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Preamble

This document was prepared by the members of the Sustainable Development Committee of the University of Piraeus

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Our Goals and Values

Our Sustainability Strategy has ambitious orientation, goals and priorities, and is an important tool for ensuring the long-term sustainability of the University of Piraeus. At the same time, it is a practical commitment to our contribution to achieving a Sustainable Future for All by 2030! The Values that underpin our mission are:

Expansion of Knowledge and Innovation

Through the design and implementation of new ideas, we expand the boundaries of knowledge and discover new ways of action within and beyond our academic community.

Ambition and Vision

As in all things, we strive for and act as a pioneering institution of Higher Education and Research Excellence and our sustainability strategy is also characterized by ambition and vision at all levels.

Collaboration and Cohesion

Guided by appreciation for everyone's contribution toward the promotion of sustainability principles, our strategy fosters collaboration within and beyond the University, adding cohesion and harmony to our actions and planning.

Responsibility, Consistency, and Adaptation

Proper and responsible planning will allow for the integration of sustainability into all aspects of the University's operations and governance, facilitating its adaptation to emerging demands and challenges, setting its "daily routine" on a new trajectory.

INTRODUCTION

The University of Piraeus has as its central vision to offer its students a rich and high-quality educational experience, while simultaneously producing new, high-standard knowledge through its research activities, for the benefit of society both nationally and internationally.

At the same time, it is committed to continuously upgrading these activities by responding to the evolving conditions of the social and economic environment and the global trends in science and technology, as they are shaped by the ongoing transition toward an open, sustainable, and prosperous society.

Within this context, the need for further engagement with sustainability and the enhancement of related efforts through the design and promotion of pertinent actions, both within and beyond the institution, becomes increasingly pressing.

The goal is to make a tangible contribution to the global effort for a sustainable future for all — a strategic choice for the University of Piraeus, supported by its entire community.

To that end, the University aims to strengthen its profile as a modern institution at the forefront of developments, with a consistent focus on sustainability and development. It seeks to align these two agendas in a way that creates essential synergies for a more integrated approach to becoming a Sustainable University.

This document lays the groundwork for developing a robust and ambitious strategy aligned with a clear and shared vision and in harmony with international standards and best practices.

At this stage, the steps taken include mapping and identifying priorities or areas that require further strengthening, in response to the ongoing call for universities to contribute meaningfully to the objectives of the global 2030 Agenda for Sustainable Development. The document also proposes a core set of distinct actions to be integrated into all levels of operation at the University of Piraeus. The final specification of these actions, which may involve additional technical studies, falls outside the scope of this document.

In any case, this document remains a valuable tool for the University of Piraeus in establishing a clear and actionable roadmap for monitoring and evaluating its sustainable development trajectory. It is structured into five sections. Beginning with a theoretical and practical definition of the concept and role of the Sustainable University (Section 1), it then offers a brief overview of the initiatives that have contributed to the promotion and gradual establishment of this new educational paradigm globally, nationally, and at the University of Piraeus (Section 2). It continues with the presentation of the methodology and reference frameworks aligned with the current sustainability strategy (Section 3), which are further analyzed in the following sections (Sections 4 and 5).

The document concludes with a brief epilogue summarizing findings and outlining next steps to complete and enhance the proposed action plan. The strategy was developed by the members of the University of Piraeus' Committee for Sustainable Development, Prof. Alexandros Flamos (Chair), Prof. Seraina Anagnostopoulou, Prof. Konstantina Kottaridi, Prof. Ioannis A. Paravantis, Assoc. Prof. Eleni Didaskalou, Assist. Prof. Andreas Fousteris, and Assist. Prof. Anastasia Christodoulou.

1. The Sustainable University

To date, the concept of sustainable development has been at the forefront of global interest as the response to the interconnected and complex challenges (environmental, economic, social, etc.) that modern societies face. While it is interpreted differently depending on the strategic context, the most widely accepted definition comes from the United Nations World Commission on Environment and Development (WCED), also known as the Brundtland Commission. It defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED 1987:43). This fundamentally calls for a holistic reevaluation of the prevailing socioeconomic model, focusing on the balanced integration of three key goals: economic efficiency, social well-being, and environmental protection.

Because of the deep interdependence among these three pillars, their effective and systematic management promotes broader social transformation. As such, education has been recognized as a core component in achieving sustainability, through a series of international conferences and declarations (Rio 1992, Thessaloniki 1997, Johannesburg 2002, MIO-ESCDE 1998, UNCED 1992, UNESCO 2002). This reflects a global trend toward recognizing the transformative role of education in long-term reform efforts within educational systems — aiming to establish the Sustainable School.

A sustainable school is one that places Education for Sustainable Development (ESD) at the heart of its educational orientation and planning. It embeds this education into all its daily practices and operational levels — pedagogical, social/organizational, and technical/economic — and promotes it through the interplay of these components (Ali Khan 1996; Posch 1998; Scoullos 1998; Papadimitriou 1998). When consistently applied, it yields impressive results, producing informed, active, responsible, and engaged citizens, while also supporting the broader national goal of eco-development by improving the institution's overall function as a learning organization.

Similarly, in the context of higher education, the concept of the Sustainable University embraces the Whole Institution Approach (WIA). This approach seeks to integrate the principles and Sustainable Development Goals (SDGs) throughout the institution's activities — from curriculum and operations to research and governance — along with a fourth dimension: developing socially responsible research solutions to tackle complex environmental and socioeconomic challenges. A university aligned with ESD is one that explicitly aims to explore, develop, contribute to, integrate, and critically reflect on the values, concepts, challenges, and methods that emerge from the global dialogue on sustainability (Green Office Movement, 2022).

Within this framework, the Sustainable University acts comprehensively in order to:

- Set clear guidelines for promoting sustainable development at the university level.
- Enhance the engagement of the academic community by cultivating and developing knowledge and skills.
- Effectively support sustainability initiatives aiming to improve the University's environmental footprint (i.e., the total environmental impact at the institutional level), so that its operations become sustainable.
- Ensure the integration of sustainability-related programs (in the form of courses or postgraduate degrees).
- Develop local and regional partnerships for sustainability (with the goal of mutual benefit for both the University and surrounding communities).
- Strengthen and disseminate research on sustainability.

These efforts are supported by the goal of cultivating a sustainability-oriented culture, one that spans four crucial operational dimensions of the University: Administrative, Environmental (including infrastructure), Social Research and Education. The aim is to meaningfully — not just symbolically — bridge the gap between what is taught and what is practiced, so that higher education becomes both a goal and a tool for building a shared, sustainable future.

2. The Turn of Universities towards Sustainability

In the field of education — including higher education — several initiatives have already been undertaken at both international and European Union levels through declarations and frameworks for the long-term planning of the Sustainable University. This shift was first signaled by the United Nations Conference in Rio in 1992 and Agenda 21, specifically Chapter 36, which recognizes the vital role of education and calls upon universities to assume leadership (UNCED, 1992). Later, the UN General Assembly, at its 57th session (December 2002), adopted the proposal for Education for Sustainable Development (ESD) and declared 2005–2014 as the Decade of Education for Sustainable Development.

In a similar direction, European Environment Ministers, at the 5th Ministerial Conference “Environment for Europe” held in Kiev in 2003, adopted the UNECE Strategy for ESD and decided to outline a common policy framework to promote the new educational model. This was officially endorsed in March 2005 by the Ministers of Environment and Education from 55 countries, aiming to foster the development and integration of ESD across all academic subjects and levels of formal, non-formal, and informal education (UNESCO 2005; UNESCO 2015).

The most widely accepted global framework in recent decades, however, is the 2030 Agenda for Sustainable Development, adopted during the 70th UN General Assembly (UN, 2015). It sets out 17 Sustainable Development Goals (SDGs) to be achieved by 2030, structured around five core pillars: People, Planet, Prosperity, Peace and Partnerships. This holistic approach places the environment as the foundation for achieving all other goals, making them interconnected and complementary, designed to produce multiplying effects when implemented together. In this context, the vision of a Sustainable University becomes a necessity and must be reflected in both academic operations and administrative practices across Higher Education Institutions (HEIs).

2.1 Milestones for Greece

At national level, a landmark for successfully steering higher education toward sustainability was the adoption of the Sustainability Charter, initiated by the Council of Rectors in 2011 and updated in 2022, to reflect recent developments and key decisions from relevant bodies and conferences on sustainability. This Charter serves as a comprehensive environmental manifesto for Greek universities, centered on aligning with the 17 Sustainable Development Goals, particularly those focused on education (SDG 4 / SDG 4.7). It proposes integrated interventions across four main axes:

1. Planning education and research to promote sustainable development.
2. Applying appropriate principles, methods, and practices that foster sustainability within universities.
3. Strengthening the relationship between HEIs and society, both locally and internationally.
4. Implementing necessary changes in university governance to support the above.

In addition, the Charter puts forward two further proposals: (a) the establishment of a National Sustainability Threshold, defined as a common set of sustainability criteria that all higher

education institutions in the country should meet at a minimum, and (b) the creation of an interdisciplinary sustainability network composed of Greek universities, based on the UN's global sustainability agenda. Within this framework, Greek universities are expected to develop their own sustainability agendas, in accordance with Article 228: Sustainable Development Plan of Law 4957/2022, focusing on compliance with sustainability principles.

This effort includes: strategic planning and implementation of actions to revise, enrich, and modernize curricula, incorporating sustainability knowledge and methods alongside traditional scientific fields, application of appropriate campus policies and measures to protect the environment and manage infrastructure and academic units effectively, greater outreach to society, promoting collaboration with all social stakeholders and international research institutions to advance public dialogue and conduct high-quality research across the environmental, economic, and social pillars of sustainability.

Finally, Greek universities are also committed to establishing a Special Committee and a supporting administrative branch responsible for coordinating sustainability actions at the institutional level.

2.2 Milestones for the University of Piraeus

In response to the aforementioned call from the Council of Rectors, the University of Piraeus has established a Special Committee for Sustainable Development. Its main responsibility is to design a carefully planned, clear, and feasible strategy for the coordinated implementation of actions that will guide the University along a sustainable development path — in harmony with international standards and best practices. This strategy is intended to become the main internal guide of the University to successfully realize its vision of becoming a Sustainable University, a challenge that also reflects its pursuit of excellence.

Toward this end, the Committee aims to:

- Promote initiatives and practices across all areas of university operation and governance, encouraging a creative response to the full range of sustainability challenges the institution faces.
- Align these actions with the University's broader strategic development directions, without excluding any scientific fields, approaches, or topics that relate to the University community's collective goals.
- Monitor the degree to which sustainability goals are achieved, using well-defined performance indicators.
- Formulate a new strategic plan and objectives based on the results of evaluations or emerging developments and needs — adopting a continuous improvement perspective.

The immediate goal of these efforts is to highlight and solidify the University of Piraeus' image as an institution with a clear and comprehensive strategy for sustainability. Moreover, this strategy can act as a catalyst for attracting further resources and advancing the University's development.

3. Planning for Sustainability and Reference Frameworks

The University of Piraeus is a vital hub for the generation and dissemination of knowledge and innovation — not only for the city of Piraeus but also for society at large. In this role,

the University is called to play an important part in promoting sustainable development at the local, national, and international levels.

To move from isolated initiatives toward structured strategic planning, the University's Committee for Sustainable Development proposes the institutionalization of a specific framework of strategic actions. These actions aim to establish the University as a model and beacon of sustainability, starting from its own foundation — as a comprehensive environmental and economic ecosystem.

3.1 Methodology for Developing the Plan

The foundation for designing the proposed sustainability action plan is the PDCA model (Plan–Do–Check–Act). In accordance with the EMAS (EU Eco-Management and Audit Scheme) requirements, this model can be integrated into the Environmental Management System as well as its individual components.

The PDCA model is depicted in **Figure 1**



Figure 1

Plan : Identifying areas for improvement and defining actions to achieve said improvement

Do : Implementation of the defined strategy and the actions and processes planned

Check : Monitoring measurement and reporting of results including commitments and objectives based on defined achievement indicators

Act : Standardization or redesignment of strategy and goal setting based on evaluation results

The overall objective of applying this model is to increase the effectiveness and quality of strategic organizational development, by continuously improving internal processes and procedures.

In particular, when aiming for certification under systems like EMAS, PDCA can serve as a tool for identifying priorities and managing activities in a structured way to meet environmental obligations and goals. Examples of such actions include:

- Establishing and applying environmental management systems.
- Systematic, objective, and periodic assessment of system performance and environmental impacts.
- Providing appropriate communication on environmental performance.
- Maintaining open dialogue with the public and stakeholders.
- Promoting the education and involvement of staff and the public.

EMAS is implemented through European Union Regulation 1221/2009/EC on the voluntary participation by organizations in a community eco-management and audit scheme, and is recognized as a reliable and stable environmental management system, which adds four important pillars compared to the requirements of corresponding international regulations, such as ISO 14001.3.2 Reference Frameworks for Setting Priorities. These concern continuous environmental improvement, compliance with environmental legislation, public information and staff participation. Following a relevant decision by the European Commission, the System now extends beyond European borders, making it possible for any organization that wishes to join it, improving its image and name on a global scale (Official Journal of the European Union, 2009).

3.2 Frameworks for Determining Priorities

Today, Higher Education Institutions (HEIs) have access to critical reference frameworks, parameters, and indicators that they can use to develop sustainability strategies and set relevant goals. Aligning their operations with these frameworks provides guiding principles for holistically promoting sustainable development at the university level — in ways that can also benefit surrounding communities.

In the case of the University of Piraeus, its sustainability strategy emerges within the socio-political context described previously. Its central point of reference is the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda. Additionally, the strategy draws from global ESG standards, which stand for: Environmental, Social, and Governance.

These three ESG pillars align with the core components of sustainable development. This relationship is visualized in **Figure 2 (The ESG Components.)**

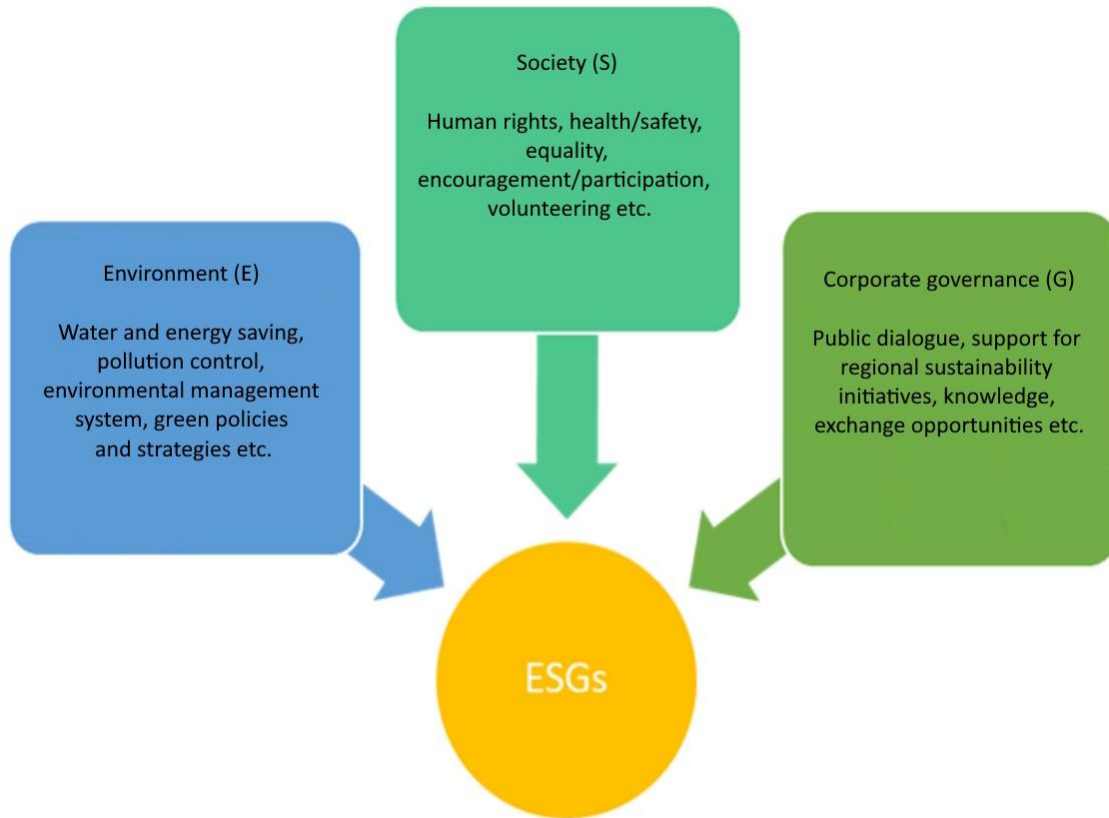


Figure 2 (The ESG Components)

Environment (E) Water and energy saving, pollution control, environmental management system, green policies and strategies etc.

Society (S) Human rights, health/safety, equality, encouragement/participation, volunteering etc.

Corporate governance (G) Public dialogue, support for regional sustainability initiatives, knowledge, exchange opportunities etc.

The effort to harmonize these two frameworks covers the gradual overall evolution of organizations and companies towards sustainability and the achievement of its goals, contributing to a smooth and long-term operation in the face of environmental social and governance concerns. At the same time, within this framework, quality assessment and

certification bodies are able to investigate and evaluate the collaborative impact of the implementation of sustainability actions and policies, which, especially at the HEI level, permeate all areas of their activity, categorizing their various characteristics in the four fields of **Figure 3 (mission, resources, partnerships, values): Indicators and Fields of a Sustainable University**.



Figure 3 (mission, resources, partnerships, values): Indicators and Fields of a Sustainable University.

Mission Governance and Administration Education and Research
Resources Operation Procedures and Infrastructure, Social Contribution
Collaboration
Values

The above classification, although not absolute, can help to better define the actions of the Sustainable University and facilitate the distribution of responsibilities in a process of approaching it. For this reason, the identified priorities of the strategic planning for the sustainability of the University of Piraeus aim to include elements of this, as well as of the following international assessment frameworks to the extent possible.

UNESCO (2015), Roadmap for implementing the Global Action Program on Education for Sustainable Development (GAP).

Table 1

Assessment Frameworks for University Sustainability

AISHE (Assessment Instrument for Sustainability in Higher Education) In its latest version (AISHE 2), this tool was developed by institutions in the Netherlands, Sweden, Austria, and Spain. It assesses five main dimensions: Institutional identity, Education Research, Operations, Social engagement. Each dimension is evaluated using six specific indicators.

AUA (Alternative University Appraisal)

Developed by Hokkaido University to establish a learning community among universities in the Asia-Pacific region committed to sustainability education.

CRUE (Conference of Rectors of Universities in Spain) Created as an indicator system to measure progress among Spanish universities in terms of sustainable development and social responsibility.

Sustainable Leadership Scorecard Developed by the Association of University Directors of Estates, the Alliance for Sustainability Leadership in Education, and the company ARUP. This tool supports goal-setting and self-assessment for universities by addressing: Learning, Teaching and research, Leadership and governance, Facilities and operations, Partnerships and civic engagement.

STARS (Sustainability Tracking, Assessment & Rating System) Developed by AASHE (Association for the Advancement of Sustainability in Higher Education). It provides a self-assessment framework to help institutions measure their sustainability progress. Key evaluation areas include: Institutional characteristics Academic activities (curriculum and research) Engagement Operations Planning and governance Innovation and leadership.

The Green Plan and the Label DD RS Developed by French university associations, the French Government, and non-governmental organizations as a framework for strategy design, self-assessment, and certification.

Sustainable Campus Assessment System Also developed by Hokkaido University, this system evaluates: Governance, Education and research, Community engagement.

National Assessments of the Institutionalization of the Environmental Commitment at Latin American Universities Created by the Alliance of Ibero-American Networks of Universities for Sustainability and the Environment. Main focus areas: Governance and participation, Teaching and training, Research and technology, Social engagement Management and planning.

In addition to the above, the **Times Higher Education Impact** Ranking [3] is also mentioned as the most well-known perhaps globally for evaluating Universities in terms of the UN Sustainable Development Goals (apart from Goals 1, 2, 6, 7, 14 and 15). The evaluation parameters include research, influence and governance.

Similarly, the **UI Green Metric** ranking system [4], an initiative of Indonesian universities that has been implemented since 2010, aims to capture the current status of higher education institutions worldwide in terms of sustainable development and their transformation into sustainable universities.

Within this framework, the following six main evaluation and ranking criteria are proposed, each of which corresponds to different sustainability parameters:

1. Waste management – 18%
2. Energy and climate change management – 21%
3. Buildings and infrastructure – 15%
4. Water usage and management – 10%
5. Transportation and mobility management – 18%
6. Education and research – 18%

The score for each category reflects the actions and efforts of the university toward sustainability. The data submitted are quantitative, and they are statistically processed to produce the results. Data collection takes place between May and October of each year.

4. Proposed Action Plan for Sustainability

To coordinate all efforts by the University of Piraeus toward sustainability, the Committee for Sustainable Development proposes the establishment of a clearly defined Action Plan. This plan is expected to lay a strong foundation for integrating sustainability and social responsibility into the planning and management of all university resources and activities. This approach is fully aligned with the principles of the updated Sustainability Charter and includes comprehensive interventions across five distinct but interconnected strategic directions.

Each of these directions is linked to one or more of the 17 United Nations Sustainable Development Goals (SDGs), as shown in **Figure 4**, and takes into account elements from the previously discussed reference frameworks. Important note: This does not imply copying the application practices of those frameworks, but rather their critical adaptation to suit the specific context and identity of the University of Piraeus.



Figure 4

The strategic directions and their corresponding SDG connections are listed below:

Strategic Action Directions
Leadership and Governance

Linked SDGs
SDG 17, SDG 8, SDG 16

Infrastructure Improvement/Expansion	SDG 13, SDG 3, SDG 6, SDG 7, SDG 11, SDG 12
Academic and Educational Policy/Operations	SDG 4, SDG 10, SDG 5
Research, Innovation, and Entrepreneurship	SDG 9, SDG 7, SDG 11, SDG 13, SDG 1, SDG 2, SDG 3, SDG 12, SDG 14, SDG 15
Outreach and Social Engagement	SDG 11, SDG 16, SDG 17

Based on the five strategic directions previously outlined, the proposed action plan for sustainability is further structured and analyzed into the following fields, which are also illustrated in **Figure 5**:

Fields of Analysis of the Proposed Sustainability Action Plan:

- **Pillars** of the sustainable development strategy.
- **Objectives** per development pillar.
- **Actions** to achieve the objectives per development pillar.
- **Indicators** for monitoring the progress of the proposed actions and objectives.
- **Standardization** or Redesign of the action plan.

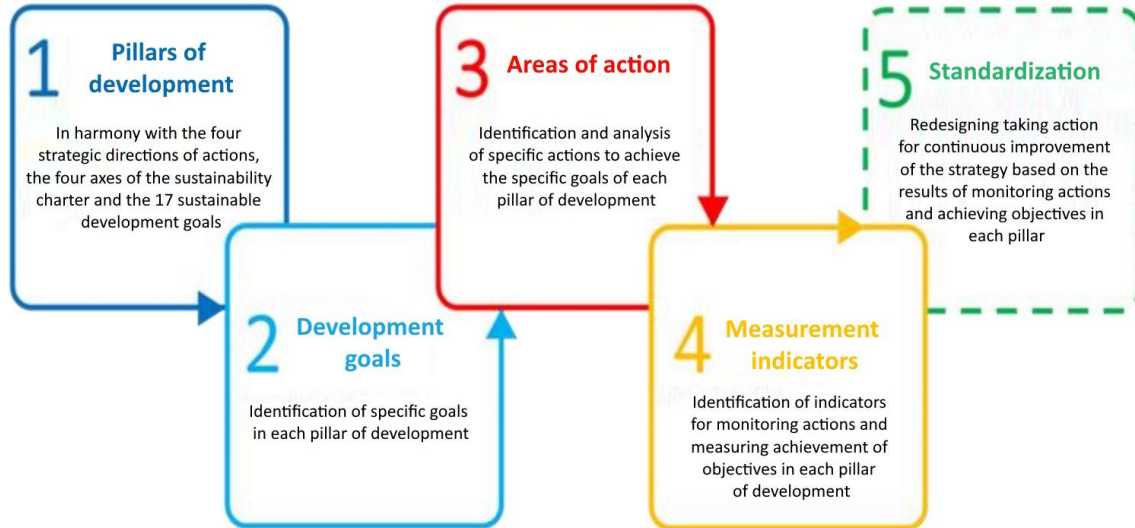


Figure 5

Pillars of development: In harmony with the four strategic directions of actions, the four axes of the sustainability charter and the 17 sustainable development goals

Development goals: Identification of specific goals in each pillar of development

Areas of action: Identification and analysis of specific actions to achieve the specific goals of each pillar of development

Measurement indicators: Identification of indicators for monitoring actions and measuring achievement of objectives in each pillar of development

Standardization: Redesigning taking action for continuous improvement of the strategy based on the results of monitoring actions and achieving objectives in each pillar

These fields represent a commitment by the University of Piraeus to realize its vision: To become, as soon as possible, a national and international reference point for sustainability.

5. Strategic Pillars, Development Goals, Actions, and Action Indicators

To successfully integrate and promote sustainability principles across its curricula, research activity, infrastructure, and its relationship with society, the University of Piraeus has structured its sustainability strategy around five interrelated strategic pillars. These pillars are fundamental to developing coordinated actions that will contribute to the sustainable and enduring evolution of this historic academic institution — one that aims to remain a reference point in science and society.

Table 3: Action Plan Pillars and Their General Development Goals

Pillars of the Sustainability Action Plan	General Development Goals of the Pillars
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5.1 Education	Integration and dissemination of sustainability through all academic activities (undergraduate, postgraduate, and lifelong learning).
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5.2 Research	Strengthening high-quality basic and applied research focused on environmental, economic, and social Sustainable Development Goals.
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5.3 Environment Promoting sustainable design and upgrading university infrastructure and facilities.

5.4 Outreach Opening the University to society and strengthening its connection with local communities and national/international academic and other institutions, through expanded networks and strategic partnerships that promote sustainability.

5.5 Governance Ensuring a coherent and dynamic administrative culture that enables the University to operate efficiently and in alignment with sustainability principles and goals.

The detailed analysis of strategic goals under each pillar is based on specific qualitative criteria and performance indicators, as will be presented in the following sections. It should be noted that, at the time of writing, the University of Piraeus does not yet have a fully implemented strategic sustainability plan.

The plan outlined here is expected to be developed and activated over the coming years based on the proposed actions.

5.1 Education

One of the founding strategic goals of the University of Piraeus is to generate, disseminate, and apply cutting-edge knowledge by continuously expanding the economic, social, and technological disciplines it serves. This includes adapting curricula to scientific advancements and societal needs, always adhering to the principles of academic integrity. Providing high-level university education with an explicit focus on sustainability is central to the interventions proposed in this action plan.

The aim is to gradually develop a learning environment and experiences that will equip both students and the broader academic community with the ability to work toward improving quality of life, guided by the principles, values, and practices of sustainability. To that end, the following actions are proposed: Modernization of curricula and teaching methods, emphasizing active student participation, Interdisciplinarity, Equal and ongoing access to education, especially in sustainability-related topics. These efforts are closely linked to the following three Sustainable Development Goals (SDGs): SDG 4 – Quality Education, SDG 10 – Reduced Inequalities, SDG 5 – Gender Equality. Indirectly, however, they relate to all 17 SDGs, as education is fundamentally connected to every dimension of sustainability.

The strategic objectives (SO) and their supporting proposed actions (PA) for this pillar are presented in **Table 4**.

Table 4: Strategic Objectives and Proposed Actions for Pillar 1 – Education (P1)

Strategic Objective (SO) Proposed Actions (PA)

SO1 / P1 – Strengthen curricula with the inclusion of sustainability-related courses

PA1.1 – Record existing sustainability-related courses in current undergraduate and postgraduate programs.

PA1.2 – Update undergraduate and postgraduate programs in accordance with international sustainability education standards, in ongoing dialogue with the labor market.

PA1.3 – Attract academic staff with sustainability expertise, anticipating growing inclusion of these topics in curricula; create new positions where necessary.

SO2 / P1 – Upgrade teaching methods and models based on sustainability education principles.

PA2.1 – Introduce and utilize digital technologies in the teaching process to reduce printed materials (e.g., use of university e-repositories).

PA2.2 – Promote student participation in research as part of semester assignments or thesis/dissertation work.

PA2.3 – Strengthen experiential learning methods (e.g., educational activities outside the University).

PA2.4 – Organize sustainability-themed lectures by visiting professors from other Greek or foreign universities, or by public/private sector representatives.

Strategic Objectives and Proposed Actions for Pillar 1

SO3 / P1 – Organize and develop inter-university and interdepartmental study programs in sustainability-related fields

SO3/ P1-PA1 – Record existing inter-university and interdepartmental undergraduate and postgraduate programs.

SO3/ P1-PA2 – Develop new collaborations between University departments.

SO3/ P1-PA3 – Establish new collaborations with other universities and research centers in Greece and abroad.

SO4 / P1 – Organize and upgrade lifelong learning infrastructure for sustainability-related training

SO4/ P1-PA1 – Offer sustainability-focused training programs via the University's Lifelong Learning and Training Center (KEDIVIM).

SO4/ P1-PA2 – Expand online learning (e-learning) programs offered by KEDIVIM.

SO5 / P1 – Promoting equal opportunities through supportive actions for students and graduates of under and post departments, and doctoral candidates/new postdoctoral fellows.

SO5/ P1-PA1 – Strengthening the system of internal scholarships for undergraduate and postgraduate students of the University with an emphasis on groups of special social categories.

SO5/ P1-PA2 – Enhancing the participation of University students in national/international conferences.

SO5/ P1-PA3 – Investigating and recording the reasons for delay in completing studies and contributing to their resolution.

SO5/ P1-PA4 – Strengthening processes for acquiring work experience and promoting graduates in the labor market by integrating, among other things, the gender dimension in professional development.

SO5/ P1-PA5 – Promoting equal participation of doctoral candidates and new postdoctoral fellows in undergraduate and postgraduate courses.

These actions aim to ensure inclusive, equitable, and sustainable education, supporting the University community across all levels of academic development.

To monitor the progress of the above actions and the degree of achievement of their intended results and objectives, we propose the indicators listed in Table 5.

Table 5: Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P1

Monitoring Indicator (PMI)	Description
PMI1 / P1	Study on the introduction of vertically integrated sustainability-related courses.
PMI1.1 / P1	Number of existing sustainability-related courses.
PMI1.2 / P1	Number of new sustainability-related courses.
PMI2 / P1	Recruitment of academic staff specialized in sustainability topics; creation of new positions as needed.

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P1

PMI3 / P1 Study on enhancing the use of innovative teaching models in academic programs.

PMI3.1 / P1 Number of experiential and participatory learning activities.

PMI3.2 / P1 Number of under/postgraduate students participating in research projects.

PMI4 / P1 Student satisfaction with the quality of teaching.

PMI5 / P1 Study on inter-university/interdepartmental academic programs in sustainability fields.

PMI5.1 / P1 Number of existing collaborations.

PMI5.2 / P1 Number of new collaborations.

PMI6 / P1 Study on integrating sustainability-focused training programs into the University's Lifelong Learning Center (KEDIVIM).

PMI6.1 / P1 Number of existing training programs.

PMI6.2 / P1 Number of new training programs.

PMI6.3 / P1 Number of training programs delivered through e-learning.

PMI8 / P1 Study to strengthen support actions for students and graduates of the University

PMI8.1 / P1 Number of internal scholarships for undergraduate and postgraduate students.

PMI8.2 / P1 Percentage of graduates in the normal duration of studies

PMI9 / P1 Number of updates/seminars/workshops regarding the professional development of students.

PMI10 / P1 Participation percentage of doctoral candidates and new postdoctoral fellows in teaching.

5.2 Research

The development of high-quality basic and applied research on the environmental, economic, and social objectives of sustainable development, the production of new innovative achievements, and their dissemination through targeted publications in scientific journals, conferences, and other communication channels for the benefit of science and society constitute a fundamental Pillar of the University of Piraeus' sustainability plan and a significant indicator of the success of the proposed actions therein. In this direction, key priorities include increasing funding to further strengthen the University's and its academic staff's research activities, as well as upgrading the research units and laboratories operating within the Institution, aiming at their transformation into centers of excellence for sustainability. These centers should be capable of contributing to the European Higher Education and Research Area, as well as to national and international efforts towards sustainable development.

The proposed actions are directly linked to Goal 9 – Industry, Innovation and Infrastructure of the 2030 Agenda for Sustainable Development, while also making a substantial contribution to the

following three goals, in which the University of Piraeus already demonstrates significant research activity: (i) Goal 7 – Affordable and Clean Energy, (ii) Goal 11 – Sustainable Cities and Communities, and (iii) Goal 13 – Climate Action. However, the strategic aim is to make a broader contribution to the remaining Sustainable Development Goals, starting with those where an indirect connection or impact of the University’s research outcomes can be observed, such as: Goal 1 – No Poverty, Goal 2 – Zero Hunger, Goal 3 – Good Health and Well-being, Goal 12 – Responsible Consumption and Production, Goal 14 – Life Below Water, and Goal 15 – Life on Land. To ensure the successful fulfillment of the above objectives by the University of Piraeus, this action plan proposes the specific strategic objectives (SO) and proposed actions (PA) outlined in Table 6 below.

Table 6: Strategic Objectives (SO) and Proposed Actions (PA) – Pillar 2: Research (P2)

SO1 / P2 – Strengthening research activity on issues related to sustainability

SO1/ P2- PA1 – Encourage research towards sustainability with the availability of appropriate laboratory and financial support.

SO1/ P2- PA2 – Encouragement of interdepartmental collaborations and horizontal research actions within the University with the aim of strengthening interdisciplinarity and defining new research fields in relation to the environmental, economic and social goals of sustainability.

SO1/ P2- PA3 – Encouragement of participation in national and European funded research programs and collaborations with university institutions and research institutes of recognized prestige and international scope

SO1/ P2- PA4 - Investigating possibilities for further funding of the University's research activity through the development of partnerships with external organizations and high-tech companies with the aim of jointly designing solutions and innovations to promote sustainable development.

Strategic Objectives and Proposed Actions P2

SO2-P2 Strengthening of resources, upgrading and modernization of research infrastructure and equipment for sustainability

SO2/P2-PA1 Recording of laboratory research infrastructures, equipment, resources, and other needs of the University Departments and funding for their maintenance and upgrading through the regular budget.

SO2/P2-PA2 Facilitation of faculty members and research staff in accessing computational resources and subscription databases useful for conducting sustainability-related research.

SO2/P2-PA3 Development of an incentive framework to promote the participation of undergraduate and postgraduate students in research programs.

SO2/P2-PA4 Provision of incentives to attract new high-quality research personnel with relevant expertise to staff the University’s research infrastructures.

SO3/P2 Promotion and dissemination of the results of the University's related research activity.

SO3/P2-PA1 Increase in publications in reputable international peer-reviewed journals and enhancement of participation of faculty members, PhD candidates, and research staff in international and national conferences related to sustainability.

SO3/P2-PA2 Provision of incentives for publications in open-access journals and in institutional repositories, such as the University's PANDORA repository.

SO3/P2-PA3 Public recognition/rewarding of faculty members with the highest research activity in sustainability-related fields.

SO3/P2-PA4 Promotion of the University's research activity and its achievements through the Institution's website and social media platforms.

SO3/P2-PA5 Organization of open-to-the-public workshops and related events to present the research conducted at the University, with the participation of its academic and student community, as well as social stakeholders with a direct interest in these outcomes.

To monitor the progress of the above actions and the degree to which the desired outcomes and objectives are achieved, the indicators listed in **Table 7** below are proposed

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P2

Monitoring Indicator (PMI)

Description

PMI 1/P2 Amount of funding secured from sources beyond the university's regular budget (national resources, European resources, industry, etc.).

PMI 2/P2 Number of sustainability-related research projects implemented in collaboration with domestic and international universities and research institutions, as well as through interdepartmental collaborations.

PMI 3/P2 Number of collaborations with domestic and international industry, businesses and organizations to implement research and develop solutions and innovations related to sustainable development

PMI 4/P2 Number of researchers employed in research projects in the main components of sustainability

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P2

PMI 5/P2 Study for the implementation of actions to improve research infrastructures.

PMI 5.1/P2 Number of research units and centers conducting research on the main components of sustainability.

PMI 5.2 /P2 Annual financial support of the University's research units and centers to cover operational needs (equipment, resources, subscriptions, etc.).

PMI 6/P2 Annual financial support of University Departments for publicity actions and promotion of research excellence results.

PMI 7/P2 Number of faculty members in relation to the total academic community of the University with publications in international databases.

PMI 7.1/P2 Number of publications in peer-reviewed scientific journals and conferences.

PMI 7.2/P2 Number of publications in the University's open access repository, PANDORA.

PMI 7.3/P2 Number of citations of research publications.

5.3 Environment

The integration of the Environmental dimension into the other components of the University of Piraeus' planning is of central importance for achieving the goal of a Sustainable University. The overarching objective is to ensure and secure the improvement of environmental quality for the entire university community, in accordance with the principles of sustainability. To achieve this, a broad framework of strategic priorities is proposed, which actively promotes responsible behavior toward the natural environment—such as sustainable and safe infrastructure planning, efficient management of energy and other resources, and ecological foresight—as well as equal participation and access for all to the academic and operational services provided by the Institution. Moreover, the development and encouragement of a shared culture of sustainability is an equally significant target within the scope of this Pillar.

Overall, the proposed actions go beyond Goal 13 – Climate Action of the 2030 Agenda for Sustainable Development, and also connect with and directly contribute to at least the following five Goals: (i) Goal 3 – Good Health and Well-being (ii) Goal 6 – Clean Water and Sanitation (iii)

Goal 7 – Affordable and Clean Energy (iv) Goal 11 – Sustainable Cities and Communities (v) Goal 12 – Responsible Consumption and Production. At the same time, they are indirectly related to and influence several additional Sustainable Development Goals (SDGs), such as Goal 10 – Reduced Inequalities.

In order to meet these aspirations, the Environmental Pillar of the proposed action plan includes four strategic objectives, which are further specified into sub-goals and a number of individual actions and sub-actions, as described in Table 8 below.

Table 8: Strategic Objectives and Proposed Actions – Pillar 3: Environment (P3)

Strategic Objective (SO) Proposed Actions (PA)

SO1 / P3 Promote sustainable design and energy efficiency in buildings and infrastructure.

SO1.1/P3 Energy upgrading of the University's building infrastructure.

SO1.1/P3-PA1 – Recording of the current operational status of the University and assessment of its current energy requirements and performance.

SO1.1/P3-PA2 – Study for the gradual energy upgrade and modernization of building infrastructure.

SO1.1/P3-PA3 – Keeping records of data related to energy consumption and savings and heating fuel use.

SO1.2/P3 Responsible management and consumption of water

SO1.2/P3-PA1 Study for the creation of pilot infrastructures for the collection and utilization of rainwater.

SO1.2/P3-PA2 Gradual installation of automated water use systems.

SO1.2/P3-PA3 Maintaining data measurements related to water consumption and saving.

Table 9: Proposed Monitoring Indicators (PMI) for Strategic Objectives and Actions – Pillar 3: Environment (P3)

Monitoring Indicator (PMI)	Description
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SO1.3/P3 Sustainable food production and management

SO1.3/P3-PA1 Creation of standards for food supply and distribution by vendors.

SO1.3/P3-PA2 Implementation of a Hygiene Assurance System (HACCP) in dining areas.

SO1.3/P3-PA3 Development of standards for proper sorting of food and catering waste.

SO1.3/P3-PA3.1 Development of standards for the management of environmentally hazardous catering waste.

SO1.3/P3-PA3.2 Study for the pilot installation of a composting unit.

SO1.3/P3-PA4 Promotion of the use of ecological and reusable serving materials/utensils.

SO1.3/P3-PA5 Free distribution of food portions to social groups in need of nourishment.

SO1.4/P3 Actions for recycling and proper management of waste and refuse.

SO1.4/P3-PA1 Mapping and identification of the type and volume of waste and refuse produced on the University's premises.

SO1.4/P3-PA2 Establishment of waste recycling points on university premises.

SO1.4/P3-PA3 Development of standards for the management of hazardous or toxic waste/refuse.

SO1.5/P3 Actions for the promotion of low-impact forms of mobility.

SO1.5/P3-PA1 Provision of incentives to reduce the use of private motor vehicles for access to the University (e.g., offering/enhancing incentives for the use of public transportation).

SO1.5/P3-PA 2 Encouragement of the use of environmentally friendly means of transportation (e.g., creation/maintenance of bicycle parking spaces).

SO1.6/P3 Actions to secure funding for the implementation of SO1/P3 actions.

SO1.6/P3-PA1 Study on the utilization of national, regional, and local funding instruments.

SO2/P3 Improving the quality and safety of the University environment

SO2/P3-PA1 Aesthetic enhancement of the University's common areas, including outdoor spaces.

SO2/P3-PA2 Maintenance and modernization of facilities (common areas, classrooms, laboratories, offices) and their equipment, with an emphasis on safety and equal access.

SO2/P3-PA2.1 Improvement of accessibility for Persons with Disabilities across all University spaces and facilities (e.g., construction/maintenance of ramps, platform lifts, appropriate elevators, designated parking spaces, special signage).

SO2/P3-PA2.2 Creation of infrastructure to support the participation of students with hearing and vision impairments.

Strategic Objectives and Proposed Actions P3

SO3/P3 Actions for health and safety in university spaces.

SO3/P3-PA1 Provision for the use of non-toxic and environmentally friendly cleaning products for the daily cleaning of university facilities.

SO3/P3-PA2 Provision of medical services, including counseling and psychological support for members of the university community (e.g., occupational doctors, specialized first aid seminars) within the University.

SO3/P3-PA3 Voluntary blood donation actions within the University.

SO3/P3-PA4 Provision for ergonomic and safe use of equipment (creation of manuals/instructions, implementation of specialized training seminars).

SO3/P3-PA5 Strengthening the University's no-smoking policy (installation of appropriate signage, organization of targeted seminars).

SO3/P3-PA6 Development of emergency response plans (e.g., fire safety and earthquake protection plans, emergency exit signage, specialized training seminars) and adaptation of University operations under emergency conditions (e.g., COVID-19).

SO4/P3 Fostering environmental culture and awareness.

SO4/P3-PA1 Training of members of the university community and administrative staff on topics such as proper energy and resource management, ecological practices, and environmental management and monitoring.

SO4/P3-PA2 Enhancement of awareness-raising actions within the university community to promote volunteerism related to environmental protection and broader sustainability issues (e.g., quality of life, respect for diversity, etc.).

SO4/P3PA3 Organization of open conferences, seminars, and workshops aimed at cultivating sustainable development and sustainability skills within the university community and the broader local society.

To monitor the progress of the above actions and the degree of achievement of their intended results and objectives, the indicators listed in **Table 9** below are proposed:

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P3

PMI1/P3 Targeted amount of funding for the upgrade/maintenance of university infrastructure aimed at improving its environmental and energy footprint.

PMI1.1/P3 Percentage of expenditures from the University's regular budget.

PMI2/P3 Percentage of completed studies for the upgrade of university buildings and facilities, with an emphasis on resource savings (energy, water).

PMI1.2/P3 Percentage of expenditures from funding sources beyond the University's regular budget.

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P3

PMI3/P3 Percentage of completion of resource-saving actions in University buildings and facilities.

PMI3.1/P3 Replacement of inefficient systems and electronic equipment.

PMI3.2/P3 Installation of automated water usage systems.

PMI4/P3 Percentage of energy and resource savings in university buildings where an environmental management system was implemented.

PMI5/P3 Development of standards and manuals for the University's environmental resource and waste management.

PMI5.1/P3 Standards/manuals for proper resource management.

PMI5.2/P3 Standards/manuals for food supply and distribution.

PMI5.3/P3 Standards/manuals for recycling and hazardous waste management.

PMI6/P3 Creation of recycling points within university buildings and facilities.

PMI7/P3 Creation/maintenance of bicycle parking spaces.

PMI8/P3 Percentage of expenditures from the regular budget for improving the environmental quality of the University, with a focus on aesthetic enhancement, safety, and equal access.

PMI9/P3 Standards/manuals and signage for hygiene and safety issues within University premises.

PMI10/P3 Informational actions and seminars for the university community on health and safety matters.

PMI11/P3 Training activities for academic and administrative staff on environmental management and monitoring.

PMI12/P3 Public awareness-raising actions on environmental management and monitoring issues.

PMI13/P3 Voluntary actions for the protection of the natural environment and broader issues related to sustainability.

5.4 Outreach

The University of Piraeus has consistently demonstrated a strong extroverted culture, actively participating in efforts by both the international community and domestic stakeholders—local and national—for development and prosperity. At the same time, through its modern academic programs and overall academic operations, it contributes to shaping the dynamic capabilities of its graduates, who are equipped not only to pursue careers both in Greece and abroad but also to integrate into and act within society as responsible citizens and co-creators of an ever-evolving socio-economic reality.

The submitted action plan proposes a series of objectives and actions aimed at further enhancing the social impact of the University of Piraeus' extroverted activities with regard to the promotion of sustainability—an area the institution and its community already actively support in practice.

Within this framework, the plan seeks to strengthen existing networks and strategic partnerships while also exploring new opportunities to connect with productive sectors both nationally and internationally. The goal is the effective transfer of knowledge and the exchange of best practices, guided by the core components and objectives of sustainability.

In relation to the 17 Sustainable Development Goals (SDGs), the proposed planning for the Outreach Pillar is directly linked to Goal 11 – Sustainable Cities and Communities, while it may also contribute indirectly to Goal 16 – Peace, Justice and Strong Institutions. Furthermore, it is closely tied to Goal 17 – Partnerships for the Goals, which promotes collaboration among all stakeholders toward sustainability. Specifically, the contribution of the University of Piraeus to these goals is articulated through the strategic objectives and proposed actions outlined in Table 10, which follows.

Table 10: Strategic Objectives and Proposed Actions – Pillar 4: Outreach (P4)

SO1/P4 Opening up the University to the national and local community and highlighting its social character.

SO1/P4-PA1 Development of partnerships with social stakeholders at the local and national level to promote public dialogue and the transfer and exchange of know-how on issues of common interest related to the three dimensions of sustainability, including entrepreneurship and innovation.

SO1/P4-PA1.1 Encouraging the participation of the University and its community in local stakeholder committees to promote issues of sustainable development for the benefit of society.

SO1/P4-PA1.2 Pursuing the signing of memoranda of cooperation with social actors for the design and implementation of joint sustainable development actions for the benefit of society.

SO1/P4- PA2 Organization and execution of a number of informational activities (e.g., educational events, conferences, seminars to showcase the University’s identity and achievements in relation to the environmental, economic, and social goals of sustainable development.

SO1/P4- PA3 Development of volunteer initiatives and provision of scientific expertise for the formulation of policies aligned with sustainability goals and principles.

Table 11: Proposed Monitoring Indicators (PMI) for Strategic Objectives and Actions – Pillar 4: Outreach (P4)

SO1/P4-PA4 Ensuring immediate and free continuous access to scientific content and research results produced by the University to advance sustainability, with the aim of strengthening the interest of social stakeholders and citizens in these topics.

SO1/P4-PA4.1 Creation of specialized educational programs and modules (preferably delivered remotely) for the general public through the University's Center for Lifelong Learning (KE.ΔI.BIM).

SO1/P4-PA4.2 Development of a dedicated digital space on the University’s website to showcase its sustainability initiatives, provide open and transparent evaluation of their economic, social, and environmental impacts, and promote related scientific topics as well as broader issues of public interest.

SO2/P4 Opening the University to the business sector to enhance students' and graduates' access to the labor market and to facilitate the exchange of know-how on sustainable development issues.

SO2/P4-PA1 Utilization and strengthening of the existing network of businesses and organizations in sectors related to those of the University, with the aim of facilitating student internships and improving access to the labor market.

SO2/P4-PA2 Enhancement of labor market stakeholders' participation in shaping academic programs (especially at the postgraduate level) and student training programs focused on sustainable entrepreneurship, innovation, and corporate governance.

SO2/P4-PA3 Creation of conditions and infrastructures that allow immediate and free access to, and use of, the knowledge produced by the University by labor market stakeholders, in order to better fulfill and align their environmental, social, and corporate duties and responsibilities with the demands of sustainable development.

SO3/P4 Strengthening the University's connection with national and international academic networks for sustainability.

SO3/P4-PA1 Seeking to contribute to the inter-university dialogue on sustainability and its goals through participation in the Network of Greek HEIs for Sustainability.

SO3/P4-PA2 Pursuing the development of collaborations with related international networks, such as the Sustainable Development Solutions Network (SDSN).

SO3/P4-PA3 Seeking participation in international university rankings and evaluation lists related to their successful transformation into sustainable institutions.

SO4/P4 Enhancing internationalization and global partnerships to promote the University's sustainability initiatives and exchange of best practices.

SO4/P4-PA1 Supporting existing and establishing new partnerships with international universities and organizations through participation in research projects and programs related to sustainability.

SO4/P4-PA2 Enhancing the mobility of students, academic, and research staff through European programs and initiatives (e.g., ERASMUS, MSCA - Marie Skłodowska-Curie Actions) to enable hands-on experience and exposure to alternative ways of thinking, organizing, and acting.

Strategic Objectives and Proposed Actions – Pillar 4

SO4/P4-PA3 Strengthening partnerships with international student networks, such as ESN (Erasmus Student Network [6]) and ESTIEM (European Students of Industrial Engineering and Management [7]), which are active at the University, with the aim of exchanging knowledge and experiences and organizing international conferences and workshops across various scientific fields.

SO4/P4-PA4 Pursuit of the development of bilateral memoranda of cooperation with foreign universities for the design and development of joint foreign-language training programs or even postgraduate-level programs in cutting-edge fields related to sustainability.

The indicators proposed for monitoring the progress of the above actions and the degree to which their intended results and objectives are achieved are described in **Table 11** below.

Proposed Monitoring Indicators (PMI) for Strategic Objectives and Proposed Actions – Pillar 4

PMI1/P4 Number of memoranda of cooperation with national and local institutions and the business sector for the promotion of public dialogue and sustainability initiatives for the benefit of national and local society and the labor market.

PMI2/P4 Number of events organized or co-organized by the University on sustainability issues concerning the local and broader society and the country.

PMI3/P4 Number of events and activities organized by the University for the benefit of its student community and alumni.

PMI4/P4 Number of specialized training programs offered by the University for the general public.

PMI5/P3 Effectiveness of the University's sustainability outreach efforts through the dedicated digital space on its website and other communication channels, such as social media.

PMI5.1/P4 Number of website users (and user satisfaction rate, where feasible).

PMI5.2/P4 Engagement metrics from social media platforms.

PMI6/P4 Number of other communication and publicity actions for the University's sustainability initiatives, such as press releases, articles, interviews, podcasts, etc.

PMI7/P4 Number of sustainability networks in which the University participates.

PMI8/P4 Inclusion of the University in international rankings of Sustainable Universities.

PMI9/P4 Number of memoranda of cooperation with foreign universities for the promotion of sustainability.

[5] <https://www.envinow.gr>

[6] <https://esngreece.gr/>

[7] <https://greenmetric.ui.ac.id/>

Proposed Monitoring Indicators (PMI) for Strategic Objectives and Proposed Actions – Pillar 4

PMI10/P4 Study for the development of joint training and postgraduate programs with social stakeholders, both domestic and international.

PMI11/P4 Annual percentage of outgoing/incoming students through European programs and mobility actions.

PMI12/P4 Annual percentage of faculty mobility through European programs and mobility actions.

PMI13/P4 Number of international scientific conferences and workshops.

PMI14/P3 Attraction of internationally renowned guest speakers/visiting professors.

5.5 Governance

The challenges that universities are called to address in their journey toward sustainability are complex and multidimensional. For this reason, the role of a university administration that is willing to serve as a source of motivation and inspiration for the practical adoption of sustainable practices within the institution emerges as a critical component. The operational approach of such an administration aligns with the concept of Sustainable Leadership, which envisions, commits, innovates, and acts responsibly and systematically to secure the conditions necessary for making a sustainable orientation achievable (Leal Filho et al., 2020). Among the key variables that characterize and support organizational efforts toward Sustainable Leadership in education are the embrace of challenge and innovation, as well as the effective management of complexity in the institution's day-to-day operations (Cook, 2014).

In the context of the present action plan, adopting the dimensions of Sustainable Leadership in the administrative functioning and planning of the University of Piraeus is considered a goal of utmost importance for ensuring the long-term success of the proposed sustainability strategy. To this end, priority is given to the further enhancement and integration of modern skills into the university's administrative culture. Alongside this, actions such as the effective management and utilization of human resources and the gradual digital upgrading of administrative infrastructure, procedures, and services are expected to set the institution's operational "everyday life" on a new trajectory.

Overall, the identified priorities that constitute the action framework for the Governance Pillar are directly linked to Goal 17 – Partnerships for the Goals, as well as to the following two Goals from the 2030 Agenda for Sustainable Development: (i) Goal 8 – Decent Work and Economic Growth, and (ii) Goal 16 – Peace, Justice, and Strong Institutions. The University's commitment and contribution to these goals are expressed through the individual strategic objectives and proposed actions described in **Table 12**, which follows.

The Strategic Objectives (**SO**) and Proposed Actions (**PA**) for this pillar **Table 12**

SO1/P5 Commitment of the administration to the integration and promotion of sustainability principles across all aspects of university operations.

SO1/P5-PA1 Active participation in the implementation of sustainability actions and in achieving the goal of becoming a Sustainable University.

SO1/P5-PA2 Establishment of working groups aimed at raising awareness, fostering critical reflection, and making decisions regarding the university's environmental management, teaching and learning methods and activities, and relationships with the local and international community.

SO1/P5-PA3 Provision for the creation of a Sustainability Office responsible for organizing, coordinating, and monitoring the progress of the University's sustainability-related actions.

SO1/P5-PA4 Voluntary adoption of specialized social and environmental management and monitoring tools*(e.g., ISO 14001 or EMAS environmental management systems, EUSTEPS program, OHSAS 18000 Occupational Health and Safety Management Systems, etc.).

Table 13: Proposed Monitoring Indicators (**PMI**) for Strategic Objectives and Actions – Pillar 5: Governance (**P5**)

Monitoring Indicator (PMI)	Description
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SO2/P5 Improvement of working conditions and quality of work.

SO2/P5-PA1 Improvement of the quality and regular maintenance of administrative service facilities, with an emphasis on enhancing hygiene and safety conditions.

SO2/P5-PA2 Modernization and regular maintenance of available equipment and technological infrastructure of the administrative services.

SO2/P5-PA3 Rational allocation of the University's human resources and their reinforcement through the recruitment of highly skilled and trained personnel, with respect for diversity and the principles of equal access to employment.

SO2/P5-PA4 Organization of a remote work plan (standardization of teleworking).

SO2/P5-PA5 Maximization of staff satisfaction regarding working conditions at the University.

SO3/P5 Digital modernization of administrative processes and support services for the University's academic and student community.

SO3/P5-PA1 Gradual completion of the digitization of administrative procedures with the aim of reducing bureaucracy and improving the quality of provided services.

SO3/P5-PA2 Gradual digitization of documents within the administrative and financial services to reduce the use of paper materials.

SO3/P5-PA3 Gradual digitization of documents within the administrative and financial services to reduce the use of paper materials. (Duplicate of AD1; may need verification.)

SO3/P5-PA4 Effective development of the institutional repository PANDORA for the deposit and retrieval of scientific articles and research results produced by the University.

SO3/P5-PA5 Encouragement of the use of the DIONI repository for the deposit and retrieval of undergraduate/postgraduate theses, doctoral dissertations, and educational materials produced by the University's student and academic community.

SO3/P5-PA6 Strengthening the University's participation in the Research Data Repository of the Hellenic Academic Libraries Link (HEAL-Link).

SO4/P5 Training of administrative and academic staff.

SO4/P5-PA1 Active participation in the implementation of sustainability actions and in achieving the goal of a Sustainable University.

SO4/P5-PA2 Training and knowledge updating for the University's staff on topics related to administration, legislation, and digital technology.

SO4/P5-PA3 Training of University staff on gender equality and anti-discrimination issues.

SO4/P5-PA4 Raising awareness among university staff and strengthening actions to promote volunteerism in support of students and staff with disabilities within the Institution.

SO4/P5-PA5 Training of University staff in the implementation of Environmental Management Systems and other related activities for measuring the University's environmental footprint.

The proposed indicators for monitoring the progress of the above actions and the degree of achievement of the intended results and objectives are presented in **Table 13** below.

Proposed Monitoring Indicators (PMI) of Strategic Objectives and Proposed Actions P5

PMI1/P5 Number of sustainability actions approved by the University administration.

PMI2/P5 Study on the adoption of a specialized tool for monitoring and evaluating the implementation of approved sustainability actions.

PMI3/P5 Recording of ongoing needs in staffing and logistical infrastructure for administrative services and procedures.

PMI4/P5 Percentage of expenditures from the regular budget allocated to covering the operational needs of administrative services.

PMI5/P5 Percentage of expenditures from the regular budget allocated to the digital upgrade of administrative operations and services.

PMI6/P5 Number of administrative operations and services that have been standardized and are implemented digitally.

PMI7/P5 Level of satisfaction among administrative and academic staff with the working environment and conditions.

PMI8/P5 Level of satisfaction among the student community with the standardization and digitization of administrative operations and services.

PMI9/P5 Percentage of expenditures from the regular budget allocated to training administrative and academic staff.

PMI10/P5 Number of training seminars held for university personnel.

PMI11/P5 Participation rate of university staff in training activities.

Conclusion

The need for a university that actively contributes to sustainable development by functioning as an agent or multiplier is now more than evident. In this light, the University of Piraeus, as a Higher Education Institution that has historically remained open to new ideas and developments in scientific and socio-political thought, seeks to gradually and meaningfully integrate the principles and values of sustainability into all levels and areas of its developmental planning. This objective is fully aligned with the content and

declarations of the Sustainability Charter for Greek Higher Education Institutions, in accordance with the 17 Goals of the 2030 Agenda for Sustainable Development.

The current document was prepared following consultation among the members of the University of Piraeus Sustainable Development Committee and marks the starting point for a qualitative leap toward realizing the vision of a Sustainable University. Within this framework, it proposes general guidelines for the development and implementation of a clear and feasible strategic action plan for sustainability, in harmony with international standards and practices.

Accordingly, it sets specific strategic objectives, each of which is linked to one or more of the 17 Sustainable Development Goals, and is broken down into specific actions aimed at promoting sustainability through five Pillars: (i) Education, (ii) Research, (iii) Environment, (iv) Outreach, and (v) Governance. To monitor the implementation of the proposed actions, indicative effectiveness indicators are suggested, the final quantitative determination of which will result from the application of specific measurement and evaluation mechanisms.

In summary, this sustainability strategy plan of the University of Piraeus is not a static document, but rather a dynamic process of continuous specification, updating, and enrichment of the entire planned sustainable development program of the Institution. In this direction, the present plan is expected to serve as a source of inspiration and a foundation for making long-term decisions to further strengthen it, with the aim of continuously shaping the conditions that will establish the University as a model and reference point for sustainability both nationally and internationally.

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