

FACULTY OF MANAGEMENT HERCEG NOVI



STRATEGY “TOWARDS THE GREEN UNIVERSITY” FACULTY OF MANAGEMENT HERCEG NOVI 2025 – 2030

Adopted at the Council of the Faculty of Management Herceg Novi held on February 28th 2025.

Number: 51/25

Date: February 28th 2025

Pursuant to the Article 34 of the Statute of the Faculty of Management in Herceg Novi, the Council of the Faculty of Management, at the session held on 28 February 2025, adopts the following:

**STRATEGY “TOWARDS THE GREEN UNIVERSITY”
OF THE FACULTY OF MANAGEMENT HERCEG
NOVI
2025 – 2030**

INTRODUCTION

The “Towards the Green University” Strategy of the Faculty of Management Herceg Novi (hereinafter: the Strategy) confirms the Faculty’s commitment to transforming the way it provides services to students and staff through an ambitious and forward-looking approach.

Modern universities play a key role in promoting sustainable development and environmental awareness. The Faculty of Management Herceg Novi, as a member of Adriatic University Bar, recognizes the need for responsible resource management, reducing environmental impact, and integrating sustainable practices into academic life.

The “Towards the Green University” Strategy sets out the Faculty’s long-term development vision through sustainable infrastructure, environmentally responsible teaching, research, and community engagement. The Strategy aims to increase energy efficiency, reduce waste, promote digitalization, and strengthen ecological awareness among students and staff.

OBJECTIVES OF THE “TOWARDS THE GREEN UNIVERSITY” STRATEGY

The Faculty of Management Herceg Novi strives to become a leader in sustainable education in Montenegro, integrated into a green university system in which environmental responsibility, digitalization, and energy efficiency are embedded in both academic and administrative practices. The goal is to build an environmentally conscious academic community that contributes to sustainable development through innovation, research, and the education of future managers guided by principles of the green economy.

The Strategy towards the Green University is essential for the Faculty of Management because it strengthens sustainable development and social responsibility, enabling the Faculty to take an active role in environmental protection and in achieving global sustainable development goals. In addition to supporting the preservation of natural resources, this strategy also encourages innovation in teaching and research activities.

1. General Objectives

The general objectives of the “Towards a Green University” Strategy of the Faculty are as follows:

1. Reducing the Faculty’s environmental footprint through resource optimization, energy efficiency, and digitalization;
2. Integrating sustainable practices into teaching, research, and Faculty projects;
3. Promoting environmental awareness among students, academic staff, and administrative personnel;
4. Developing infrastructure aligned with environmental standards — energy-efficient facilities, recycling systems, digital classrooms, etc.;
5. Strengthening cooperation with the local community, institutions, and environmental organizations to advance sustainable development;
6. Increasing the number of scientific and applied research outputs in the fields of green economy, sustainable development, and management;
7. Introducing ecological standards into everyday Faculty operations, such as reducing paper use, electronic administration, and environmentally responsible transport.

These objectives establish the foundation for transforming the Faculty of Management Herceg Novi into an environmentally conscious academic institution that promotes sustainable development within both education and the economy by leading through example.

2. Specific Objectives

In order for the Faculty of Management Herceg Novi to become part of the global sustainability movement, one of the first steps is the adoption of this “Towards the Green University” Strategy.

This Strategy encompasses key areas that directly affect the Faculty’s environmental footprint as well as its role in shaping a socially responsible and environmentally conscious managerial workforce.

The specific objectives of the Strategy are not limited to reducing negative environmental impact; they also aim to create an innovative and inspiring environment in which students, professors, and administrative staff actively participate in sustainable practices.

To achieve these goals, the Green University Strategy focuses on six priority areas: efficient waste management and promotion of recycling; enhancement of energy efficiency through rational use and renewable energy sources; encouragement of research and innovation in the field of sustainable development; integration of environmental topics into the educational

process and support for student initiatives; adaptation of work processes and employee practices to ecological standards; and strengthening the social impact of the university through cooperation with the local community and promotion of sustainable values.

Each of these areas represents a meaningful step towards creating an academic institution that not only applies ecological principles in its operations, but also actively transfers them to future generations of managers.

2.1. Efficient waste management and promotion of recycling

Specific objectives:

- Installing recycling stations with clearly marked bins for paper, plastic, and metal throughout the Faculty;
- Organizing a system for collecting electronic waste and batteries by placing designated containers;
- Establishing a donation programme for used furniture, office equipment, and books instead of disposal, thereby encouraging circular economy principles;
- Increasing the rate of waste recycling through infrastructure development and awareness campaigns.

Establishing a clear and efficient recycling system enables students and staff to actively participate in waste reduction. By developing infrastructure for recycling and reuse, the Faculty not only reduces the volume of waste generated but also contributes to raising awareness and fostering responsible habits within the academic community.

2.2. Enhancement of energy efficiency through rational use and renewable energy sources

Specific objectives:

- Reducing overall energy consumption in Faculty facilities by 30% by 2030 through improved insulation and consumption optimization;
- Modernizing lighting systems by transitioning to LED technology and installing smart sensors in classrooms and hallways;
- Optimizing heating and cooling through the adoption of energy-efficient systems.

This area is crucial for reducing the Faculty's environmental footprint and optimizing operational costs. The shift to energy-efficient solutions and renewable energy sources will lower carbon emissions and increase the institution's resilience to future energy challenges. Implementing modern technologies enables simultaneous resource savings and improved comfort for students and staff.

2.3. Encouragement of research and innovation in the field of sustainable development

Specific objectives:

- Establishing a Center for Sustainability Research and Innovation, bringing together students, professors, and industry partners to work on ecological innovation projects;
- Introducing annual awards for outstanding research projects in sustainable development, circular economy, and environmental management;
- Developing cooperation with domestic and international universities through joint projects and researcher exchanges;
- Organizing workshops or seminars on sustainable development and ecological innovation.

The Faculty of Management Herceg Novi can significantly contribute to global sustainability efforts through research and innovation. Creating a platform for scientific cooperation enables the development of practical solutions applicable not only within the Faculty but also in a wider social and economic context. Strengthening ties with industry and academic partners further enhances the Faculty's competitiveness and visibility at the international level.

2.4. Integration of environmental topics into the educational process and support for student initiatives

Specific objectives:

- Integrating sustainability principles through new subjects and through revisions of existing curricula;
- Establishing a student environmental club to actively implement campaigns and projects related to green practices;
- Launching mentorship programmes and internships in companies that apply sustainable business models;
- Organizing student competitions and projects focused on ecological innovation and solving concrete problems within the local community.

The education system plays a key role in shaping students' awareness and knowledge of sustainability. Integrating environmental topics into the curriculum enables students to acquire relevant skills and competencies needed for future professional challenges in the field of sustainable management. At the same time, actively involving students in green initiatives strengthens their engagement and develops leadership in environmental change.

2.5. Adaptation of work processes and employee practices to ecological standards

Specific objectives:

- Digitalizing administrative processes to reduce paper use;
- Introducing a green procurement policy, whereby at least 70% of office materials and equipment are sourced from environmentally friendly suppliers;
- Organizing training and professional development for staff on sustainable operations and

- energy efficiency;
- Developing incentive programmes for employees who apply sustainable practices in their work.

The Faculty's effectiveness in achieving sustainability goals also depends on internal processes and staff culture. Digitalization and operational optimization reduce resource consumption and operating costs, while raising staff awareness and involving them in ecological initiatives contributes to long-term changes in work practices.

2.6. Strengthening the social impact of the university through cooperation with the local community and promotion of sustainable values

Specific objectives:

- Actively engaging the Faculty in local environmental protection projects in cooperation with the municipality, non-governmental organizations, and the business sector;
- Organizing an annual event — for example, “Green Days” — featuring clean-up actions, tree planting, and public education activities;
- Launching a volunteer programme through which students and staff can contribute to environmental initiatives in the local community;
- Transparently reporting the Faculty's environmental results through annual sustainability reports.

The Faculty holds responsibility not only toward its students and employees but also toward the wider community. Through cooperation with local institutions and citizens, it can contribute to addressing environmental challenges and raising awareness about sustainability. Transparency and active community engagement further strengthen the Faculty's reputation and social responsibility, creating a positive model for other educational institutions.

MEASURES FOR IMPLEMENTATION OF “TOWARDS THE GREEN UNIVERSITY” STRATEGY

To achieve the set objectives and transform the Faculty of Management Herceg Novi into an environmentally responsible academic institution, it is necessary to implement a series of concrete measures.

Effective waste management and the promotion of recycling will begin with the establishment of recycling stations equipped with clearly marked containers for paper, plastic, and metal, as well as dedicated containers for electronic waste and batteries. Educational campaigns will be organized to raise awareness among students and staff about the importance of proper waste sorting, while programmes for reusing books, furniture, and office equipment will support the principles of the circular economy. Finally, the Faculty will cooperate with local recycling centres to ensure proper waste processing.

Energy efficiency improvements will be carried out through the modernization of lighting, including the transition to LED technology and the installation of motion sensors in classrooms and

hallways to optimize electricity consumption. Enhancing thermal insulation will reduce energy losses, while heating and cooling systems will be upgraded with energy-efficient solutions. Additionally, digital systems for monitoring energy consumption will be implemented to identify potential savings opportunities.

The promotion of research and innovation in the field of sustainable development will be achieved through the establishment of a Center for Sustainable Innovation and Research, which will connect students, professors, and industry partners through joint projects. The Faculty will introduce annual awards for the best environmental projects. Cooperation with domestic and international universities and the organization of conferences on sustainability will further support knowledge exchange and the practical application of innovation.

The integration of environmental topics into the educational process will involve adapting study programmes by including courses on green economy and sustainable development. Students will have the opportunity to participate in internships within companies that apply ecological standards, while the student environmental club will encourage clean-up campaigns, tree-planting activities, and awareness-raising on environmental challenges. The organization of competitions and project-based activities on sustainability will further strengthen student engagement in this area.

Adapting work processes and staff practices to ecological standards will be implemented through the digitalization of administrative procedures, reducing paper usage and transitioning to electronic archiving and communication. The Faculty will apply a green procurement principle, ensuring that the majority of office materials used come from sustainable sources. Training sessions and workshops on environmental management and energy efficiency will be organized for staff, while sustainable transportation will be encouraged through public transport incentives and the promotion of bicycle use.

Strengthening the Faculty's social impact through cooperation with the local community will be achieved through active participation in environmental protection projects, the organization of the "Green Days" event, and the launch of volunteer programmes in which students and staff will contribute to ecological initiatives in the community. The Faculty will regularly publish sustainability reports to transparently present achieved results and future plans, while actively participating in national and international green university networks to exchange best practices.

By implementing these measures, the Faculty of Management Herceg Novi will significantly contribute to the development of an environmentally responsible academic community, the reduction of its environmental footprint, and the promotion of sustainable practices among students, staff, and the wider society.

FINAL PROVISIONS

This "Towards the Green University" Strategy has been adopted as a framework for enhancing sustainability and environmental responsibility at the Faculty of Management Herceg Novi. The Strategy was developed within the *Erasmus+ GROWTH project*, applying contemporary principles of sustainable development and green initiatives in higher education.

The Council of the Faculty of Management Herceg Novi submits this Strategy to the University Senate for consideration and further adoption, with the aim of its formal approval and implementation at the university level.

The Strategy enters into force on the day of its adoption, and its implementation will be

monitored by the competent Faculty bodies, with regular review and alignment with sustainable development goals and environmental standards.

PRESIDENT OF THE COUNCIL OF THE FACULTY

Prof. dr Irena Petrušić