

# **CEPS**

## **Towards the green university strategy**

### **2025-2029**

#### **WP2: OPTIMIZATION OF THE ENVIRONMENT**

#### **D2.3: Towards green university strategy prepared for**

#### **adoption at 4 WB partner HEIs**

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## 1. Introduction

In order to initiate the process of creating the so-called green universities we have created the necessary plan of action to achieve this long-term goal. This plan of action, i.e. the strategy should comprise the necessary analysis of the current state of affairs, steps and guidelines towards the set objectives and milestones, mandatory actions and procedures, defined actors and factors of planned actions. The strategy is to be devised by four target HEIs in collaboration with the partnership. There are 4 strategies or similar documents drafted as a result of workshops, which were held in the virtual environment via Zoom platform.

Three workshops were taking place and each lasted for 2 days. During the first workshop the participants (4 per institution) analysed the current state of affairs in target HEIs in the Western Balkans and discussed and defined acute points and needs.

During the second workshop participants were familiarized with international legislation for bringing strategies and their aim was to define the main objectives and milestones, identify the necessary steps and procedures and define the manner of attaining the objectives.

During the third workshop participants will peer-review their draft strategies and prepare them for finalization which will be done after the third workshop.

All three workshops lasted for 2 days each, 5 hours per day. Participation of female participants was above 30%.

As result of workshops was initiated four devised strategy documents (one per target HEI from the Western Balkans) and they will be officially adopted by relevant university bodies on all four universities. The strategy text will be available in English, Bosnian and Montenegrin and it will be uploaded to project website as one of the project deliverables. According to that University College "CEPS-Center for Business Studies" Kiseljak has adopted its own strategy.

## 2. General description

The idea for founding the University College "CEPS - Center for Business Studies" Kiseljak in Kiseljak, as a non-profit institution, was primarily born out of the need to produce highly educated professionals capable of successfully responding to modern business challenges and to enhance the quality of higher education in entrepreneurship in Bosnia and Herzegovina.

The Ministry of Education, Science, Culture, and Sports of the Central Bosnia Canton issued a Decision approving the establishment of the "Center for Business Studies" in Kiseljak starting from the 2010/2011 academic year, under Decision No. 03-38-25/10-2, dated May 12, 2010.

The Ministry of Education, Science, Culture, and Sports of the Central Bosnia Canton subsequently issued a Resolution approving the establishment and operation of the higher education institution University College "Center for Business Studies," headquartered in Kiseljak at Rauševac 2, from the academic year 2010/2011, under Resolution No. 03-38-25/10-6, dated June 29, 2010.

With this Resolution, the University College "Center for Business Studies" in Kiseljak was registered in the Higher Education Institutions Register of the relevant ministry under number 022, on page 00022.

The Ministry of Education, Science, Culture, and Sports of the Central Bosnia Canton issued another Resolution (No. 03-38-25/10-8) on July 28, 2010, granting approval for the commencement of operations and classification of the institution's standardized activities.

The Government of the Central Bosnia Canton gave its consent for the establishment of the "Center for Business Studies" in Kiseljak, under Decision No. 01-02-289/2010, dated August 24, 2010. The "Center for Business Studies" in Kiseljak was then officially registered in the court registry of the Municipal Court in Travnik, under number 051-0-Reg-10-000442, on September 8, 2010, with the business registration number (MBS): 51-05-0079-10.

Following a Resolution from the Ministry of Education, Science, Culture, and Sports of the Central Bosnia Canton regarding a change in the institution's name and headquarters (Resolution No. 03-38-18/13, dated April 18, 2013), the higher education institution now operates under the name University College **"CEPS – Center for Business Studies"** (abbreviated as CEPS). The institution was officially registered under this new name in the court registry of the Municipal Court in Travnik, with Resolution No. 051-0-Reg-13-000268, dated May 22, 2013, under MBS: 51-05-007-10.

The University College **"CEPS - Center for Business Studies"** in Kiseljak, located at Josipa bana Jelačića street, is a modern higher education and research institution. With the approval of the Ministry of Education, Science, Culture, and Sports of the

Central Bosnia Canton, CEPS independently offers **undergraduate academic programs** (first-cycle studies) under the Bologna Process, with three-year and four-year study durations in the following programs:

- **Security Studies**
  - Specialization: Criminalistics
- **Transport and Traffic Engineering Studies**
  - Specialization: Road Transport; Railway Transport
- **Business Economics**
  - Specialization: Finance and Accounting; Management; Public Sector and Administration Management
- **Energy Studies**
  - Specialization: Energy Management and Efficiency; Renewable Energy Sources; Maintenance of Energy Facilities; Thermotechnics
- **Information Technology**
  - Specialization: Information Systems and Technologies
- **Health Studies**
  - Specialization: Nursing; Sanitary Engineering; Physiotherapy; Geriatrics
- **Occupational Safety and Fire Protection**
  - Specialization: Occupational Safety; Fire Protection
- **Law Studies**
  - Specialization: General Law

CEPS continues to operate as a distinguished institution dedicated to academic excellence, fostering innovation, and preparing professionals ready to tackle modern industry challenges.

## 2.1. CEPS Mission

The University College "CEPS - Center for Business Studies" Kiseljak is a modern institution that continuously aligns its programs with labor market demands and developments in national, European, and global economies. It identifies needs and trends, shaping students into highly educated professionals capable of tackling present and future challenges in their respective fields.

Our mission is to develop educational programs that motivate each student to recognize their potential and direct their abilities toward education, fulfilling personal ambitions while contributing to society.

Additionally, the mission of our University College is to create the necessary professional conditions for high-quality education in the fields of Traffic and Transport Engineering (specializations: Road Transport and Railway Transport), Business Economics (specializations: Finance and Accounting, Management, and Public Sector and Administration Management), Security Studies (specialization: Criminology), Occupational Safety and Fire Protection (specializations: Occupational Safety and Fire Protection), Energy Studies (specializations: Energy Management and Efficiency, Renewable Energy Sources, Maintenance of Energy Facilities, and Thermotechnics), Health Studies (specializations: Nursing, Sanitary Engineering, Geriatrics, and Physiotherapy), and Information Technology (specialization: Information Systems and Technology).

To achieve this, CEPS will utilize all available domestic and international sources of knowledge and expertise, providing students with adequate education.

The mission of CEPS is not only to produce highly skilled professionals and managerial personnel but also to cultivate ethical, well-educated individuals who will excel in their personal and professional environments.

By integrating scientific research and educational services while responding to the needs of our community and students, we have developed high-quality undergraduate programs.

Through continuous professional development and research, we create a dynamic educational community focused on the constant improvement of educational quality.

Our goal is to provide students with top-tier knowledge and develop leaders and professionals capable of tackling new challenges in both the private and public sectors.

The teaching staff at CEPS fosters teamwork and encourages innovative thinking, problem-solving, and the implementation of the latest technologies in their respective fields.

The core mission guiding the establishment of CEPS was to equip students with the ability to communicate effectively and work efficiently with clients and colleagues, both verbally and in writing, using appropriate terminology while fostering lifelong learning.

## 2.2. CEPS Vision

The University College "CEPS - Center for Business Studies" Kiseljak is envisioned as a higher education and research institution in the fields of economics, transport, social sciences, technical sciences, and health studies. It will remain open to students and researchers, offering high-quality higher education services.

Our vision is for CEPS to become a leading higher education institution in the region, recognized for the quality of its graduates. In the coming years, the primary goal must be to maintain the quality of work in all aspects.

A modern higher education institution must be adaptable, requiring qualified academic and administrative staff committed to continuous professional development. Therefore, CEPS will continue its strong support for faculty training and specialization.

CEPS aims to develop an optimal model of academic studies while maintaining strong ties and cooperation with the business sector.

Following the example of leading European institutions, CEPS has signed numerous cooperation agreements, which have been implemented through joint projects, service offerings, corporate participation in curriculum improvements, and internship opportunities for students, ensuring their employability in the labor market.

## 2.3. CEPS Objectives

From the beginning, our ultimate goal has been clear: we do not seek to expand our academic offerings indiscriminately or engage in partnerships solely for business growth. Instead, we prioritize quality and excellence.

Recognizing our responsibility in educating professionals, we have built a foundation based on expertise. We adhere to national and international educational standards, ensuring that our students receive degrees equivalent to 180 or 240 ECTS credits, in line with the Bologna Process. This commitment has been validated by the Ministry of Education, Science, Culture, and Sports of the Central Bosnia Canton.

CEPS has adopted a quality assurance strategy and implemented a management system focused on delivering high-quality education while ensuring student satisfaction. We emphasize quality at every stage of our operations, fostering a culture of continuous learning and communication with our stakeholders.

To achieve short-term and long-term goals, CEPS follows a strategy based on the following principles:

- Developing and improving study programs that meet labor market demands and prepare students for modern business challenges.

- Establishing regional branches.
- Continuous professional development and training of staff.
- Upgrading organizational structures and teaching resources.
- Aligning facilities with identified labor market needs and student enrollment projections.
- Implementing modern teaching methods to maximize knowledge transfer, including practical experience through visits to leading companies, lectures from top professionals, student exchanges, and additional seminars.
- Maintaining open communication with students through lectures, seminars, exercises, consultations, and online platforms, ensuring an interactive learning experience.
- Providing a flexible educational approach, allowing students to tailor their learning paths while fostering teamwork, problem-solving, and self-confidence.

Through these initiatives, CEPS ensures that its graduates are well-prepared to compete with peers from prestigious global institutions while contributing to the socioeconomic development of their communities.



### 3. Adoption of the CEPS Towards the green university strategy 2025-2029

UNIVERSITY COLLEGE "CEPS-CENTER FOR BUSINESS STUDIES" KISELJAK ADMINISTRATIVE BOARD made a DECISION on the adoption of the final version of the "CEPS Towards the green university strategy 2025-2029" No. 134/25 of 28.01.2025 in Kiseljak, Bosnia and Herzegovina.

The Green University Strategy of the UNIVERSITY COLLEGE "CEPS-CENTER FOR BUSINESS STUDIES" KISELJAK will last until 2029.

This sectoral strategy has been adopted according to Clause 29 of the Statute of the UNIVERSITY COLLEGE 'CEPS – CENTER FOR BUSINESS STUDIES' KISELJAK and Strategic Area 4 – Promoting Sustainability and Environmental Awareness, as outlined in the institution's strategy until 2029. As a result, it has been established as an official policy of CEPS.

The Green University Strategy of the UNIVERSITY COLLEGE "CEPS-CENTER FOR BUSINESS STUDIES" KISELJAK until 2029 is consistent with the vision and the mission of the University. The strategy builds on **sustainable development**, which can be defined as the long-term harmonious development of the social, economic, cultural and natural environment with a view to ensuring a high quality of life and a safe and clean living environment both today and in the future.

The Green University Strategy of CEPS until 2029 is in accordance with United Nations Educational, Scientific and Cultural Organization (UNESCO) Global Action Programme on Education for Sustainable Development and European University Association (EUA) A Green Deal roadmap for universities.

The principles and lines of action of Green University Strategy:

The objectives of Green University Strategy are in compliance with the Strategy of the UNIVERSITY COLLEGE "CEPS-CENTER FOR BUSINESS STUDIES" KISELJAK until 2029.

The Green University Strategy is initiated and created as part of the Greening Relevance in Operations in Western-Balkans Tertiary-Education Habitats (GROWTH) project and in accordance with recommendations from the Policy brief of the GROWTH project.

The Working Group for the Development of the Strategy was established by the decision of the Administrative Board and consists of the Knowledge Hub for Climate and Sustainability Team (KHCS):

- Professor Nermin Palić, PhD (Head of the Traffic Engineering Study Program, and Head of the KHCS),
- Lecturer Samir Ščetić (President of the Senate),
- Lecturer Dario Marušić (Head of the Energetics Study Program),

- Lecturer Semir Oglečevac (Head of the Occupational Safety and Fire Protection Study Program).

The objectives of the Green University Strategy are:

#### 1. Research & innovation

- Develop case studies of how interdisciplinary research can contribute to an interrelated implementation of the SDGs, linking economy, politics, environment, and society.
- Support the implementation of SDGs by fostering a culture where cooperation and mutual support among existing research structures can help tackle the challenge of sustainable development.
- Promote team research and move from a single principal investigator to a co-principal investigator approach (e.g. one from social sciences and humanities and one from science, technology, engineering, and mathematics).
- Develop or adopt innovation impact methodologies (e.g. SDG Impact Assessment Tool) which take account of both technical and local societal factors in the successful implementation of solutions.

#### 2. Education & students

- Examine curricula for necessary changes by bringing staff and students from different departments together, running workshops with stakeholder analysis, and identifying topics of shared interest in the green transition and how to develop them into learning objectives.
- Use sustainability as a powerful vehicle to develop interdisciplinary programs and clarify when interdisciplinarity is either preferable to, or can exist side by side with, monodisciplinary.
- Scan the horizon in terms of labor, industrial, and societal transformations that will soon impact the local and national context. Align the horizon scanning with emerging interests and demands from students and faculty to offer and optimize degree programs and optional study modules on sustainability to student-driven personalized journeys so that attendees can develop their own study package.
- Promote international cooperation by defining education programs that are jointly operated by partners in different countries, especially those heavily impacted by climate and environmental issues.

#### 3. Staff & operations

- Sustainable operations should be in synergy with a commitment to equality, diversity, inclusion, and belonging (EDIB). Through a Knowledge Hub for Climate and Sustainability that reports to the administrative board and to the director of CEPS, the

Green University Strategy should tackle issues related to managing the building stock and surrounding green spaces, food supply and canteens, procurement etc.

- Examine the rationale for high-carbon travel and mobility and develop codes of conduct that can guide staff members in choosing lower-emission alternatives.
- Rethink the institution's internal processes, involving both leaders and staff related to transition towards the more Green University.
- Assess the need for both sector-specific and interdepartmental staff training on sustainability in order for the university community to act as a multiplier and facilitator for the Green Deal transition beyond the campus.
- Implement measures to make laboratory research more sustainable and less harmful for environment.

#### 4. Public engagement & societal impact

- Value public engagement and policy input alongside research and education activities in career assessment. Encourage staff to apply for membership of advisory panels, working groups, and other policy input bodies, and enhance the communication skills of master and doctoral candidates.
- Develop citizen science projects on topics of local interest where the aim is to reach sustainability goals. These should reflect a commitment not just to promoting and demonstrating new solutions, but to facilitating a broad understanding of how large-scale climate and environmental challenges can have specific localised effects.
- Mobilise and exert collective influence by joining stakeholder networks focused on advocacy at either local and national or EU and global levels. Encourage partnering with think tanks and NGOs that have a strong track record as intermediaries between academia and policy, and ensure that governance and support structures allow the liaison role to be shared among several staff members.
- Develop stronger links with alumni as part of a joint commitment to amplify the social impact of the university. Draw on their experiences to pursue new initiatives, for instance in support of groups and individuals affected by climate and environmental issues.

#### **4. Measures of action plan**

The measures of action plan until 2029 for implementing Green University Strategy at the UNIVERSITY COLLEGE “CEPS-CENTER FOR BUSINESS STUDIES” KISELJAK are:

##### **1. Waste Management – Recycling Measures:**

- 1.1. Placement in the faculty's premises of the necessary infrastructure for the differentiated collection of waste.
- 1.2. Signing agreements with recycling companies for the removal of waste streams.
- 1.3. Promotion of recycling of recycling and waste separation activities.

##### **2. Mobility/traffic Measures:**

- 2.1. Installation of bicycle and scooter parking station in the HEI campus
- 2.2. Installation of electric car charging station and parking
- 2.3. Develop guidelines for green travel to reduce single-occupancy vehicle commuting.
- 2.4. Bike sharing options at CEPS
- 2.5. Promote videoconferencing as an alternative to air travel
- 2.6. Promotion of sustainable mobility activities
- 2.7. Restoration of old bikes for sharing purposes
- 2.8. Installation of bike repair toolbox

##### **3. Energy Measures:**

- 3.1. Promoting the responsible use of devices on the HEI campus
- 3.2. Launch a campaign to reduce open windows in winter
- 3.3. Launch a campaign regarding smart and responsible light usage
- 3.4. Apply to the Renewable Energy and Energy Efficiency Projects calls
- 3.5. Installing solar panels on the building or around the campus

##### **4. Material consumption Measures:**

- 4.1. Encouraging the reuse of paper
- 4.2. Become a single-use plastic free institution

- 4.3. Adjust default to double-sided printing
- 4.4. Increase electronic availability of textbooks and class documents
- 4.5. Syllabuses are provided only electronically

## **5. Biodiversity Measures:**

- 5.1. Planting activities

## **6. Water Measures:**

- 6.1. Placement of warning signs to avoid water wastage in environments with intensive use of water.
- 6.1. Placement of water dispensers at CEPS

## **7. Teaching Measures:**

- 7.1. Presentation of environmental principles to students
- 7.2. Analysis of study programs for the possibility of the degree of inclusion of environmental education.
- 7.3. Organization of student conferences based on sustainability, climate, and green agenda.
- 7.4. Develop sustainability and climate action professional development courses
- 7.5. Develop and offer Environmental Awareness and Training Programs
- 7.6. Study visit to companies that promote sustainability

## **8. Gender/ Diversity Measures:**

- 8.1. Gender diversity will be defined in the institution's internal documents

## **9. Procurement Measures:**

- 9.1. Introduction of eco and environment-friendly criteria while procuring materials and using third-party services
- 9.2. Conduct annual purchasing sustainability presentations at Administrative Board meetings

## **10. Personnel development/health promotion Measures:**

- 10.1. Create an open-air classroom environment
- 10.2. Improve the health of students and staff through extracurricular health activities (sports games).
- 10.3. Promotion of healthier mobility activities
- 10.4. Monitoring of air quality inside the CEPS building and its environment
- 10.5. Monitoring of external noise pollution

## **11. Equality/ Inclusion Measures:**

- 11.1. Improve infrastructure for people with disabilities

## **12. Other Measures:**

- 12.1. Develop a Calendar of important days
- 12.2. Develop Monitoring and Reporting process on Sustainability actions, activities etc.
- 12.3. Equip the area of the building with green elements

#### 4.1. Action plan

No.	Area	Measures	Outcomes	Deadline	Responsible Parties	Indicator
1	Waste Management – Recycling	1.1. Placement in the faculty's premises of the necessary infrastructure for the differentiated collection of waste.	Differentiated waste collection	2026	CEPS staff and students	4 locations on campus
		1.2. Signing agreements with recycling companies for the removal of waste streams.	Appropriate final treatment	2026	KHCS Head Director	Minimum 1 company
		1.3. Promotion of recycling of recycling and waste separation activities.	Raising awareness	2029	KHCS Team CEPS staff and students	Min. 2 activities per year
2	Mobility/traffic	2.1. Installation of bicycle and scooter parking station in the HEI campus	Healthy life and CO2 reduction	2026	KHCS Team Traffic Engineering study teaching staff	1 parking station
		2.2. Installation of electric car charging station and parking	CO2 reduction	2026	KHCS Team Energetic study teaching staff	1 charger 1 parking
		2.3. Develop guidelines for green travel to reduce single-occupancy vehicle commuting.	CO2 reduction	2027	KHCS Team Traffic Engineering study teaching staff	Guidelines document online and print version
		2.4. Bike sharing options at CEPS	Healthy life and CO2 reduction	2026	KHCS Team	2 electric bikes
		2.5. Promote videoconferencing as an alternative to air travel	CO2 reduction	2029	CEPS staff and Students Director Senate	Min. 1 event per year
		2.6. Promotion of sustainable mobility activities	Raising awareness	2029	KHCS Team CEPS staff and students	Min. 2 activities per year
		2.7. Restoration of old bikes for sharing	Raising awareness	2029	KHCS Team	Min. 3 bikes

		<b>purposes</b>	<b>on circular economy</b>		<b>CEPS staff and Students Administrative Board</b>	
		2.8. Installation of bike repair toolbox	Raising awareness	2029	KHCS Team Administrative Board	1 toolbox
3.	Energy	3.1. Promoting the responsible use of devices on the HEI campus	Raising awareness Energy efficiency	2026	KHCS Team CEPS staff and Students	Posters across the CEPS campus (turn off after use)
		3.2. Launch a campaign to reduce open windows in winter	Raising awareness Energy efficiency	2029	KHCS Team CEPS staff and Students	Min. 1 per year
		3.3. Launch a campaign regarding smart and responsible light usage	Raising awareness Energy efficiency	2029	KHCS Team CEPS staff and Students	Min. 1 per year
		3.4. Apply to the Renewable Energy and Energy Efficiency Projects calls	Raising awareness Energy efficiency Renewable Energy	2029	KHCS Team CEPS staff and Students	Min.1 project application per year
		3.5. Installing solar panels on the building or around the campus	Energy efficiency	2029	KHCS Team CEPS staff and Students Administrative Board	Min.4 solar panels
4.	Material consumption	4.1. Encouraging the reuse of paper	Raising awareness Reduce paper waste	2028	KHCS Team CEPS staff and Students Administrative Board	4 collection points for reusable paper
		4.2. Become a single-use plastic free institution	Raising awareness Reduce plastic waste	2028	KHCS Team CEPS staff and Students Administrative Board	Plastic free institution
		4.3. Adjust default to double-sided printing	Raising awareness Reduce paper waste	2026	CEPS staff and Students Director	All institutional printers



			Responsible paper usage		Administrative Board Senate	adjusted
		4.4. Increase electronic availability of textbooks and class documents	Reduce paper waste Responsible paper usage	2026	CEPS staff and Students	All textbooks and class documents uploaded online
		4.5. Syllabuses are provided only electronically	Reduce paper waste Responsible paper usage	2026	CEPS staff	All syllabuses uploaded online
5.	Biodiversity	5.1. Planting activities	Increased green spaces on campus Improved air quality Greater environmental awareness	2029	CEPS staff and Students Director Administrative Board	Plant 5 plants annually
		5.2. Campaigns about biodiversity	Raising awareness	2029	KHCS Team CEPS staff and Students	Min. 1 per year
6.	Water	6.1. Placement of warning signs to avoid water wastage in environments with intensive use of water.	Raising awareness Responsible water usage	2026	KHCS Team	Signs in all areas with high water usage
		6.2. Placement of water dispensers at CEPS	Reduction of plastic usage Responsible water usage	2029	KHCS Team Administrative Board	4 water dispensers
7.	Teaching	7.1. Presentation of environmental principles to students	Raising awareness	2029	KHCS Team CEPS staff	Min. 1 per year
		7.2. Analysis of study programs for the possibility of the degree of inclusion of environmental education.	Raising awareness Recommendations for improvement	2027	KHCS Team CEPS staff and Students	Curricula mapped to SDGs
		7.3. Organization of student conferences based on sustainability, climate, and green agenda.	Raising awareness Interdisciplinary collaboration Engagement and	2029	KHCS Team CEPS staff and Students International	Min. 1 per year

			participation		Relations Office QA Office	
		7.4. Develop sustainability and climate action professional development courses	Raising awareness Increasing knowledge Increasing competences	2028	KHCS Team CEPS staff Director Senate	Min. 2 courses developed
		7.5. Develop and offer Environmental Awareness and Training Programs	Raising awareness Increasing knowledge Increasing competences	2029	CEPS staff Director Senate	Min. 4 Training Programs
		7.6. Study visit to companies that promote sustainability	Raising awareness Increasing knowledge Increasing competences	2029	CEPS staff Students Director Senate	Min. 1 per year
8.	Gender/ Diversity	8.1. Gender diversity defined in the institution's internal documents	Raising awareness Equality	2029	CEPS staff Students Director Senate	Adopted rulebook
9.	Procurement Measures	9.1. Introduction of eco and environment-friendly criteria while procuring materials and using third-party services	Responsible procurement Reduction of harmful material usage	2027	KHCS Team Director Administrative Board	40% material procurement will be based on eco and environment-friendly criteria
		9.2. Conduct annual purchasing sustainability presentations at Administrative Board meetings	Raising awareness Sustainable and transparent business operations	2029	KHCS Team Director Administrative Board Senate	Min. 1 per year
10.	Personnel development/health promotion	10.1. Create an open-air classroom environment	Raising awareness Sustainable business operations Building Inclusivity	2026	KHCS Team Director Administrative Board Senate	Created and in use an open-air classroom

		10.2. Improve the health of students and staff through extracurricular health activities (sports games).	Raising awareness Health living Inclusion	2029	Director Administrative Board	One event every other year
		10.3. Promotion of healthier mobility activities	Raising awareness Health living CO2 reduction	2028	KHCS Team Director Administrative Board	Bike and ride offer available for staff and students
		10.4. Monitoring of air quality inside the CEPS building and its environment	Raising awareness Increasing knowledge Increasing competences	2029	KHCS Team CEPS staff and Students	Report once per year
		10.5. Monitoring of external noise pollution	Raising awareness Increasing knowledge Increasing competences	2029	KHCS Team CEPS staff and Students	Report once per year
11	Equality/ Inclusion	11.1. Improve infrastructure for people with disabilities	Raising awareness Equality Inclusion	2029	Director Administrative Board	90% of infrastructure user-friendly for people with disabilities
12	Other	12.1. Develop a Calendar of important days	Raising awareness Sustainable business operations	2026	KHCS Team CEPS staff and Students	Calendar adopted
		12.2. Develop Monitoring and Reporting process on Sustainability actions, activities etc.	Transparent Sustainability Performance	2028	KHCS Team Director Administrative Board	Adopted Monitoring and Reporting process

		12.3. Equip the area of the building with green elements	Green spaces in CEPS building and surroundings	2029	KHCS Team Administrative staff Director Administrative Board	Min. 1 plant per year
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