



## UNIVERSITY OF MARIBOR – A SUSTAINABLE AND SOCIALLY RESPONSIBLE UNIVERSITY

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### ABSTRACT

In times of crisis, society needs a university capable of providing innovative solutions and opening up new horizons. As Einstein put it, “**problems cannot be solved** by the same level of thinking that created them”. Therefore, effective solutions must be sought at a higher level. Universities play a key role in raising awareness of social responsibility and sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

By setting a positive example, the University of Maribor strives to create an innovative environment and an effective organisation contributing to balanced, sustainable and socially responsible development of the University, the city of Maribor and the entire country through discovery and transfer of new knowledge. Since the University does not yet implement all of these principles, both a Council and a Committee for Sustainability and Social Responsibility have been established. The Council has formulated various proposals for development, which will be presented at this year’s IRDO conference.

When transforming our University into a sustainable and socially responsible institution, all four dimensions of sustainable development (environmental, economic, social and ethic), all seven principles and core subjects of **social responsibility** (organizational management, human rights, labour practices, environment, consumer issues, fair operating practices, community involvement and development) as well as both related terms (interdependence and holistic approach) **addressed in ISO 26000** will be taken into account.

This new model of a sustainable and socially responsible university will contribute to a deeper understanding of the interaction between the environmental, economic, social and ethical dimension of sustainable development. We sincerely hope that the University of Maribor will be able to convince other public, private, governmental, non-governmental and industrial organizations to follow its lead.

**KEY WORDS:** sustainable and socially responsible university, ISO 26000

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### 1 INTRODUCTION

One decade ago, the United Nations (UN), various entrepreneurs' associations and other stakeholders have decided that society must discover new ways to overcome the socio-economic crisis – by means of social responsibility (SR) and by building a sustainable present and future. A series of documents on social responsibility was followed by ISO 26000, which was adopted in November 2010. This standard provides guidance to users and is neither intended nor appropriate for certification purposes [16]. ISO 26000 also incorporates environmental protection as one of the seven core subjects, ensuring that socially responsible behaviour leads to sustainable development. It is no coincidence that all seven core subjects are linked by (1) interdependence and (2) a holistic approach. The current crisis is a result of ignoring these two principles. Human survival depends on them, and neither governments nor the market will be able to replace them.

In 2005, the Decade of Education for Sustainable Development (DESD) began under the auspices of UNESCO. Such an orientation requires new teaching methods, provides new opportunities for addressing social challenges and promotes practical applications of sustainable development. For this reason, leading European politicians prompted the discussion on promoting sustainability education [1]. The integration of sustainable development into the European higher education area was also encouraged by the Bologna Process and the statement from the 2005 Bergen Ministerial Conference: *“Our contribution to achieving education for all should be based on the principle of sustainable development and be in accordance with the ongoing international work on developing guidelines for quality provision of cross-border higher education.* The 2009 Communiqué of the Conference of European Ministers Responsible for Higher Education, which took place in Leuven, states *“We call upon European higher education institutions to further internationalise their activities and to engage in global collaboration for sustainable development”* [2]. Universities are unique institutions with both direct and indirect impact on the local and national environment, graduates and their future decisions. The European Union adopted a similar attitude towards SR.

This new model of a sustainable and socially responsible university will contribute to a deeper understanding of the interaction between the environmental, economic, social and ethical dimension of sustainable development. It will have an important impact on public, private, governmental, non-governmental and industrial organizations by encouraging them to implement these principles, develop synergies between the university and the local community and to comprehensively integrate sustainable development into their day-to-day operation (through a holistic approach and the ethics of interdependence). Thus, organizations will be able to generate savings, protect the environment, improve the quality of life and promote well-being.

The transformation of the University according to the principles of sustainable development and social responsibility is a non-technological process requiring invention, innovation and diffusion. All types of behaviour leading to the discovery of new knowledge and the modernisation of values/culture/ethics/norms (VCEN) will be activated by linking educational activities, teaching, scientific research, various programmes and related activities as well as examples of good practice.

#### 1.1 Why Does Society Need Sustainable and Socially Responsible Universities?

Universities have an enormous impact on knowledge discovery and transfer as well as the promotion of VCEN, thus contributing to the development of society – be it positive or negative, productive or disastrous, comprehensive or limited. Due to their specific character, they also promote knowledge and know-how transfer and thus contribute to sustainable development and social responsibility.

Sustainable development (SD), especially economic, should be in line with nature and natural processes. Unfortunately, development in the 19<sup>th</sup> and 20<sup>th</sup> century was everything but that. Sustainable development and social responsibility emphasize the importance of responsible and nature-friendly economic development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In addition, such development implies maintaining and improving living conditions,

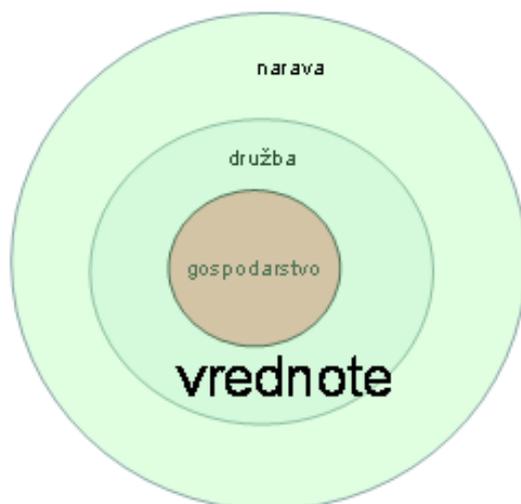
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maintaining vitality and preserving ecological diversity. Sustainability and social responsibility incorporate economic, social and environmental goals and require institutional, organisational and financial changes, which occur under the influence of existing values/VCEN. Since universities play a key role on the path to sustainable development and social responsibility, their responsibilities and tasks must be precisely defined. This transition requires modified thought patterns, new values/VCEN, radical changes in politics, technologies and management, new forms of cooperation, and especially new knowledge. Social responsibility as defined in ISO 26000, together with the principles of sustainable development, represents the basis for sustainable and socially responsible behaviour.

### 1.2 University of Maribor

The University of Maribor comprises various faculties with more than 23,000 students and staff members. The consumption of energy, water and materials is therefore comparable to the consumption of large businesses. Environmental pollution is not generated only in lecture halls and labs but also in offices, at parking lots, etc. The transformation of the University into a sustainable and socially responsible institution requires the incorporation of all four dimensions of sustainable development (environmental, economic, social and ethical). The **environmental dimension** refers not only to the consumption of resources (energy, water, minerals), pollution (air, water, soil) and waste reduction but also to transport, food (organic), land use and cultivation practices, short and green supply chains, etc. The **economic dimension** is reflected in finances (cost reduction, obtaining funds for R&D), marketing and management, green public procurement (environmentally friendly goods and services), including the mandatory share of organic food in subsidized meals for students and staff members. The **social dimension** includes education/training, cooperation with the wider community, environmental awareness-raising and promotion of values. In addition, it enables the development of and respect for ethical values, ensures solidarity and social cohesion. The **ethical dimension** incorporates VCEN interdependence, a holistic approach and the seven principles of SR (according to ISO 26000). The sustainability dimensions should not be considered separate but interconnected pillars. The environmental dimension is the widest one and influences the social dimension, which in turn influences the economic dimension. Ethical values represent the common platform (Fig. 1). Communication between stakeholders and their satisfaction in the process, which must be brought in line with the principles of sustainable development and social responsibility, is also of the utmost importance in order to contribute to human well-being.

**Picture 1: Sustainability Dimensions**



Source: A. Vovk Korže

( »nature« (narava), »society« (družba), »economy (gospodarstvo) and »values« (vrednote)

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The above mentioned factors will be incorporated into the daily operation of the University. They can be divided into various segments: **studies and teaching (curriculum), research (lab work) and development**, everyday activities (e.g. administration, procurement, consumption of resources and raw materials, transport, parking), **outreach and collaboration, assessment and reporting, institutional framework, sustainable development and social responsibility in student dormitories, student accommodation/life, educating educators in the field of sustainable and socially responsible behaviour**. Currently, there are no rules and instructions regulating sustainable and socially responsible operation of the University. Measures related to sustainable consumption of resources and the inclusion of the EU *Eco-Management and Audit Scheme (EMAS)* are implemented randomly and on a voluntary basis. The University has not yet established an organized structure, and therefore there is no sense of responsibility, especially in terms of sustainable and socially responsible behaviour.

The University of Maribor is mainly financed from the national budget. Its productive and competitive orientation is weak. In addition, it is difficult to promote the rational use of resources and materials among staff members and students. Therefore, it is necessary to adopt a simple approach (e.g. ecological footprint calculation) in order to identify and address weaknesses. Moreover, it is necessary to assess priorities and measures and to evaluate sustainability by means of the “sustainability flower” method. In neoliberal capitalism, the market leads to undercutting, environmental devastation, mounting indebtedness and wars. Thus, sustainable development and social responsibility has a broad meaning, and the University of Maribor must actively support such efforts.

## 2 THE CONCEPT OF A SUSTAINABLE AND SOCIALLY RESPONSIBLE UNIVERSITY

The transformation of the University of Maribor into a SSR institution requires compliance with basic documents of the Republic of Slovenia (e.g. Slovenia's Development Strategy [3]) and EU guidelines (e.g. those issued by the European Commission):

- A European Union Strategy for Sustainable Development [4, 5]
- Green Paper on Energy Efficiency [6]
- Mobilising the brainpower of Europe [7]
- Investing in research [8]
- The role of the universities in the Europe of knowledge [9]
- Energy 2020 – A strategy for competitive, sustainable and secure energy [10]
- Council Conclusions on a strategic framework for European cooperation in education and training ("ET 2020") [11]
- Horizon 2020 – the Framework Programme for Research and Innovation [12]
- Roadmap to a Resource Efficient Europe.

However, the use of ISO 26000 is sufficient since it is the most structured document and the only one emphasizing (1) interdependence and (2) a holistic approach [16].

### 2.1 Vision and Mission

The *vision* defines further development and orientation of the organisation and serves as motivation for staff members and other stakeholders. An ambitious vision is of the utmost importance. The University of Maribor would like to compete with leading universities in Europe and around the globe. Professional excellence, innovation and ethical values will enable high-quality knowledge discovery and transfer contributing to the integration into the European and international higher education and research area, sustainable development and social as well as environmental responsibility. The University of Maribor will fulfil its vision by conducting the following activities based on the principles of sustainable development and social responsibility:

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- achieving high educational and research standards (among the top 5 % of European and other world universities, etc.);
- encouraging cooperation at the international, national, regional and entrepreneurial level;
- developing research and professional ethics;
- increasing visibility by adopting innovative research and teaching approaches;
- developing European centres of excellence, scientific and technology parks;
- increasing the proportion of funds from European, national and entrepreneurial R&D projects;
- developing a comprehensive system for knowledge discovery, intellectual property and intellectual property management;
- securing funds for the development of various fields and disciplines (comparable to other European countries);
- ensuring a competitive standard of infrastructure by purchasing research equipment and literature;
- developing interdisciplinary degree programmes, enhancing communication between teachers and students and establishing an effective tutor system;
- cooperating with other Slovene and foreign universities and institutes and implementing joint degree and research programmes;
- ensuring internationally competitive human resources as bearers of innovative, competitive and humane society and economy;
- offering and marketing knowledge in order to ensure sustainability and social responsibility at the University and in society at large;
- increasing the number of foreign students and teachers;
- introducing sustainable development and social responsibility into all degree programmes offered by the University;
- improving career prospects of graduates (internship, applied environmental projects, monitoring of employment) by means of project-oriented degree programmes.

*The Mission* of the University defines key activities and relations towards both the local and national environment. The University of Maribor as the fundamental bearer of knowledge, culture and human resources represents a crucial link between education and research, professional development and innovation in the region, the country and the world. Its primary mission is being pursued by:

- maintaining its international reputation by offering high-quality degree programmes, conducting innovative research, aiming at scientific and intellectual excellence and respecting ethical values;
- creating a multi- and interdisciplinary learning environment linking theory and practice as well as adopting a harmonized, creative and team-work oriented approach to problem solving in order to ensure integrity of knowledge and action;
- offering a wide range of degree programmes and promoting lifelong learning;
- developing the interdependence and research ethics and ensuring academic freedom;
- promoting academic mobility (incoming and outgoing);
- ensuring both the development and implementation of measures related to sustainable development and social responsibility by raising awareness of the shared responsibility for the environment and the society at large.

Slovenia can become internationally competitive if universities will encourage the following (among its staff members, students and the broader environment):

- creativity (research, development and innovation );
- hard work;
- thriftiness;
- healthy lifestyle;
- environmental protection;

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- ethical values (honesty, tolerance, respect for others, interdependence).

### 2.2 Strategy

The strategy represents the path to the achievement of short- and long-term goals. Therefore, a strategy aimed at environmental and social (in addition to financial) objectives in line with the principles of sustainable development and social responsibility must be formulated. A joint strategy and a separate strategy for university members must be drawn up (along with activities and an implementation plan).

### 2.3 EMAS

The *Eco-Management and Audit Scheme* (EMAS) is a voluntary instrument of the European Union for evaluating and awarding organisations that have improved their environmental performance. EMAS was originally restricted to companies in industrial sectors. In 2001, a regulation [13] opening EMAS to all economic sectors (including public and private services with environmental impact) was issued by the EU. EMAS thus represents an eco-management tool. EMAS is based on ISO 14000 but includes more stringent requirements, such as external verification and registration, communication with the public (environmental reporting), internal audit and employee involvement. Organisations are also obliged to formulate and publish the annual environmental statement. In order to become EMAS registered, organisations must:

- manage, evaluate and control its environmental impact;
- develop an environmental management system in order to design an environmental policy defined by management;
- evaluate its environmental impact in order to bring it in line with the organization's policy and programme and applicable environmental law;
- formulate an environmental statement (on achieved targets and objectives), consequently improving the environmental performance.

### 2.4 ISO 26000 – Guidance on Social Responsibility

Various organizations and stakeholders are becoming increasingly aware of the need for and benefits of socially responsible behaviour. The objective of social responsibility is to contribute to sustainable development. The International Organization for Standardization issued ISO 26000 – Guidance on Social Responsibility – for all types of organizations (public, private and non-governmental). ISO 26000 provides all types of organizations (including the University of Maribor) with guidance in the following fields:

- organizational management;
  - human rights;
  - labour practices;
  - environment;
  - fair operating practices;
  - consumer issues;
  - community involvement and development;
- plus both connecting concepts:
- holistic approach and
  - interdependence.

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**ISO 26000 Project Overview**  
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***Holistic Approach and Interdependence (types 896–900 in ISO 26000):***

896	An organization should look at the core subjects holistically, that is, it should consider all core subjects and
897	issues, and their interdependence, rather than concentrating on a single issue. Organizations should be aware
898	that efforts to address one issue may involve a trade-off with other issues. Particular improvements targeted at
899	a specific issue should not affect other issues adversely or create adverse impacts on the life cycle of its
900	products or services, on its stakeholders or on the value chain.

***Social responsibility supports (according to ISO 26000):***

- competitive advantage;
- reputation;
- ability to attract and retain workers or members, customers, clients or users;
- maintenance of employees' morale, commitment and productivity;
- view of investors, owners, donors, sponsors and the financial community;
- relationship with companies, governments, the media, suppliers, peers, customers and the community in which it operates.

**Seven principles of social responsibility according to ISO 26000:**

General purpose: Organizations should contribute to SR as much as possible.

1. accountability;
2. transparency;
3. ethical behaviour;
4. respect for stakeholder interests;
5. respect for the rule of law;
6. respect for international norms of behaviour;
7. respect for human rights.

When implementing individual actions (ISO 26000 contains a non-exhaustive list of voluntary initiatives), all seven principles must be taken into account.

**Guidance on integrating social responsibility throughout an organization (ISO 26000, Chapter 7):**

- 7.1. relationship of an organization's characteristics to social responsibility;
- 7.2. understanding the social responsibility of an organization;
- 7.3. practices for integrating social responsibility throughout an organization;

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- 7.4. communication on social responsibility;
- 7.5. enhancing credibility regarding social responsibility;
- 7.6. reviewing and improving an organization's actions and practices related to social responsibility;
- 7.7. voluntary initiatives for social responsibility.

Sustainable development and social responsibility cannot be achieved only by means of an order, decree or a similar legal document despite the fact that such documents represent a good basis. It can only be achieved by changing ethical values/VCEN and related practices focusing on success without abuse of rights and by taking into account interdependence and a holistic approach.

### **3 ESTABLISHMENT OF A COUNCIL AND COMMITTEE FOR SUSTAINABLE DEVELOPMENT AND SOCIAL RESPONSIBILITY AT THE UNIVERSITY OF MARIBOR**

The University of Maribor has not yet developed a general concept for the implementation of sustainable development and social responsibility encompassing all relevant aspects. Problems concerning sustainable and socially responsible development require interdisciplinary solutions. For this reason, initiatives must not be based only on one discipline. The implementation of sustainable development and social responsibility requires a new organisational structure. In 2006, the Council for Sustainable Development was established. It laid the foundations for a sustainable university. Its past operation will be reviewed, and the experiences gained will be used for managing the Council and the Committee. The Council will be upgraded in terms of its organisational structure. It will be responsible for various activities, such as preparations, public discussions, strategic decisions and coordination of solutions. The Council will operate under the auspices of the University of Maribor. It will be also responsible for strengthening ties with the municipality, the Chamber of Commerce and Industry, professional associations, student organizations, trade unions, etc. in order for them to embrace the concept of sustainable development and social responsibility. The Council will pave the way to sustainable solutions and encourage dialogue between stakeholders.

A Committee for Sustainable Development and Social Responsibility (CSDSR) active at the operational level will also be established. Knowledge transfer and examples of good practice will contribute to cost reduction, environmental and social responsibility awareness-raising as well as pollution abatement. Representatives of faculties and other relevant actors (students, representatives of student dormitories, the rector's office and the University Library, etc.) will be appointed committee members. At least one supervisor or student per faculty will also be appointed. Thus, faculties will enhance their reputation, create a multidisciplinary and interdisciplinary learning environment linking theory and practice, and encourage a creative and teamwork-based approach to problem solving.

The establishment of both the Council and Committee will be facilitated in *two stages*. The Council has already been established during the first stage (proposing candidates, approving candidates, introducing the Council to the Senate, finding an office, formulating supportive organisational structures, formulating the operating plan and strategy, appointing committee members). During the second stage, approved projects will be implemented. Project work will be coordinated by the Council. Strategic projects to be implemented at faculties have already been presented in 2006 and adopted by common agreement in the Council (Appendix 1). Since many changes occurred at the University during the past five years, new strategic guidelines will be formulated, and the list of projects will be supplemented.

#### ***3.1 Tasks of the Committee***

The Committee will coordinate/implement strategic projects in the field of sustainable development and social responsibility, which will be based on the Council's strategic guidelines:

- formulating and implementing strategies and tactics for all seven core subjects laid down in ISO 26000;

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- introducing new/less expensive innovative environmental solutions for preventing, reducing and controlling pollution caused by the University;
- providing education and training (conferences, seminars, workshops, projects, undergraduate theses, summer schools ...);
- formulating joint project proposals aimed at sustainable development and social responsibility;
- encouraging cooperation with the local environment (learning sites for students in the Poljčane Municipality);
- proposing short green supply chains (materials and equipment for all university members);
- requesting the use of quality foods in subsidized meals for students and staff (organic food);
- preparing a plan for sustainable mobility in cooperation with local communities (e.g. safe cycle tracks, e.g. in the vicinity of Student Dormitories Maribor-Pivola, bike rental for employees in order to reduce the number of cars in parking lots ...);
- sustainable maintenance of public green areas around university buildings;
- raising awareness on sustainability issues in order to enhance the reputation of the University of Maribor.

The tasks of the Council and the Committee as well as the organisational structure are of general character. It is expected that the proposal will be supplemented in a public discussion held at <http://forum.uni-mb.si/>. References can be found at <http://www.uni-mb.si/podrocje.aspx?id=705>.

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**Appendix 1:** Proposed projects, goals and activities for the transformation of the University of Maribor into a sustainable and socially responsible institution

<b>FIELD</b>	<b>GOALS</b>	<b>IMPLEMENTATION</b>	<b>MANAGEMENT</b>
<b>ENVIRONMENT</b>			
energy	<ul style="list-style-type: none"> <li>- reducing dependency on fossil fuels (greater use of renewable resources)</li> <li>- sound management of electrical energy</li>   <li>- reducing heat loss</li> </ul>	<ul style="list-style-type: none"> <li>- installing solar cells (sale of excess energy)</li> <li>- installing photocells in faculty corridors, state-of-the-art regulation of lighting (north-south separation of space, taking into account the proportion of daylight), solar air conditioning, turning off computers</li> <li>- window renovations, wall and roof insulation, use of insulation materials, use of thermostatic valves on radiators</li> <li>- earning the energy performance certificate</li> <li>- connecting separate installation systems N/S (heating, lighting, alarm system, blinds, etc.) into a joint system (intelligent installation)</li> <li>- assessing costs and return on investment</li> </ul>	<p>FEECS, FCE FEECS</p> <p>FCE</p> <p>FCE</p> <p>FME FEECS FEB</p>
waste	<ul style="list-style-type: none"> <li>- waste reduction</li> <li>- separate collection of waste</li>   <li>- toxic and hazardous waste reduction (labs)</li> <li>- reduction of waste produced by restaurants</li> </ul>	<ul style="list-style-type: none"> <li>- determining the type and quantity of waste and formulating waste management plans</li> <li>- setting up a system for waste collection, sorting and recovery (separate bins)</li> <li>- implementation of lab courses on the basis of micro-experiments</li> <li>- examining possibilities for composting/animal food</li> </ul>	<p>FCCT, FME FEB, FL</p> <p>UM</p> <p>FCCT</p> <p>FME, FCCT</p>
noise	<ul style="list-style-type: none"> <li>- noise reduction</li> </ul>	<ul style="list-style-type: none"> <li>- traffic management in the vicinity of faculties</li> </ul>	FCE, FLO
transport	<ul style="list-style-type: none"> <li>- promoting the use of public transport and bicycles</li> </ul>	<ul style="list-style-type: none"> <li>- harmonizing bus and rail links</li> <li>- expanding the cycle network (bike rentals, bike racks)</li> <li>- establishing pedestrian and cycling zones in the vicinity of faculties</li> </ul>	FCE, FLO, Municipality of Maribor

**Appendix 1:** continuation

<b>FIELD</b>	<b>GOALS</b>	<b>IMPLEMENTATION</b>	<b>MANAGEMENT</b>
<b>ENVIRONMENT</b>			
air	<ul style="list-style-type: none"> <li>- reducing emissions (thermal exchange of exhaust gas and fresh air)</li> </ul>	<ul style="list-style-type: none"> <li>- drawing up an emission reduction programme</li> <li>- revising the price policy for heating</li> <li>- installing filters preventing releases into the environment</li> </ul>	FCCT FEB FME
water	<ul style="list-style-type: none"> <li>- reducing water consumption</li> </ul>	<ul style="list-style-type: none"> <li>- installing sensors on bathroom sinks</li> <li>- installing new toilet tanks</li> <li>- maintaining pipelines</li> <li>- installing rainwater reservoirs (use of rainwater for flushing)</li> </ul>	FEECS, FCE
waste water	<ul style="list-style-type: none"> <li>- waste water treatment (prior to discharging waste water into the sewer)</li> </ul>	<ul style="list-style-type: none"> <li>- managing a purification facility for technical faculties (chemicals)</li> </ul>	FCCT, FME, FCE
food	<ul style="list-style-type: none"> <li>- rationalising food consumption</li> </ul>	<ul style="list-style-type: none"> <li>- optimizing the number of meals (e-orders)</li> <li>- quantity of food in a servings, self-service</li> <li>- promoting healthy nutrition</li> </ul>	FCCT, FL  FALS
raw materials, consumables, equipment	<ul style="list-style-type: none"> <li>- reducing raw materials and consumables consumption</li> <li>- encouraging shared use of equipment</li> </ul>	<ul style="list-style-type: none"> <li>- planning the rational utilization of raw materials and consumables, recycling</li> <li>- designing sustainable products</li> <li>- maintaining a register of equipment</li> <li>- harmonising the utilisation and purchase of equipment</li> <li>- formulating balance sheets of faculties</li> <li>- conducting inventory checks</li> </ul>	FME, FEECS  FCCT  FCCT
landscape architecture	<ul style="list-style-type: none"> <li>- encouraging rational utilisation of soil and space</li> </ul>	<ul style="list-style-type: none"> <li>- maintaining parks around university buildings</li> <li>- constructing bike sheds</li> <li>- setting up winter gardens (e.g. at the entrance of the Academy)</li> </ul>	FCE, FALS
EMAS	<ul style="list-style-type: none"> <li>- encouraging Eco-Management and Audit Scheme (EMAS) registration</li> </ul>	<ul style="list-style-type: none"> <li>- assessing, managing and improving the environmental performance</li> <li>- monitoring and auditing the environmental performance of faculties (data collection and analysis)</li> <li>- obtaining the EMAS certificate</li> </ul>	FCCT  UM

**Appendix 1:** continuation

FIELD	GOALS	IMPLEMENTATION	MANAGEMENT
<b>ECONOMY</b>			
revenue	<ul style="list-style-type: none"> <li>- increasing incomes of the University and faculties</li> </ul>	<ul style="list-style-type: none"> <li>- obtaining national and EU funds for applied projects</li> <li>- selling waste</li> <li>- searching for environmental sponsors</li> <li>- advising commercial and municipal environmental organisations</li> </ul>	UM
<b>SOCIETY</b>			
education	<ul style="list-style-type: none"> <li>- promoting the introduction of sustainable development into the curriculum</li> <li>- encouraging non-formal education of students and staff</li> <li>- encouraging participation of the local community into sustainable development education</li> <li>- encouraging ties with the industry</li> <li>- encouraging lifelong learning</li> <li>- educating primary and secondary pupils</li> <li>- raising awareness among water and energy consumers</li> <li>- setting up wireless network at faculties</li> <li>- attracting successful foreign students</li> </ul>	<ul style="list-style-type: none"> <li>- introducing sustainability issues into various courses, implementing the obligatory course <i>Fundamentals of Sustainable Development</i> at all faculties, conducting SD modules at the master's level</li> <li>- invited speakers from abroad (experts on sustainable development)</li> <li>- organizing workshops on sustainable development</li> <li>- holding seminars on sustainable development (once a year)</li> <li>- organizing educational events (on environment days)</li> <li>- presentation of the most innovation sustainability solutions (once a year) → awards for innovative solutions</li> <li>- establishing an educational centre for sustainable development (conducting experiments, various games, etc.)</li> <li>- rules concerning rational use</li> </ul>	UM  FCCT FCCT  UM  UM  UM  UM  all faculties

**Appendix 1:** continuation

<b>FIELD</b>	<b>GOALS</b>	<b>IMPLEMENTATION</b>	<b>MANAGEMENT</b>
<b>SOCIETY</b>			
quality of work and education	<ul style="list-style-type: none"> <li>- enhancing the quality of work and education</li> <li>- promoting academic mobility</li> </ul>	<ul style="list-style-type: none"> <li>- surveys on student and employee satisfaction</li> <li>- obtaining scholarships for training abroad</li> </ul>	all faculties
lifestyle	<ul style="list-style-type: none"> <li>- raising awareness of a sustainable lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>- publishing fliers and posters presenting sustainable solutions in everyday life</li> </ul>	FEECS
health and safety	<ul style="list-style-type: none"> <li>- encouraging health and safety of students and employees</li> <li>- encouraging positive energy at the University</li> </ul>	<ul style="list-style-type: none"> <li>- lab safety</li> <li>- reviewing safety systems at faculties and the University</li> <li>- organizing workshops on stress prevention as well as physical and emotional well-being</li> <li>- sports and recreation for students and employees</li> </ul>	FCCT FCJS FM, USC
scientific research	<ul style="list-style-type: none"> <li>- promoting research into sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- interdisciplinary research on sustainable development</li> <li>- joint faculty projects</li> </ul>	all faculties
environmental law	<ul style="list-style-type: none"> <li>- mastering environmental law</li> </ul>	<ul style="list-style-type: none"> <li>- examining legal documents and taking into account EU directives</li> </ul>	FL
corruption	<ul style="list-style-type: none"> <li>- combating corruption</li> </ul>	<ul style="list-style-type: none"> <li>- reaching an agreement with students</li> </ul>	FCJS
ethical values and fairness	<ul style="list-style-type: none"> <li>- ensuring equal opportunities</li> <li>- encouraging creativeness</li> <li>- preventing social exclusion</li> <li>- recognizing ethical values in research</li> </ul>	<ul style="list-style-type: none"> <li>- ensuring basic resources for high-quality studies</li> <li>- studies and code of ethics for scientists</li> </ul>	all faculties

FEECS: Faculty of Electrical Engineering and Computer Science

FCE: Faculty of Civil Engineering

FEB: Faculty of Economics and Business

FME: Faculty of Mechanical Engineering

FCCT: Faculty of Chemistry and Chemical Technology

FALS: Faculty of Agriculture and Life Sciences

USC: University Sports Centre

FCJS: Faculty of Criminal Justice and Security

FM: Faculty of Medicine

FL: Faculty of Law

FLO: Faculty of Logistics