



INTERNATIONAL
HELLENIC
UNIVERSITY

**Committee for Sustainable
Development and Environment
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SUSTAINABLE DEVELOPMENT PLAN OF THE INTERNATIONAL HELLENIC UNIVERSITY

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1. Introduction

The concept of sustainable development has become fundamental in public discourse in recent decades, constituting one of the most widely recognised and universal goals of the international community. From the first emergence of the term in the Brundtland Report in 1987 to the adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs) by the United Nations in 2015, sustainable development has defined a new direction for policies, economies and educational institutions themselves at all levels.

Sustainable development, as defined in the Brundtland Report of the World Commission on Environment and Development, is described as the **«development that meets the needs of the present without compromising the ability of future generations to meet their own needs»**. This definition combines two (2) main elements:

- the satisfaction of today's needs and
- the safeguarding of the potential of future generations.

Sustainability is grounded in three (3) interlinked dimensions:

1. Environmental Dimension: protection of natural resources, pollution reduction and biodiversity conservation.
2. Economic Dimension: development that ensures prosperity, productivity and sustainable use of resources.
3. Social Dimension: social justice, equality, poverty reduction and the strengthening of democracy.

Sustainable development acquired more concrete content through the adoption of the UN 2030 Agenda, which includes 17 Sustainable Development Goals and 169 targets. These Goals cover critical issues such as poverty eradication, quality education, gender equality, climate action and responsible consumption and production (Figure 1).

Education is explicitly recognised in Goal 4 («Quality Education») which seeks to ensure inclusive and equitable quality education and promote lifelong learning. However, education is not only a stand-alone goal; it is also a means of achieving all the other goals, as it empowers citizens and provides the knowledge and skills required for a sustainable society.

Sustainable development has been officially recognised as one of the long-term objectives of the European Union (EU) under Article 3, Paragraph 3 of the Treaty on European Union, while the EU has committed to intensifying its efforts to implement the 17 SDGs of the 2030 Agenda both within Member States and with external partners. To this end, the EU has established various policies, strategies and initiatives to address challenges such as climate change, the transition to a low-carbon economy, the promotion of innovation and entrepreneurship, the promotion of equal opportunities, and access to employment, education, healthcare and social protection.



Figure 1. The 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda.

Higher education plays a significant role in the achievement of sustainability goals. Universities provide pioneering research, high-quality education and cutting-edge innovation (Goals 4 and 9). Strong Universities are an important part of civil society (Goal 16) and are excellent promoters of global and local partnerships (Goal 17). Through their contribution to these four (4) goals, universities facilitate the achievement of all other goals as well.

It is important that Universities support students in developing rigorous scientific thinking, as well as an entrepreneurial spirit, which are necessary for producing solutions for the benefit of sustainable development. University researchers, teachers and students cooperate with citizens and the private and public sectors, co-creating knowledge that can provide solutions. It is the combination of these core missions that gives universities a unique role in the collective effort to achieve the SDGs.

In order to integrate the principles and objectives of Sustainable Development into all aspects and actions of its programmes, the International Hellenic University (IHU) developed this Sustainable Development Plan as part of its multiannual strategic plan for academic development pursuant to Article 224 of Law 4957/2022 and the broader planning for the development of the University.

Following the introduction in Chapter 1, Chapter 2 reviews the institutional framework concerning the implementation of the principles of sustainable development. Chapter 3 analyses the methodology applied for the development of this IHU Sustainable Development Plan. The objectives of the plan, the proposed sets of actions and indicators for monitoring progress and evaluation of implementation of the plan are presented in Chapter 4, followed by a brief summary in Chapter 5.

The Plan was prepared by the members of the IHU Environment Committee: P. Samaras (Chair of the Committee), E. Keramaris, E. Kirtas, F. Stergiopoulos and M. Tsiouni.

2. Institutional framework for the implementation of Sustainable Development at the University

Higher Education Institutions (HEIs), as centres of knowledge, research and innovation, have both the capacity and the responsibility to function as examples of the implementation of policies that promote sustainability. The reasons why universities seek to incorporate the SDGs into their institutional strategies are illustrated in Figure 2. Sustainable campus management has become highly important for many universities and is often considered part of an institution's social responsibility. The formulation of an integrated «Sustainable Development Strategy» within university policy provides an easily communicated action plan for sustainability and contributes not only to reducing the environmental footprint of the institutions themselves, but also to fostering environmental awareness among students and staff. At the same time, the SDGs contribute to addressing emerging challenges, such as the rapidly advancing climate crisis and the associated extreme weather events. These Goals are relevant to every person on the planet, but especially to students, as they will bear the most serious future consequences of inaction on these issues.

The SDGs are largely quantitative and have been designed to generate data so that progress can be measured comparatively. Sustainable campus management may include various measures for energy saving, efficient use of resources and waste reduction, as well as the sharing of services, infrastructure and facilities with other universities or external partners. However, the integration of the SDGs in universities cannot remain at the level of theoretical references. For this purpose, coordinated actions are required, including:

- **Strategic planning** with clear objectives and indicators.
- **Administrative procedures** that promote transparency and accountability.
- **Participation of all members** of the academic community.

Universities can adopt policies that incorporate the SDGs at all levels of operation, from teaching and research to administration and external collaborations. A key element in all sustainability strategies is the whole-institution approach, meaning that all members of the university community, including stakeholders from outside the university, participate in the efforts.

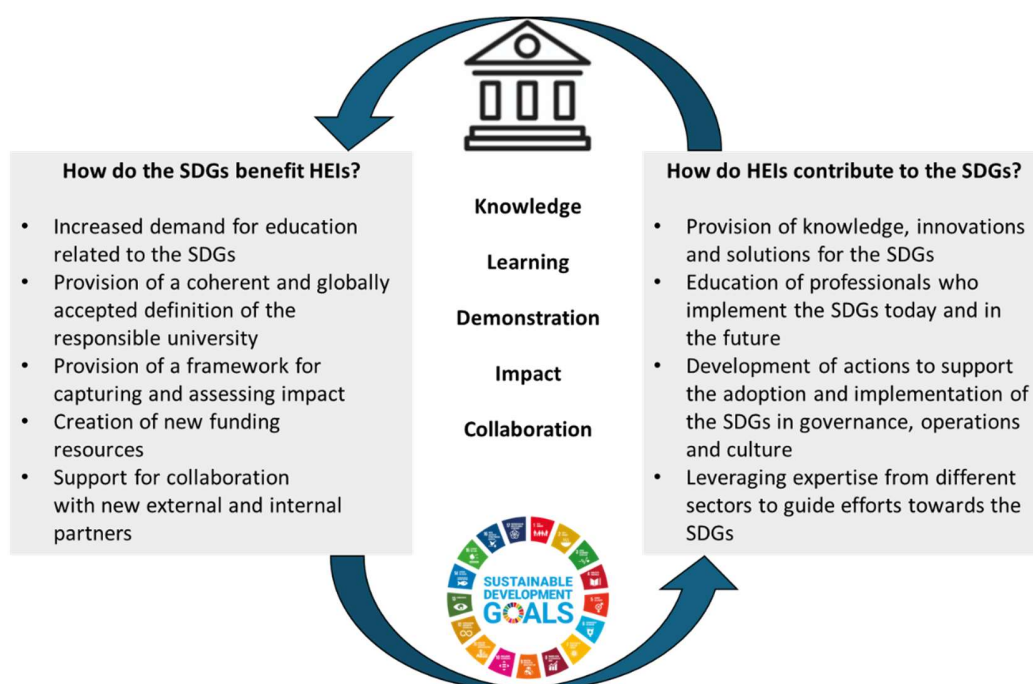


Figure 2. The relationship between universities and the Sustainable Development Goals.

At national level, the adoption of the Charter of Greek Universities for Sustainability 2022-2030 constitutes a milestone for the successful transition of higher education towards sustainable development. The Charter, which was established by the Rectors' Synod in 2011 and updated in 2022, incorporates recent developments as well as the key decisions of international and national bodies and conferences related to sustainability.

The Charter of Greek Universities for Sustainability functions as an integrated environmental declaration for Greek universities, with full alignment with the 17 Sustainable Development Goals as its central axis, especially those directly related to education (SDG 4 and, in particular, SDG 4.7).

For the implementation of the Charter by the Universities, the Rectors' Conference proposed four (4) strategic pillars so that Universities may become «Beacons of Sustainability»:

1. Planning of Education and Research for the promotion of Sustainable Development.
2. Application of appropriate Principles, Methods and Practices that promote Sustainability within Universities.
3. Strengthening the links of Higher Education Institutions with society at local and international level.
4. Promotion of the necessary changes in University administration so that implementation of the Charter is institutionally and organisationally supported.

In addition, the Rectors' Conference proposed two (2) further measures:

1. The definition of a National «Sustainability Threshold», namely the establishment and adoption of a single, national and commonly accepted set of Sustainability criteria that all academic institutions in the country should meet at a minimum. The Sustainability Threshold will serve as the basis for documenting and evaluating the relative progress of Universities.
2. The establishment of a network of Greek HEIs to act as an advisory body to the Conference on issues related to the promotion of sustainability, applying an interdisciplinary approach to all areas of an HEI's mission, namely scientific knowledge, research and education.

For the development and preparation of the IHU Sustainable Development Plan, a five-member Committee for Sustainable Development and Environment was established by Decision No. 24/10-07-2024 of the Administration Council of the International Hellenic University. The university Committee for Sustainable Development and Environment constitutes a key institutional body responsible for designing, implementing and monitoring policies that promote sustainability. Its role is to integrate sustainability principles into the operation of the institution, contributing both to the reduction of its environmental footprint and to fostering environmental awareness within the university community.

The main objectives of the IHU Committee are structured around four (4) principal axes:

1. Promoting environmental sustainability through actions related to energy saving, waste management, responsible use of natural resources and the adoption of green technologies.
2. Integrating sustainability into education and research, with the aim of creating curricula and research projects that highlight the challenges and solutions of sustainable development.
3. Enhancing the participation and awareness of members of the university community through educational campaigns, volunteering actions and collaborations with social bodies, recognising that the active engagement of students, teaching staff and administrative staff is a fundamental prerequisite for the success of any sustainability strategy.
4. Providing institutional and organisational support through the development of appropriate governance mechanisms, the establishment of monitoring indicators and the publication of progress reports, in order to ensure transparency and continuous improvement.

Through these objectives, the Committee for Sustainable Development and Environment aims for IHU to become a model organisation that promotes environmental responsibility, social awareness and innovation, actively contributing to the achievement of the Sustainable Development Goals at national and international level.

3. Methodology for preparing the IHU Sustainable Development Plan

For the development of the IHU Sustainable Development Plan, the UN 2030 Agenda and the corresponding 17 Sustainable Development Goals were used as the foundational text. In addition, in order to develop a coherent Plan with clear and defined objectives, good practices and experience from the international literature on the application of sustainability in higher education were taken into consideration, such as the cases presented in the SDG Accord (<https://www.sdgaccord.org/#>) and the recommendations of the Higher Education Sustainability Initiative and the recent HESI Global Forum 2025 – Breaking Barriers in Sustainable Development Through Scientific, Inclusive, and Equitable Solutions (<https://sdgs.un.org/HESI/2025GlobalForum>). The Forum, which brought together representatives from academia, policy-making, students, the private sector and international organisations emphasised the catalytic role of higher education in the implementation of the SDGs.

It should be emphasised that there is no single “correct” way to integrate sustainable development goals into an educational institution. Furthermore, in the development of a rational Sustainable Development Plan, an important role is played by the formulation of appropriate sustainability development objectives, the definition of actions for implementing these objectives and the determination of the corresponding indicators for quantitative recording and monitoring of implementation of the Plan.

For the preparation of the IHU Sustainable Development Plan, the University's activities were initially recorded and existing sustainability actions were monitored. This was followed by the development of the main pillars and corresponding objectives, which are intended both to continue previous actions and, primarily, to apply good practices adapted to the particular characteristics and conditions of the International Hellenic University. Indeed, IHU currently comprises 7 Schools with 23 Departments and the University Centre of International Programmes of Studies (UCIPS) with two (2) single-department Schools, covering a broad range of disciplines and sciences (health sciences, social and economic sciences, design sciences, geosciences and engineering sciences). The Institution's facilities are spread across a wide geographical area in four (4) different cities, with corresponding campuses: the Alexandria Campus in Sindos-Thessaloniki, Serres, Kilkis and Katerini. The University's administrative services and the UCIPS facilities are located on a separate area in Thermi, east of the Thessaloniki urban complex. Finally, the University owns a farm of approximately 120 hectares for research and education in agricultural sciences. The University's presence across different regions and the dispersion of its facilities and activities require an approach adapted to the specific conditions of each area.

In this context, the main pillars of the IHU Sustainable Development Plan are:

- Research
- Education

- Environment
- Governance – Administration
- Society – Outreach

It is important to stress that the sustainable development objectives have been designed to function complementarily rather than individually; therefore, the related actions and indicators may fall under more than one objective. The ultimate purpose is to establish a plan as a reference mechanism, through which the cooperation and implementation of the individual objectives can contribute to achieving holistic Sustainable Development within the University.

4. Sustainable Development Pillars of IHU

4.1. Research

The integration of sustainable development principles into academic research is critical for the production of knowledge that supports the transition towards a sustainable future. Research at IHU must promote not only academic excellence, but also social and environmental responsibility, aiming at solutions that respond to contemporary challenges such as climate change, sustainable resource management and social justice.

Furthermore, sustainable research at the University contributes to responsible management of research resources, minimisation of the environmental footprint of laboratories and the development of skills among research staff so that sustainability is promoted at both theoretical and practical levels. In this way, the University becomes a model of institutional innovation and social responsibility, supporting its role as an agent of change and sustainable development in society.

This strategy is aligned with key Sustainable Development Goals, in particular:

Goal 9 – Industry, Innovation and Infrastructure: Promoting sustainable innovative technologies and infrastructure.

Goal 12 – Responsible Consumption and Production: Developing research on sustainable practices and the circular economy.

Goal 13 – Climate Action: Strengthening research activities aimed at addressing climate change.

Goal 17 – Partnerships for the Goals: Strengthening partnerships among organisations, Universities and industry for sustainable research.

The specific Strategic Objectives concerning the Research sector and the proposed Sets of Actions (SoA) are developed below with reference to indicative monitoring indicators for their implementation.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
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1. Integration of sustainable priorities into the research strategy	1.1 Definition of research themes that promote sustainability (e.g. renewable energy sources, circular economy)	I1.1.1 Number of programmes/projects with a sustainability theme I1.1.2 Percentage of all funded research projects from each source concerning research on sustainable actions I1.1.3 Number of references in publications to content related to sustainability
	1.2 Integration of the SDGs as a framework for prioritising and evaluating projects	I1.2.1 Number of research proposals linked to SDGs
2. Promotion of interdisciplinary and cross-sectoral cooperation in SDG target areas	2.1 Creation of electronic collaboration platforms between departments and with bodies outside the University	I2.1.1 Number of interdisciplinary research projects I2.1.2 Number of collaborations with external partners I2.1.3 Percentage of funded joint proposals (among all funded proposals)
	2.2 Organisation of interdisciplinary and cross-sectoral seminars, workshops and other promotional actions for the exchange of knowledge and ideas per academic year	I2.2.1 Number of events per academic year I2.2.2 Participation of researchers in interdisciplinary and cross-sectoral events (number)
3. Improvement of environmental management in research activities	3.1 Adoption of practices for reducing waste and energy consumption in laboratories	I3.1.1 Integration of energy-consumption reduction practices, e.g. purchase of energy-efficient research equipment and daily energy-saving practices I3.1.2 Reduction in the volume of waste and recyclable materials

		I3.1.3 Number of laboratories with environmental management certification
	3.2 Training of research staff in sustainable practices per academic year	I3.2.1 Number of training seminars whose themes include sustainable practices I3.2.2 Number of participants
4. Strengthening the dissemination and social impact of sustainable research	4.1 Enhancement of open repositories and platforms for publishing research results related to sustainable development and sustainability	I4.1.1 Number of open-access publications per year I4.1.2 Number of downloads/visits to repositories and platforms per year I4.1.3 Number of citations of the works under I4.1.1 and number of registered users
	4.2 Organisation of public events, lectures and awareness-raising actions for students and staff of the University	I4.2.1 Number of events per year I4.2.2 Number of participants per year I4.2.3 Promotion through social media (number of visits per year)
5. Promotion of sustainable funding practices and opportunities	5.1 Encouragement of participation in national and European funding programmes oriented towards sustainable development and sustainability	I5.1.1 Amount of approved funding for new programmes per academic year I5.1.2 Number of submitted and successful proposals
	5.2 Development of internal mechanisms for supporting and guiding researchers	I5.2.1 Number of support services provided, e.g. number of support requests to the Technology Transfer Office

4.2. Education

One of the fundamental strategic objectives of IHU concerns the creation, dissemination and application of knowledge and innovation through a continuous process of enriching the broad spectrum of humanities, social, economic and technological scientific fields it serves, with

dynamically evolving undergraduate and postgraduate programmes of study that follow and educationally adapt to developments in science and technology as well as to social needs and priorities. In this context, the integration of sustainability and sustainable development constitutes both an imperative need and an opportunity for further development of IHU.

The strategic objectives and proposed actions converge towards shaping the appropriate educational environment and developing the necessary aspects that will make students, as well as Teaching and Administrative Staff, participants in the continuing effort to enhance quality of life within the framework of the principles of sustainability and sustainable development.

For this purpose, a set of actions is proposed, focusing mainly on enriching undergraduate and postgraduate curricula, modernising teaching methods and further strengthening interdisciplinary and interdepartmental cooperation, with the ultimate goal of collectively developing the sustainability character of the high-level studies offered at institutional level.

The proposed actions are fully consistent with the following SDGs:

Goal 4 – Quality Education

Goal 7 – Affordable and Clean Energy

Goal 8 – Decent Work and Economic Growth

Goal 9 – Industry, Innovation and Infrastructure

Goal 10 – Reduced Inequalities

Goal 11 – Sustainable Cities and Communities

Goal 12 – Responsible Consumption and Production

The specific Strategic Objectives concerning Education, the Sets of Actions and the corresponding Indicators are presented below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Further strengthening and integration of new courses related to sustainability and sustainable development in curricula	1.1 Recording the current status of courses related to sustainability and sustainable development in the (undergraduate and postgraduate) curricula of Departments	I1.1.1 Number of existing undergraduate courses oriented towards sustainability and sustainable development I1.1.2 Number of existing postgraduate courses oriented towards sustainability and sustainable development

	1.2 Integration of new courses in the context of the reform/update of undergraduate and postgraduate curricula with an orientation towards sustainability and sustainable development	I1.2.1 Number of new courses in the context of reform/update of undergraduate curricula I1.2.2 Number of new courses in the context of reform/update of postgraduate curricula
	1.3 Attraction of academic staff with orientation and scientific expertise in sustainability and sustainable development	I1.3.1 New faculty positions oriented towards sustainable development
2. Modernisation and enhancement of teaching methods in the context of sustainability and sustainable development	2.1 Integration/enhancement of digital technologies in the educational process	I2.1.1 Number of digital teaching tools at Department level
	2.2 Encouragement of students to engage with sustainability and sustainable development issues within their studies	I2.2.1 Number of undergraduate assignments/projects implemented by students, incorporating sustainability and sustainable development issues I2.2.2 Number of postgraduate assignments/projects implemented by students, incorporating sustainability and sustainable development issues I2.2.3 Number of undergraduate theses/diploma theses incorporating sustainability and sustainable development issues I2.2.4 Number of postgraduate theses/diploma theses incorporating sustainability and sustainable development issues
	2.3 Strengthening experiential learning with an orientation towards sustainability and sustainable development	I2.3.1 Number of experiential activities for students within the University (volunteering actions, events, etc.) incorporating

		sustainability and sustainable development issues I2.3.2 Number of experiential activities for students outside the University (volunteering actions, visits, participation in events, etc.) incorporating sustainability and sustainable development issues I2.3.3 Number of internship placements for students in subjects related to sustainability and sustainable development
3. Strengthening outreach and cooperation in the context of sustainability and sustainable development	3.1 Strengthening outreach and connection with productive and social actors	I3.1.1 Number of participations in scientific conferences, workshops and exhibitions related to sustainability and sustainable education I3.1.2 Number of lectures, presentations, briefings, etc., within the University by representatives of productive and social actors, visiting professors from Greek or foreign HEIs, on topics related to sustainability and sustainable development I3.1.3 Number of lectures, presentations and briefings delivered by University members outside the University in Greece or abroad, at events of bodies with themes related to sustainability and sustainable development
	3.2 Strengthening interdepartmental and inter-university cooperation in study	I3.2.1 Number of undergraduate courses delivered in cooperation with teaching staff from other

	programmes related to sustainability and sustainable development	Departments of the Institution or faculty from other Universities, in subjects integrating sustainability and sustainable development I3.2.2 Number of postgraduate courses delivered in cooperation with teaching staff from other Departments of the Institution or faculty from other Universities, in subjects integrating sustainability and sustainable development I3.2.3 Number of faculty members of a Department participating in teaching sustainability-related undergraduate courses of other Departments of IHU or another University I3.2.4 Number of faculty members of a Department participating in teaching sustainability-related postgraduate courses of other Departments of IHU or another University I3.2.5 Number of interdepartmental or inter-university postgraduate programmes related to sustainability and sustainable development
4. Strengthening Lifelong Education and Learning	4.1 Strengthening sustainability and sustainable development through actions of the Continuous Education and	I4.1.1 Number of KEDIVIM training programmes on topics related to sustainability and sustainable development

	Lifelong Learning Center (KEDIVIM)	I4.1.2 Number of participants (per year) in KEDIVIM training programmes on topics related to sustainability and sustainable development
5. Horizontal actions for strengthening sustainability and sustainable development	5.1 Dissemination actions	I5.1.1 Number of mass communications (electronic/printed) per year to University members regarding initiatives, actions and new developments in sustainability and sustainable development at the University I5.1.2 Number of national or international (European, etc.) networks related to sustainability and sustainable development with participation of one or more Departments of the Institution I5.1.3 Number of ongoing doctoral theses on topics related to sustainability and sustainable development I5.1.4 Number of distinctions and/or awards received by students and University members in sustainability and sustainable development

4.3. Environment

Undoubtedly, the environmental dimension constitutes a cornerstone of the University's sustainable development strategy. Environmental quality, in its various aspects, and its enhancement within the University premises are of primary importance for achieving the University's development objectives within the framework of sustainability.

In this direction, a set of strongly interconnected actions is proposed. These actions cover the fields of energy (energy saving in the University's infrastructure and operation, integration of

renewable energy sources, sustainable transport), rational use of water and wastewater management, solid waste management and actions for the development of the University's natural environment.

The proposed actions are fully consistent with the following SDGs:

Goal 3 – Good Health and Well-being

Goal 6 – Clean Water and Sanitation

Goal 7 – Affordable and Clean Energy

Goal 9 – Industry, Innovation and Infrastructure

Goal 11 – Sustainable Cities and Communities

Goal 12 – Responsible Consumption and Production

Goal 13 – Climate Action

The following actions are proposed for each sub-sector.

Energy

The «Energy» factor is one of the main horizontal pillars governing the daily operation of the University across all sectors. Undoubtedly, the way energy is used in its various forms directly affects and is closely aligned with the sustainability and sustainable development character of the University. The objectives in the energy sector, the actions and the indicators are set out below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Energy saving / reduction of energy consumption in University building infrastructure	1.1 Energy saving in building envelopes	I1.1.1 Building surfaces (m ²) per year on which insulation upgrading/addition works have been carried out
	1.2 Replacement of existing frames/windows with energy-efficient ones	I1.2.1 Surface area (m ²) of building frames/windows per year replaced by new energy-efficient frames/windows
	1.3 Replacement of existing lighting systems with LED lighting	I1.3.1 Number of indoor building lighting fixtures per year replaced with LED lighting I1.3.2 Number of outdoor lighting fixtures around buildings

		per year replaced with LED lighting
	1.4 Replacement of existing air-conditioning units with new energy-efficient units	I1.4.1 Number of air-conditioning units per year replaced with new energy-efficient units
	1.5 Use of natural gas as a primary energy form replacing oil	I1.5.1 Thermal capacity of units using natural gas / total thermal capacity of units ($\leq 100\%$) on an annual basis
	1.6 Use of district heating systems	I1.6.1 Thermal capacity of district heating consumption
	1.7 Enhancement of insulation of existing heating systems	I1.7.1 Number of boilers per year on which insulation upgrading/addition works have been carried out I1.7.2 Linear metres of piping network per year on which insulation upgrading/addition works have been carried out
	1.8 Integration of geothermal heat pumps	I1.8.1 Number of geothermal heat pumps installed per year
	1.9 Use of solar thermal systems for production of domestic hot water (DHW)	I1.9.1 Surface area (m^2) of solar collectors installed on buildings per year for DHW production
	1.10 Integration of building energy monitoring and management technologies (BEMS)	I1.10.1 Number of BEMS applications installed for central control, monitoring and management of systems in Institution buildings
	1.11 Building energy footprint – energy performance certificates	I1.11.1 Number of energy performance certificates issued for building infrastructure
2. Use of efficient equipment and	2.1 Improvement of the energy efficiency of central electricity supply infrastructure	I2.1.1 Replacement of old power transformers with new low-loss transformers (number)

equipment for reducing energy consumption		I2.1.2 Addition of new or upgrading of existing reactive power compensation devices (number)
	2.2 Integration of smart meters and monitoring of consumption in electricity supply infrastructure	I2.2.1 Number of smart meters installed in electricity supply infrastructure
	2.3 Replacement of equipment with more energy-efficient equipment	I2.3.1 Pieces of equipment (excluding building infrastructure equipment, power ≥ 1 kW) per year replaced by new, more energy-efficient equipment
	2.4 Implementation of a preventive maintenance system for equipment	I2.4.1 Number of preventive maintenance applications for equipment installed and in use
3. Integration of renewable energy sources (RES)	3.1 Development of photovoltaic (PV) systems	I3.1.1 Capacity (kWp) of rooftop PV systems installed to provide energy to buildings I3.1.2 Capacity (kWp) of ground-mounted PV systems installed to provide electricity to University infrastructure
	3.2 Pilot projects using new energy generation devices in combination with RES and energy management	I3.2.1 Number of pilot/demonstration projects using new energy generation devices in combination with RES and energy management
4. Sustainability in transport	4.1 Use of bicycles for staff movements within the University premises	I4.1.1 Number of bicycles (conventional and/or electric) used for staff movements within University premises
	4.2 Use of electric and/or hybrid cars for official travel by University members	I4.2.1 Number of electric and/or hybrid cars used for official travel by University members

	4.3 Development of electric vehicle charging infrastructure within the University premises	I4.3.1 Number of electric vehicle chargers within the University premises
	4.4 Reduction of private vehicle use for commuting to/from the University	I4.4.1 Number of vehicles transporting staff to and from the University
5. Awareness-raising on energy consumption	5.1 Information actions for staff and students on the energy footprint of University operations	I5.1.1 Number of information actions (emails, presentations at events, etc.) per year relating to the energy footprint of University operations
	5.2 Training of staff on rational energy use	I5.2.1 Number of staff seminars on rational energy use

Water resources

Water consumption and rational wastewater management constitute an important objective, given the increasing scarcity of water resources combined with growing needs for water consumption, both for urban use and for laboratory needs. An important parameter for developing the main objectives and actions is the relatively remote location of the campuses from the centre of the respective urban complexes and the partly autonomous operation of water supply and wastewater treatment networks, as presented below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Reduction of water consumption at University facilities	1.1 Installation of water-saving systems (e.g. flow reducers, water-saving taps)	I1.1.1 Volume of water in m ³ consumed per month/year I1.1.2 Reduction (%) in water consumption per year (compared with the previous year) I1.1.3 Number of installed water-saving systems
	1.2 Awareness campaigns for students and staff	I1.2.1 Number of participants in campaigns per year I1.2.2 Number of actions/seminars per year

	1.3 Monitoring and detection of leaks in the water supply network	I1.3.1 Number of leaks detected and repaired per year I1.3.2 Reduction of water losses based on annual water consumption (%)
2. Improvement of greywater management and reuse	2.1 Creation of infrastructure for collection and treatment of greywater (e.g. from washbasins, showers)	I2.1.1 Volume (m ³) of greywater collected per year I2.1.2 Percentage reused in WCs/irrigation per year
	2.2 Use of treated water for irrigation of green areas	I2.2.1 Reduction in the volume of potable water used for irrigation per year (m ³) I2.2.2 Area in m ² of green spaces irrigated with treated water
3. Rational management of wastewater	3.1 Upgrading of sewerage and wastewater management infrastructure	I3.1.1 Annual efficiency of treatment units (%) I3.1.2 Effluent quality based on permissible limits
	3.2 Installation of sensors for water quality monitoring	I3.2.1 Frequency and accuracy of measurements I3.2.2 Number of recorded pollution incidents per year
4. Education and research for sustainable water resource management	4.1 Development of interdisciplinary courses and seminars	I4.1.1 Number of courses/seminars offered on sustainable water resource management at undergraduate/postgraduate level I4.1.2 Number of participating students
	4.2 Support for student and research activity in the subject	I4.2.1 Number of relevant diploma/undergraduate theses I4.2.2 Funding (€) from research programmes per year

5. Transparency and monitoring of water resource use	5.1 Digitisation of data on water consumption and waste generation (dashboards)	I5.1.1 Number of datasets available to the public, per year I5.1.2 Frequency of data updates per year
	5.2 Creation of an annual report on water consumption and management	I5.2.1 Issuance and publication of report (yes/no)
6. Safe and sustainable management of laboratory liquid waste	6.1 Creation and implementation of a system for sorting, storage and disposal of laboratory waste by type (organic, inorganic, toxic, non-hazardous)	I6.1.1 Number of laboratories implementing a sorting system I6.1.2 Number of kilograms/litres of waste by category per year I6.1.3 Percentage of proper waste disposal according to regulations per year
	6.2 Training of staff and students on safe management and pollution prevention	I6.2.1 Number of training actions/seminars per year I6.2.2 Number of participating staff members and students
	6.3 Cooperation with licensed bodies for collection and management of hazardous waste	I6.3.1 Number of pickups per year I6.3.2 Number of certificates of proper management I6.3.3 Management cost (€) per year
	6.4 Development of a mechanism for monitoring waste generation by laboratory	I6.4.1 Creation of database (yes/no) I6.4.2 Recording of annual quantity by type and by laboratory (kg/litres) I6.4.3 Quarterly or semi-annual reports (yes/no)

Municipal and other solid waste

Rational management of waste is of particular importance for university premises, as it includes solid waste and specific categories of waste resulting from the activities of each institution, with a significant proportion of recyclable materials. Beyond common municipal solid waste, the operation of laboratory infrastructure with waste of particular characteristics requiring specialised management methods is also of great importance. In the case of the Alexandria Campus, solid waste generated by farm activities is of interest. The objectives for municipal and solid waste are set out below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Reduction of waste generation on IHU campuses through the development of an integrated recycling system	1.1 Information campaigns to reduce single-use plastic	I1.1.1 Percentage reduction in single-use plastic on an annual basis (%)
	1.2 Awareness-raising among students and staff on the use of reusable utensils	I1.2.1 Number of students/staff using reusable utensils I1.2.2 Number of educational actions/seminars per year
	1.3 Adoption of a digital documents policy to reduce printed paper	I1.3.1 Reduction in paper consumption per year (kg or tonnes)
	1.4 Placement of recycling bins (paper, plastic, glass, metal) in every building	I1.4.1 Percentage (%) of recyclable materials in total waste generated I1.4.2 Number of bins per 100 students per year
2. Strengthening composting and utilisation of organic waste	2.1 Creation of composting units	I2.1.1 Quantity of organic waste directed to composting (kg/year) I2.1.2 Quantity of compost produced (kg/year)
	2.2 Use of produced compost for university gardens and green spaces	I2.2.1 Area of green spaces supplied with compost (m ²)
	2.3 Cooperation with student groups for the collection of food residues from restaurants	I2.3.1 Number of participating students per year

		I2.3.2 Quantity of compost produced (kg/year) through the action of student groups
3. Reduction of hazardous and electronic solid waste	3.1 Creation of special collection points for batteries, lamps and electronic equipment	I3.1.1 Quantity of electronic waste collected and recycled (kg/year) I3.1.2 Number of collection points in operation
	3.2 Cooperation with certified companies for electronics recycling	I3.2.1 Number of contracts with certified electronics management companies
	3.3 Information campaigns on responsible use of electronic devices	I3.3.1 Pieces of equipment for reuse, per year
4. Management of laboratory solid waste (chemical and biological)	4.1 Recording and classification of all generated laboratory solid waste	I4.1.1 Quantity of hazardous laboratory waste collected (kg/year)
	4.2 Creation of safe temporary storage infrastructure	I4.2.1 Number of incidents of improper management/leakage per year
	4.3 Training of staff and students in safe management practices	I4.3.1 Number of staff members who have completed training in waste management
	4.4 Cooperation with licensed companies for collection/treatment	I4.4.1 Number of contracts with certified disposal bodies
5. Promotion of a circular economy culture	5.1 Creation of “Green Laboratories” where old materials/equipment are reused	I5.1.1 Number of items and materials reused annually
	5.2 Organisation of student projects for creating new products from recyclable materials	I5.2.1 Percentage of materials reused (%)

	5.3 Development of partnerships with social enterprises for material reuse	I5.3.1 Participation of students in circular economy actions (number of participants)
	5.4 Creation of the University's annual «Waste and Sustainability Report»	I5.4.1 Issuance of annual report (yes/no)
6. Institutionalisation of a monitoring and transparency system	6.1 Development of an online platform with statistics on progress	I6.1.1 Availability of online statistics (yes/no)
	6.2 Appointment of a sustainable development committee with student participation	I6.2.1 Number of committee meetings per year

Natural Environment

The natural environment is an SDG objective of strategic importance for IHU, given that its facilities are located outside urban areas and usually near areas of outstanding environmental interest (e.g. the Alexandria Campus near the Aliakmon Delta and the Kalochoi Lagoon). In addition, the presence of the 120-hectare farm requires a special approach, as it constitutes an autonomous natural ecosystem. The SDG objectives for the natural environment sector are presented below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Protection and enhancement of biodiversity at the University	1.1 Creation and maintenance of natural habitats	I1.1.1 Area (m ²) of protected areas I1.1.2 Number of flora and fauna species recorded I1.1.3 Percentage increase in biodiversity per year
	1.2 Tree planting and use of native plants in common areas	I1.2.1 Number of new plantings per year I1.2.2 Plant survival rate after the first year (%)

		I1.2.3 Percentage of native species in new plantings per year
	1.3 Monitoring the presence of threatened or alien species	I1.3.1 Number of appearances/records by species per year I1.3.2 Implementation of control or protection plans (yes/no)
2. Ecologically responsible management of the farm and greenhouses (Alexandria Campus)	2.1 Application of sustainable agriculture practices (e.g. organic cultivation, composting, reduction of pesticides)	I2.1.1 Area in m ² of crops applying organic or low-intervention methods I2.1.2 Quantity of compost produced (kg/year) I2.1.3 Reduction (%) in the use of chemical inputs per year
	2.2 Management of water resources through drip irrigation and water reuse systems	I2.2.1 Water consumption per hectare per year (m ³ /year) I2.2.2 Percentage of water reuse per year (%)
	2.3 Recording and monitoring of agricultural production for educational/local purposes	I2.3.1 Production volume by product per year I2.3.2 Percentage of product volume used for educational purposes or distributed locally (%)
3. Environmentally responsible management of farm animals (where animal farming exists on the Alexandria Campus)	3.1 Adoption of standards for animal welfare and nutrition	I3.1.1 Good practice certifications (number) I3.1.2 Animal mortality/diseases per year I3.1.3 Percentage of organic feed per year (%)
	3.2 Management of animal-origin waste in an environmentally friendly	I3.2.1 Percentage (%) of waste reused per year

	manner (composting, use as fertiliser)	I3.2.2 Volume of organic fertiliser produced per year (kg/year) I3.2.3 Recording of environmental impacts (e.g. odours, leakages) (number/year)
4. Environmental awareness and participation of the university community	4.1 Organisation of educational actions for students, staff and visitors on environment, agriculture and ecology	I4.1.1 Number of actions/seminars per year I4.1.2 Number of participants I4.1.3 Evaluation of actions through questionnaires (yes/no)
	4.2 Cooperation with environmental bodies	I4.2.1 Cooperation agreements with environmental bodies I4.2.2 Number of joint events with environmental bodies per year
	4.3 Creation of environmental education trails at the University	I4.3.1 Length of trails (m) I4.3.2 Number of visits per year I4.3.3 Evaluation data from visitors/students (yes/no)
5. Promotion of the circular economy in the natural environment of the campuses	5.1 Reuse of organic waste from the farm, greenhouses and animal units	I5.1.1 Volume of organic waste recycled or composted I5.1.2 Reduction (%) of waste directed to landfill
	5.2 Creation of an internal network for exchange of materials, fertilisers and seeds	I5.2.1 Percentage of materials reused annually I5.2.2 Number of participants in the network per year

4.4. Governance – Administration

The application of sustainability principles in the governance and administration of the University constitutes a critical pillar for the transition to an institutionally responsible, environmentally aware and socially just University. Sustainable administration ensures participatory decision-

making, transparency, social responsibility and the systematic integration of the environmental and social dimension into the Institution's strategies and daily operations.

This approach is aligned with multiple Sustainable Development Goals, such as:

Goal 4 – Quality Education: through the integration of education for sustainable development at all levels of university operation

Goal 12 – Responsible Consumption and Production: through the adoption of sustainable practices in administration, procurement and internal procedures

Goal 16 – Peace, Justice and Strong Institutions: by promoting transparency, participation and good governance

Goal 17 – Partnerships for the Goals: by strengthening the interconnection between the University, society and institutions for the promotion of sustainability.

Through the adoption of strategies and the monitoring of progress with clearly defined indicators, the University can function as a model of governance for sustainability, providing a framework that enhances its institutional credibility and social role.

The specific Strategic Objectives concerning this sector and the proposed Sets of Actions are developed below with reference to indicative monitoring indicators for their implementation.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Strengthening transparent and participatory governance	1.1 Institutionalisation of participatory procedures in decision-making (councils, consultations, committees with representatives of students/staff)	I1.1.1 Percentage of decisions of institutional bodies preceded by consultation per year and related to environmental issues I1.1.2 Number of participants by stakeholder group per year
	1.2 Publication of decisions, minutes and policies through open data	I1.2.1 Number of policy documents posted per year I1.2.2 Annual traffic of the relevant online platform
2. Integration of sustainability into administrative structures and strategies	2.1 Establishment of a Sustainable Development Office with clearly defined competences	I2.1.1 Establishment and staffing of the office I2.1.2 Number of actions coordinated by the office per year

		I2.1.3 Annual budget allocated for operation of the office and actions related to sustainable development
	2.2 Development or updating of a strategic plan with sustainability pillars (SDGs, ESG - Environment, Society, Governance, etc.)	I2.2.1 Adoption of a strategic plan for sustainable development and sustainability I2.2.2 Annual reporting of alignment with the Sustainable Development Goals I2.2.3 Number of Departments/services participating in implementation
3. Improvement of the environmental performance of administrative operations	3.1 Digitisation of documents and adoption of paperless practices	I3.1.1 Reduction in paper consumption per year (%) I3.1.2 Percentage of administrative procedures carried out exclusively digitally
	3.2 Environmental criteria in procurement and contracts (green procurement)	I3.2.1 Percentage of contracts with environmental criteria I3.2.2 Number of suppliers with environmental management certifications (e.g. ISO 14001)
4. Promotion of social responsibility and equality	4.1 Creation of accountability and reporting mechanisms for social and environmental issues	I4.1.1 Issuance of an annual ESG or sustainable development report I4.1.2 Number of complaints/reports addressed per year
	4.2 Adoption of policies on equality, inclusion and accessibility	I4.2.1 Existence and implementation of equality policies I4.2.2 Participation rates by gender, age and vulnerable population group

5. Monitoring and evaluation of progress of the sustainability plan	5.1 Optimisation of the KPI system and regular monitoring	I5.1.1 Number of indicators recorded and published I5.1.2 Frequency of reports (annual, semi-annual), as applicable (yes/no) I5.1.3 Percentage achievement of annual targets
	5.2 Creation of a sustainable development platform/dashboard	I5.2.1 Functionality of the dashboard I5.2.2 Number of visitors/users per year

4.5. Society – Outreach

The integration of sustainable development principles into the social dimension and outreach of the University is essential for its operation as an active and responsible social institution. The University is not only a place of knowledge production, but also a multiplier of social cohesion, innovation and dialogue with the local and international community. The promotion of social interaction, equality, intergenerational justice and reciprocity towards society strengthens the role of the Institution as a driver of sustainable change.

This strategy is directly linked to critical Sustainable Development Goals, including:

Goal 4 – Quality Education, by enhancing access and equality in lifelong learning

Goal 5 – Gender Equality: Promoting equal opportunities at all levels

Goal 10 – Reduced Inequalities: Actions for the inclusion of vulnerable social groups

Goal 11 – Sustainable Cities and Communities: Cooperation with local society for sustainable solutions

Goal 17 – Partnerships for the Goals: Creating links with bodies, communities and international partners for sustainable development.

The specific objectives, actions and indicators are developed below.

Strategic Objective	Proposed Set of Actions	Monitoring Indicators
1. Strengthening the social interaction and	1.1 Implementation of social contribution actions	I1.1.1 Number of actions per year

contribution of the University	(volunteering, blood donation, support for local bodies)	I1.1.2 Number of participants (students/staff) per year I1.1.3 Social impact (yes/no through surveys/questionnaires or evaluations)
	1.2 Cooperation with local authorities and social bodies for joint initiatives	I1.2.1 Number of collaborations and memoranda of cooperation per year I1.2.2 Co-organisation of events/programmes per year I1.2.3 Number of actions with local social impact per year
2. Promotion of equality, accessibility and inclusion	2.1 Development of policies for the inclusion of vulnerable social groups (persons with disabilities, migrants, refugees, etc.)	I2.1.1 Number of registrations/participations by social category per year I2.1.2 Implementation of adapted benefits and services per year (yes/no)
	2.2 Organisation of educational and cultural actions to combat discrimination	I2.2.1 Number of actions/seminars per year I2.2.2 Number of student/staff participations per year
3. Empowering outreach and international cooperation	3.1 Participation in and support for international sustainability initiatives (e.g. SDG Accord, Green Metric)	I3.1.1 Number and level of commitment (member/signatory organisations) I3.1.2 Publication of relevant reports/actions per year (yes/no)
	3.2 Development of partnerships with foreign universities and bodies for exchanges and joint related actions	I3.2.1 Number of international agreements per year I3.2.2 Number of student/staff exchanges per year I3.2.3 Number of joint actions with other Universities and bodies with international impact per year

4. Systematic information and transparency on the Institution's social and external actions	4.1 Publication of an annual report on social contribution and sustainable development	I4.1.1 Issuance and electronic availability of the report (yes/no) I4.1.2 Number of views/downloads of the report per year
	4.2 Use of digital media to promote actions to society	I4.2.1 Number of posts per year I4.2.2 Public interaction (views, likes, comments) per year (number) I4.2.3 Traffic to relevant webpages (number)
5. Strengthening cross-sectoral cooperation with the aim of social sustainability	5.1 Organisation of dialogue fora with the participation of citizens, students, professionals, NGOs, etc.	I5.1.1 Number of participants by body per year I5.1.2 Number of institutionalised consultations per year I5.1.3 Number of conclusions resulting from dialogue incorporated into actions
	5.2 Implementation of lifelong learning actions open to society (e.g. Erasmus+ programme)	I5.2.1 Number of adult participants in lifelong learning programmes

5. Summary

The Sustainable Development Plan of the International Hellenic University (IHU) aims to integrate sustainability principles into all its activities, aligning with the UN 2030 Agenda and the 17 Sustainable Development Goals. Sustainable development combines the satisfaction of current needs with the protection of the potential of future generations, focusing on environmental, economic and social dimensions. Through the Committee for Sustainable Development and Environment, IHU prepared this Plan to promote sustainability in education, research, governance, the environment and social outreach, responding to national and European policies, such as the Charter of Greek Universities for Sustainability.

The methodology for preparing the Plan was based on the SDGs, international good practices (e.g. the SDG Accord, HESI Global Forum 2025), and the recording of existing IHU activities. The Plan is structured around five (5) pillars:

- 1) Research, with emphasis on interdisciplinary cooperation and sustainable resource management,
- 2) Education, through the integration of sustainability courses and experiential learning,
- 3) Environment, through actions for energy saving, management of water, liquid and solid waste and protection of biodiversity,
- 4) Governance – Administration, with emphasis on transparency and green procurement,
- 5) Society – Outreach, with initiatives for social contribution and international cooperation.

The strategic objectives include specific sets of actions and measurable monitoring indicators, such as the number of research projects with a sustainability theme, reductions in energy and water consumption and student participation in awareness-raising actions. IHU, with facilities in four (4) cities and a 120-hectare farm, adapts its actions to the specific conditions of each area, promoting a holistic approach to achieving the SDGs.

The Plan strengthens IHU's role as a «Beacon of Sustainability» through cooperation with local and international bodies, digitisation of procedures and promotion of equality. Implementation is monitored with the support of the Institution's staff under the supervision of the Committee through regular reports and indicators, with the aim of transparency and continuous improvement, making IHU a model of environmental and social responsibility.