus and student dormitories.
- Establishing partnerships with local food producers to use locally grown food.
- Organising sustainability trainings for academic and administrative staff.

Medium-term goals (6 months – 1 year):

- Monitoring and implementing protection programme for university-owned green spaces' biodiversity.
- Sustainable landscaping in the university-owned green spaces.
- Involving students in sustainability and green transition projects.
- Starting the process of monitoring energy use of university building.
- Increasing the use of renewable energy sources at the university campus (e.g. buying electricity produced from renewables or installing solar panels)

Long-term goals (1 year+):

- Increasing student participation in sustainability courses.
- Involving more faculties into green-focused research.
- Setting up external partnerships to enlarge sustainable mobility around university campus.
- Participating in new international projects in the area of sustainability.
- Integrating sustainability courses into education at all levels (bachelors, master and doctoral studies).
- Installing several new electric vehicle charging stations.
- Continuously modernising university buildings, especially in terms of heating, lighting and ventilation systems and using sustainable building materials.

University of Pécs

Initiatives

In order to accelerate the Green Transition at the University of Pécs, this partner institution should commit to the following initiatives:

1. Overall, the institution should aim at **reducing its CO2 emissions** and maintaining a high-level of **external cooperation**. University of Pécs actively cooperates with the city of Pécs in fulfiling their target of reducing city's CO2 emissions by 80% by the year 2030 compared to 2021 levels. Such cooperation should be continued or enhanced, laying the ground for other possible forms of cooperation with local authorities, the local community and NGOs.
2. Along with reducing its CO2 emissions, the institution should prioritise **energy efficiency** and conservation. The university shall enhance its energy efficiency by implementing various energy-saving measures throughout its campuses and dormitories and reducing its energy consumption.
3. The university's internal infrastructure should incorporate **waste reduction systems** and recycling. This process should engage the university community as well as local stakeholders to minimize unnecessary waste generation and promote recycling practices throughout the city of Pécs.
4. Given the existing close cooperation between the University and the city of Pécs, supporting **further collaboration** in the future becomes a crucial aspect of its green transition strategy. For instance, enabling and supporting the use of **sustainable transportation** among the student community and university staff will be beneficial to both the internal and external environment of the university.
5. Looking into the future, the university should strengthen its **crisis-response systems**, for example flood resilience. As the city of Pécs is under a high risk of flash floods, it is vital that this matter is taken into account within the framework of local water management as well as urban water retention strategies.
6. Lastly, the institution should support its **community engagement** in green transition via projects, events, and workshops promoting sustainable practices and preserving local biodiversity.

Steps

Recommended steps for the institution to take for them to meet the goals set by the initiatives:

- Modernising selective waste collection infrastructure existing at the university.
- Implementing the 3R system (Reduce, Reuse, Recycle) as a way to minimise waste and prevent its generation.
- Implementing campaigns regarding waste reduction and recycling (e.g. reuse of single sided paper, bringing reusable water to work)
- Organising future Clean-Up events based on the success of the previous ones.
- Installing solar panel systems.
- Modernisation of buildings (heating systems, ventilation, lighting systems etc.) to improve their energy efficiency.
- Purchasing electricity produced from renewable energy sources.
- Adopting special Green Public Procurement criteria for priority categories: energy, buildings, office equipment, catering, cleaning, vehicles, IT, and construction.
- Focusing on local sourcing of fresh produce for university's catering.
- Phasing out single-use plastic trays, containers, utensils and plates.
- Setting up food waste collection points and on-site composting.
- Improving green transport-related facilities and infrastructure, including bicycle and scooter storage.
- Increasing the number of electric cars in the university's fleet.
- Continuing and introducing new campaigns promoting sustainable modes of transport, especially bicycles.
- Formalising "Green Erasmus" approach by offering extra funding for low-carbon travel.
- Engaging in further flash floods resilience research.
- Further protecting rare plant species at the Botanical Garden of the University.

Timeline

Short term goals (2-6 months)

- Implementing awareness campaigns throughout campuses and student dormitories, for example related to the reduction of waste throughout campuses.
- Installing refill stations and removing PET bottle vending machines from university campuses and student dormitories.
- Organising competitions regarding sustainable practices (e.g. commuting to the university by bike).

- Setting up food waste collection points on university campuses and in student dormitories.
- Continuously cooperating with local suppliers to ensure local sourcing of produce.

Medium-term goals (6 months – 1 year)

- Finalising the implementation of 3R programme.
- Organising more community Clean-Up events.
- Modernising waste collection infrastructure at the campuses and student dormitories.
- Adopting Green Public Procurement criteria for priority categories: energy, buildings, office equipment, catering, cleaning, vehicles, IT, and construction - inclusion of sustainability related criteria in tenders.
- Implementing a practical communication framework aiming to inform the university's community about the tenders and how sustainability criteria impact them while also regularly demonstrating the impact of university's green actions through selected KPIs relating to climate impact of the university.
- Mobility audit throughout university campuses.

Long-term goals (1 year+)

- Conducting an annual review of the institution's effort in the area of sustainability.
- Continuously monitoring and renovating the institution's equipment and buildings in terms of energy efficiency.
- Installing solar panels at the university's buildings.
- Gradually phasing out of plastic trays, plates, containers and cutlery at the university campuses.
- Enhancing further flash floods resilience research and conducing water management projects.
- Formalising the "Green Erasmus" approach by offering extra funding for low-carbon travel.
- Purchasing electricity produced from renewable energy sources.
- Further expanding the amount of EVs within the university car fleet.

University of Sarajevo

Initiatives

In order to accelerate the Green Transition at University of Sarajevo, this partner institution should commit to the following initiatives:

1. On the institutional level, the University of Sarajevo should prioritise **sustainable investments**, such as the modernisation of university campuses and student dormitories to improve their energy-efficiency.
2. In order to raise awareness of climate-related issues, the institution should organise various **sustainability campaigns** and develop diverse **educational modules** related to green transition.
3. Expanding beyond the university level, this institution should enhance its **cooperation with external environment** in implementing sustainability practices and in conducting research projects related to renewable energy, energy efficiency, and preserving biodiversity. This shall include partners like other universities, government bodies, local authorities, industry partners, NGOs and international organisations. It is especially important to foster cooperation with the city of Sarajevo, as the **high levels of air pollution** in the city are one of the most important issues regarding the green transition efforts at local level.
4. In terms of infrastructure, the University of Sarajevo should prioritise **renewable energy installation** and the gradual greening of its campuses.
5. While engaging with external actors, the university should encourage **sustainable practices** through public procurement. This should include collaboration with producers who value sustainability and climate responsibility, ensuring limited usage of single-use plastic and prioritising locally grown products.
6. Lastly, in order to facilitate **sustainable transportation** among its staff and students, the institution should focus on promoting carpooling, cycling and walking among its community.

Steps

Recommended steps for the institution to take for them to meet the goals set by the initiatives:

- Implementing a comprehensive and effective waste management system.
- Promoting recycling and the reuse of assets through awareness campaigns and education modules or courses aimed at students and staff.
- Enhancing cooperation with local and national authorities, NGOs and city's community.

- Promoting awareness of local ecosystems and conservation practices throughout university-owned green spaces.
- Partnering with local waste management companies.
- Promoting green spaces throughout campus. Planting trees and flowers, fostering habitat restoration and green landscaping.
- Modernising heating, cooling, and lighting systems in university buildings.
- Renovating university infrastructure by using sustainable construction standards and incorporating energy-efficient materials.
- Installing bicycle racks.
- Installing electric vehicles charging stations.
- Integrating sustainability criteria into procurement policies of the university, prioritising environmentally friendly products and services.
- Introducing supplier engagement programs which aim to encourage compliance with environmental standards.
- Finalising ongoing sustainability related international projects.
- Installing rainwater harvesting systems.
- Monitoring efficiency of plumbing system and water usage.
- Preparing special training programmes, workshops and seminars for students, staff and wider local community aimed at strengthening climate awareness.
- Organising recognition programmes and awards for students and staff for outstanding contributions to university's sustainability efforts.
- Starting a sustainability newsletter on university's communication channels.

Timeline

Short term goals (2-6 months):

- Implementing awareness-raising campaigns on recycling and reuse of materials on university's social media and communication channels.
- Implementing awareness-raising campaigns regarding local ecosystems and conservation practices at university-owned green spaces.
- Installing new bicycle racks on campuses and in student dormitories.
- Setting up planting initiatives for students (planting trees, smaller plants and flowers in university-owned green spaces).
- Launching a sustainability newsletter on the university's communication channels.
- Organising a sustainability-oriented open workshop for students, staff and local community.

- Starting an award programme for staff and students for contributions to university's sustainability efforts.

Medium-term goals (6 months – 1 year):

- Installing EV charging stations on campus.
- Implementing a supplier engagement program within university procurement which aim to encourage compliance with environmental standards.
- Verifying and reviewing plumbing systems and enhancing water usage efficiency throughout university campuses and student dormitories.
- Launching a partnership with a local waste management company.
- Launching a series of meeting with local authorities and community in order to coordinate joint sustainability efforts, initiatives and projects.

Long-term goals (1 year+):

- Modernising the waste management systems throughout campuses and student dormitories.
- Installing rainwater harvesting systems.
- Monitoring the condition of university-owned buildings and implementing necessary renovation using sustainable construction standards and incorporating energy-efficient materials.
- Modernising the heating, cooling, and lighting systems in university buildings and student dormitories.
- Reviewing the procurement policies aiming to integrate sustainability criteria into them.
- Preparing a sustainability training programme for students and staff to be incorporated into university's annual schedule.

Masaryk University

Initiatives

In order to accelerate the Green Transition at Masaryk University, this partner institution should commit to the following initiatives:

1. Following the Sustainable Masaryk University 2025–2028 Strategy, this institution should firstly and foremost focus on popularising **climate education** among its students by offering sustainability-oriented courses and modules (including future relevant doctoral studies) as well as conducting top-quality research and projects aiming at enhancing climate awareness among the broader public.
2. Furthermore, this institution should enhance its **digitalisation, computerisation and optimisation** of processes, supported by the collection of relevant data, while increasing user comfort and high level of security of information systems. This will limit its use of paper and advance the bureaucratic processes at the university.
3. In order to enhance **water and waste management,** the institution should follow its Responsible Purchasing Strategy by establishing a training system for employees and students for the efficient and environmentally responsible operation of the university. It should strive to increase the proportion of recycled and composted waste and to maximise the reuse of university assets.
4. To effectively monitor and control its **energy use**, this institution should conduct and regularly update energy audits of university buildings and facilities to identify areas of high energy consumption and opportunities for improvement.
5. The buildings of Masaryk University are spread out over almost the entire territory of the city of Brno, which places increased demands on the mobility of students and staff. To support **sustainable modes of transport**, this institution should increase the availability of clean transport and develop recommendations for reducing the carbon footprint of business and study travel.
6. Lastly, ensuring active **collaboration with external partners** and supporting **climate awareness** among its community, this institution should revise and update its curricula and actively collaborate with partners in the public, private and non-profit sectors at the regional, national and international levels to address strategic topics in the area of sustainability.

Steps

Recommended steps for the institution to take for them to meet the goals set by the initiatives:

- Revising the curricula of existing climate-focused modules and introducing new courses.
- Organising an awareness-raising campaign throughout university community regarding waste-sorting, recycling, composting and reuse, including the promotion of participatory approach.
- Developing relevant and innovative Doctoral Studies programmes within the topic of sustainability.
- Gradually digitalising university administration by introducing new communication programmes, data storage and time management applications in order to reduce the use of paper.
- Providing training for staff and students on the matter of sustainability, waste and water management and climate awareness.
- Introducing a reuse and sharing program within the university for used equipment and furniture to be shared between different faculties and centres throughout the university structure.
- Installing bicycle racks on campus.
- Installing electric vehicles charging station.
- Monitoring energy use throughout the university at the level of individual buildings to ensure their energy efficiency.
- Modernising lighting, heating, ventilation, air conditioning and insulation systems of university-owned building and student dormitories.
- Installing solar panels.
- Enlarging the number of green spaces on university campuses.
- Purchasing electricity produced from renewable energy sources.
- Establishing close cooperation with the city of Brno to provide additional discounts on public transport for university staff and students.
- Establishing close cooperation with external actors in the public and private sector in the area of sustainability, for example by co-organising projects, events and initiatives.

Timeline

Short term goals (2-6 months):

- Organising an awareness-raising campaign regarding waste-sorting, recycling, composting and reuse.
- Installing bicycle racks around campus.
- Providing trainings for the university community (staff and students) on the matter of sustainability, waste and water management and climate awareness.

Medium-term goals (6 months – 1 year):

- Revising the curricula of existing sustainability courses and modules, introducing new courses.
- Introducing a reuse program within the university for used assets to be shared throughout the university structure.
- Conducting regular energy audits.
- Installing electric vehicles charging stations around the campus.
- Installing solar panels on university buildings.

Long-term goals (1 year+):

- Supporting the gradual digitalisation of university administration by introducing new communication programmes, data storage and time management applications, thus reducing the use of paper.
- Establishing a close partnership with the city of Brno to provide additional discounts on public transportation for the academic community.
- Strengthening cooperation with external actors in the public and private sector, for example by co-organising sustainability-focused projects, events and initiatives.
- Developing new, relevant and innovative Doctoral Studies programmes within the topic of Green Transition.
- Modernising the lighting, heating, ventilation, air conditioning and insulation systems on campus and in student dormitories.
- Purchasing electricity produced from renewable energy sources.
- Systematically enlarging the number of green spaces on university campuses.

Jagiellonian University

Initiatives

In order to accelerate the Green Transition at Jagiellonian University, this partner institution should commit to the following initiatives:

1. On the institutional level, the Jagiellonian University in Kraków should prioritise further **sustainability investments** including energy efficiency audits, efforts to minimise emissions and modernising older university buildings and infrastructure.
2. Cooperating with the **city of Kraków** and other local and regional stakeholders in order to enhance green transition efforts at local level is crucial for the green transition of this institution, especially considering the stark air pollution problems in the city of Kraków.
3. In order to facilitate a **sense of responsibility** among its staff and students, this institution should focus on promoting **everyday accountability** within its community by including sustainable and healthy catering options and responsible partnerships prioritising local producers and services, especially those with low impact on climate.
4. Considering the high levels of internationalisation and international cooperation, this institution should consider fostering **sustainable mobility** for academic staff.
5. The Jagiellonian University should also support the popularisation and **promotion of research**, knowledge and education on environment related topics, as well as engaging in further research on sustainability efforts.

On the level of the Centre for International Studies and Development (CISAD):

1. The Centre should focus on fostering **sustainability education** and awareness for students of existing and future study programmes such as the Master's Programmes in International Security and Development (ISAD) and International Relations and Public Diplomacy (IR-PUB).
2. Considering the high levels of engagement of its staff in international initiatives and projects, the Centre should promote sustainable and **responsible mobility** for staff and students.
3. While organising events, the Centre should focus on choosing the most **sustainable options for catering**.

Steps

Recommended steps for the institution to take for them to meet the goals set by the initiatives:

- Engaging the city of Kraków, local communities and NGOs in the joint sustainability initiatives, aiming to improve Kraków's air quality and reduce overall emissions throughout the city.
- Further expanding the existing degrees and courses while also introducing new ones dedicated to the subject of sustainability.
- Providing training for staff and students on the matter of sustainability, waste and water management and climate awareness.
- Expanding sustainable mobility infrastructure throughout campuses and student dormitories by installing new bike racks and EV charging stations.
- Continuous modernisation and regular energy efficiency audits of university-owned buildings' heating, lighting and air conditioning systems.
- Introducing new initiatives for green academic mobility, encouraging staff to choose more sustainable means of transportation for their delegation.
- Supporting the optimalisation of energy use throughout university buildings to offset greenhouse gases emissions.
- Promoting bike/car sharing initiatives.
- Cooperating with local authorities to promote and facilitate getting to the university using public transport.
- Modernising and restructuring parking spaces and parking regulations.
- Increasing the number of plants inside university-owned buildings.
- Introducing small retention solutions in relevant locations, by creating small water bodies in natural depressions.
- Planting local and native species to preserve biodiversity in the university-owned spaces.
- Monitoring and preventing bird collisions with glass surfaces of university owned buildings.
- Expanding green infrastructure (green roofs and green walls) where possible.
- Installing educational signs on university-owned green spaces.

On the level of the Centre for International Studies and Development (CISAD):

- Encouraging green mobility for staff business trips.
- Increasing the number of plants within Centre's offices.
- Introducing more sustainability related topics and courses within the degrees run at CISAD.

- Providing staff and students training and awareness-raising campaigns on sustainability related topics.

Timeline

Short term goals (2-6 months):

- Increasing the number of plants inside university buildings.
- Installing new educational signs on university-owned green spaces.
- Promoting of bike and car sharing initiatives.
- Planting local and native species to preserve biodiversity in the university-owned spaces.
- Providing training for staff and students on the matter of sustainability, waste and water management and climate awareness.

Medium-term goals (6 months – 1 year):

- Expanding existing degrees and curricula in terms of sustainability related topics.
- Creating new small retention bodies of water in natural depression on university-owned spaces.
- Modernising parking spaces and their regulations.
- Monitoring and preventing bird collisions with glass surfaces of university owned buildings.
- Optimising energy use to offset university's greenhouse gases emissions.
- Monitoring and promoting staff green mobility for business trips.

Long-term goals (1 year+):

- Curating sustainability projects development with local and regional stakeholders.
- Cooperating with local authorities to promote and facilitate the use of public transportation – promoting the "Park & Ride" initiatives, optimising ticket prices and discounts for students, adjusting public transport routes, stops and frequency.
- Cooperating with local authorities to expand local bike routes and promote commuting by bike.
- Installing new bike racks and EV charging station throughout university campuses and dormitories.
- Installing new green roofs and green walls in relevant places.
- Conducting regular energy audits and continuously modernising university buildings heating, lighting and air conditioning systems.

J. Selye University

Initiatives

In order to accelerate the Green Transition at J. Selye University, this partner institution should commit to the following initiatives:

1. To foster sense of collective responsibility over green transition and sustainable development, this institution should enhance its Green Transition related **awareness-raising**, communication and education. Addressing the most important stakeholders and encouraging their engagement in the enhancement of the Green Transition will build a strong base for the implementation of green measures at the university.
2. Internal development must be met with feasible **external cooperation**. Engaging local authorities, local communities and NGOs will popularise the green initiatives organised at this partner institution, allowing for the ideas of responsibility and awareness to be translated outside of the academic environment.
3. Curating a **sustainable campus and dormitories** will allow this partner institution to actively incorporate its commitment to green transition into its infrastructure. Ensuring that institutional buildings and student dormitories use more energy-efficient and sustainable solutions will combine climate awareness with practical solutions.
4. In order to actively synthesise internal and external cooperation, for example by employing existing green infrastructure in the city, this institution should encourage the use of **green transportation** among its staff and students. Facilitating the use of sustainable modes of transportation throughout student community and university staff will benefit both the institution and its surrounding environment – the city of Komárno.
5. Lastly, to ensure long-term benefits of green transition and enrich the existing infrastructure, it is crucial for this institution to **support, curate and protect biodiversity** at the local scale.

Steps

Recommended steps for the institution to take for them to meet the goals set by the initiatives:

- Setting up of **awareness-raising campaigns** for university's students and staff on institution's social media and digital platforms, for example regarding topics such as recycling and selective waste collection practices, water-saving, sustainable transportation and reducing the use of plastic.
- Placing **awareness-raising signs** about recycling practices at the waste collection points in student dormitories and at the university campuses.
- Integrating **sustainability education modules** into the existing curricula.
- Modernizing the **equipment** of the campus and student dormitories and renovating older buildings to ensure energy-efficiency.
- Engaging the **city of Komárno, local communities and NGOs** in the dialogue about joint sustainability initiatives, aiming to launch joint projects in the future.
- Organising open awareness-raising **workshops** for students, staff and local community.
- Expanding the infrastructure facilitating the use of **bikes**.
- Supporting **carpooling** initiatives for the university community.
- Promoting the use of **trains** as one of the most sustainable modes of transport.
- Involving **local producers** in the procurement and prioritizing seasonal produce in the logistics of catering at the university campus.
- Planting local and native species to **preserve biodiversity** in the university-owned spaces.
- Maintaining university-owned **green spaces** without using chemicals, while also prioritizing the planting of plants requiring less irrigation to help reduce water consumption.
- Installing **birdfeeders** to support campus wildlife.
- Developing a **rainwater irrigation system** for the university-owned green spaces.

Timeline

Short term goals (2-6 months):

- Implementing awareness-raising campaigns regarding the topic of green transition on the institution's social media and/or digital platforms.
- Organising open workshops for students, staff and local community regarding the implementation of sustainability practices in their daily life.
- Placing awareness-raising signs at the waste collection points throughout all the student dormitories.

- Planting local plant species at the university green spaces.
- Expanding institutional recycling systems – setting up containers for the collection of batteries and electronics at the waste collection points in student dormitories, as well as building a collection point for used household oil.
- Implementing a practical natural science or environmental project within the subject of biology in the Faculty of Economics and Informatics (FEI) park.

Medium-term goals (6 months – 1 year):

- Installing several birdfeeders throughout the campus.
- Setting up agreements within the institution's procurement involving local producers and prioritizing seasonal produce.
- Engaging with local NGOs to organize joint events and integrate their participation into university's study programmes.
- Installing additional bike racks at student dormitories and the university campus.
- Prioritising energy-efficient and long-lasting equipment preferably built using recyclable materials within purchases at the university level.

Long-term goals (1 year+):

- Introducing green public procurement regulations at the university level.
- Integrating sustainability education modules into the existing curricula.
- Expanding renewable energy use at the institution's facilities – maintaining existing solar panels as well as installing new ones throughout the university campus.
- Developing food waste monitoring systems at the student dormitories.
- Developing a rainwater irrigation system for university-owned park.
- Continuously monitoring, renovating and modernising the campus, student dormitories and university equipment.
- Developing green transportation infrastructure – setting up EV charging stations at the campus.
- Collaborating with local authorities to facilitate train transportation for staff and students – e.g. integrating a train card with student ID.
- Introducing a university-level carpooling intitiative.
- Launching a joint sustainability-related project (e.g. series of workshops or other events) with the city of Komárno.

CONCLUSION

The **Comprehensive Action Plan (CAP)** presented in this document is a shared guideline for the partner institutions to navigate the complex challenges of the green transition. By combining universal standards with tailored, institution-specific recommendations, the plan ensures that every university, has a clear and achievable path toward sustainability.

The most important conclusions and goals resulting from this cooperation include:

- **Commitment to Change:** The six partner universities have strategic goals to modernise their infrastructure, improve energy efficiency, and implement better waste management systems.
- **Education as a Fundament:** Integrating sustainability into curricula and raising awareness among students and staff is essential for a long-term cultural shift within our institutions.
- **Regional Cooperation:** The success of the green transition depends on strong partnerships with local authorities, cities (such as Kraków, Brno, Sarajevo, Pécs, Komárno, and Podgorica), and community organizations.
- **Continuous Progress & Modernisation:** The divided timeline (short, medium, and long-term) emphasizes that the green transition is an ongoing process that requires constant monitoring and adaptation.

This document serves as a staple for any university or institution seeking inspiration to address climate change and environmental adaptation. While the specific steps are tailored for our partners, the general principles of responsibility, digitalization, and resource efficiency are universal.

This project was made possible thanks to the support of the **International Visegrad Fund**. The joint efforts of the Jagiellonian University in Kraków, Masaryk University, University of Pécs, University of Montenegro, University of Sarajevo, and J. Selye University demonstrate that regional cooperation in Central Europe and the Western Balkans is a powerful tool for accelerating green transition. We believe that the implementation of this plan will contribute to a more sustainable future for both our academic and local communities.